Darwin Plus
Stage 2 Workshop

DARWIN INITIATIVE

Welcome!

As you join, please mute your microphone but feel free to pop a short introduction to yourself in chat i.e. name, institution and job.

Department for Environment Food & Rural Affairs

UKaid from the British people

Darwin Plus
Stage 2 Workshop

DARWIN INITIATIVE

Project design tools the importance of good evidence and indicators





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Welcome!

Welcome to Darwin Plus Stage 2 applicants workshop!

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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
3:35 – 4:30	The Importance of Good Evidence and Appropriate Indicators • Identifying SMART 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 Google Jamboard 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’re going to share some tools to help you tell your story well.

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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?

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

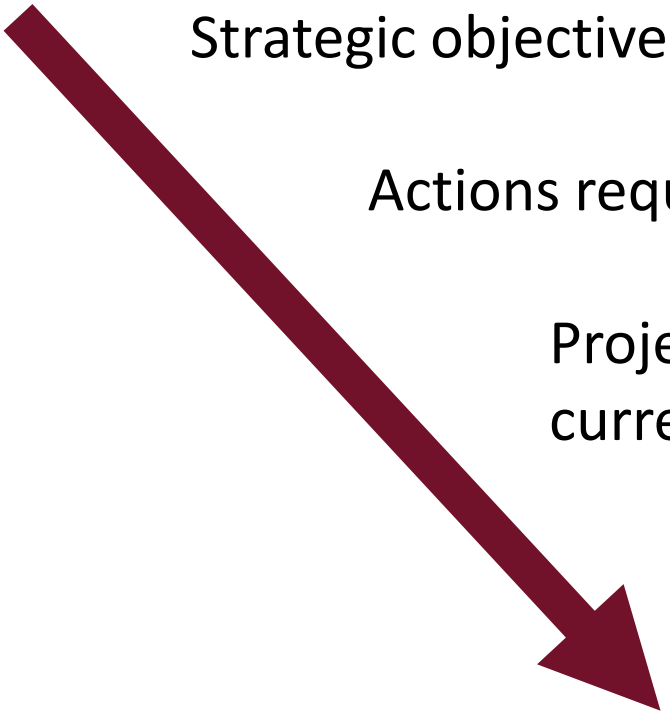
Can the activities and outputs *really* achieve the intended outcomes?

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:



Strategic objectives

Actions required to deliver them

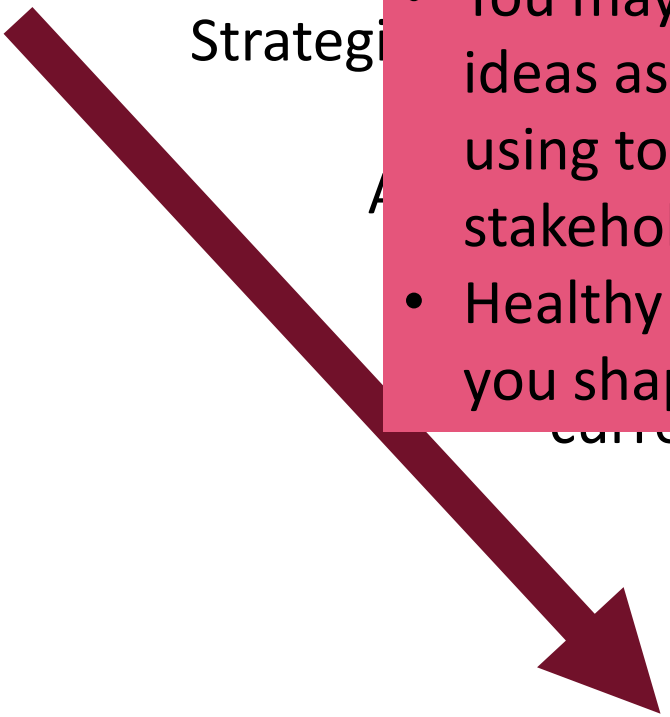
Project formulated to change from the current situation

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:

- 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

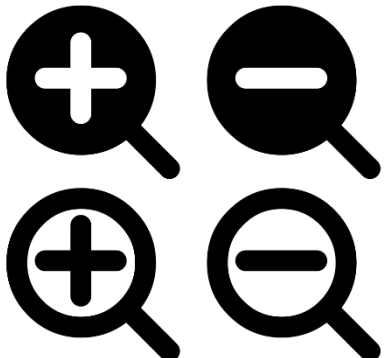
What's your why?
What change?

- 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)



Logical frameworks

- A tool for improving 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

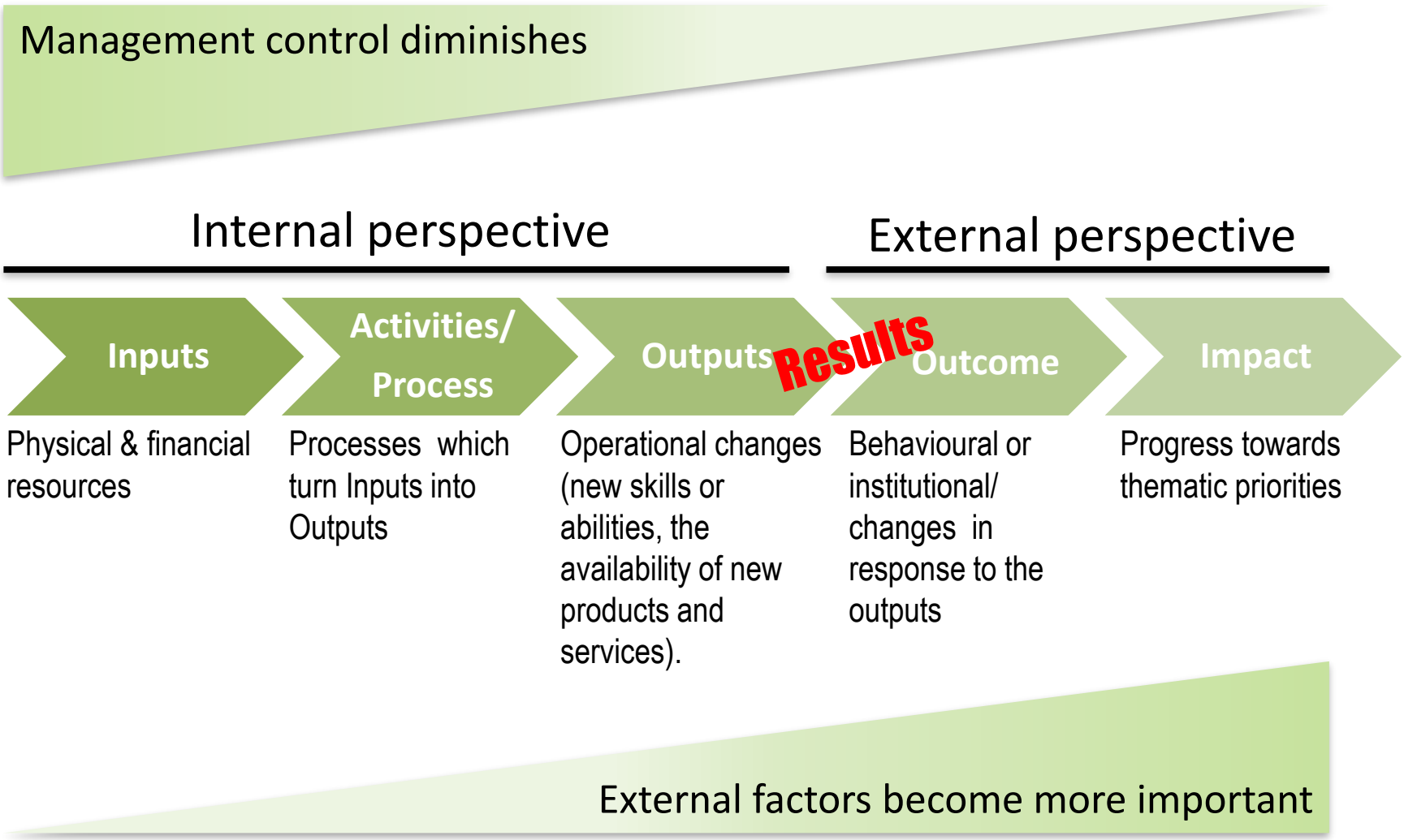
"Sustainable fishing regulations including no take zones and quotas agreed and implemented through a participatory approach"

Logframes – Activities

- The specific tasks that sit beneath each Output
- The discrete actions will you have to carry out to produce high quality products
- 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



Logframes – common challenges

Common logframe weaknesses in Stage 1 applications:

- Confusion between the different logframe components
- Lack of SMART indicators
- Lack of integration of Gender considerations
- Unrealistic or questionable targets/timeframes
- Logframe measuring the wrong things
- Lack of clear logic or significant leaps of faith

"The logframe indicators are not SMART. Many read as activities or are simply items such as reports and action plans."

"Logframe would benefit from explicit livelihood indicators."

"Proposal let down by inadequate logframe that lacks the detail set out in the (convincing) narrative. Indicators not SMART, baselines lacking; not timebound. Assumptions need to be revisited"

Common challenges cont…

"Assumptions are entirely missing from output level - it is critical these are considered"

"More thought needed on assumptions. The first three are that training meets the beneficiaries' needs - surely this depends on correct project design rather than being outside project control?"

"Quite a few 'killer' assumptions, for which a mitigation plan should be provided."

"Although gender is briefly mentioned, there is little substantive in the narrative as to how this will be addressed - and nothing in the indicators which would enable it to be measured."

"The narrative of the proposal mentions a 15% increase in the volume of several NTFPs by project end but there are no logframe indicators to capture this."

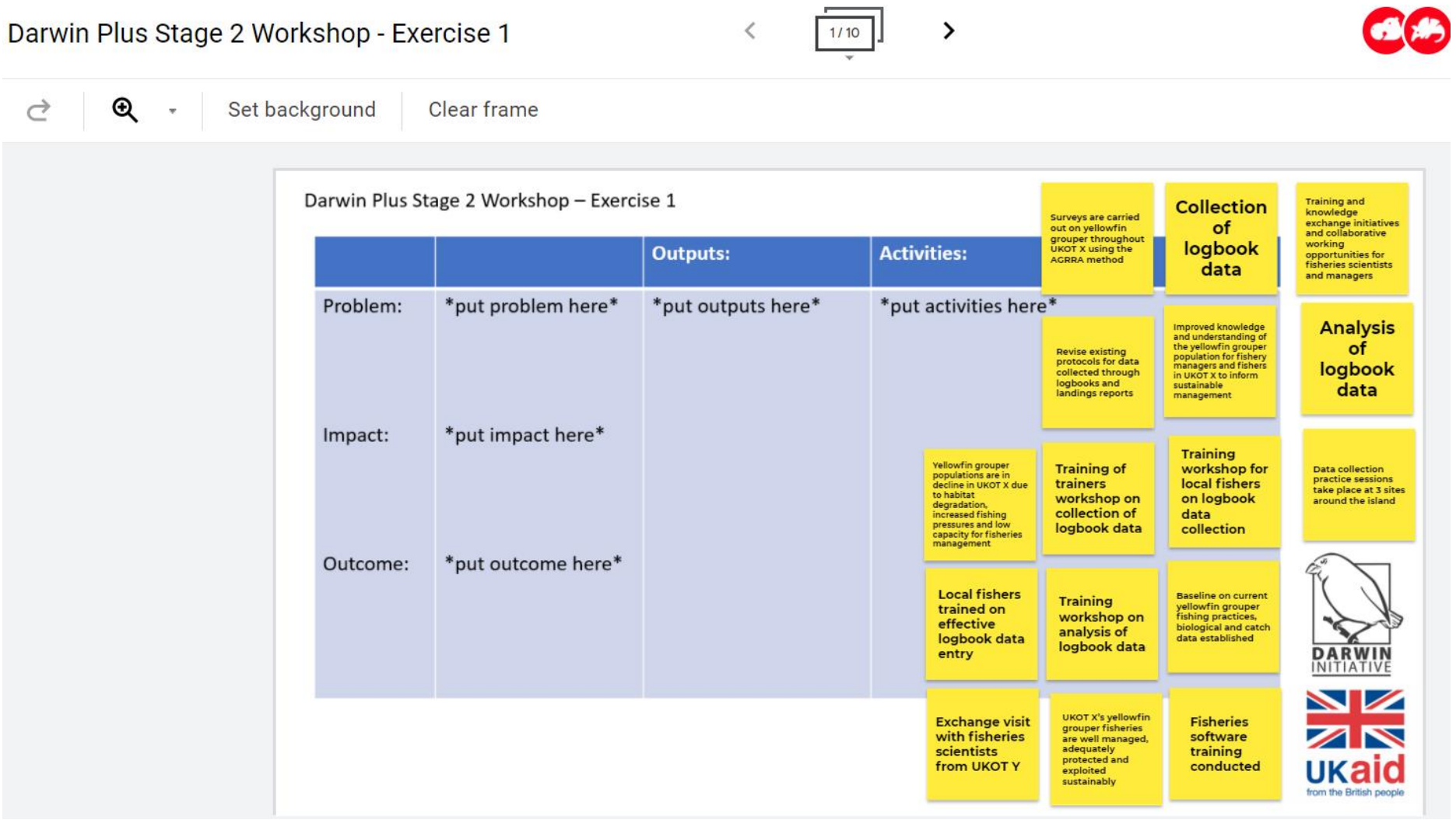
"Many of the targets seem unrealistic e.g. unrealistic targets 57% increase in incomes from alternative livelihood options within project life."

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 Jamboard - You will be assigned a Jamboard (breakout room 1 = Jamboard 1 etc)
- Your Jamboard will have a series of statements. You will need to sort these into:
  - Problem for project design, impact, outcome, outputs, activities
  - 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 Jamboard or however you would like
- Feedback thoughts to the plenary

See separate handout for the same instructions

What the Jamboard will look like



Some ideas for your Group Exercise 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?

Time for a short break!

- We'll be starting the next presentation in about 15 minutes (to start at 3:25)