Darwin Initiative- R30

Stage 2 Workshop:
Monitoring and Evaluation

Welcome!

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DARWIN INITIATIVE

Session Agenda

2:00 - 3:10	**Project Design Tools** • Why use project design tools • Articulating your "pathway to change" • Introducing effective logframe development - exercise
3:10 – 3:25	Break
3:25 – 4:30	**The Importance of Good Evidence and Appropriate Indicators** • Identifying SMART indicators • Using the Darwin Plus Standard Indicators • Collecting and reporting evidence • SMART indicators and means of verification – exercise
4:30	Workshop Close

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. Otherwise please feel free to write in "chat".

We have some specific guidelines later on for how we plan to use Miro for the interactive exercises.

Camera up to you – but recommended for group work!

Aim of The Workshop

- We want you to feel better equipped at presenting your project in a structured and evidenced way which makes sense to the assessor.

- We want you to be able to tell a coherent story about your project. What is your 'why'?

    - Why is this project needed?

    - Why is it the best choice?

    - Why are you the best people to do it?

- We want to help understand what we are looking for in terms of strong indicators and evidence.

Project Design Tools

Introduction

- What is a project design tool and why do we use them?

- Telling your story – what's your 'why'?

- Logframes and project planning

- Group exercise

What Is A Project Design Tool?

The current situation/ reality

Change pathway

The intended new situation / reality – i.e. CHANGE

Problem → Objective → Activities → Outputs → Outcomes

Objective: Do objectives really reflect the problem and its drivers / causes?

Activities: Can the activities and outputs *really* achieve the intended outcomes?
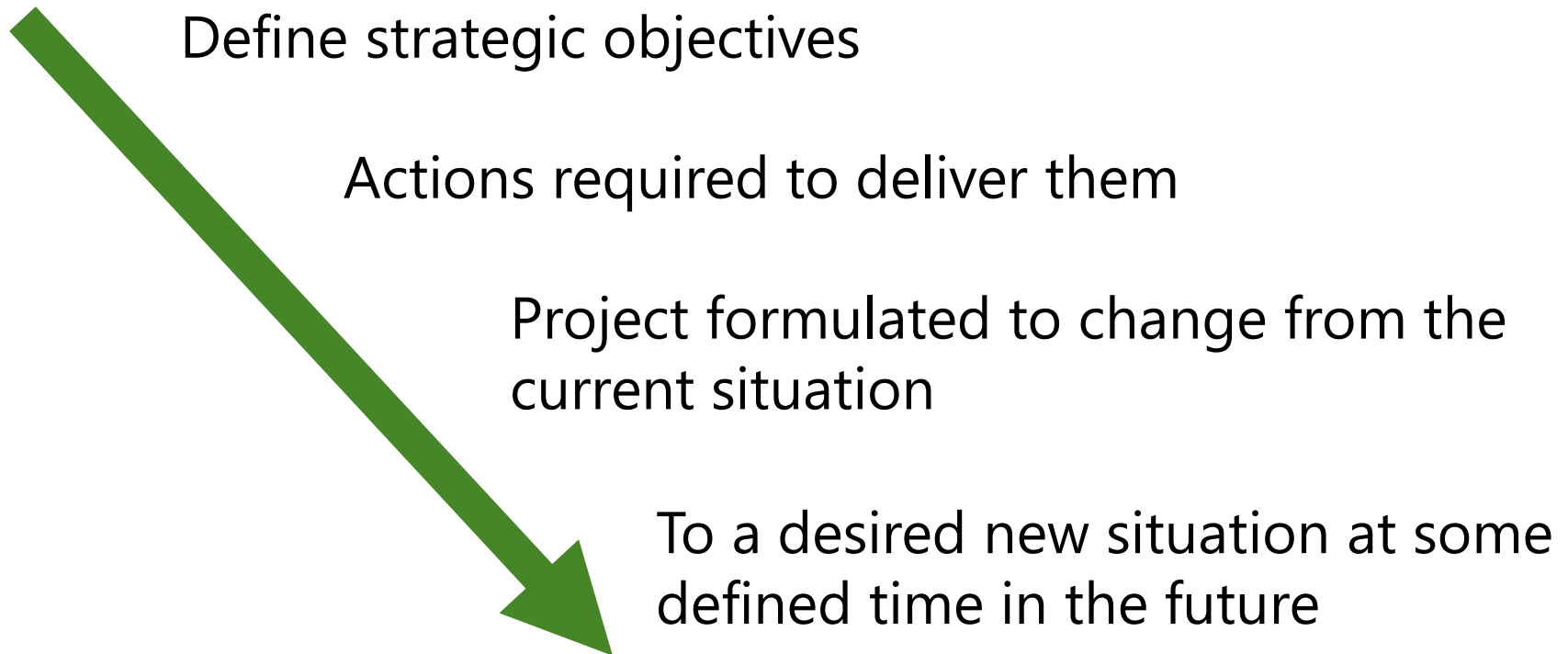
Outcomes: What other things might influence the Outcome? Do you have control over them?

What key assumptions are there at each stage of this chain?

Why Use A Project Design Tool?

Every project is different, but logical steps should be the same:

Define strategic objectives

Actions required to deliver them

Project formulated to change from the current situation

To a desired new situation at some defined time in the future

Why Use A Project Design Tool?

Every project is different, but logical steps should be the same:

Define
object

- Not always a simple process
- You may end up re-designing some of your ideas as you uncover more information by using tools or hearing views of other stakeholders
- Healthy challenge (or a critical friend) can help you shape your ideas into a stronger offer

current situation

To a desired new situation at some defined time in the future

Using The Tools Will Help You...

- Create a clear statement of your overall objective

- Understand what needs to change (and in what sequence) to reach your objective

- Start to form a plan on what you'll need to keep track of as your project becomes live (monitoring plan)

- State any assumptions you're making around your project design

- Identify who else will influence the change process

- Build common understanding across your team

- Select the right solution to an identified problem

What's Your Why? What Change?

- In order to attract funding, you need to explain ***how*** you expect your work to contribute to a change process (the big picture)

- You need to be able to say **why** your project is needed

Zooming In...

- Once you've explained the big picture you can zoom into '**what**'.

- What exactly are you going to do?

- One project design tool to help you set this out is a logical framework (logframe)
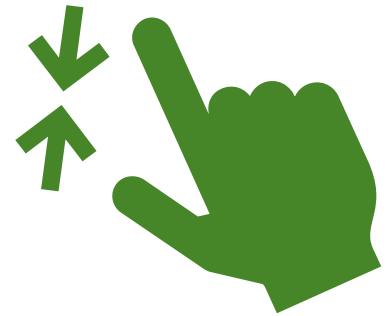
Logical Framework

- A tool to improve the planning, implementation, management, monitoring and evaluation of projects

- A way of structuring the main elements in a project and highlighting the logical linkages between them

- They:
  - Provide a clear statement of overall objective
  - Articulate the activities which you'll deliver and help set a framework for monitoring them (targets/baselines)
  - Set out risks and assumptions
  - Can be a communication tool to help explain your work to other people

- Limitations of logframes:
  - They can oversimplify the project process and let people think that change is linear
  - If not used as a project management tool, they can be seen as lacking flexibility

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	RISKS / ASSUMPTIONS
Impact	10% increase in the number of Grades 5-6 primary students continuing on to high school within 3 years.	Percentage of Grades 5-6 primary students continuing on to high school.	Comparison of primary and high school enrolment records.	N/A
Outcome	Improve reading proficiency among children in Grades 5-6 by 20% within 3 years.	Reading proficiency among children in Grades 5-6	Six monthly reading proficiency tests using the national assessment tool.	Improved reading proficiency provides self confidence required to stay in school.
Outputs	500 Grade 5-6 students with low reading proficiency complete a reading summer camp	Number of students completing a reading summer camp.	Summer camp attendance records.	Children apply what they learnt in the summer camp at school.
Activities	Run five summer reading camps, each with capacity for 100 Grades 5-6 students.	Number of summer camps run.	Summer camp records.	Parents of children with low reading proficiency are willing to send them to the camp.

THEN

IF

AND
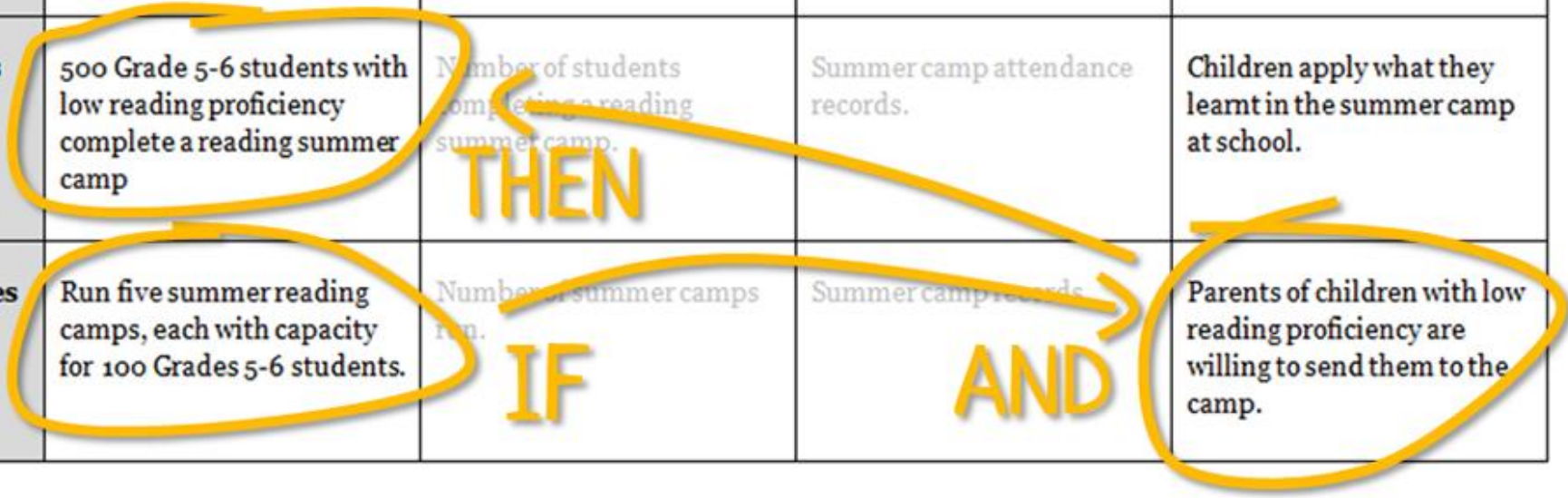
Logframes - Impact

- The higher-level objective that your project is **contributing** to

"Marine resources and coastal fisheries of Island X are secured, supporting food security, enhancing resilience, and serving as a scalable model for other Small Island Developing States"
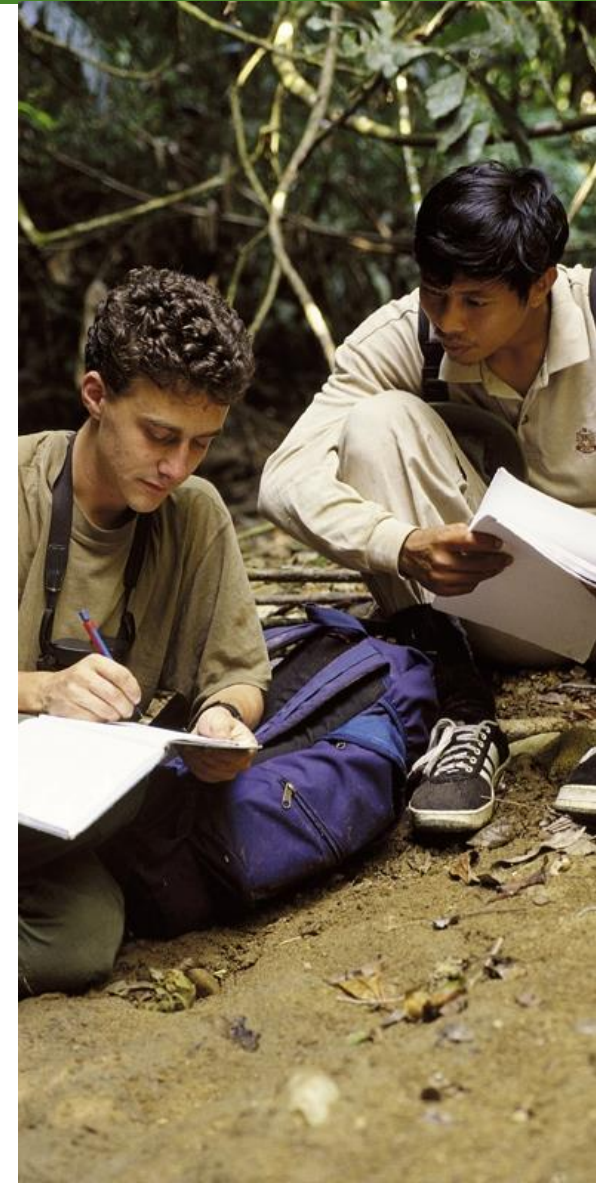
Logframes - Project Outcome

- The end state that **you** are trying to achieve (and are accountable for)
- The project's overarching objective

"Introduction of sustainable management regulations for marine resources, improved enforcement, and awareness raising activities, increases incomes for local fishers whilst building ecosystem resilience to climate change"

Logframes - Project Outputs

- The key results you need to achieve your project's overall objective

- The specific direct deliverables of the project

- Tangible services, products and other immediate changes that lead to achievement of Outcome

"Sustainable fishing regulations including no take zones and quotas agreed and implemented through a participatory approach"
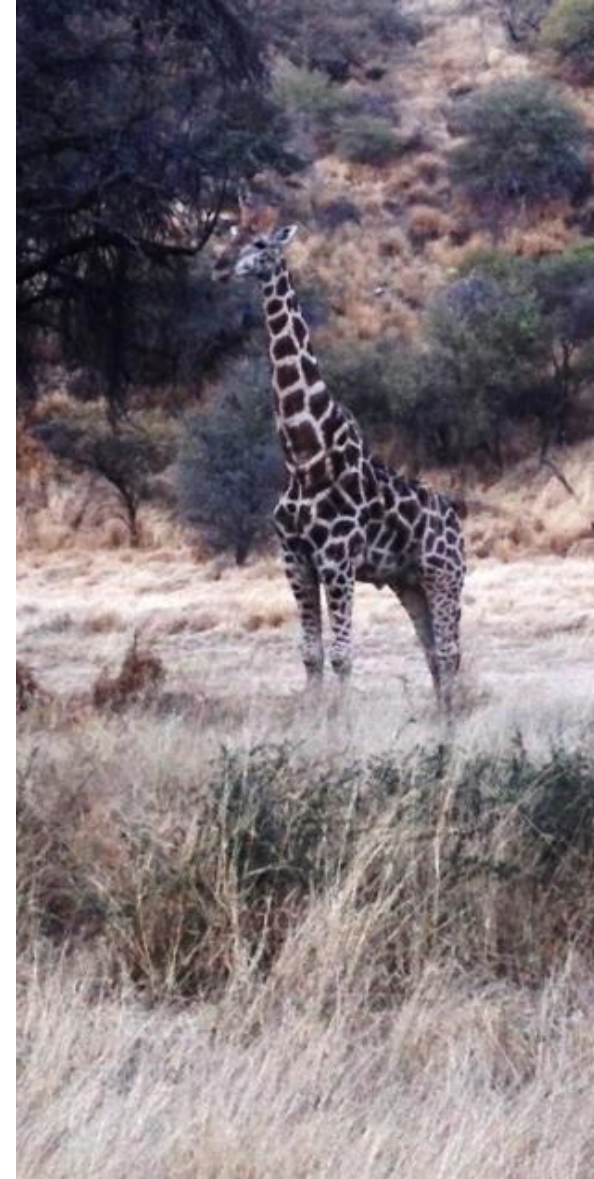
Logframes - Activities

- The specific tasks that sit beneath each Output
- The discrete actions you will have to carry out to produce products or services
- The processes through which you turn inputs (financial, material, HR) into Outputs

"Carry out marine surveys in project locations based on approved methodology"

Results Chain

Management control diminishes

Internal perspective

External perspective

Inputs	Activities/ Process	Outputs Results	Outcome	Impact
Physical & financial resources	Processes which turn Inputs into Outputs	Operational changes (new skills or abilities, the availability of new products and services).	Behavioural or institutional / changes in response to the outputs	Progress towards thematic priorities
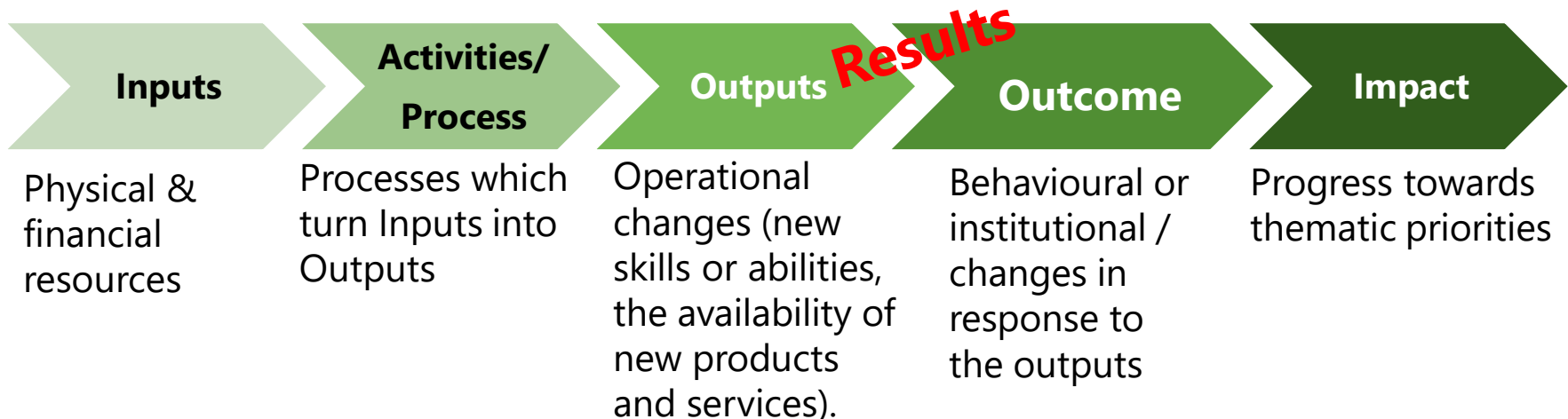
External factors become more important

Group Exercise

- You will be divided into Breakout rooms – click "Join Breakout room".

- Once in a group introduce yourself with a quick synopsis of your project (i.e. 5-10 mins max for everybody)

- We will share a link to Miro (breakout room 1 = Room 1 on Miro, etc)

- The first exercise includes a series of statements. You will need to sort these into:
  - Problem for project design (only one), project activities, outputs, outcome (only one) and impact (only one)
  - Map these onto the template provided

- Think about the 'why'
  - Is it clear?
  - Do you have any questions about the change process?
  - Are there any leaps of logic/evidence gaps?
  - What risks and assumptions are there?

- Keep a note of group discussion on Miro or however you would like

- Feedback thoughts to the plenary

See separate handout for the same instructions

What Will Miro Look Like

What Miro Will Look Like
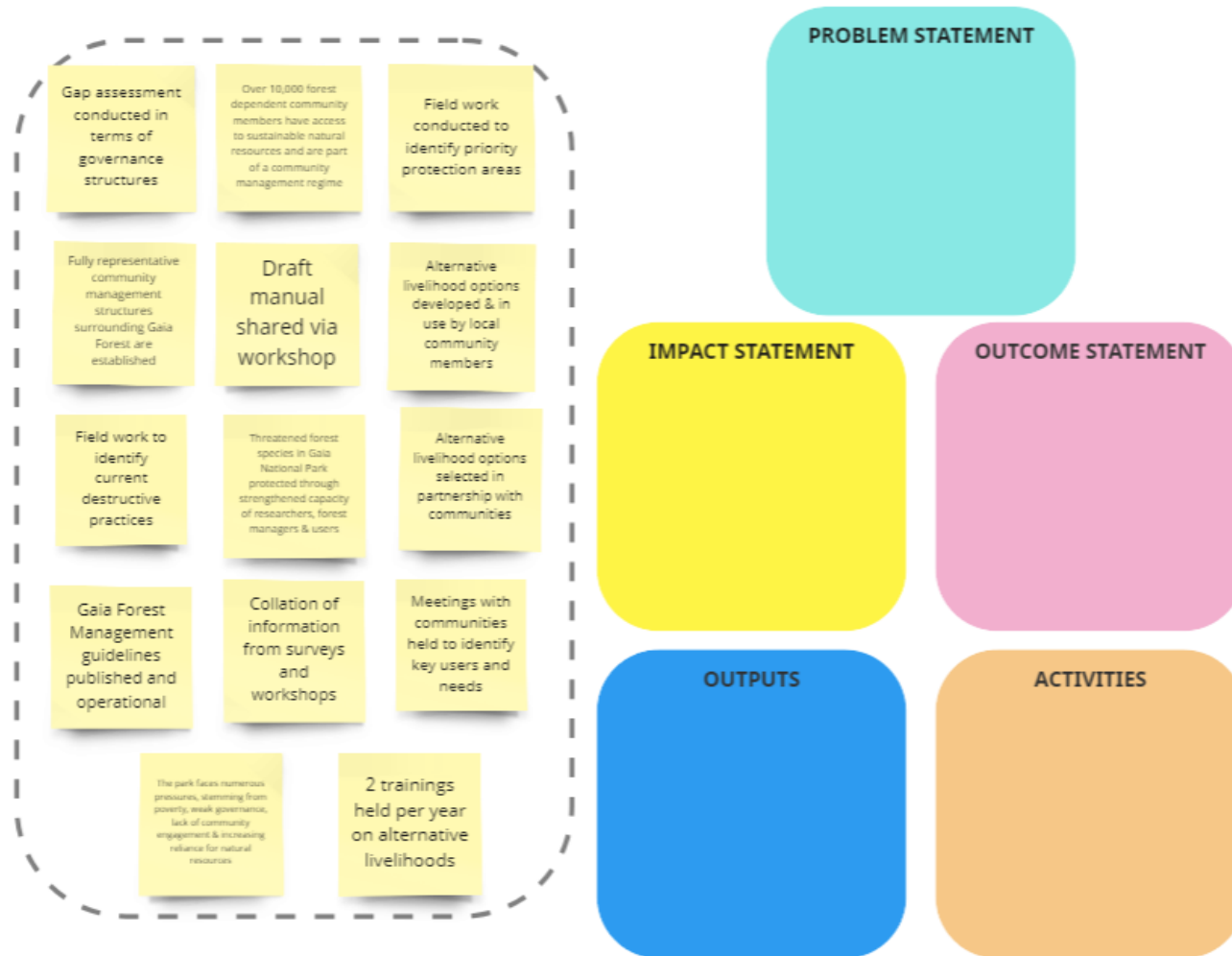
Exercise 1

Group Exercise Ideas Continued…

- How are activities combined to achieve outputs (what processes need to occur)?

- How do those outputs combine to effect intermediate change (outcome)?

- Is the context understood?

- Does this project design truly address the problem statement?

- Are project components necessary and sufficient to bring about intended change?

15 Minute Break until 3:25pm

The Importance of Good Evidence and Appropriate Indicators

Objective of the Session

- To discuss:

    - What is an indicator?

    - SMART indicators

    - Standard indicators

    - Why do we need evidence?

    - Demonstrating progress and means of verification – providing evidence for your claims

- Group Exercise

- Other Resources

Indicators

- Are a critical element of your monitoring plan and help you know if you're on track or not or if things need to be adjusted

- Demonstrate progress towards project Outcome and Outputs

- Strong indicators should be SMART

SMART Indicators

S – Specific

M – Measurable

A – Achievable *(Attributable)*

R – Relevant *(Realistic)*

T - Time-bound

Ambition

Achievable Indicators

Realism
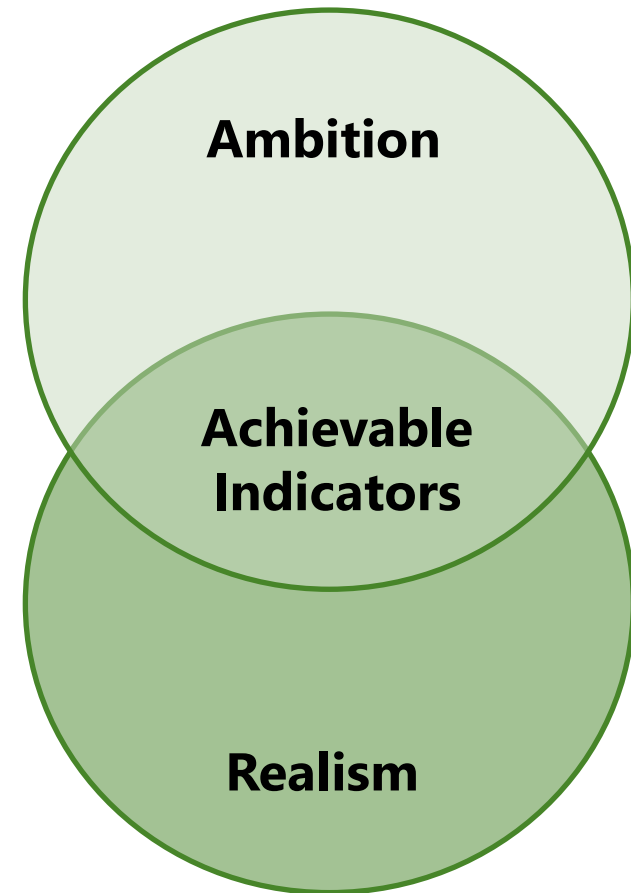
Standard Indicators

- We have developed new Standard Indicators for each of the Biodiversity Challenge Funds, including Darwin Initiative

- These align with the Darwin Initiative Theory of Change, have been designed to:
  - help you to monitor your project progress and results
  - help us to aggregate data from across diverse projects and communicate our combined results to key decision makers to build the case for continued support
  - increase our contribution to the global evidence base

Darwin Initiative

Darwin Initiative Indicator Groups

Group A: Capability and capacity

Group B: Policies, Practices and Management

Group C: Evidence Use and Best Practices

Group D: Sustainable Livelihoods, Biodiversity and Climate Resilience

Group E: Impact on Biodiversity and Poverty

Darwin Initiative Standard Indicators

Select **at least 5 core indicators** from Group A-E. You do not have to select indicators from all groups. Your core indicators must cover all three elements of the fund: Biodiversity, Poverty Reduction, and Capability & Capacity.

Biodiversity

Poverty Reduction

Capability & Capacity

Project Indicators

Five Core Indicators:
Select from across the groups to include biodiversity, poverty and capability & capacity indicators

+

Additional Standard Indicators:
Select from the most relevant and feasible indicators for your project

+

Other Indicators:
Select from other sources to meet project needs. See BCFs MEL guidance for best practice.

Frequently Asked Questions

- How do I choose Standard Indicators that are most relevant to my project?

- What if I am unable to find 5 Standard Indicators relevant to my project?

- How do I tell which indicators correspond to each of the fund's three elements?

SMART Indicators

Starting point: Hectares of habitat under sustainable management practices

S - Specific

500ha of temperate grassland under sustainable rangeland management (Baseline:200 ha)

M - Measurable

You should ensure you can demonstrate achievement of this (e.g. can you demonstrate management in accordance with an appropriate Standard or recognised Best Practice?)

A - Achievable

Ask yourself - is improved management on an additional 300 ha actually achievable within the project?

R – Relevant

Ask yourself – does this indicator reflect progress towards the stated Outcome?

T - Time-bound

500 ha of temperate grassland under sustainable rangeland management practices *by project end*

Remember baselines and targets!

Why Do We Need Evidence?

- **Progress reporting and accountability** to show funds are being used appropriately

- **Demonstrate effectiveness** to justify continued support from communities, donors, policy-makers etc.

- **Evidence-based learning** from experience in order to develop and apply good practice

- **Share experiences** with the wider conservation community so they can learn from your work

- **Evidence-based policy** - use the results to influence policy reform

EXPERIENCE IS THE WONDERFUL KNOWLEDGE THAT ENABLES YOU TO RECOGNIZE A MISTAKE WHEN YOU MAKE IT AGAIN

"Learning is experience. Everything else is just information"
Albert Einstein

Demonstrating Progress

- **Means of Verification** – this is how you will evidence achievement of (or progress towards) an indicator

- Consider both primary and secondary data
  - Is this data available from somewhere else?
  - Is this data reliable/objective?
  - If you need to collect data – who will do this/when should you do it/how much will it cost?

- Will these data show Outputs/Outcomes have been met?

- Is the evidence independent and objective?

Where Could We Do Better?

Output

Increased public awareness of the importance of improved marine protected area (MPA) management to fisheries and the potential benefits of alternative livelihoods

Indicators

- Number of conferences and workshops organised
- Increased media coverage
- Changes in attitudes

Means of Verification

- Project reports
- Outcome evaluation surveys conducted in final year of project

Indicators and Evidence: Key Considerations

In your applications, <u>please</u> consider that...

- **Indicators must be relevant to the result they are measuring** – make sure your indicators actually demonstrate achievement towards stated results.

- **Evidence and Indicators should be linked** – we often see applications where sources of evidence are put down that bear little resemblance to the information needed to verify progress against an indicator.

- **Indicators are not activity outputs.** They need to be independently or objectively verifiable and linked not to activities, but to the results (i.e. Output or Outcome).

- **Unsubstantiated claims are not acceptable**

    "we think that this progress is adequate" ☹✘

Group Exercise

2 stages to this group exercise – 'filling in' the **Indicator** and **Means of Verification** columns of the logframe

Stage 1 - Indicators

- Sort out the indicators from the 'Means of Verification' (MoV)

- Are indicators at Output or Outcome level?

- Map onto relevant part of your logframe

- Are indicators SMART? Consider how they could be improved. **Identify at least one example to feed back to the plenary.**

Group Exercise

Stage 2 - MoV

- Take the 'MoV' identified in step 1 and match to the corresponding indicator.

- Discuss the MoV – carry out an evidence assessment:
  - Is it feasible?
  - Will it produce high quality evidence?
  - Is it relevant to the indicator?
  - Is it sufficient?
  - If MoV are not appropriate or feasible, discuss more robust alternative(s)

- Would alternative indicator wording be more appropriate to reflect the result/realistic likelihood that evidence may be collected?

What Miro Will Look Like

What Miro Will Look Like

Exercise 2

Other Resources

With your project teams, consider the other exercises (details included in the handout shared).

- Carry out a **SMART assessment** of your proposal's indicators

- Consider developing an **M&E plan** (using template on final page)

- Evidence collection: how/when/who?

Wrap-Up

- Thank you!

- We'd love to hear your feedback so we can improve future workshops. On the Miro board you will note we have a space for feedback, at the top on the right – please grab a sticky note or two and let us know:
  - What went well?
  - What could be improved?

- We will be sharing the slides on the Darwin Initiative website as soon as possible in the next week.

- And if anything else comes to mind after the session, please don't hesitate to get in touch!

- Good luck with your applications!