

## Project Update: ISD Model

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### Introduction

**A 2-day workshop for the participatory development of Theory of change and Impact Pathways for an initiative (KSLCDI-Kailash Sacred Landscape Conservation Development Initiative) of regional non-government organization based in South Asia.**

The KSLCDI initiative (program) aims to achieve long term conservation of ecosystems, habitats and biodiversity, while encouraging sustainable development, enhancing the resilience of communities in the landscape, and safeguarding cultural linkages among local populations. This program falls within the Trans-boundary Regional Program and works mainly in the border areas of Nepal, India and China.

The organization has 6 Regional Programs (RP) and 4 cross-cutting Theme areas to form an overall matrix structure. The program that the workshop aims to address is KSLCDI, which falls under the RP of transboundary landscapes and primarily under the theme ecosystem services. The program is heading into its third 5-year cycle and needs to develop the theory of change and impact pathway for the next phase.

The organization has its overall strategic objectives, and the program KSLCDI has its own specific objectives. The program objective addresses components of the objectives of the organization as a whole, working within the Regional Program objectives in the middle. Besides the programs in the organization, there is also the over arching directorate, knowledge management & communication, SPM&E (Strategic Planning, Monitoring and Evaluation) and finally the Administration and Finance Units.

The entire organization is research based, and operates as knowledge based institution. The KSLCDI programs, like all others in the organization, works on various sites on the ground with the help of local partner organizations for the implementation of its projects. The basic unit that the program follows is the set outputs that are made in coordination with all the stakeholders and the SPM&E unit at the beginning of each of the program phases. These outputs would lead to outcomes and then the objectives of the KSLCDI program as a whole. The output, however, would need activities to be achieved within them; and further the inputs would feed into these activities.

A **theory of change** is a story of how our initiative will work or has worked (adapted from Weiss, 1995). It is developed to guide the implementation of the project, in this case the KSLDCI initiative. The reason for revisiting it is to learn and improve on current efforts of the initiative, and to be accountable.

### Product

An updated Theory of Change and Impact Pathway for the Kailash Sacred Landscape Initiative which will be used for the next phase (5 years). This will require a two day

workshop with all major stakeholders of the KSLDCI initiative present. It will also require an external expert to facilitate the workshop and assist in the creation of the theory of change and impact pathway.

The program stakeholders would be the KSLDCI program staff, partner organization's managers and staff, our organizations Regional Program and Thematic managers, the directorate and Monitoring and Evaluation personnel, and focal people designated by the program for different functions within and outside the organization.

The program would be delivered during the 2 day workshop meet when all the major stakeholders would be together in a venue. The workshop would be conducted mainly by the facilitator (expert) and the monitoring evaluation unit, supported by the senior management of the organization. Delivery would take place through talks, panel discussions, group activities, lectures, presentations, case stories and so on.

This process incorporates what is widely used in development sector, an approach known as Participatory Impact Pathway Analysis, which emphasizes the engagement of participants on predicting the project outcomes, and how this will lead to socio-economic and environmental impacts. At the heart of this process is the "participatory" workshop in which the project implementers and key stakeholders construct project impact pathways. In such workshops, participants are expected to create a logic model once the underlying impact pathway have been discussed and agreed upon.

## Goals and Objectives

*The 2-day workshop would aim to integrate and use the Theory of Change and Impact Pathways as a management tool for the Strategic Planning, Monitoring and Learning of the next 5-year phase of the KSLDCI initiative. The workshop output would be expected to lead to the development of the updated Theory of Change for KSLDCI.*

Some objectives to achieve the above mentioned goal are:

- Identify the most significant changes generated by the initiative. This would be based on the activity for the last 5 years of the program.
  - Something that is producing outcomes for others, something that has energy/ momentum.
  - Something that would be shown first to an evaluator/ donor/ influential people
- Describing how the particular KSLDCI initiative contributed to the change. The interventions undertaken as part of activities of the program and their contribution to the changes should be explained
- Revisit the original Theory of Change. A major focus for the KSLDCI initiative would be to revisit its "transboundariness", as this initiative fits within the broader

Regional Program of trans-boundary landscapes. Also there is need to identify the implications and the required next steps for the new phase.

## Resources

The major resources required for this 2 day workshop would be the cost of bringing the professionals and other stakeholders together in one venue. This would include travel, hotel costs (as well as other logistical requirements), per diem's, food and so on. An expert in the area of conducting such theory of evaluation and impact workshops would be hired for the workshop. The expert would be supported by the monitoring and evaluation unit of the organization.

The workshop hall would require basic office supplies, computers, multimedia projector, flip board charts, and other similar things.

## Evaluation

The KSLCDI initiative specific theory of change that would be created at the end of the workshop would provide a timeline of the activities. This would further provide milestone and assessment points during the project. Assessments would mainly include internal ones within the organization and with the implementing partners. Reviews would be done at the end of the each first six months internally within the organization, and one at the end of the year with all major stakeholders present (including partner organization members).

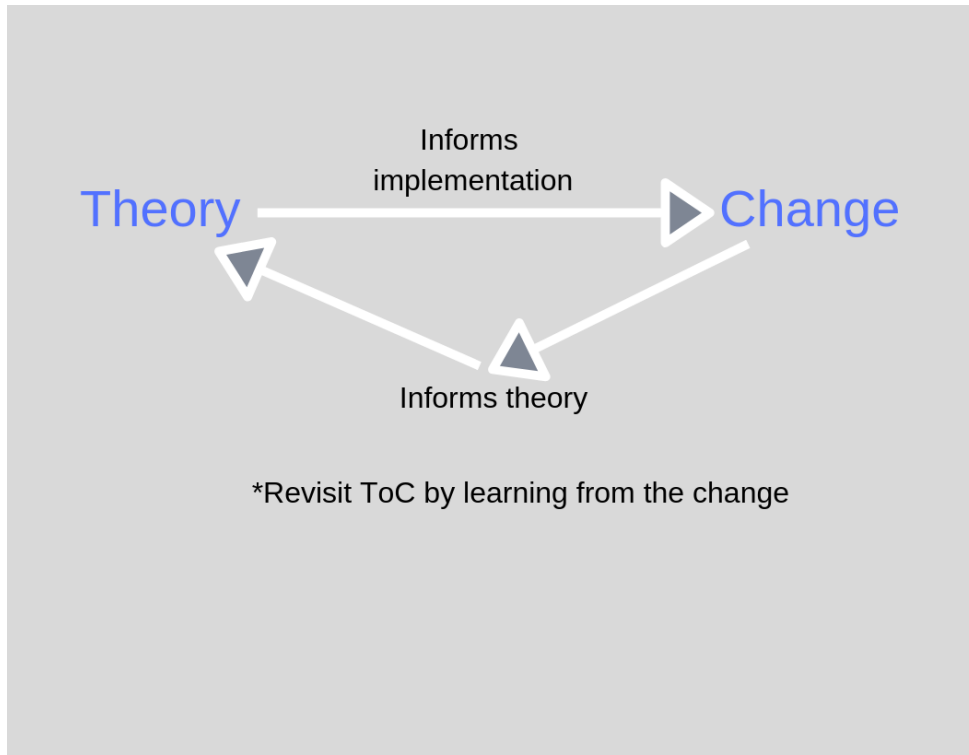
The progress on the ground would be done with an initial survey, a mid line survey (before the third year), end line survey (around the end of the five year period), and an impact assessment survey after the completion of the phase.

The logical framework would include indicators of progress with milestones. These would provide a quantitative and qualitative way of assessing the progress of the various activities and interventions in a periodic manner. The indicators would also have means of verification associated with them. Follow-up on the progress according to the indicators would be made during the reviews.

## Reference

Weiss, C. H. (1995). Nothing as practical as good theory: Exploring theory-based evaluation for comprehensive community initiatives for children and families. *New approaches to evaluating community initiatives: Concepts, methods, and contexts*, 1, 65-92.

## General Instructional Model



## Model that participants are expected to work on

