

# New Projects Workshop

## Darwin Initiative Capability & Capacity projects

### **Communications Strategy and M&E**

# Welcome!



Welcome to this interactive online workshop!

We hope you have had the chance to visit Miro and introduce yourself there – we will be using this platform shortly for some group work so please check now that you have access.

You might want to take a look there to see who else is in attendance.

# Agenda



12pm UK time - Communications Strategy – Presentation on Zoom then group work on Miro (groups will be allocated into Zoom breakout rooms)

1:15pm UK time - Short 15 minute break (either stay on the call or leave the meeting and come back)

1:30pm UK time - M&E Plan – Presentation on Zoom then group work on Miro (groups will be allocated into Zoom breakout rooms)

2:30pm UK time - Finish

# General Housekeeping



Please keep yourself muted during the presentation

If you have any questions, please use the “raise hand” feature (you can find this by clicking on the “Participants” button at the bottom of your screen) and we will invite you to unmute and ask your question – or just use the chat!

We have some specific guidelines later on for how we plan to use Miro but if you have had any difficulties accessing that platform, please let us know in the chat ASAP and we can help get you sorted

# Introductions



Before we get started, I'd like to thank everybody who took the time to introduce themselves in advance.

If you could now visit the Miro board and take a look at everybody who is here today and to confirm you can access it if you haven't already tried.

Introducing the NIRAS-LTS Team

...any volunteers to read out their elevator pitch?

# Strategic Communications

# Strategic Communication



- Reasons to communicate
- Importance of a strategy
- Communications strategy key points
- How to influence change

# Why communicate?



Reasons may vary for each project:

**ENGAGE:** engagement with project stakeholders and to share results

**INFLUENCE:** influence audience, and change their behaviour to support or take up your results

**IMPACT:** sharing what difference you aim to make and how, and how others can do it once you've gone



# Benefits of having a Strategy



- Prevents communications being ineffective
- Ensures communications are targeted to the appropriate audiences
- Results in impactful communications

# Key Elements

- **WHO** – think about your audiences
- **WHY** – what are you trying to influence
- **WHAT** – different types of communication products & processes for different purposes
- **WHERE/WHEN** – windows of opportunity



# Darwin Initiative Audiences



- Biodiversity Challenge Funds audiences (and specifically Darwin Initiative)
- Government ministers
- Beneficiaries
- General Public
- Policy makers
- Wider conservation community
- Local and international NGOs

... put yourself in your audience's shoes



# Other considerations



- Consider your **demographic**: Knowing a bit about your target audiences can affect the decision you make about communications:
  - Age range - what sort of comms they prefer
  - Gender - access to info/sources, platforms
  - Literacy levels - written vs visual communication

# Communication Objectives



- **WHY** do you want to communicate?
- **WHAT** do you want to achieve through the communication?
- What are you aiming to **INFLUENCE/CHANGE?**  
Knowledge? Behaviour? Attitudes? Policy?
- Each audience is **DIFFERENT**

How will you know it is effective?

# Measuring Effectiveness



It is useful to develop performance indicators for communications products.

- **Who is using them?**
- **How are they using them?**
- **How do you show the usefulness?**
  - Journal articles have impact factors
  - **Analytics** and other metrics - useful for social media/internet materials
  - Testimonials/surveys/questionnaires
  - Policy evaluation methods

# Stay in touch!




- Journal Articles
- Newsletters
- Twitter account
- Facebook page
- Flickr
- Darwin Initiative Website



Photogenic vicuñas, Bolivia. Credit: Humber Alberts



 /DarwinInitiative  
 @Darwin\_Defra  
 [blog.darwininitiative.org.uk](http://blog.darwininitiative.org.uk)

Funded by the UK Government, The Darwin Initiative provides grants to support developing countries to conserve biodiversity and reduce poverty, with Darwin Plus focusing its grants on the natural environment and climate change in the UK Overseas Territories (OTs).

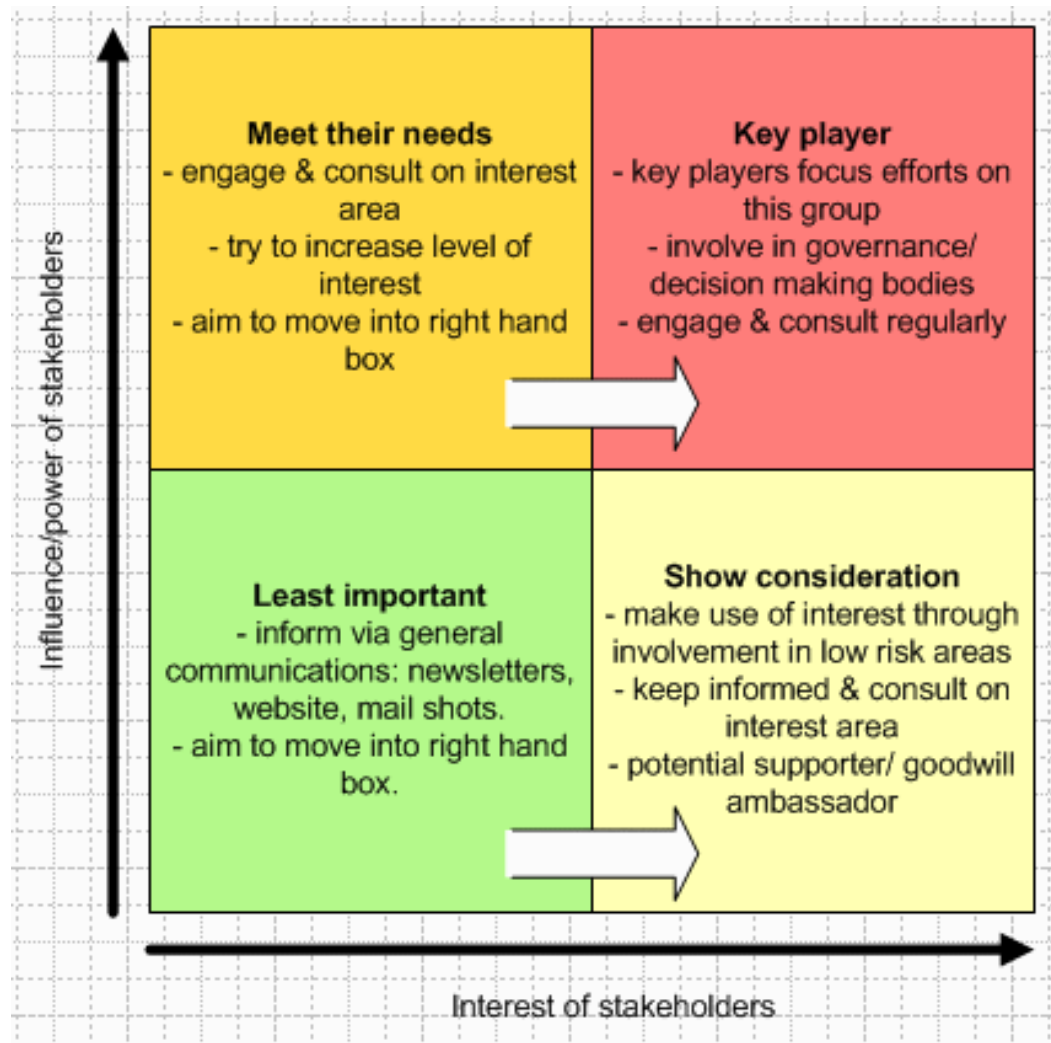
Projects support:

- the Convention on Biological Diversity (CBD)
- the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
- the Nagoya Protocol on Access and Benefit-Sharing (ABS)
- the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)
- the Ramsar Convention on Wetlands
- the Convention on the Conservation of Migratory Species of Wild Animals (CMS)
- the United Nations Framework Convention on Climate Change (UNFCCC)



[darwininitiative.org.uk](http://darwininitiative.org.uk)

# Stakeholder analysis: Interest/ Influence tool





# Group Activity



- We are going to assign you to small groups using the breakout feature in Zoom
- The activity itself is on the interactive whiteboard Miro – Keep Zoom open so you can talk to your group, but navigate to the specific space on Miro for your group. There should be a “frame” with the same number your breakout room number! (you should see other members of your group their with cursors – no need to share screens)
- Kelly (“Biodiversity Challenge Funds”), Nichola, Rachel and Victoria will be moving between groups to help you with the exercises **but please don’t wait for us to begin** – if you have any questions or need help at any point, please just press the “call host” feature and someone will join your room as soon as possible!

# Group Activity

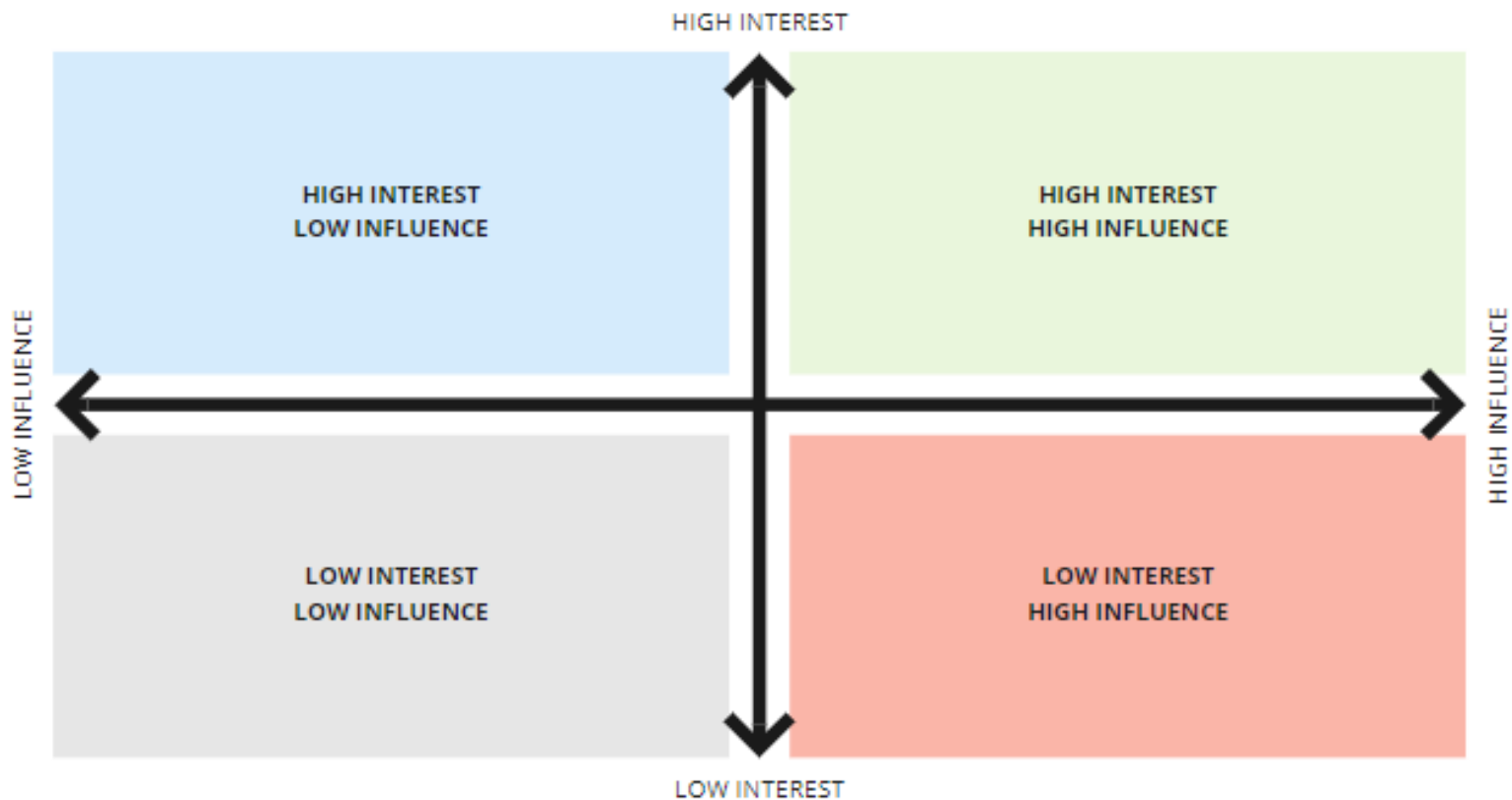


**Step 1:** Introduce yourself to the people in your group! (spend no more than 10 minutes on this so you have time for the exercise!)

**Step 2:** Map the influence/interest of key stakeholders for a project in small groups (in your Zoom breakout room)

**Step 3:** Complete communications strategy table outlining why, how, when etc.

# Step 2 Template from Miro



# Step 3 Template from Miro



	TARGET AUDIENCE	REASONS FOR COMMUNICATION	INTENDED OUTCOME	LEVEL OF EFFORT	COMMS PRODUCTS/METHODS	PRIORITY
Audience 1						
Audience 2						
Audience 3						

# Feedback from the session



- How was the session?
- Were you able to identify any new stakeholders?
- Can you give any examples of specific activities you identified in your communications strategy?
- Did you consider the level of effort of these activities (and any budget allocation)?

# Time for a short break!



- We'll be starting the next presentation in about 15 minutes (to start at 1:30pm UK time)
- After the break, please have a copy of your project's logframe to hand!

# Developing a Monitoring & Evaluation Plan

Systematising the collection of evidence

# Reminder of key M&E terms



**Impact:** Higher level objective your project is **contributing** to – the Impact is beyond the scope of your project and will not be achieved within the lifetime of your project so you are not asked to measure your contribution towards this.

**Outcome:** The end state that **you** are trying to **achieve within the lifetime** of your project (and are accountable for). **Only one per project.**

**Outputs:** Observable, measurable change and tangible products/services delivered by project. Maximum of 5.

**Indicator:** How you measure change/quality at the Output and Outcome level. Should be SMART – Specific, Measurable, Achievable, Relevant and Timebound.

**Means of verification:** How you evidence achievement of Indicators.



# What is a logframe



**Logical Framework:** a table that lists your activities, outputs, outcome, assumptions. It shows the logic of how the activities will lead to the outputs, which in turn lead to the outcome, and ultimately the long-term impact

	SMART Indicators	Means of Verification
Outcome:		
Output 1: Add more outputs as necessary		
Output 2:		
Output 3:		
<b>Activities</b> (each activity is numbered according to the Output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1) 1.1 1.2 1.3		

**Important Assumptions:** Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome

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# What is an M&E Plan?



- A document that helps to track and assess the results of the interventions throughout the life of your project
- An M&E plan identifies:
  - data collection tools for measuring variables
  - processes for data collection and data management
  - staffing and other resources needed to implement M&E activities
  - how resulting data and information will be used

# Do we need an M&E Plan?



A well-thought-out M&E plan is an invaluable tool that can be used to guide project teams through the planning and implementation of M&E activities

- States how your programme will measure achievements
  - Accountability
- Documents consensus
  - Transparency
  - Responsibility
- Guides M&E implementation
  - Standardization
  - Coordination
- Preserves institutional memory





# What does an M&E Plan look like?



Monitoring Workflow	Rationale	Indicators	Baseline	Targets	Measure	Methodology	Frequency	Tools	Responsibility
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<b>Outcome</b>	By March 2019, the strengthening of relationships between WSPWS key stakeholders (Government and local communities), enables the Sanctuary to harbour a stable population of five critically endangered bird species and increases human wellbeing in four surrounding villages.	0.1 Increased food security in four target villages (5,052 people), with a reduction in the percentage of households with sufficient food for less than five months of the year from 38% of households to 25% By end of Yr.3.	38% of households have sufficient food for less than five months of the year	25% of households have sufficient food for less than five months of the year	0.1 Participatory Rural Appraisal undertaken 2018 compared with 2014 (pre) and 2016 (start of project) baselines.	1. Conduct baselines 2. PRA 2018	Annual	1. Baselines 2. PRA	Livelihoods Programme Manager
		0.2 Stable populations of five Critically Endangered species within WSPWS by end of Y3.				0.2 BirdLife biodiversity team led species census results compared with 2016 baseline.		Annual	1. Species census 2016 baseline 2. Species census 2018

<b>Output 1</b>	Local consultation structures established at village and district level, equitably representing the views of constituents	1.a Seven Village Forums established with equal representation of women and men (50% women, 50% men).	0 Village Forums	7 Village Forums, equal gender representation	1.a.1 Meetings are held regularly and attendance list shows equitable participation of women and men, evidenced by equal sex ratio of women : men attending meetings 1.a.2 Dialogue in village meetings show enhanced understanding of management planning process over the three year project implementation period, evidenced by meeting minutes and participatory learning assessment survey at end of Yr.3	1. Quarterly consultation meetings with Village Forums 2. Endorsement at Commune level 3. Protocol for beneficiaries counting into database	Six-monthly	1. Beneficiaries database 2. Attendance lists 3. Meeting minutes 4. Village Forums establishment certificates 5. Gender representation strategy 6. Participatory Learning Assessment Survey	Livelihoods Project Officer
		1.b WSPWS Stakeholder Forum established and working effectively.	0 Stakeholders Forum	1 Stakeholders Forum, regular consultations, requests included in the zoning plan	1.b.1 List of attendees at stakeholder meetings includes representatives from all relevant interest groups including representatives from village forums. 1.b.2 Requests from village forum representatives on traditional-use are collected and presented to Provincial level authorities. These requests and the rice field maps are included in the WSPWS zonation process, evidenced by forum minutes and zoning plan.	1. Quarterly meetings with Stakeholders Forum 2. Endorsement at Commune level 3. Collection of Village Forums representatives requests	Six-monthly	1. Beneficiaries database 2. Attendance lists 3. Meeting minutes 4. Stakeholders Forum establishment certificate 5. Report on Village Forums representatives requests for the zoning plan	Livelihoods Project Officer

# Developing an M&E Plan



## Key considerations:

- Purpose of the plan
- M&E management
- Resource needs HR and £
- Timing and sequencing
- Feedback and lesson-learning
- Provision of sound evidence

# What to measure?



## Key considerations:

- Who is responsible?
- Who needs to be included in the monitoring process?
- Who needs to be included in the evaluation process?
- What aspects are you measuring:
  - Milestones
  - Indicators
  - Assumptions
  - Risks



# How do you plan to measure it?

## Key considerations:

- Are there set methods, and templates to ensure consistency in measurement?
- When do they measure it?
- Is there a system to store and collate data?
- How do you use the data?





# What is the Budget?

- How much would the planned activities cost?
- Cost efficiencies and cost minimisation
  - How much can be done as part of routine reporting and management monitoring?
  - What requires specific evidence gathering?
  - What uses secondary data generated by others?



# How do I develop an M&E Plan?

1. Identify the programme goals and objectives
2. Define indicators for tracking progress towards achieving those goals
3. Define Data Collection Methods and timeline
4. Identify M&E Roles and Responsibilities
5. Analyse data
6. Dissemination plan





# Group Activity



- Prepare an M&E plan
  - To test the discipline of structuring the M&E plan and really testing the measurability of a project.
  - To allow you to then take this experience and apply to your own project.
  - Apply to your own project as soon as possible.

N.B. – your M&E Plan isn't something we need you to submit to Darwin Initiative (the logframe is the key tool we need you to report against regularly) but this M&E plan will help ensure you use your logframe most effectively!

# Group Activity



- In your breakout rooms (the same groups as before!) but working on Miro
  - Develop a simple M&E plan using the template provided for one or two projects
  - You should aim to complete 3 or 4 lines during this session (1 or 2 per project). Each line should be an indicator (either Outcome or Output).
  - Use the template and sticky notes to guide your thinking and work through some indicator examples
  - Also consider whether any indicators could be improved or made more SMART

# Template from Miro

## INDICATORS:

Example 1:

## RATIONALE:

(How does this link to the Outcome or Outputs?)

## BASELINE/TARGET:

(If not yet established, outline when/how)

## METHODOLOGY /FREQUENCY/ DATA SOURCE:

(Who monitors progress/collects the data?  
How will the data be recorded?  
What type of data is it?)

## BUDGET:

## RATIONALE:

(How does this link to the Outcome or Outputs?)

## BASELINE/TARGET:

(If not yet established, outline when/how)

## METHODOLOGY /FREQUENCY/ DATA SOURCE:

(Who monitors progress/collects the data?  
How will the data be recorded?  
What type of data is it?)

## BUDGET:

# Template from Miro

INDICATOR	IS IT SMART?	IMPROVED INDICATOR
<p data-bbox="479 458 782 532">Share examples of your current indicators using the sticky notes below</p> <div data-bbox="556 568 749 761">Indicator 1:</div> <div data-bbox="479 829 672 1022">Indicator 2:</div> <div data-bbox="585 1072 778 1265">Indicator 3:</div>	<p data-bbox="817 458 1120 532">Put a Y or N against each of the below for this indicator in its current form</p> <div data-bbox="877 618 1070 811">Indicator 1 test S: M: A: R: T:</div> <div data-bbox="867 851 1060 1043">Indicator 2 test S: M: A: R: T:</div> <div data-bbox="923 1098 1116 1290">Indicator 3 test S: M: A: R: T:</div>	<p data-bbox="1164 458 1468 532">If there is room for improvement, suggest new indicator wording here</p> <div data-bbox="1244 575 1437 768">Improved indicator 1:</div> <div data-bbox="1186 808 1379 1001">Improved indicator 2:</div> <div data-bbox="1205 1065 1398 1258">Improved indicator 3:</div>

# Feedback from the session



- How did you find the process?
- Has anyone done something similar for their projects before?
- Did you identify any opportunities to make indicators SMARTer in the process?



# Wrap-up

- Thank you!
- Any final questions?
- We will upload slides to the Darwin Initiative website after the event
- Towards the bottom of the Miro board you will note we have a space for feedback – please grab a sticky note or two and let us know:
  - What went well?
  - What could be improved?
- And if anything else comes to mind after the session, please don't hesitate to get in touch!