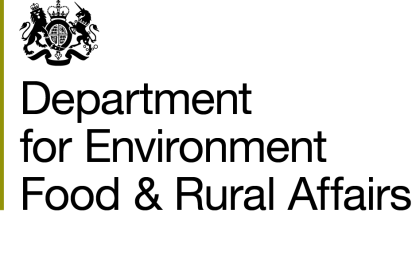
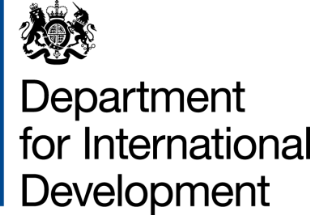
****

**Stage 2 Workshop**

**29th October 2015**

**Group Exercises**

1. **Developing a Theory of Change (ToC)**

Working as a group, you will be given the components of a logframe taken from a Darwin Initiative Project. You will also be given some post-it notes and pens. In your groups:

* Identify the project activities, outputs and outcome
* Cluster activities by output
* In whatever format you wish start to map out your theory of change
* Consider and identify critical assumptions and key areas of risk and uncertainty

You will need to think about:

* How activities are combined to achieve outputs (what processes need to occur)
* How those outputs combine to effect intermediate change (early outcome)
* How that is stimulated to achieve more substantive change (longer term outcome)
* The critical assumptions that need to be considered
* The particular contextual issues that need to be considered
* Key areas of risk and uncertainty

The diagram below, taken from the earlier presentation, may provide a useful frame of reference. Once completed, think about how you may use this ToC process to improve your own project design and how you may monitor the project against it.



1. **SMART Indicators**

From the Log Frame that you are using in the group work, list the current indicators for each level in the left column “Current Indicator”.

Undertake a SMART analysis of each indicator, assessing whether it is:

1. **Specific:** Is it Specific? Appropriately phrased for the level in the project results hierarchy (e.g. is an input indicator used as an output indicator, is an output indicator used as an outcome indicator?) Will it measure whether the output will be achieved, or measure whether the outcome delivers the change that is anticipated?
2. **Measurable:** How will the indicator be measured? Will it need a baseline to be established first?
3. **Achievable:** Can the project achieve the indicator in the time scale and with the resources available to it? Is the information that needs to be collected to measure the indicator available at an acceptable cost?
4. **Relevant:** Will the indicator deliver relevant management information that may be used to improve the project’s performance?
5. **Time-bound:** Is there an indication of when the indicator milestone is expected to be met?

Score out of 10 for the SMARTness of each outcome indicator i.e. score out of 2 for S, out of 2 for M etc.

2 = fits the requirements

1 = ok but weak

0 = weak and does not meet the requirements

1. **Evidence Exercise**
2. Look at the ‘Means of Verification’ (MoV) for the outcome level indicators in the logframe that your group has been working on;
3. Discuss if the MoV are appropriate and feasible. If not, then discuss an alternative(s);
4. Read the handout on Bond’s Evidence principles;
5. Using the template below, develop a feasible\* M&E plan to collect evidence for each of the outcome indicators that takes into consideration the evidence principles\*\*;
6. If time, then swap your plan with another table and score it against each of the 4 relevant evidence principles.

\*Feasibility should consider time, resources, expertise

\*\*Note that principles may not be relevant / applicable to all indicators

**Useful Links**

Bond, online <https://www.bond.org.uk/data/files/Effectiveness_Programme/120828Full_Bond_checklist_and_guide.pdf>

DFID, 2012 <https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/67427/design-method-impact-eval.pdf>

|  |  |  |
| --- | --- | --- |
| **Evidence Checklist** | | |
| **Evidence Principle** | **BOND’s description** | **M&E plan: Things to consider** |
| **Voice and Inclusion** | We present beneficiaries’ views on the effects of the intervention and identify who has been affected and how. | The M&E plan will capture beneficiaries’ views on the effects of the intervention and identify who has been affected and how. |
| **Appropriateness** | We use methods that are justifiable given the nature of the intervention and purpose of the assessment. | Methods are justifiable given the nature of the intervention and the purpose of the assessment. |
| **Triangulation** | We make conclusions about the intervention’s effects by using a mix of methods, data sources and perspectives. | The intervention’s effects will be measured using a mix of methods, data sources and perspectives. |
| **Contribution** | We can show how change happened and explain how we contributed to it. | The M&E plan will capture how change happened and explain how we contributed to it. |
| **Transparency** | We are open about the sources and methods used, the results achieved, and the strengths and limitations of the evidence. | *Not relevant for this exercise, but something to think about for the overall M&E plan and reporting of evidence.* |

**Template**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Indicator | Means of Verification | What needs to be monitored / evaluated? | Methods for data collection | Sampling (who/what will be included? How many?) | Timing (hen and how often is information required?) |
|  |  |  |  |  |  |
|  |  |  |  |  |  |