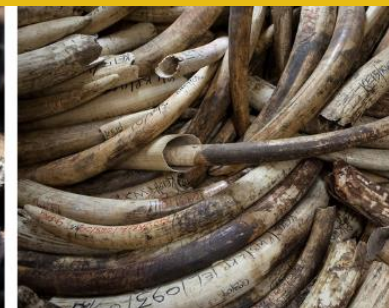


IWT Challenge Fund Round 11 Main & Extra

Stage 2 Webinar: Monitoring, Evaluation & Learning



Welcome!



Andy East
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Session Agenda

12:00 - 13:10	Project Design Tools <ul style="list-style-type: none">• Why use project design tools• Articulating your “pathway to change”• Introducing effective logframe development - exercise
13:10 – 13:25	Break
13:25 – 14:30	The Importance of Good Evidence and Appropriate Indicators <ul style="list-style-type: none">• Identifying SMART indicators• Using the IWT Challenge Fund Standard Indicators• Collecting and reporting evidence• SMART indicators and means of verification – exercise
14:30	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 you 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

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:



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



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)

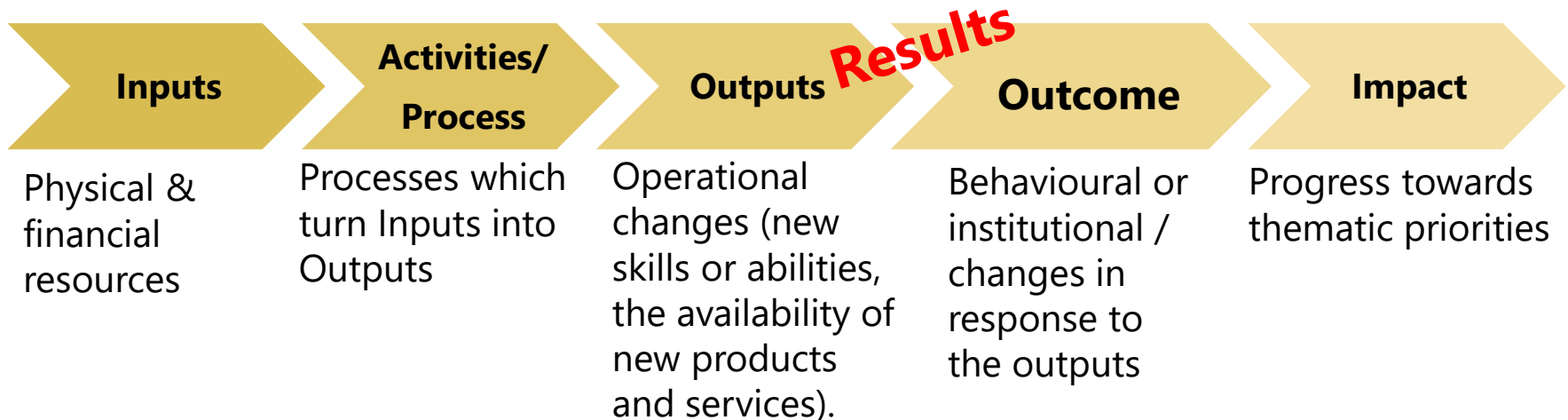


Results Chain

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

“Reduction in the illegal poaching and trade in marine turtle products contributes to stable marine turtle populations and improved sustainable livelihood opportunities amongst coastal communities on Nicaragua’s Pacific coast.”



Logframes - Project Outcome

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

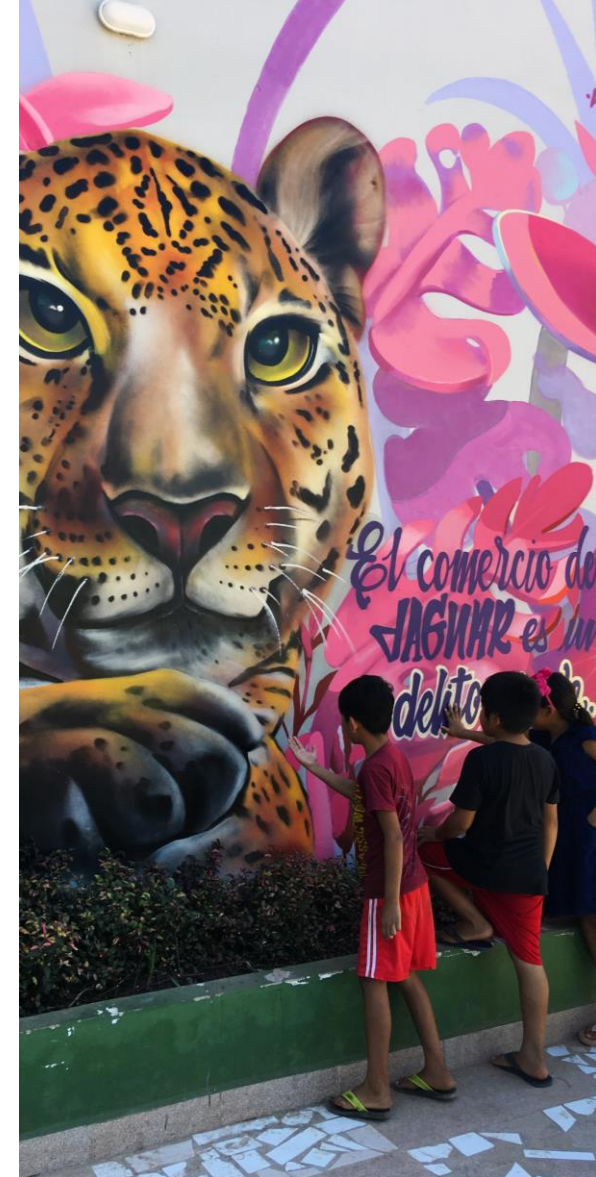
"Measurable change in consumer behaviour amongst three target groups contributes to reduced demand for eggs and shell and a measurable reduction in illegal poaching and trade in marine turtle products."



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

"Evidence-based behaviour change campaigns targeting three consumer profiles for marine turtle eggs and shell developed."



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

"Establish an active demand reduction working group and advisor network"



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

THEN

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

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

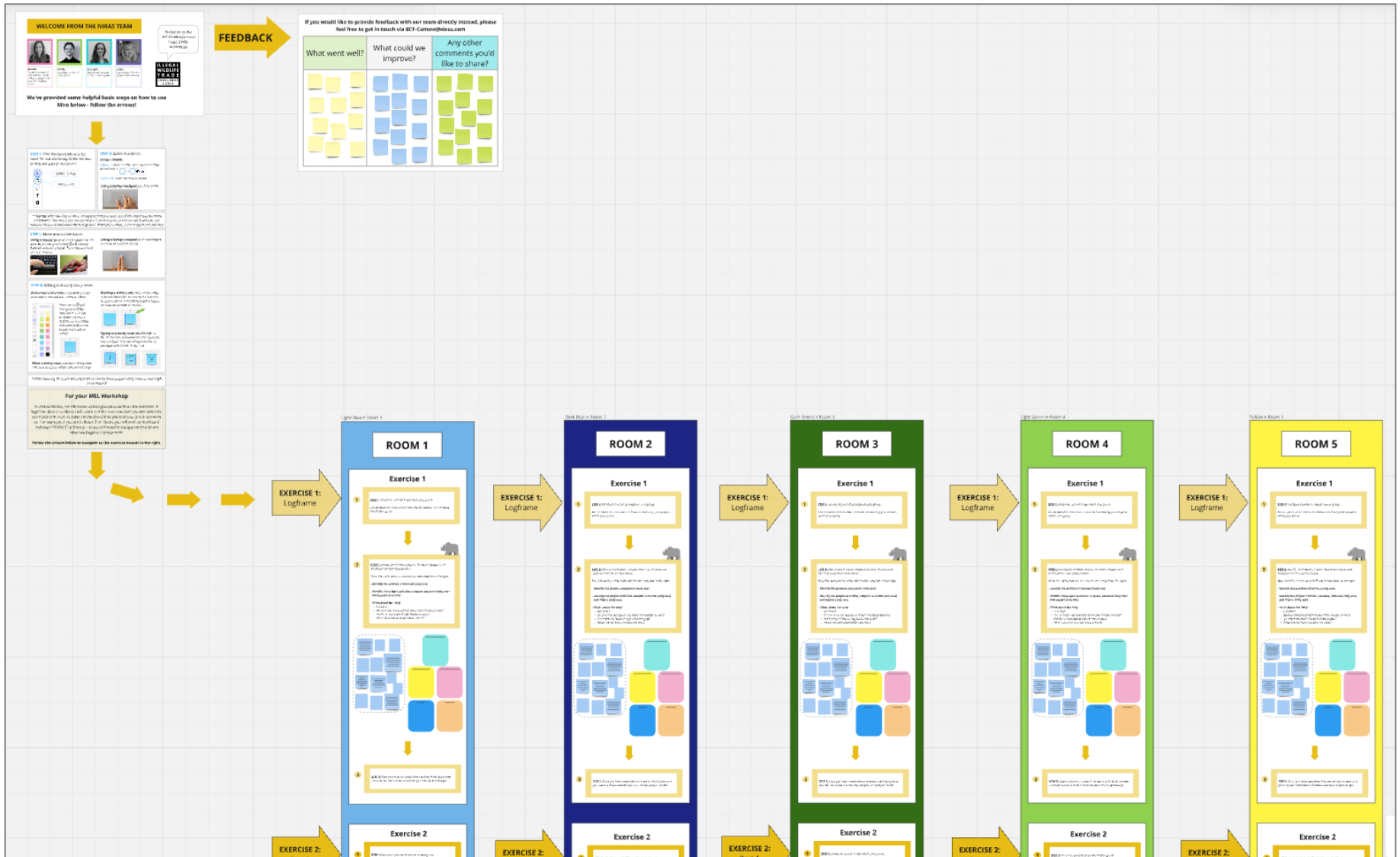
See separate handout for the same instructions



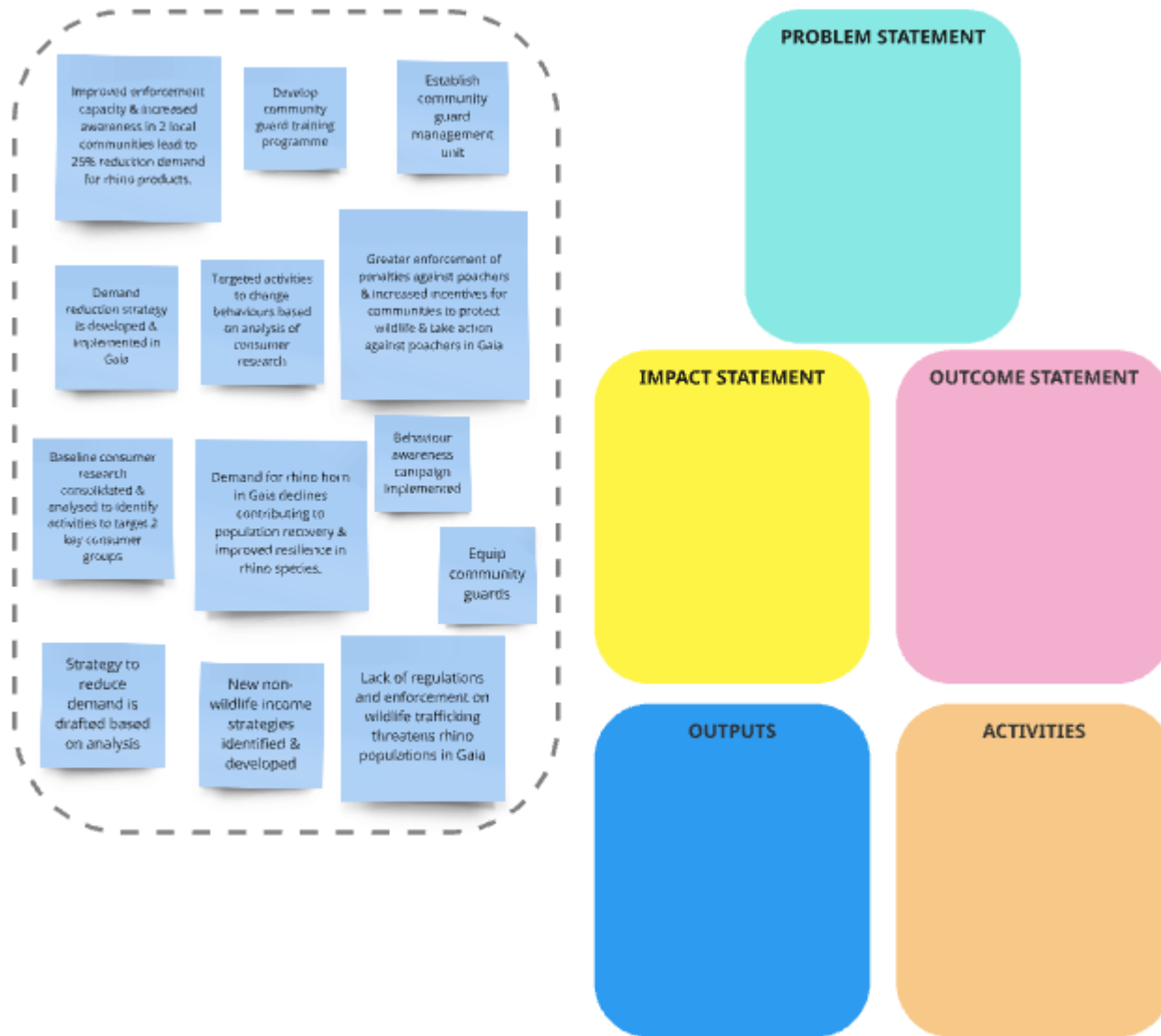
Group Exercise

- 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





Any
questions?



15 Minute Break until 1:25pm

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

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



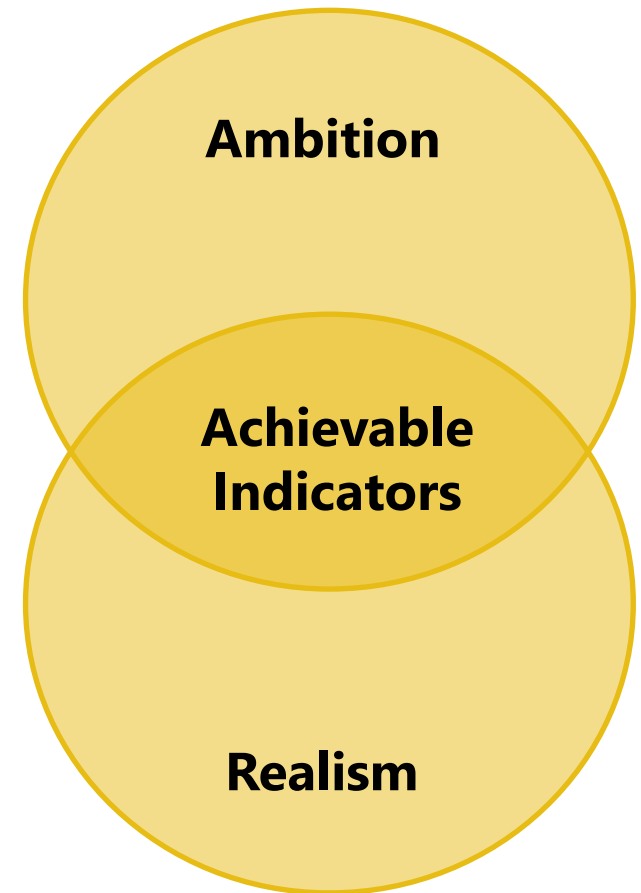
A – Achievable (*Attributable*)



R – Relevant (*Realistic*)



T - Time-bound



SMART Indicators

Starting point: Number of people trained in law enforcement skills

S - Specific

500 people trained in law enforcement skills (Baseline to be defined in Y1)

M - Measurable

You should ensure you can demonstrate achievement of this

A - Achievable

Ask yourself - is training 500 people actually achievable within the project?

R – Relevant

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

T - Time-bound

500 people trained in law enforcement skills *by project end*

Remember baselines and targets!

Standard Indicators

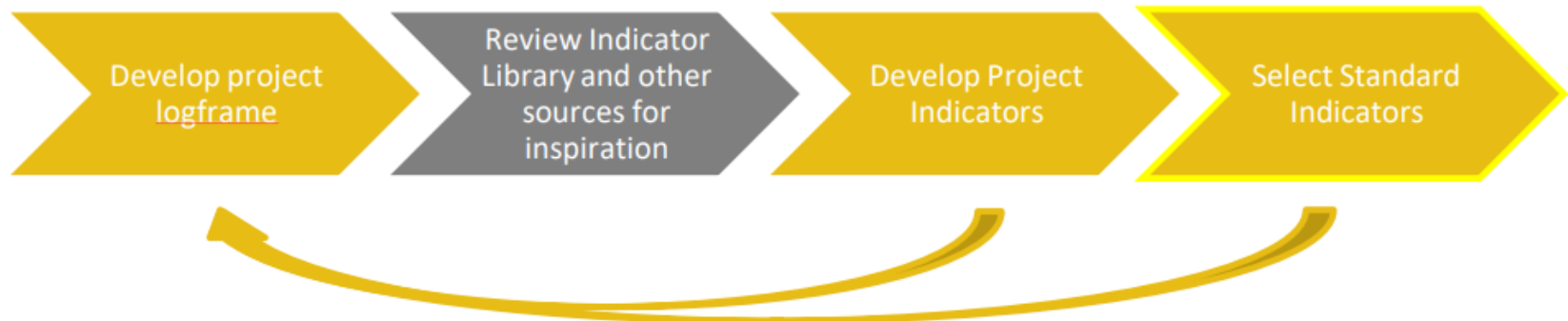
- In 2023 the BCFs launched a pilot phase in the roll-out of Standard Indicators.
- We have used feedback from applicants and grantees to develop a second version of the Standard Indicator menu.
- Key Changes:
 - Version 1.0 included 75 Standard Indicators. Version 2.0 has been reduced to 50 Standard 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 IWT Challenge Fund 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.



Standard Indicators

Within your application forms, you will be asked to respond to the following Standard Indicators question:

Q30b. Standard Indicators

In addition to your project indicators in your logframe, please outline which Standard Indicators you can report on including your expected targets by project end. IWT Challenge Fund projects are required to report against a minimum of three Standard Indicators. If you can report against more than three Standard Indicators, this is strongly encouraged. Try to select indicators from as many groups as is feasible for your project and its context.

Standard Indicator Ref & Wording	Project Output or Outcome this links to	Target number by project end	Provide disaggregated targets here
<i>e.g. IWTCF-A01: Number of people reporting they are applying new capabilities (skills and knowledge) 6 (or more) months after training</i>	<i>e.g. Output indicator 3.4 / Output 3</i>	<i>e.g. 60</i>	<i>e.g. Kenya, 30 non-indigenous women; 30 non-indigenous men</i>
Please Select... ▼	<input type="text"/>	<input type="text"/>	<input type="text"/>
Please Select... ▼	<input type="text"/>	<input type="text"/>	<input type="text"/>
Please Select... ▼	<input type="text"/>	<input type="text"/>	<input type="text"/>
Please Select... ▼	<input type="text"/>	<input type="text"/>	<input type="text"/>

Standard Indicator example

IWTCF-A02	Number of people with reduced multi-dimensional poverty		Number of people	Aggregates the indicators below
	a	Number of people with improved food security	Number of people	Country; Gender (men, women, other); IPLC ⁴ status (IPLC, other)
	b	Number of people with enhanced access to water		
	c	Number of people with improved health		
	d	Number of people with improved security		
	e	Number of people with improved social relations		
	f	Number of people with improved freedom of choice and action		

Standard Indicator example

Example 1: Different interventions: different beneficiaries.

Standard Indicator Ref & Wording	Project Output or Outcome this links to	Target number by project end	Provide disaggregated targets here
IWTCF-A02: Number of people with reduced multi-dimensional poverty.	0.2	100	40F of which 20 IPLC 60M of which 30 IPLC
IWTCF-A02a: Number of people with improved food security.	0.2	60	20F of which 12 IPLC 35M of which 20 IPLC
IWTCF-A02e: Number of people with improved social relations.	0.2	40	15F of which 8 IPLC 25F of which 10 IPLC

Example 2: Different or same interventions: same beneficiaries.

Standard Indicator Ref & Wording	Project Output or Outcome this links to	Target number by project end	Provide disaggregated targets here
IWTCF-A02: Number of people with reduced multi-dimensional poverty.	0.2	100	40F of which 20 IPLC 60M of which 30 IPLC
IWTCF-A02a: Number of people with improved food security.	0.2	100	40F of which 20 IPLC 60M of which 30 IPLC
IWTCF-A02e: Number of people with improved social relations.	0.2	100	40F of which 20 IPLC 60M of which 30 IPLC

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: Effective law enforcement and community-led stewardship deter poaching of target species for IWT in Protected Area X, supported by stronger transboundary law enforcement.</p>	<p>0.1 Tiger and elephant populations in the project location are recorded as stable throughout the project period.</p> <p>0.2 The number of incidents of poaching (e.g., individuals or equipment seen) per unit government patrol effort was reduced by 50% by project end from the Y1 baseline and communities are engaged in wildlife stewardship.</p>	<p>0.1 Number of tigers recorded in the project area during the reporting period</p> <p>0.2 The team have removed N traps. Compared to Y1 and Y2, the snare is a dramatic reduction.</p>	<p>0.1 continue to deploy total of 10 camera traps are set up in the X area for the next period.</p> <p>0.2 continue patrolling in targeted area and continue stronger protection and maintain coverage.</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

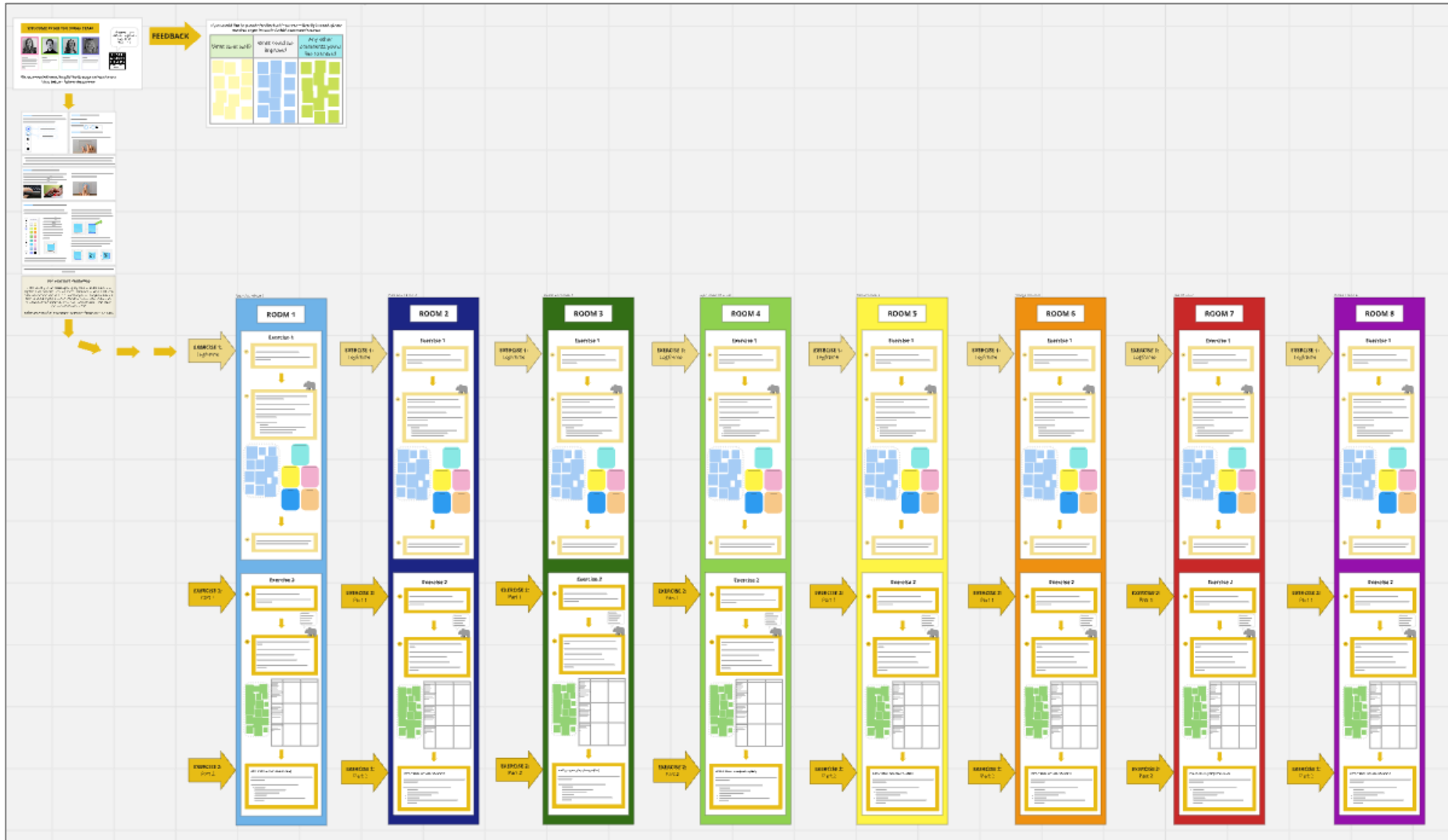
- Sort out the indicators from the ‘Means of Verification’ (MoV)
- Are indicators at Output or Outcome level?
- Map onto relevant part of your logframe
- Are indicators SMART? Consider how they could be improved. **Identify at least one example to feed back to the plenary.**

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



	INDICATORS:	MEANS OF VERIFICATION:
<p>OUTCOME: Improved enforcement capacity & increased awareness in 2 local communities lead to 25% reduction demand for rhino products.</p>		
<p>OUTPUT 1: Greater enforcement of penalties against poachers & increased incentives for communities to protect wildlife & take action against poachers in Gaia</p>		
<p>OUTPUT 2: Demand reduction strategy is developed & implemented in Gaia</p>		



Any
questions?

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 a **MEL plan** (using template on final page)
- Evidence collection: how/when/who?

Example logframes

Logframes of funded projects on IWT Challenge Fund website:

<https://iwt.challengefund.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 IWT Challenge Fund 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!