

Darwin Initiative - R31



Stage 2 Workshop: Monitoring, Evaluation & Learning



Welcome!



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PM Session Agenda



2:00 - 3:10	Project Design Tools <ul style="list-style-type: none">• 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 <ul style="list-style-type: none">• Identifying SMART indicators• Using the Darwin Initiative 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



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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



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



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

Can the activities and outputs *really* achieve the intended outcomes?

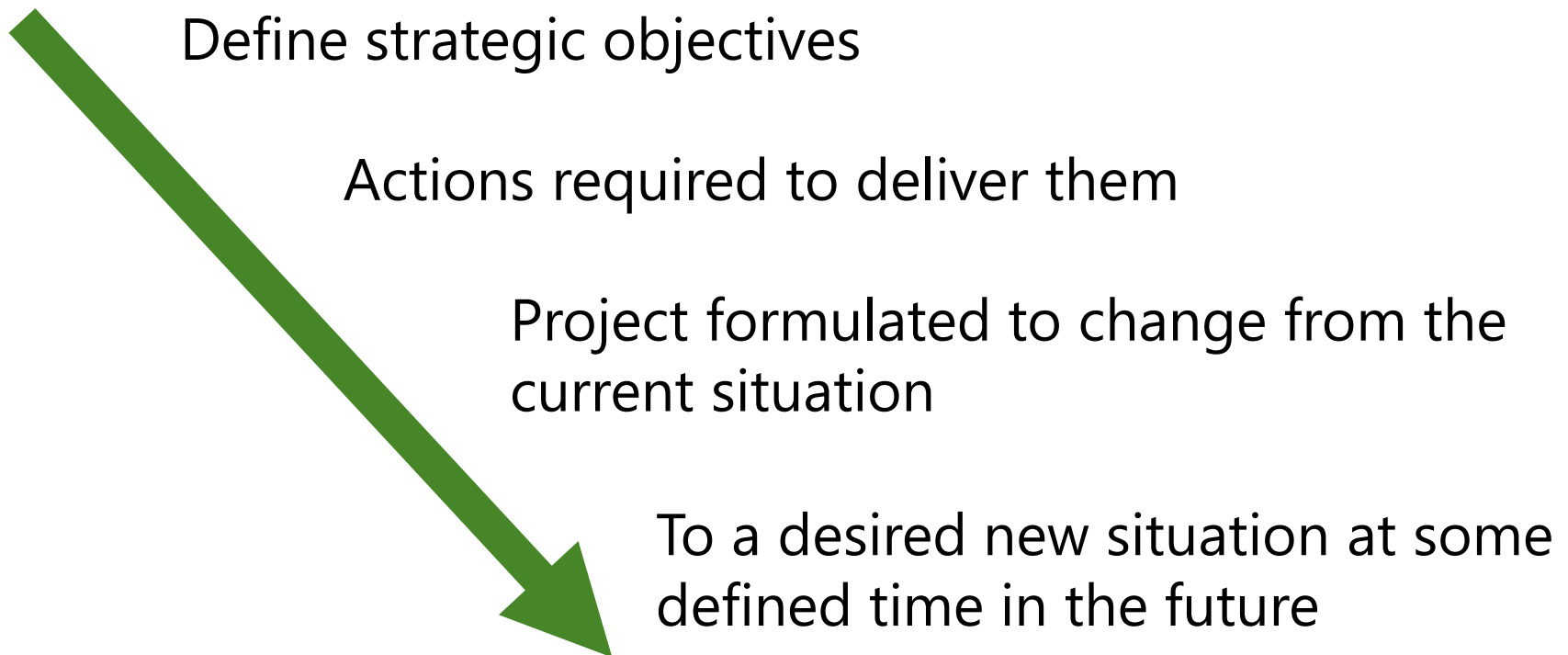
What other things might influence the Outcome? Do you have control over them?

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:



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



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)



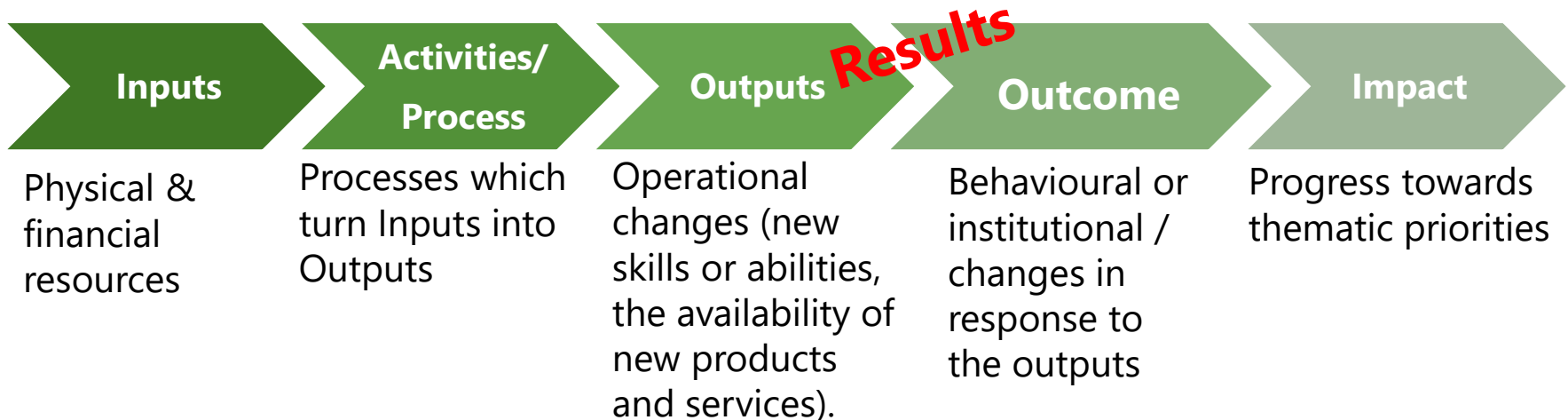
Results Chain



Management control diminishes

Internal perspective

External perspective



External factors become more important

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



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”



Other key terminology



Indicators: the quantitative or qualitative measure to track change in a project output or outcome. Indicators should be SMART.

Means of Verification (MoV): the sources of evidence (databases, surveys, reports etc.) you will use to track and demonstrate achievement of your indicators.

Assumptions: The situations, events, conditions or decisions which are necessary for the success of the project, but are largely outside of the project's control.

Project summary

Important Assumptions

Impact: The protection and sustainable use of Region X's temperate grassland and biodiversity through an integrated, collaborative management approach

Outcome: Transformation of Region X's National Park System from paper park status to an effective, financially-sustainable network based on already-tested collaborative management approaches

Executive Council continues to support the co-management of Region X's National Parks

National Park stakeholders continue to be willing to cooperate on management of National Parks and their resources

THEN

AND

IF

Output 2. Effective and sustainable co-management structures and tools are in place for the integrated management of Region X's National Park System

Government of Country X upholds its commitment to improved management of National Parks

National Park stakeholders continue to be willing to cooperate on improved management of National Parks and their resources

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)
- Click on the Miro link we have shared (breakout room 1 = Room 1 on Miro, etc)
- 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

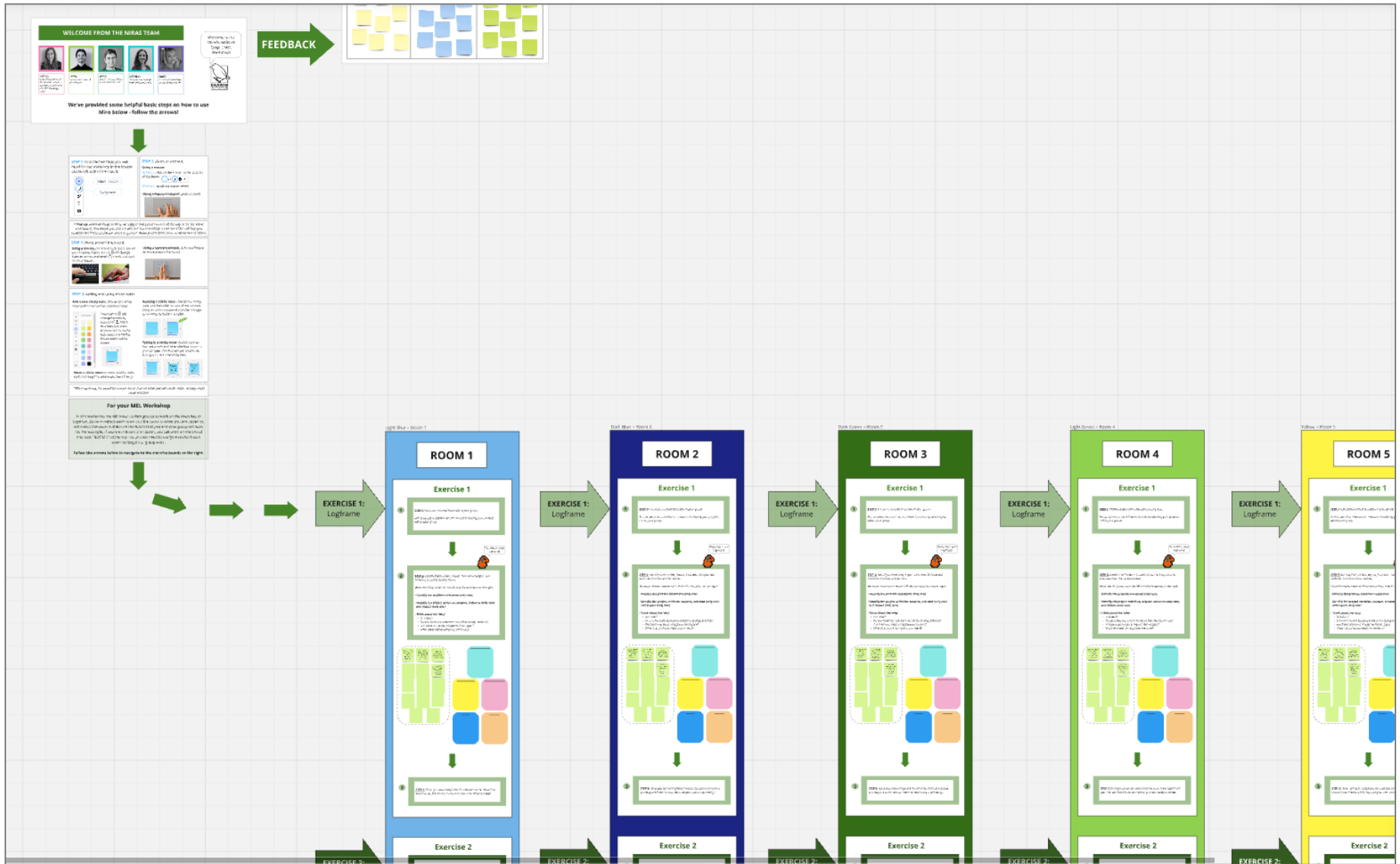


Group Exercise



- 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?

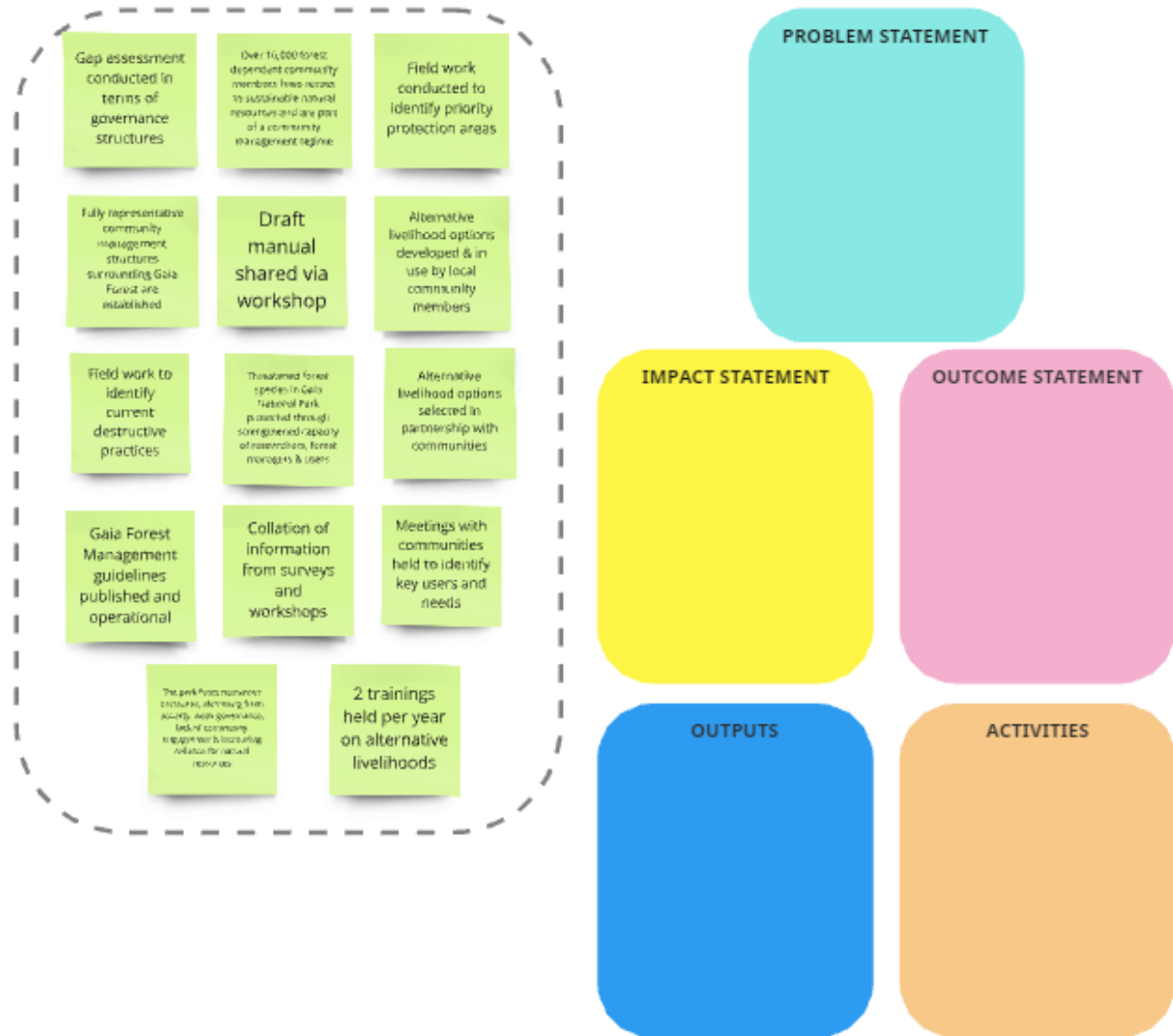
What Miro Will Look Like



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 10:25am



The Importance of Good Evidence and Appropriate Indicators



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Objective of the Session



- To discuss:
 - Why do we need evidence?
 - What is an indicator?
 - SMART indicators
 - Standard indicators
 - Demonstrating progress and means of verification – providing evidence for your claims
- Group Exercise
- Other Resources

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



"Learning is experience. Everything else is just information"

Albert Einstein

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



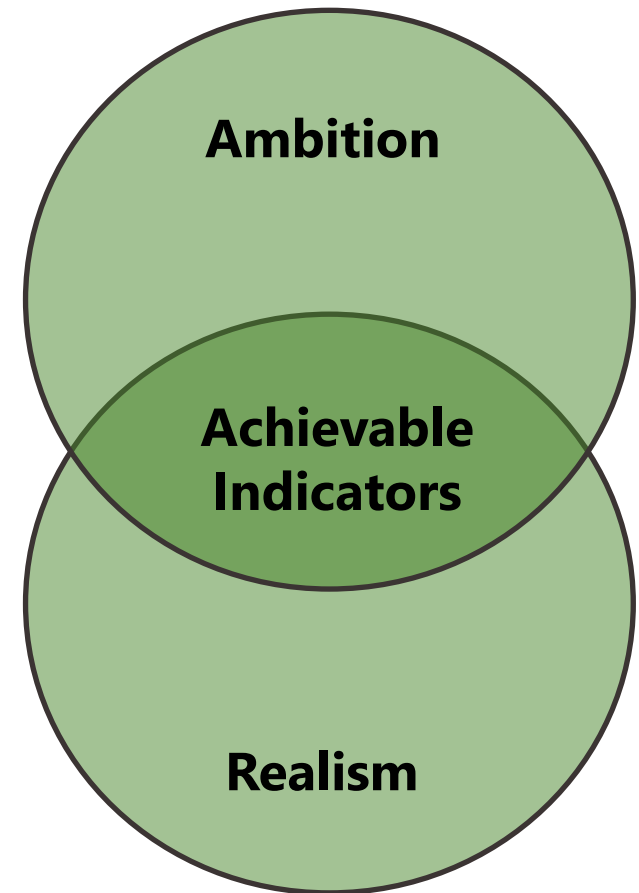
A – Achievable (*Attributable*)



R – Relevant (*Realistic*)



T - Time-bound



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

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!

Standard Indicators



- In 2023 the BCFs launched a pilot phase in the roll-out of Standard Indicators.
- We have used feedback from applicants and grantees to develop a second version of the Standard Indicator menu.
- Key Changes:
 - Version 1.0 included 60 Standard Indicators. Version 2.0 has been reduced to 29 Standard Indicators.
 - The 'Core' Standard Indicator designation has been removed.
 - All discontinued Standard Indicators have been preserved in the BCFs Indicator Library
 - A minimum requirements to report against three Standard Indicators.

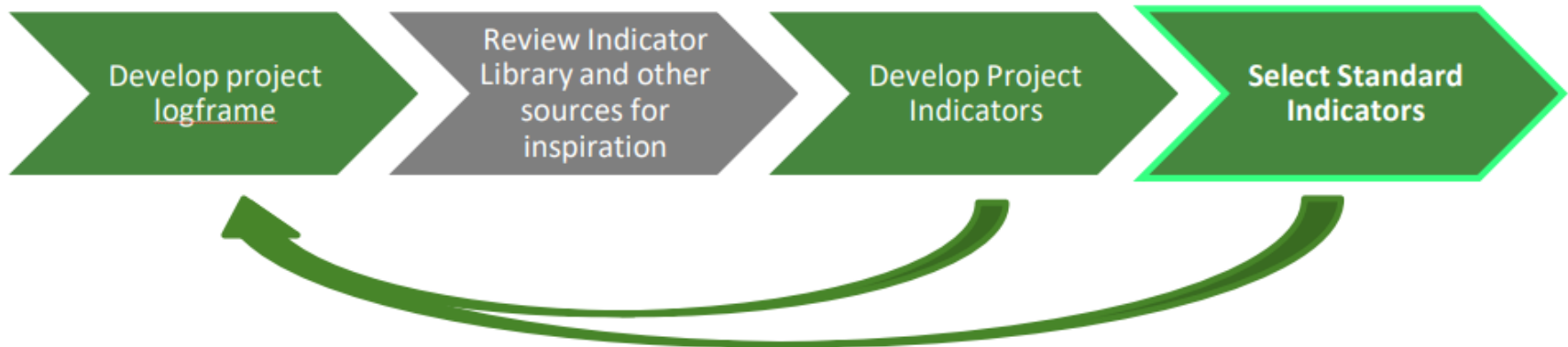


How to use Standard Indicators



We ask that applicants:

1. Using the MEL Guidance available on the Darwin Initiative website, firstly develop your project logframe.
2. Consult the BCFs Indicator Library and other sources for inspiration and to assist you with developing SMART Project Indicators.
3. Select Standard Indicators using the guidance note and menu.



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?

Indicators and Evidence: Key Considerations



In your applications, please 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.

Logframe extract example



Results chain	SMART Indicators	MoV	Assumptions
<p>Outcome: An integrated approach to invasive species Y control that uses all appropriate techniques, has strong public support, and is sustainable within current resource capacity</p>	<p>0.1 Integrated control strategy produced in Y3Q2 and implemented in Y3Q4</p> <p>0.2 Support of at least 66% of the public who respond to engagement activities and participation of at least 10 volunteers in control strategy by Y3 Q3</p>	<p>0.1 Copy of strategy incorporation into Government workplan</p> <p>0.2 Record of public engagement events. Record of participation in volunteer events.</p>	<p>There is scope for improving current control techniques without jeopardising native species or public support</p> <p>Public engagement activities are successful in creating interest and ownership of the problem.</p>

Indicators and Evidence: Key Considerations



- **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.**

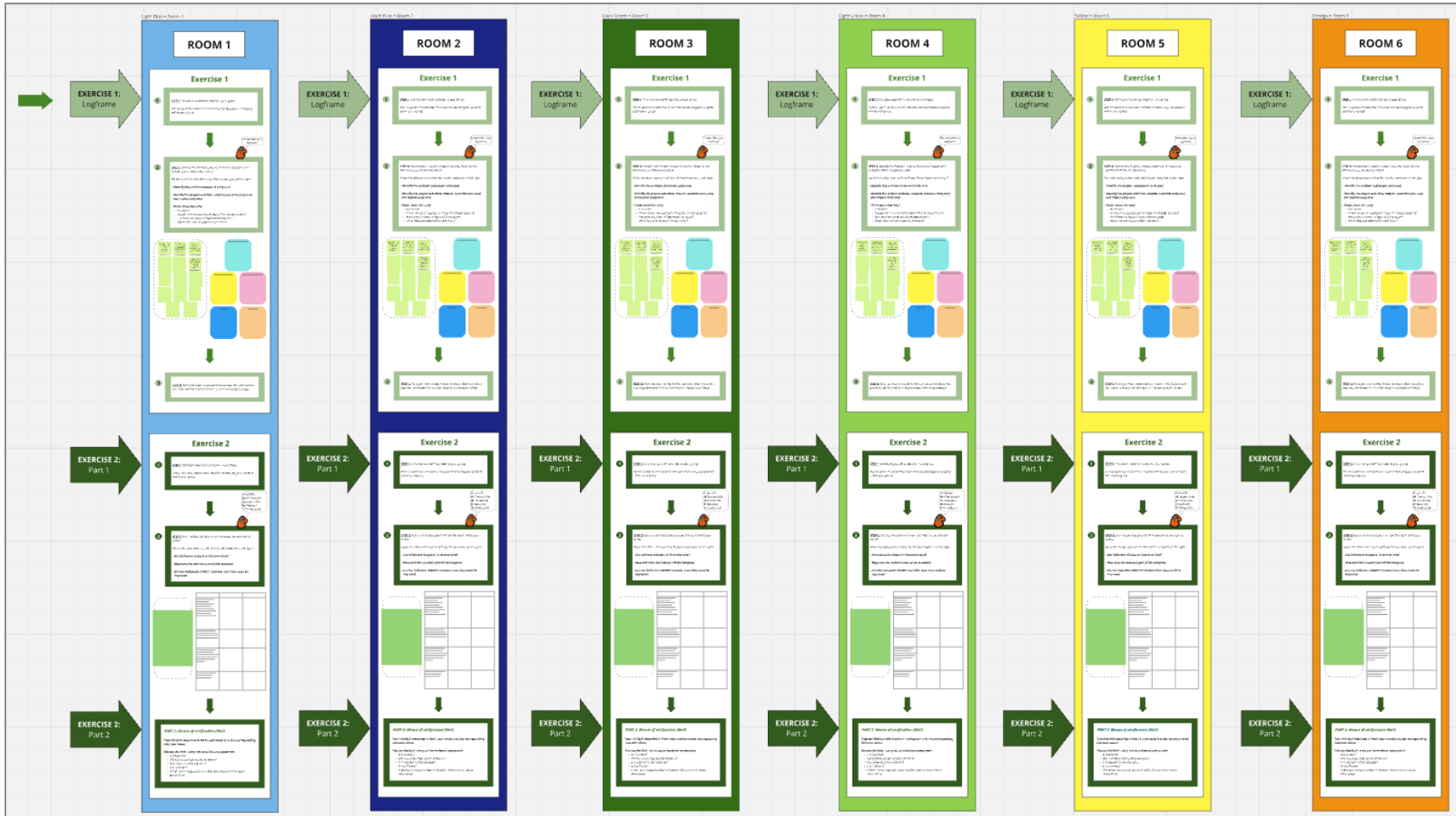
Group Exercise



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



	INDICATORS:	MEANS OF VERIFICATION:
OUTCOME: Improved knowledge and understanding of the yellowfin grouper population for fishery managers and fishers in UKOT X to inform sustainable management		
OUTPUT 1: Baseline on current yellowfin grouper fishing practices, biological and catch data established		
OUTPUT 2: Training and knowledge exchange initiatives and collaborative working opportunities for fisheries scientists and managers		
OUTPUT 3: Local fishers trained on effective logbook data entry		

Other Resources



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

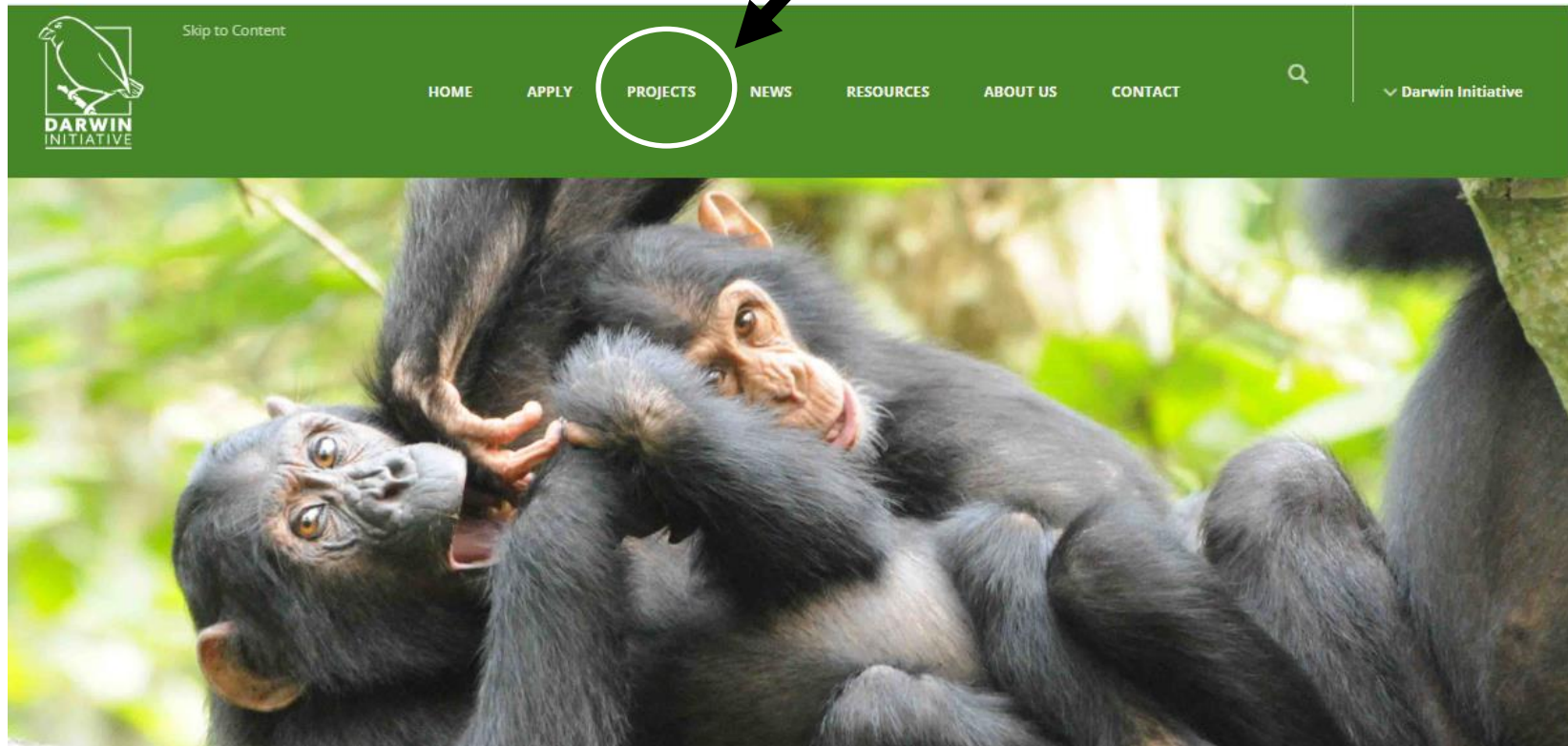
- Carry out a **SMART assessment** of your proposal's indicators
- Consider developing an **MEL plan** (using template on final page)
- Evidence collection: how/when/who?

Example logframes



Logframes of funded projects on Darwin Initiative website:

<https://www.darwininitiative.org.uk/>



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?
 - Any other feedback?
- 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!