AN ASSESSMENT OF THE ADOPTION OF OUTCOME HARVESTING AS AN EVALUATION APPROACH: A CASE OF SELECTED NON-GOVERMENTAL ORGANIZATIONS IN NAIROBI COUNTY, KENYA

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ABSTRACT
This study investigated the implementation of outcome harvesting as an evaluation tool within the nonprofit sector. Specifically, it examined its effectiveness, identified challenges, and proposed adoption strategies. Conducted as a descriptive survey, 30 monitoring and evaluation professionals from 15 NGOs in Nairobi were selected via purposive sampling. Data were gathered through semi-structured interviews and analyzed with SPSS v27 and content analysis. Findings indicate that outcome harvesting is a key evaluation method, with 48% of respondents highlighting its efficacy in impact reporting and 56% noting its utility in deriving lessons. However, 56% identified the prevailing evaluation culture as a significant barrier. To improve adoption, most participants recommended early integration of the method and expert involvement. The study concludes that early and resource-backed application of outcome harvesting is crucial for capturing project impacts and lessons and calls for a shift in evaluation culture.

Keywords: Organizational Culture, Employee Performance, Work Environment, Employee Motivation.

1. INTRODUCTION
Introduction to Outcome Harvesting
Outcome harvesting is a forward-thinking evaluation methodology that enables organizations to identify, document, and interpret changes attributed to their interventions, even in the absence of predefined outcomes. This approach is particularly pertinent in complex, adaptive environments where linear cause-and-effect assumptions do not hold (Wilson-Grau & Britt, 2012). It shifts the focus from activities and outputs to the actual changes achieved, offering a nuanced understanding of impact (Patton, 2011).

Outcome Harvesting is not only an evaluative approach but also a strategic learning tool that empowers organizations to reflect on their achievements and adapt their strategies accordingly. It facilitates a deeper understanding of how and why changes occur, enabling organizations to better plan and implement future interventions. This method is particularly effective in complex scenarios where predicting outcomes is challenging, offering a flexible framework that accommodates the dynamic nature of social change processes (Wilson-Grau & Britt, 2012). This adaptability is crucial in the evolving landscape of international development, where traditional

linear models of planning and evaluation often fall short in capturing the intricacies of change (Patton, 2011).

Relevance in the NGO Sector

For NGOs, demonstrating the effectiveness of interventions remains a paramount challenge, especially in dynamic contexts like those found in developing countries. Traditional evaluation methods often fall short in capturing the subtleties of change that NGOs catalyze. Outcome harvesting addresses this gap by providing a robust framework for identifying and interpreting outcomes, thereby enhancing the accountability and learning of NGOs (Davies, 2012; Schulz et al., 2015).

In the NGO sector, the relevance of outcome harvesting extends beyond mere evaluation; it is increasingly viewed as integral to strategic planning and organizational learning. NGOs, faced with the challenge of demonstrating impact in fluid and complex environments, find outcome harvesting invaluable for its ability to capture subtle, yet significant, shifts in behavior, policy, and community engagement. This method aligns with the sector's move towards more adaptive and learning-oriented approaches, recognizing that impact can be nonlinear and multifaceted (Davies, R. 2012; Guijt, I. 2014). Outcome harvesting thus supports NGOs in not only proving, but also improving, their contributions to societal change.

Outcome Harvesting in Practice

The practical application of outcome harvesting across various contexts has illustrated its versatility and effectiveness. Through case studies, outcome harvesting has been shown to facilitate organizational learning, adapt to different scales of intervention, and provide valuable insights into the impact of programs (Guijt, 2014). Its comparative advantage lies in its ability to capture emergent outcomes, making it an invaluable tool for evaluators and practitioners alike (Patton, 2015).

In practice, outcome harvesting has been applied in diverse global contexts, demonstrating its flexibility and utility across a range of sectors and programs. Studies have shown its effectiveness in environments where stakeholders are engaged in iterative learning processes, allowing for the continuous adaptation of strategies based on identified outcomes. This real-world application highlights the method's capacity not only to evaluate but also to contribute to the strategic development of programs, proving particularly beneficial in projects aimed at social change and innovation (Guijt, I., 2014; Patton, M. Q., 2015).

Contextual Focus: Nairobi, Kenya

Nairobi's NGO sector is vibrant and diverse, addressing a wide array of developmental challenges. The city's unique socio-economic dynamics underscore the need for adaptive evaluation methodologies capable of capturing the full spectrum of NGO impacts. The literature indicates a notable dearth of studies focusing on innovative evaluation methods like outcome harvesting within this context, highlighting the importance of this research (Kilby, 2006; Bamberger, Rugh, & Mabry, 2012).

Nairobi's NGO sector is not only vast and diverse but also at the forefront of adopting innovative solutions to complex development challenges. The city's unique position as a hub for international and local NGOs provides a fertile ground for implementing and testing new evaluation methodologies like outcome harvesting. This setting offers a distinctive opportunity to study the practicalities, successes, and challenges of outcome harvesting, making Nairobi an ideal case for exploring the adaptation and effectiveness of such methodologies in real-world settings (Bamberger, M., Rugh, J., & Mabry, L., 2012).

Literature Gap and Research Justification

Despite the recognized potential of outcome harvesting, there is a significant lack of empirical research on its application and effectiveness in the African context, particularly among NGOs in Nairobi. This study aims to fill this gap by exploring the extent of adoption and the perceived value of outcome harvesting, contributing to a more nuanced understanding of evaluation practices in complex environments (Wilson-Grau & Britt, 2012; Guijt, 2014).

Purpose of the Study

The study aimed at assessing the adoption of outcome harvesting as an evaluation approach.

Objectives of the Study

This study sought to:

1. Assess the role of outcome harvesting in project evaluation by non-governmental organizations in Nairobi County.
2. Examine the challenges affecting the adoption of outcome harvesting by selected non-governmental organizations in Nairobi County.
3. Suggest strategies to enhance the adoption of outcome harvesting.

Research Questions

1. What is the role of outcome harvesting in evaluation by non-governmental organizations in Nairobi County?
2. What are the challenges affecting the adoption of outcome harvesting by non-governmental organizations in Nairobi County?
3. What strategies can be adopted to enhance the adoption of outcome harvesting?

Limitations and delimitations of the study

The study's constraints encompass both uncontrollable factors potentially impacting results and boundaries that define the study's scope and interpretive capacity. Proactive measures, including scheduling flexibility and reminder calls, were implemented to mitigate delays due to incomplete questionnaires. Concerns over respondent hesitancy were addressed through assurances of confidentiality and clarity on the study's scholarly intent. All necessary approvals were obtained in advance, underscoring a commitment to data integrity and participant privacy.

2. LITERATURE REVIEW

Role of Outcome Harvesting in Project Evaluation

Outcome harvesting is distinguished by its ability to identify, verify, and analyze changes in behavior or circumstances due to interventions, without the need for predefined outcomes. This

approach is particularly relevant for NGOs operating in the complex, dynamic environments of Nairobi County, where traditional evaluation methods may fall short. As noted by Wilson-Grau and Britt (2012), outcome harvesting allows evaluators to capture subtle but significant changes that standard methodologies might overlook, thus providing a deeper understanding of impact and enhancing strategic planning.

Additionally, outcome harvesting supports the involvement of multiple stakeholders in the evaluation process, making it a participatory approach that enhances the credibility and usefulness of the findings. According to Patton (2011), involving stakeholders not only helps in validating the data but also in ensuring that the outcomes are useful for strategic decision-making. This participatory nature of outcome harvesting aligns well with the principles of community-based NGOs, which strive for inclusivity and local engagement in their project evaluations.

Challenges Affecting the Adoption of Outcome Harvesting

The adoption of outcome harvesting faces several significant challenges. One major hurdle is the prevailing evaluation culture within NGOs, which often prioritizes immediate, quantifiable results over long-term impact assessments (Patton, 2011). Additionally, a lack of skilled personnel familiar with advanced evaluation techniques can hinder the implementation of outcome harvesting (Preskill & Torres, 1999). The financial implications of adopting innovative evaluation methods also pose a substantial challenge, as many NGOs operate under tight budget constraints and may view the initial investment in training and tools as prohibitive (Volkov & King, 2007). Furthermore, the complex nature of outcome harvesting, which requires a nuanced understanding of behavioral changes and their linkages to interventions, can be daunting for organizations accustomed to more straightforward, quantitative metrics (Wilson-Grau & Britt, 2012). The shift from output-based to outcome-based evaluation demands a significant change in mindset and operational approach, which can be resistant to change. Organizations may require time and external support to transition effectively, navigating the challenges of adopting a fundamentally different approach to evaluating their impact.

Strategies to Enhance the Adoption of Outcome Harvesting

To enhance the adoption of outcome harvesting, NGOs need to foster an organizational culture that values learning and continuous improvement in evaluation practices. Patton (2008) emphasizes the importance of engaging primary users of evaluation findings in the process to ensure the relevance and utility of the evaluation activities. Training and capacity building are crucial, as they equip staff with the necessary skills to implement sophisticated evaluation methods effectively (Cousins & Whitmore, 1998). Furthermore, securing external funding to support innovative evaluation practices can alleviate financial pressures and provide the resources needed to adopt outcome harvesting (Kusek & Rist, 2004).

In addition to these strategies, the establishment of partnerships with academic institutions and other NGOs experienced in outcome harvesting can provide vital technical support and learning opportunities. Such collaborations can facilitate knowledge exchange, enhance skills through shared experiences, and even catalyze joint funding initiatives to offset the costs of adopting new evaluation methodologies. Moreover, incorporating outcome harvesting into the initial stages of project design rather than as an afterthought ensures that the approach is integrated into the

organizational processes, increasing the likelihood of its sustained use and success (Wilson-Grau & Britt, 2012).

3. RESEARCH METHODOLOGY

Research Design: A descriptive survey design was chosen to explore how Nairobi-based NGOs adopt outcome harvesting, showcasing its effectiveness in complex and changing settings. This design is ideal for capturing detailed, real-time insights into practices and perceptions, offering a grounded understanding of outcome harvesting's applicability.

Population and Sampling: Monitoring and Evaluation (M&E) professionals from 15 Nairobi NGOs were targeted, utilizing purposive sampling for participant selection. This approach ensures the inclusion of individuals with firsthand knowledge of outcome harvesting, enhancing the relevance and depth of the findings.

Data Collection: Semi-structured questionnaires and interviews were employed to collect diverse data on outcome harvesting's adoption, benefits, and challenges. This mixed-methods approach allows for a richer, more comprehensive collection of data, combining statistical breadth with in-depth qualitative insights.

Analysis Plan: SPSS was used for quantitative analysis to uncover patterns, while qualitative responses were examined through content analysis. This dual analysis strategy provides a balanced view, capturing the numerical trends and the subtleties of participant experiences and perceptions.

Ethical Considerations: Ethical clearance was secured, with participant anonymity and data confidentiality prioritized. This underscores the study's commitment to ethical research standards, ensuring trust and integrity in the process.

4. RESEARCH FINDINGS

Gender of the Respondents

Gender is an important parameter in a study. With this regard, the respondents were asked to indicate their gender with findings presented in Figure 1
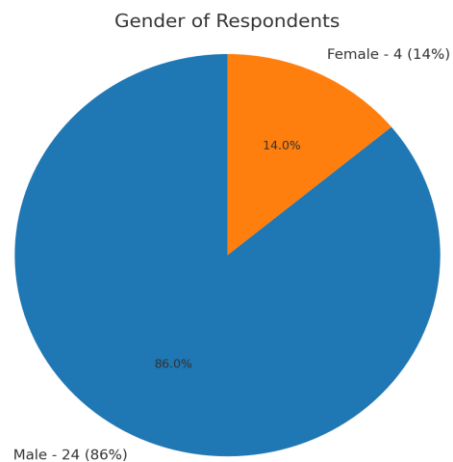

Figure 1 Gender of Respondents

These results revealed that the majority 24(86%) of the respondents were males while the remaining minority 4(14%) were females. From the organization's population the ratio was estimated to be three males to one female, indicating that both genders were represented in the study.

Age of the Respondents

The study sought to establish the distribution of the respondents in terms of age and found   out the information presented in Figure 2
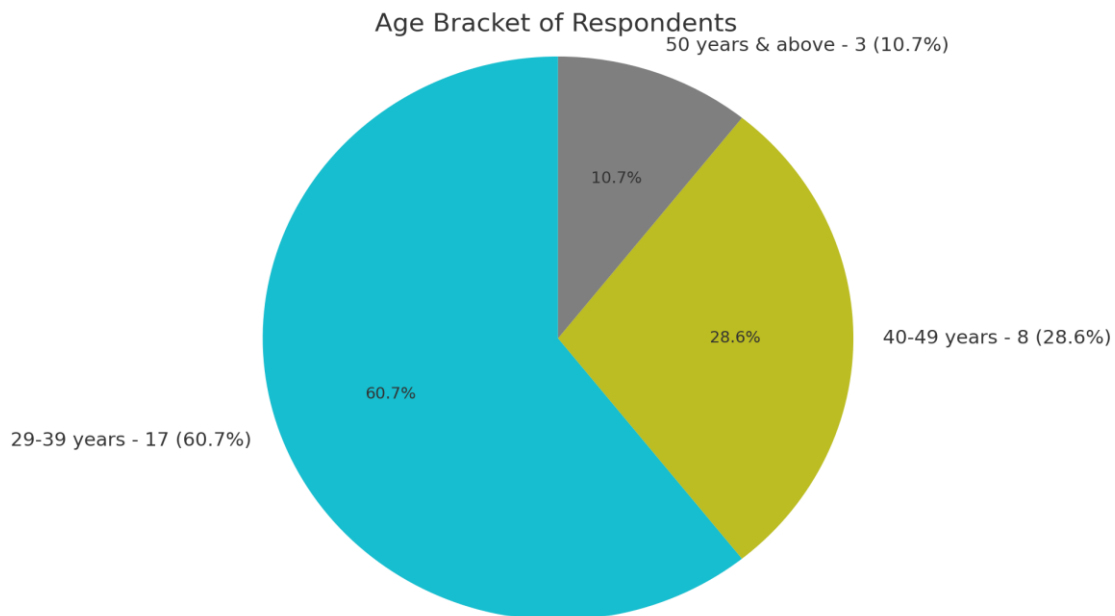

Age Bracket of Respondents

- 50 years & above - 3 (10.7%)
- 40-49 years - 8 (28.6%)
- 29-39 years - 17 (60.7%)

Figure 2: *Age Bracket of Respondents*

Findings in table 4.2 reveal that most 17(60.7%) of respondents were aged between29 years and 39 years old, 8(28.6%) of them were aged between 40 and 49 years old whilethe minority 3(10.7%) were aged 50 years and above. Therefore, this implies that the majority of the respondents who took part in the study were between the age of 29-39 years, an indication of a relatively younger age group that may be willing and easy swerved to trynew innovations such as outcome harvesting evaluation approach in monitoring and evaluation project

Level of Educational Attainment

The educational level of respondents was crucial for assessing their comprehension of monitoring and evaluation concepts, which influenced their efficacy in responding to the study questionnaire and informant guides, as shown in Figure 3
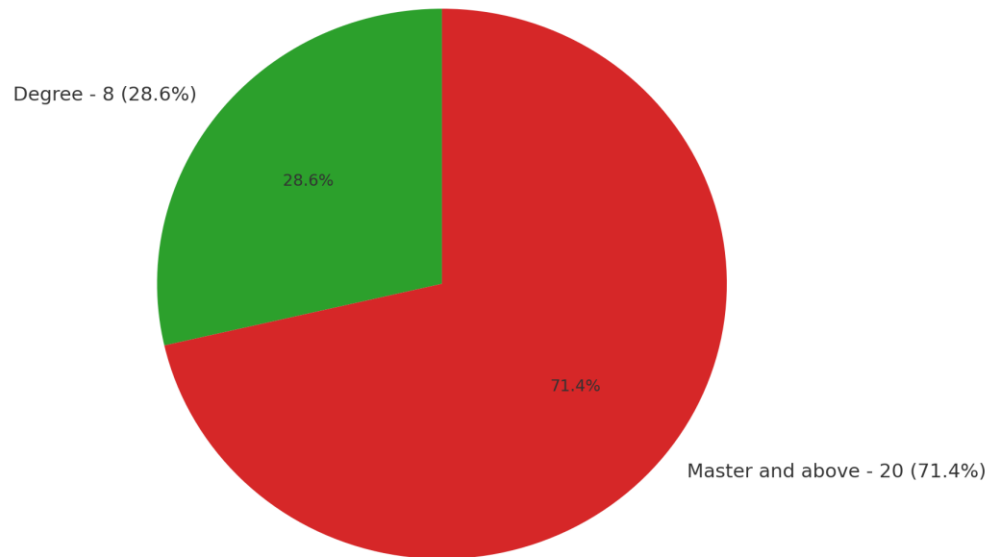
Figure 3 Education Level of Respondents

Respondents were categorized by education: certificate, diploma, bachelor's, and postgraduate levels. The data revealed that all had at least a bachelor's degree; 71.4% (20) held postgraduate degrees, and 28.6% (8) had a bachelor's degree. This high educational attainment suggests respondents were well-qualified to provide ample information on the study topic.

Duration in the Organization

The study also sought to establish the period the respondents had worked for the organizations under focus. Findings presented in Figure 4
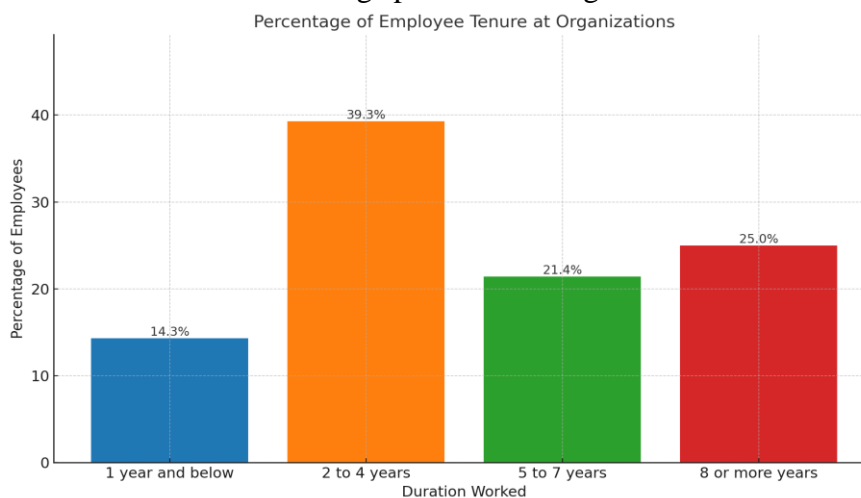

Figure 4 Duration in the Organization

Figure 4 shows employee tenure distribution in the organizations: 39% have 2-4 years, 25% have

8+ years, 22% have 5-7 years, and 14% have 1 year or less. This indicates a majority with adequate experience to offer dependable insights into their organizations' adoption of outcome harvesting.

Positions Held

The study also shed light on the rank/position held by the respondents within the NGO under review and found out the information presented in Figure 5
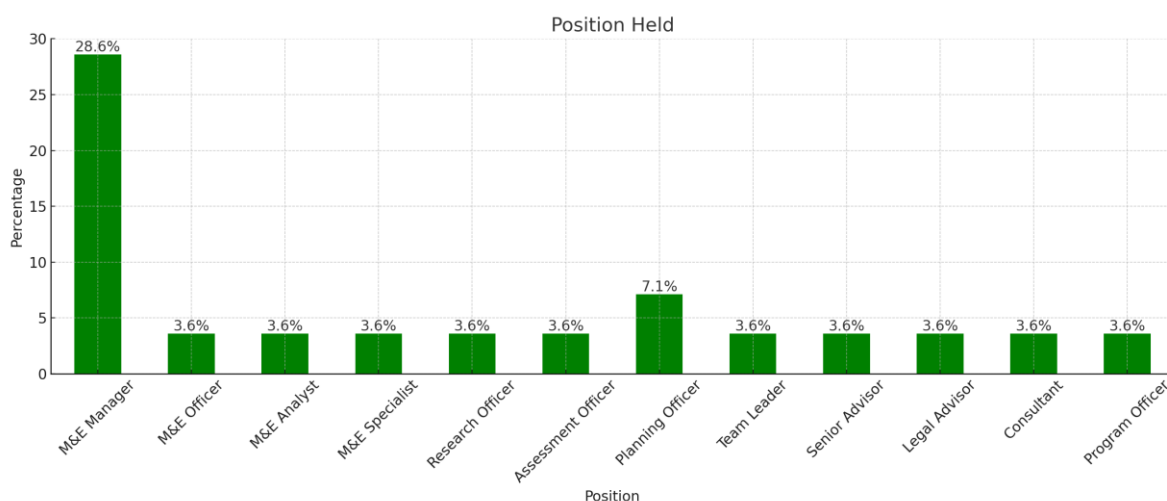

Figure 5 *Positions Held*

The findings in Figure 5 reveal that those designated as monitoring officers and those as evaluation managers were represented in the same proportions 8(28.6%) while those designated as planning officers totaled to 2(7.1%) of those who participated in the study. Other minority positions held at 1(3.6%) include analysist, field officers, specialist, research officers, assessment officers, team leaders, senior advisor, legal advisor, consultant, and program officer. This implies that all the respondents in this study were employed in the monitoring and evaluation department and had knowledge of their job description and had knowledge about the outcome harvesting approach employed in monitoring and evaluation.

Use of Outcome Harvesting Approach

The study also sought to establish from the participants whether they were conversant with the use of outcome harvesting technique as an M&E approach adopted in their organizations .It was established that all the respondents 28 (100%) were conversant with the outcome harvesting approach and its use. This indicates that the respondents were well positioned to understand and effectively respond to the challenges faced while adopting outcome harvesting.

Role of Outcome Harvesting in Project Evaluation

Role of Outcome Harvesting in Project Evaluation

The first objective was to assess the role of outcome harvesting in project evaluation by non-governmental organizations in Nairobi County. First the study sought to find out the number of project evaluations that had been conducted during the period that the respondent was working at

the organization and the number of projects that had used outcome harvesting. In addition, the study also analyzed the performance of outcome harvesting using the seven evaluation DAC criteria which include relevance, effectiveness, efficiency, impact, coherence, sustainability, and lessons learnt. The findings are represented in Figures 6 and 7
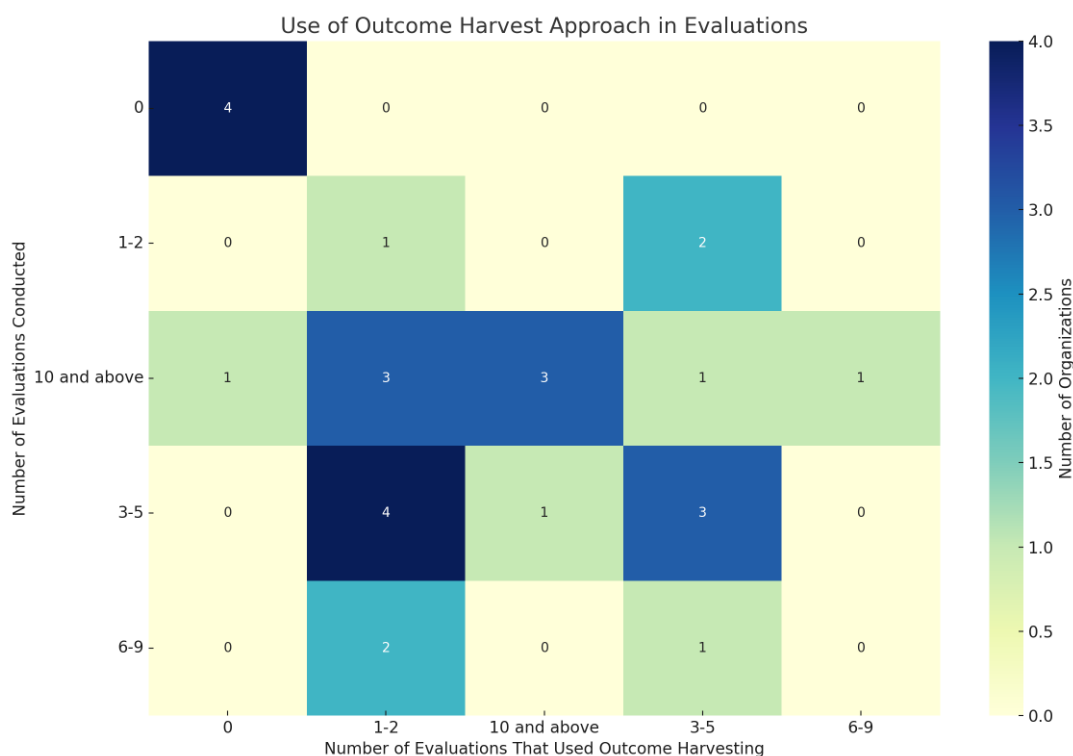

Figure 6 *Use of Outcome Harvest Approach in Evaluations*

Figure 5 reveals that of the respondents, 23 (82.14%) have conducted evaluations, with 22 (78.57%) employing outcome harvesting in at least one project. A breakdown of evaluations conducted shows 9 (32.14%) respondents completed more than 10, 8 (28.57%) conducted between 3-5, and 3 (10.71%) undertook 6-9 evaluations. When it comes to utilizing the outcome harvesting approach, 10 (35.71%) applied it in 1-2 evaluations, 7 (25%) in 3-5 evaluations, and 4 (14.28%) in more than 10 evaluations. It's notable that 4 (14.28%) have not used outcome harvesting at all, which includes respondents who had not conducted any evaluation. This suggests that the majority are experienced enough to evaluate the challenges associated with this approach.
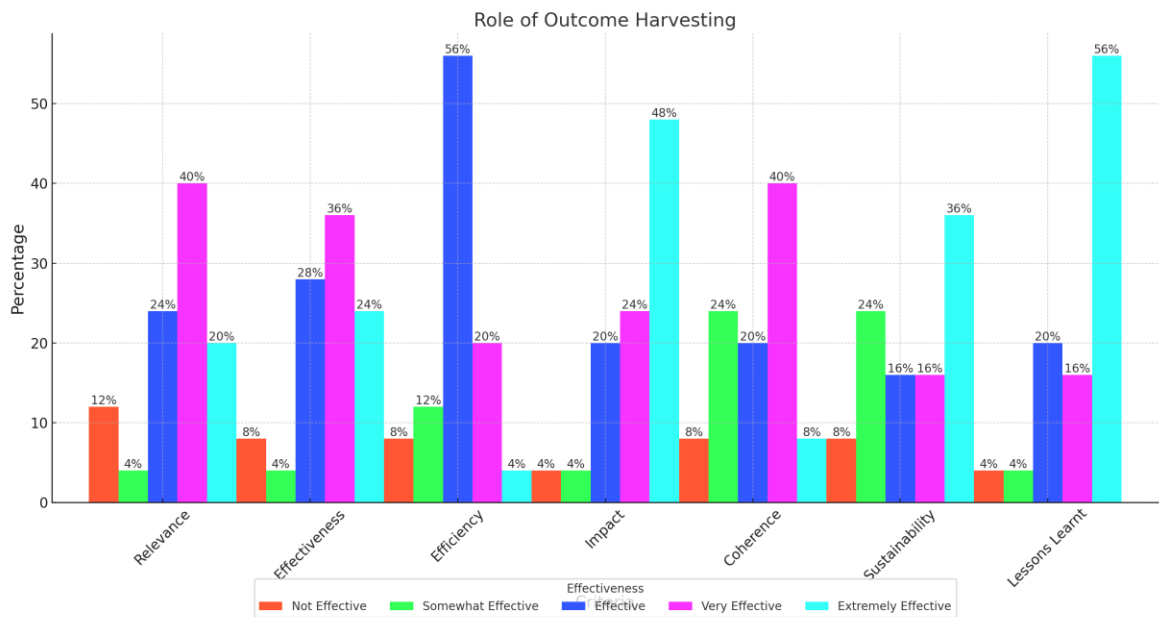
Figure 7 *Role of Outcome Harvesting*

From the findings in Figure 7, it is worthy to note that all performance variables have a proportion of respondents stating that outcome harvesting is very effective or extremely effective in assessing evaluation questions. Most of the respondents 11(40%) stated that relevance and coherence performance were very effective. This was followed by 10(36%) who reported that outcome harvesting is more effective in reporting effectiveness. Besides, 6(20%) stated it was extremely effective while 7(24%) stated it was effective. Only 3(12%) felt that it was not effective at all.

On the other hand, 10(36%) of the respondents stated that effectiveness performance as the role of outcome harvesting approach was very effective, while 8(28%) and 7(24%) stated it was effective and extremely effective respectively. The majority, 16(56%), stated that efficiency was effective in terms of performance of the outcome harvesting approach. 48% stated that the impact of the outcome harvesting approach was extremely effective, while 11(40%) stated that outcome harvest's role in coherence varies. Only 7(24%) believed that the outcome harvest approach was somehow effective in terms of coherence. The role of outcome harvest approach in sustainability had most respondents at 10(36%) stating that it was extremely effective while the majority at 16(56%) stated that it was extremely effective in terms of lessons learnt.

Reasons for the Noted Rating

While the outcome harvesting approach is somewhat a new approach in the field of monitoring and evaluation, many people will appreciate using it for the first time since it can change how evaluation results have been used by organizations in the past. Furthermore, being a recent approach means it is an improvement from the previous approaches and may be more effective in demonstrating change. Many respondents gave reason for the higher rating with some indicating how beneficial and helpful the approach has been. One of the respondents stated that "the approach encourages learning as it engages different stakeholders at different levels and also be used for

public relations and fundraising," This was supported by another respondent who stated that "outcome harvesting is a valuable learning tool since it seeks to collect both the positive and the negative aspects of the project" and another one stated that "When using the outcome approach the impact and effectiveness of some projects can be well documented using the approach especially if the outcomes went beyond the framework." This statement was supported by several other respondents, the majority felt outcome harvesting best highlighted the impact of the project and the lessons learnt. Outcome harvesting fosters learning through capturing intended and unintended outcomes (CLEAR-AA, 2019).

Outcome harvesting approach helps in observance and deployment of DAC criteria in the assessment, hence its adoption. The respondents give a detailed reason for the usefulness of its participatory nature stating, "it provides a perspective where stakeholders' role is often overlooked in a conventional approach, and only marginal entities' opinions are included." Other respondents highlighted that the "efficiency component varies regardless of whether you mapped initial stakeholders or not while giving an opportunity for collecting direct and indirect outcomes and thoroughly reviewing the impact".

Another respondent said the approach "provides innovative monitoring through participatory approach where the project can capture unintended outcomes which are normally ignored in the project management cycle during report". This is in line with Wilson-Grau, (2019) who stated that the main aim of outcome harvesting is to capture both intended and unintended outcomes. Another respondent quoted that; "the approach extends the engagement scope and can bring out unexpected outcomes that may surprise the stakeholders". It helps to capture and document how the change observed can be attributed to the intervention thus providing room to design effective and relevant strategies for future programs (World Bank 2019). However, another one had a negative feeling that outcome harvesting mostly relies on memory, which sometimes can be biased and distorted.

Outcome harvesting can be particularly strong in assessing effectiveness and sustainability, as it involves gathering evidence of actual outcomes and changes rather than relying on assumptions or projections. By identifying and documenting the outcomes that have occurred, outcome harvesting can provide a more accurate and comprehensive picture of a program's impact than other evaluation approaches that rely on predefined indicators. Nonetheless, a respondent stated that, "outcome harvesting may have limitations in assessing relevance, efficiency, and coherence, as it may not provide a clear picture of the program's inputs and activities." Outcome harvesting is not meant to replace other conventional M&E approaches but rather to supplement them (Hivos, 2020). Therefore, it may be useful to combine outcome harvesting with other evaluation approaches, such as document analysis or the use of log frames, to provide a more complete evaluation of a program.

A respondent stated that "Outcome harvesting is very useful so long as the change pathways have been clearly mapped." In this outcome harvesting approach promotes ownership of the key processes. However, one of the challenges "is clearly defining what constitutes an outcome and how to attribute a change to the program". This was further supported by a respondent who quoted that; "outcome harvesting is most suitable as an evaluation technique where the cause and effect are not fully understood. The process starts from the end, by evaluating the outcome and attributes to what happened. It is thus very effective to assess the impact, sustainability and lessons learnt from the intervention (USAID, 2015)

Challenges Affecting the Adoption of Outcome Harvesting

The second objective of the study sought to examine the challenges affecting the adoption of

outcome harvesting by selected non-governmental organizations in Nairobi County. This is because studies have shown that challenges are a factor in the understanding of any study. In view of this the respondents were asked to give their viewson the extent to which certain identified factors and processes were a challenge in the adoption of outcome harvesting approach in their organizations: availability of funds, hiring of expects, stakeholder involvement, staff turnover, demoralized staff, M&E policychange, evaluation culture, donor influence, time, and availability of assets.
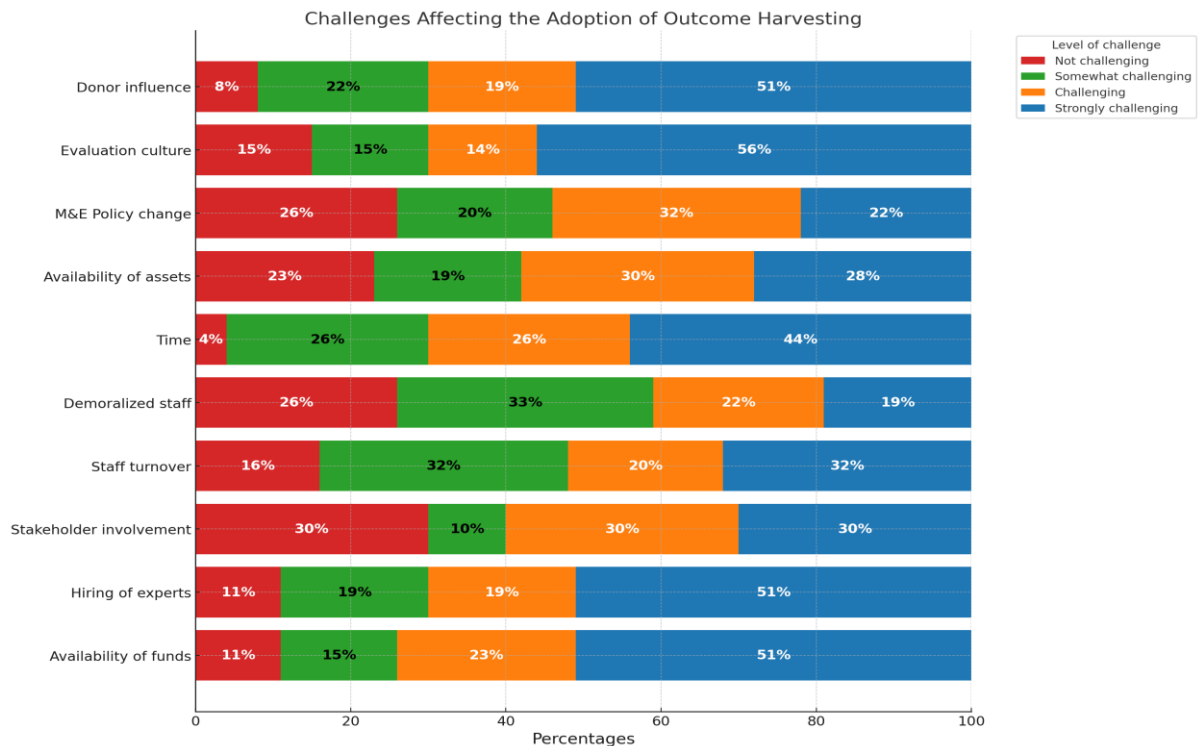

Figure 8 Challenges Affecting the Adoption of Outcome Harvesting

The bar chart illustrates the distribution of challenges affecting the adoption of Outcome Harvesting among NGOs in Nairobi County, as perceived by the respondents. The most prominent challenge identified is 'Evaluation culture', with a significant 56% of respondents finding it 'Strongly challenging', which may suggest a resistance to new methodologies or a lack of understanding of Outcome Harvesting's benefits. Financial constraints are also a major hurdle, with 'Availability of funds' and 'Donor influence' both perceived as 'Strongly challenging' by 51% of the participants. In contrast, 'Stakeholder involvement' presents a mixed view, as it's seen as 'Not challenging' by 30% of respondents yet equally (30%) as 'Strongly challenging', indicating diverse experiences or levels of stakeholder engagement across different NGOs. The 'Time' required for adopting Outcome Harvesting is noted as 'Strongly challenging' by 44%, reflecting the extensive resources necessary for its implementation. These insights underscore the need for targeted strategies to address the specific barriers in the adoption of Outcome Harvesting, such as

enhancing evaluation culture within organizations, securing adequate funding, and effectively engaging stakeholders.

Respondents provided insights into the challenges of implementing outcome harvesting as an M&E method, highlighting financial limitations, stakeholder engagement difficulties, skill deficits, and significant time requirements. As a relatively new approach, outcome harvesting suffers from a lack of mutual understanding between donors and implementers. It challenges the status quo, with one respondent noting the difficulty of transitioning from conventional evaluation methods to new ones like outcome harvesting, a sentiment echoed by Wilson-Grau (2019) who emphasized its participatory nature. The capacity to meet the demands of donors who advocate for outcome harvesting is insufficient, with some donors expecting its use in rigid log-frame contexts and alignment with OECD-DAC criteria.

The method's demand for extensive resources, in terms of both finances and time, is underscored by Gurman et al. (2018), as well as the necessity for specific expertise. The high turnover of skilled staff and the scarcity of affordable experts complicate the adoption process, advocating for in-person training (Hivos, 2020). Identifying appropriate outcomes and timing the harvesting correctly is another highlighted challenge, requiring clarity in outcome definition and the development of precise writing skills.

Stakeholder mobilization is not only costly but also unpredictable in its time consumption, often requiring more time and resources than initially planned. The subjective nature of outcome harvesting can lead to bias, with evaluators potentially prioritizing certain outcomes, a limitation noted by Wilson-Grau (2019). To mitigate this, a combination of data collection methodologies is recommended to validate findings, positioning outcome harvesting as an adjunct to other approaches rather than a standalone solution. The context-specific nature of outcome harvesting also presents challenges in generalizing findings across various programs and locations, emphasizing the need for caution when comparing outcomes and changes across different implementations.

Strategies to Enhance the Adoption of Outcome Harvesting

The third objective was to suggest strategies to enhance the adoption of outcome harvesting as an approach adopted in the monitoring and evaluation of development projects. The researcher conducted a frequency analysis to determine the level of agreement by the respondents on suggested strategies using various variables such as allocated more funds, hired experts, trained staff, motivated staff, changed the M&E policy, allocated more time, and introduced the approach in the initial stages and availing the assets needed to the NGOs. The results are as presented in figure 9
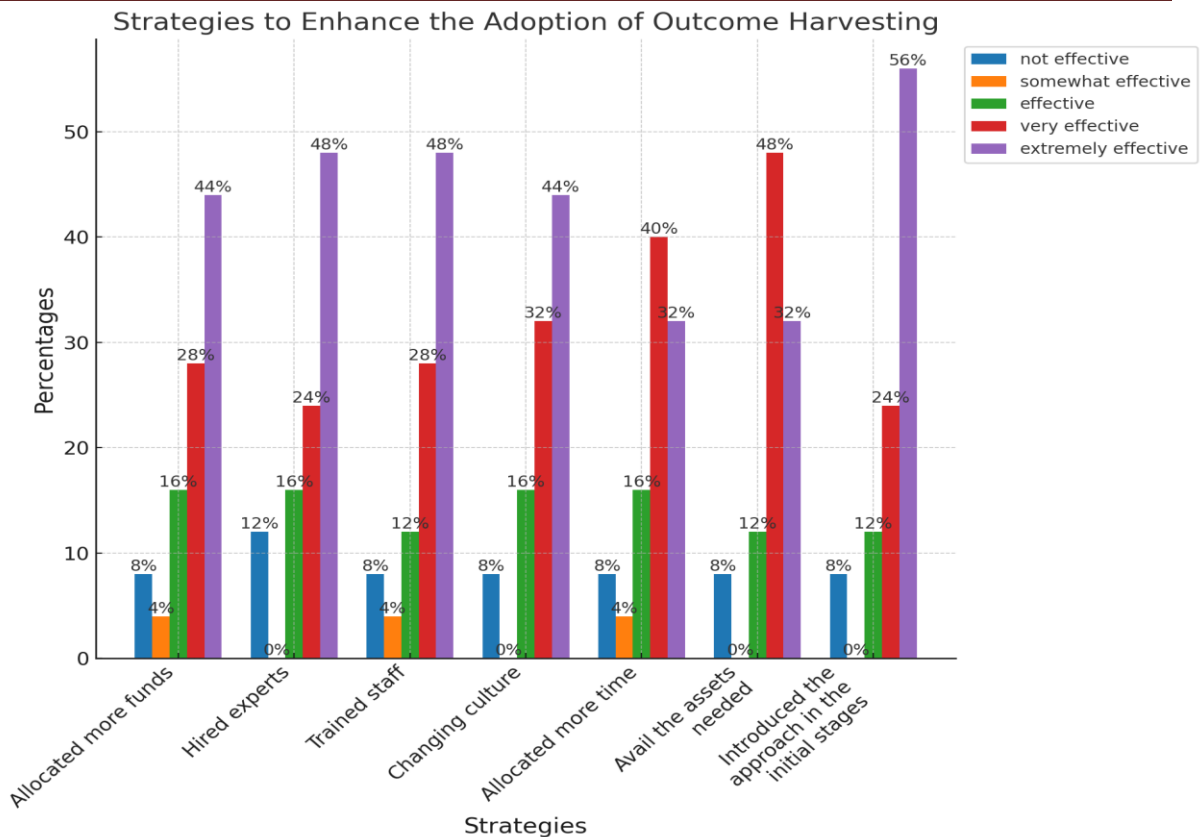
Figure 9 Strategies to Enhance Adoption of Outcome Harvesting

Figure 9 indicates most respondents endorse the strategies for boosting outcome harvesting in organizations. Precisely, 44% recommend increased funding; 28% expect highly effective results. Furthermore, 48% propose expert consultation and training as key. Policy modifications and enhanced time allocation are favored by 44% and 40%, respectively. Essential asset availability is rated effective by 48% and 32%. Significantly, 56% suggest that prompt initiation would guarantee effective adoption, supported by Gurman et al. (2018) who stress the importance of early planning for better outcome tracking, and enhanced monitoring and documentation. These insights highlight a practice gap, with full execution promising notable effectiveness gains.

Respondents underscore that resource adequacy and organizational support are critical for effective outcome harvesting. Proper resource distribution and training are key to this evaluative approach. One respondent indicated that expert recruitment could counter high turnover more effectively than staff training. Early adoption of outcome harvesting promotes a monitoring-friendly environment, aiding staff in detecting and reporting nuanced changes. Integrating monitoring and evaluation (M&E) from the start ensures compliance with all prerequisites, including fiscal and staffing needs. Full stakeholder support allows for internal M&E management, shifting from traditional to flexible M&E strategies, and promoting innovative methods backed by institutional resources for fruitful evaluations.

5. CONCLUSION

The study concludes that outcome harvesting is a valuable tool for evaluating various aspects of NGO projects in Nairobi County, excelling particularly in capturing lessons learned and project impacts. It is less effective, however, in assessing project efficiency. The method faces adoption challenges, notably in resource allocation, expertise, donor influence, and prevailing evaluation culture. These issues be addressed proactively as outcome harvesting is integrated from the project's inception, with trained staff and experts playing a key role from the start.

6. RECOMMENDATIONS

The following recommendations were derived from the study:

1. **Stakeholder Adaptability**: Encourage all stakeholders in the project cycle to proactively adapt to emerging M&E methodologies.
2. **Expert Engagement**: Prioritize the recruitment of specialists well-versed in the outcome harvesting method to facilitate its smooth integration within organizations.
3. **Resource Allocation**: Acknowledge the extensive nature of outcome harvesting by allocating sufficient time and funds to ensure its thorough execution.
4. **Staff Training and Retention**: Implement comprehensive training programs for project staff on outcome identification and harvesting techniques, and develop incentives to reduce staff turnover, considering in-person training methods.
5. **Managerial Integration**: Promote the use of M&E as a core component of managerial decision-making to foster a culture that values comprehensive outcome analysis.
6. **Policy and Resource Support**: Advocate for policy development and resource reallocation within NGOs and their partners to address the challenges of adopting new methodologies and to ensure adequate support for these processes.

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