Darwin Initiative

Stage 2 Workshop

13th, 15th and 18th January 2021

Webinar and Virtual Workshop Proceedings

In January 2021 a number of events were held for applicants to Darwin Initiative Round 27 who had been invited to Stage 2.

On 13th January a joint virtual webinar session for Stage 2 Darwin Plus and Darwin Initiative applicants via Zoom was held. The webinar focused on frequently asked questions and common issues encountered by applicants, and provided the opportunity for applicants to ask any last minute questions related to their applications. On 15th January a presentation given by Paul Smith, a member of the Darwin Expert Committee, provided insight for Stage 2 applicants on what makes a good application and allowed applicants to gain a better understanding of the key considerations of the Darwin Expert Committee. The virtual workshop was repeated on 18th January to account for any time zone differences focused on M&E, the effective use of project design tools, and the importance of good evidence and appropriate indicators.

This note covers the frequently asked questions as well as those specific to different areas of the application process and includes answers to these.

The presentations from the day plus the exercise handout can be accessed via the Darwin website here.

The "Guidance for applicants" and "Finance guidance" documents should be your first reference point if you have queries when developing your application. These can be accessed via Flexi-Grant and also on the Darwin website.

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Overview of Frequently Asked Questions and Common Issues Webinar

A total of 129 people registered, and 115 people were able to attend. See Annex 1 for details on the spread of people attending the webinar.

The objectives of the session were to:

- Respond to a number of frequently asked questions related to eligibility, finance, Flexi-Grant, gender and communications.
- Provide the opportunity for applicants to ask questions of the Darwin/IWT administrators and Defra.

The webinar was open to both Darwin and Darwin Plus Stage 2 applicants.

Webinar Q&A

Finance and Admin

Q. Can the cover letter and letter of support from the lead organisation be combined into a single letter?

A. Yes, you can combine these into one letter.

Q. Does the Project Leader need therefore to request 10% of their salary in the budget, or can this be an in-kind contribution?

A. Both of these are options. If Project Leader salary (and other associated costs) are not requested from Darwin, you should ensure you include these in your Budget spreadsheet as matched funding.

Q. What does capital costs include?

A. Capital costs are long life/high value items, for example vehicles or IT equipment. They are distinct from items which may be consumed within the lifetime of your project, for example stationery or other office supplies. Section 1.7 of the Finance Guidance includes more information.

Q. What are M&E costs?

A. M&E costs are costs related to monitoring and evaluation of your project – this might include staff time or travel and subsistence, or other costs related to carrying out M&E specific activities.

Q. Are the audit costs in the project budgets for the Lead Organisation's own costs or to cover the Darwin appointed auditor?

A. The audit costs are for projects to organise their own audit – Darwin will not appoint an auditor.

Q. 2020 Audit may not be available in time - will 2019 audit suffice?

A. Please provide the latest audit information available. Given the exceptional circumstances of 2020 (and also considering that organisations run to different financial years) we recognise not all organisations will have a completed audits for the last year.

Q. If the audit costs end up being more than £2,000, does Darwin allow applicants to cover the overage by the match/unrestricted funds?

A. Although Darwin only allows you to include up to £2,000 in your budget for audit costs, you may cover any overage through other funding sources.

Q. Can the audit costs be included as a direct cost, or must they come under overheads (as I think the spreadsheet implies the latter)?

A. Please include audit costs against the line indicated in the budget template – this will help us identify these costs when reviewing your budget.

Q. Clarification please: is the audit cost that should be included for the project itself or for the project leader organisation?

A. The audit that Darwin asks for at the end of your project should only cover project costs (not wider organisational expenditure).

Q. Can match funding include in kind support?

A. Yes. If you can put a financial value against it, please include these costs in your budget as matched funding.

Q. Are the matched fund and co-financing same or different? Just wondering if the matched fund and co-finance should be cash or in kind?

A. We often use these terms interchangeably – matched funding can be both co-financing or in-kind support.

Q. Is too much match funding actually not advisable?

A. In the presentation we spoke about the difficulties of attribution where projects have a significant level of matched funding. In your application it is important to be clear how your project is distinct or – if part of a wider programme – why Darwin funds are required and how project achievements will be attributable to Darwin funding.

Q. Does in kind funding need to match exactly on form and budget sheet? Other projects have large budgets that are partly relevant?

A. Yes, the financial figures included in your application form and budget should match.

Q. Can the letters of support be sent after the proposal deadline? In which cases?

A. As much as possible, please include letters of support when submitting your application as there is not guarantee that late submissions will be considered by reviewers. However, it is recognised that there may be delays in securing letters. Please note in your application if there has been a delay and submit them as soon as you receive them, along with your application reference number.

Q. What needs to be included in the letter of support?

A. Strong letters of support should include the following elements:

- the extent to which partners have been involved in the development of the proposal
- an outline of how the proposed work aligns with your own organisational priorities and the priorities of the target country – particularly in the case where the partner providing the LoS is an in-country Government agency. This applies to letters from the lead organisations as well as all partners
- information on the capacity of partners to support the project
- details of any matched funding your organisation is proposing, either financially or in kind, and whether confirmed or not.

Q. For government support letters in a different language (where getting an English letter is not possible) should we provide a translation? If so, what is the best way to provide a translation?

A. Please provide a translation of any letters of support not written in English – this can be a straightforward translation/need not be by a certified translator.

Q. How do we show in the budget that we have built in consideration of currency exchange rate fluctuations?

A. The easiest way to do this is to include a comment in the application form or cover letter to address this. There is no easy way to show this in the budget form itself, since you cannot include any contingency funds.

Q. Do you have any guidance on how to best cost for variations exchange rates?

A. Ensure you have looked a variations in rates in the previous few years and why they occurred, and consider any known issues that may affect rates during the time of your project and use this information to forecast any variations you can foresee as possible and base your costs on those. This is part of financial risk management and should be a standard working practice for all our projects if working in a currency other than GBP.

Q. One of our project partners is a commercial company. We'd prefer them to be a partner as they are critical for project delivery. However, as a commercial company we assume that they will have to be a sub-contractor. Is this correct? Can we have a commercial partner for a Darwin + project?

A. There is no bar to commercial organisations working on Darwin projects if they are the best expertise available to support the project. It is up to you to decide how they can best be included – but there is no bar to sub-contracting the work in the same way that you might do for any other consultant on the project. We would expect their costs to demonstrate value for money and we would expect them to be able to agree to the terms and conditions of award, in the same way we would any other partner,

Q. If accounts are done in a different language do we need to get them translated for audits? Many audit reports contain thousands of entries so this would probably not be feasible. Can we just get the audit report translated?

A. We do not need a full translation, but would ask for a translation of the audit letter itself and a translation of the balance sheet as a minimum so we can understand the financial implications. And if there are any other significant explanations about the budget, or concerns from the auditor, we would expect them to be translated so we can understand them.

Q. Would there be a percentage of funds going to partner orgs that you would view as too high?

A. We recognise that our projects work in different ways and that the balance of funds going to partners can vary. There is no level that is too high or too low as long as it is clear in the application how the funding will work and that the partners are benefiting from the work.

Q. I could not upload the audit reports because they are too large - what can I do?

A. If they could be compressed and uploaded that would be ideal. If this is not possible, clearly explain why they are not uploaded and send them directly to the Flexi-Grant mailbox (Flexigrant@ltsi.co.uk) with the application number so that we can add them to the application paperwork for you.

Q. Can we change the partners in stage 2? Also, what if the lead organisation is unable to meet the annual turn over? Can we select a new lead organization from among the partner organisations, that meets the financial conditions?

A. Yes – we recognise that partnerships can change for various reasons. You can change or add partnerships between Stages 1 and 2. If you have concerns about the original lead organisation meeting the financial conditions, you are welcome to change the lead if that makes best sense for management of the project and you are all happy with the change. You may want to explain the reason for the change in a cover letter.

Q. What if additional organisations partner with us for Stage 2, can we include them in our application?

A. Yes, you should include new partners at Stage 2, but may want to acknowledge/justify this change in your cover letter.

Q. Are we allowed to adjust budget figures we had submitted in Stage 1?

A. Yes, we would expect some changes to the budget to happen between Stage 1 and Stage 2, however if your budget is significantly different please provide an explanation for this in your cover letter.

Q. Do all the training related costs come under the consultancy costs?

A. Not necessarily – it depends who is providing the training for your project. If you are bringing in external trainers, then they are likely to fall under consultancy costs, but if you are organising training from project partners, these costs may appear in a variety of places such as staff costs, operating costs or other costs depending on what is required.

Q. Can a project underspend in one year due to starting delays perhaps, and overspend in the subsequent year? If there is an underspend in year 1, is the balance of funds carried forward to the subsequent year(s)?

A. Under Darwin funding, the budget agreed for each year is standalone, and you cannot assume you can move funds into different years. Defra will consider requests to rebudget funds as required, but there is no guarantee that they will be able to agree all requests. You should budget each year carefully to ensure that as far as possible costs will be incurred in the relevant year.

Q. Can we submit the one page CVs as part of our application in any format?

A. Yes, please use whichever format you would like but avoid including personal information (e.g. contact details) and ensure the CV is tailored to the role in your project.

Q. Can the operational costs be grouped as per the project outputs or should they be under other budget lines such as workshops, etc?

A. We allow you to keep flexibility to organise your budget as makes most sense to you/in line with your standard organisational processes. However, you should use the template provided and as far as possible stick to the amount of detail expected by the number of lines available.

Q. Re supporting documents that can be submitted - is it OK to submit a reference list AND a diagram on the pathway to change?

A. Yes, but please be reasonable and don't use the "supporting document" feature to circumvent word counts or provide information which isn't in your application form

Q. Can a flow chart be given in methodology portion and attached separately as PDF to stay with in word limit of 750 words?

A. All key methodology information should be included in the main body of your application form – you should not rely on additional materials. You may want to include a diagrammatic representation of your methods in addition.

Q. Will hyperlinks carry over into the PDF shared with reviewers?

A. You can test the PDF functionality by exporting your application form as a PDF and testing this yourself. Hyperlinks in your additional materials should work, but we don't think it is possible to include hyperlinks in the main application form. If you would like to include URLs / references in your additional materials, you may.

Q. Any detail about what exactly you mean by % of time involvement in man power area?

A. We would expect you to know how many days someone is expected to be working on the project and that your budget would reflect this. For example, if someone was working 25% of their time on the project, the budget for their time (Darwin or other) would be equivalent to 25% of their costs.

Q. What is budget schedule to consider in planning activities, considering delays in the start of this round?

A. You should plan for what it realistic and fits the guidance available and your best understanding of what may change. We recognise that the later start date may affect seasonal work and you should take this into account in your planning.

Q. Should we include the actual papers and reports in the referencing? Or a list of the references?

A. Please list references/provide links but do not submit the actual papers in your referencing.

Q. For our Stage 2 application, we have included a project as similar previous contract, but it is older than the 5 year threshold, however very relevant to the aims of proposal. Can we include this?

A. If it is of significant relevance it could be included but please explain why and recognise that it is outside the normal 5 year limit.

Q. Q21b asks to list other similar projects applying for funding. Is that only Darwin funding or any funding?

A. When referring to other work in this question, please ensure you discuss all relevant work, not just that supported by Darwin.

Q. For the FCDO notification question, should this be a letter of support for the project generally, or to specifically to discuss security?

A. This can be either, although it is important that we understand you have considered the security issues if relevant. We also recognise that some FCDO posts are unable to provide responses to all applicants so you may not be able to get a direct response. In this case, explain that you this and show that you have at least considered the published information on the FCDO website.

Technical

Q. Is peer reviewing considered M&E?

A. This will depend on the structure of your project. The slides from the separate M&E workshop sessions might provide some steer on what we are expecting here. As much as possible, evidence provided in support of M&E should be objective and independent.

Q. Regarding addressing the Convention on Biological Diversity, is it worth referring to the Aichi targets, given that they are soon to be revised?

A. Given Aichi targets were only intended to set the agenda to 2020, they will be less relevant for your projects.

Project Staff

Q. Is it OK to list a consultant in the roles table and add their CV?

A. Yes – anyone who is providing expertise in a key project role should be included.

Q. Can key team members be people who do not receive salaries from the project?

A. Yes – but you should still include them in the budget form showing their salary costs being met as matched funding, or comment on how their costs are being met.

Q. If the M&E team is different from the delivery team, are they considered as core staff in the project team section?

A. This may depend on the amount of time allocated to your project and the specific skills required (this could vary depending on your M&E structures). If, for example, you are proposing in-depth household surveys or socio-economic research as a core M&E activity, it may be appropriate to include this individual in the team/provide their CV in order to demonstrate their expertise.

Q. What is a downstream partner?

A. A downstream partner is any organisation which Darwin funding supports – this will include your project partners but may additionally include anyone your partner sub-contracts.

Gender & Safeguarding

Q. Does safeguarding focus on social risks as opposed to environmental risks?

A. Safeguarding is primarily focused on social risks. Considerations of environmental risks should be considered elsewhere in your application form.

Q. Do we need to submit a gender and safeguarding policy with our application?

A. You need to submit a safeguarding policy with your application form. There is a separate question on gender equality in the application form.

Q. Should the lead and partner organisation both submit their own separate safeguarding policies?

A. We only require you to submit the safeguarding policy for the lead organisation, however you should make clear in your application form how you flow these requirements down to partners.

Q. In places where equal female and male participation is not possible but the project makes every effort to encourage as high female participation as possible, is this OK?

A. Depending on the context, we recognise that equal female/male participation may not be possible or appropriate. Please be clear on how your approach is the most appropriate for your context in your application.

Q. What is the expectation around equitability versus equity in the projects? Please explain it a bit more.

A. You should consider how your project can contribute to reducing inequality. In order to do this, you will also need to consider gender equity – i.e. when working in a context where equality does not exist, you will need to consider equity (i.e. fairness) in order to make change (i.e. move towards equality).

Q. Is the project required to develop grievance mechanism?

A. You should ensure you follow best practice in looking after project staff and all those associated with the project. Refer to the safeguarding guidance for more information.

General

Q. We are in uncertain times, how flexible will Darwin be in terms of activity timelines if we find it difficult to achieve them in the timeline?

A. As much as possible you should consider uncertainty in your project design. For funded projects, there is a change request facility which will allow you to make changes to your project timeline if needed – however it is not guaranteed that all requests are approved so as much as possible you should propose a realistic budget and timeframe at the application stage.

Q. How can we deal with the CV-19 uncertainties in terms of starting dates of the project?

A. You should consider what start date best suits your project within the dates in our guidance for this round and if it is significantly later than July, please explain why.

Q. Are you able to comment on the success rate at stage 2?

A. The total number of projects we are able to support depends on the overall budget and budget spread of the highest scoring applications, so we are unable to give a specific number.

Virtual Workshop Agenda

Agenda Item
Introduction to the Workshop
Project Design Tools - Why use project design tools - Articulating your “pathway to change” Group Exercise: Introducing effective logframe development
Break
The Importance of Good Evidence and Appropriate Indicators - Identifying SMART indicators - Collecting and reporting evidence Group Exercise: SMART indicators and means of verification
Workshop Close

Key points or common issues arising from the virtual workshops

Project Design Tools

Key observations from participants in the logframe and theory of change exercises included:

- The importance of using consistent language in logframes to ensure the various components of the logframe are as easy to identify as possible.
- It is often challenging to distinguish between project activities and Outputs.
- Assumptions are not always clear – clearly articulating assumptions can help demonstrate the project logic and strengthen the project logframe.
- Sometimes the problem/Impact/Outcome statement can seem vague or broad. It can therefore be hard to tie the project activities or Outputs back to them, with a risk that there are gaps in the logic.

The Importance of Good Evidence and Appropriate Indicators

Key observations from participants in the indicators and evidence exercise included:

- Indicators must be specific. Where they are not, it becomes difficult to identify where on the logframe they should be placed.
- Means of verification should also be specific, and having more than one means of verification for an indicator can be helpful to provide adequate evidence.
- Means of verification such as reports or papers can potentially be used to support more than one indicator.
- Indicators should be selected that are comprehensive enough to measure all aspects of a project's Outcome and Outputs.
- Identifying baselines is a crucial part of indicator development. If you do not yet know all of the relevant baselines for your intervention it is important to make it clear when, and how these will be identified.

‘What Makes a Good Application?’ – DEC Presentation Q&A

Q. Where exactly in the stage 2 application should we state mitigation strategies for each risk?

A. There are various sections of the application form focused on risk (e.g. Q25 on financial risk management, Q28 on ethics, Q30 on safeguarding) – where relevant, when talking about identified risks you should indicate how you will mitigate these. For more technical risks, it can be helpful for these to be included directly in the methodology and logframe – i.e. when discussing assumptions, you may want to concisely indicate why you expect these to hold true based on experience/evidence.

Q. Is there a standard format for CVs?

A. No, please use whichever format you would like but avoid including personal information (e.g. contact details) and ensure the CV is tailored to the role in your project.

Q. As well as the CVs for staff members involved in the project, are there other ways to show the partner organisations' credibility to do the activities they are set to carry out?

A. You should be able to provide an indication of the capacity of partners to engage in the project, including their credibility, when outlining details of this organisation at Q11 “Project Partners”.

Q. In terms of CVs, thinking of how to present relevant information on 1 page, how do you weigh academic publications and previous projects carried out with local communities?

A. The relative importance of different elements of the CV may depend on the role of the individual. For a person in a project management position or in a role working directly with local communities, their CVs should prioritise demonstrating practical experience in these areas. For a Project Leader – whose responsibilities include technical advice as well as overall project coordination – demonstration of technical expertise (e.g. through relevant publication record) and practical experience are both important.

Q. In cases of no baseline data available, I feel my numbers set as targets are arbitrary and based on what I expect to achieve, but not necessarily in the numbers that I know for sure will lead to the impacts. What do you recommend to improve the target statement?

A. Where you do not have clear baselines already established, it is important for you to be clear when these will be established by your project. Where you are setting targets in the absence of baseline data, it is important to outline why you think your targets are reasonable/expected (e.g. based on pilot work or based on work in another context/area). It is acceptable to not have baseline data for some indicators (provided you will establish this during your project) but as much as possible ensure you have at least some indicators where the baseline is known. You should only include targets which you consider realistic within the lifetime of your project.

Q. Can you explain what you might look at in integration of Monitoring & Evaluation with project design?

A. Monitoring and evaluation is key to ensuring you are tracking your project effectively and making an assessment on what works and what doesn't work. We want to ensure you have considered what you will be monitoring, how this will be coordinated, who will be responsible for the various tasks, and that what you have proposed is feasible (in terms of both financial and human resources). See our separate slides from the presentations focused on M&E for a bit more information.

Q. We use unpublished project and workshop data to design our interventions, which are sadly not online. How does the committee view reference list items which are unpublished with no URL? Any suggestions for how to tackle this?

A. We would expect that most information projects are referencing is (or can be) available online. You might want to reference unpublished workshop data in support of claims (e.g. we expect this assumption to hold true based on workshop findings and/or to support your proposed project design) - the DEC do not necessarily need to see all unpublished data. But it would not be advised that you only cross-reference unpublished data as this may make your claims difficult to verify.

Q. Is it compulsory to have a UK-based partner?

A. No, it is not compulsory to have a UK based partner. Please also note this section of the guidance "he UK Aid Strategy describes how the Government believes that the UK's world leading science, research and development base has a crucial role to play in tackling global problems. With this in mind, we would also be interested to receive project applications that involve UK-based partners."

Q. When some UK Overseas Territories were removed from Darwin Plus a few months ago some of the Governors' Offices expressed concern to Defra, and were assured that, to keep equality across all UKOTs, the livelihood aspects in those UKOTs now in Darwin Main would be given less emphasis than normal in Darwin Main. How is this being implemented?

A. As indicated in the guidance, UKOT applications to Darwin have ring-fenced funding: "Funding will be ring-fenced to ensure that projects in UKOTs have access to at least the same amount of funding as was available under Darwin Plus." This makes no practical difference in terms of ODA eligibility - the projects in the ODA OTs already had to meet ODA requirements even when they were in D+ so the move to Darwin will not restrict their opportunities in any way. Two members of the Darwin Plus Advisory Group will be involved in assessing both D+ and Darwin Main applications to ensure parity with D+ projects.

Q. Can you please give us some examples of measures for mitigating poverty on the logframe that aren't simply increased revenue percentages?

A. The Information Note on "Poverty and the Darwin Initiative" includes other elements of poverty alleviation you can consider through your projects.

Q. Is it ok to change outputs from Stage1 to Stage 2?

A. Yes, but if these significantly change you should explain why in your cover letter.

Q. In the methodology question, do you have any advice on the balance between rationale, methods and project management content?

A. Your response in the methodology question should primarily outline your project approach/methods, however ensure you do answer all the guiding questions included.

Q. In methodology section there are three questions. can I write main methodology (third one) and add the others (first two) as annexures as pdf?

A. No – you must include all responses to application form questions in the main body of the application form.

Q. Are you able to share how many applications have been invited to Stage 2 and how many you expect to be successful please?

A. As indicated in your feedback letter, 67 applicants were invited to Stage 2. The total number of projects funded will depend on the budget spread of those highest scoring applications and total budget allowance, neither of which we can comment on at this time.

Q. Can we reference previous Darwin Annual or Final Reports?

A. All key information relevant to your proposal should be included in your application form, and you should not assume prior knowledge of your other Darwin projects. If you want to reference specific achievements, you may want to cross-reference your reports, though it is at the DEC's discretion whether or not they read additional materials.

Q. How best should we address uncertainty in an aspect of the approach? For example, if community consultation on priorities and preferences is part of the first phase of the project.

A. This sounds like it might be post appropriate in your methodology or logframe assumptions. Where there is uncertainty, it is helpful to clearly address this in your application form, as well as outlining how you intend to manage the uncertainty, as this can help reassure the reviewers.

Q. Would you prefer that M&E carried out by those independent to the project team or someone within the team- or is this unimportant?

A. This will entirely depend on your project and what is most appropriate – M&E does not strictly need to be independent, provided it is objectively verifiable. For example, a team member may carry out baseline and endline biodiversity surveys whilst also being involved in intervention activities.

Q. Is there any cap (% of total budget) on infrastructure/capital spending?

A. Darwin funding cannot be used for the purchase of land or construction of permanent buildings. There is an indicative cap of 10% total budget on capital spend – anything over this would need to be clearly justified in the proposal and will be considered on a case by case basis.

Q. Are we allowed to review the budget we proposed in the stage 1 or must stick to it?

A. Yes, we would expect some changes to the budget to happen between Stage 1 and Stage 2, however if your budget is significantly different please provide an explanation for this in your cover letter.

Q. You said letters of support from all local stakeholders are important. But last webinar we were told that we only need to submit letters of support from project partners who play a critical role in the project implementation. Have I misunderstood?

A. You are only required to submit letters of support from partners, but it would be advisable to also provide letters of support from other key stakeholders if they are critical to delivery and not otherwise listed as partners.

Q. In terms of relation to International Conventions. Good proposals involving biodiversity and combat to poverty would be exhaustive to link all related points and issues to be face. What you recommend to be more focused on these links?

A. Focus on the objectives of direct/most relevance to your proposed project.

Q. Will smaller projects be favoured?

A. Not necessarily, though there is limited budget available in each financial year and so it may be possible to include an additional smaller project or two to ensure all budget allocation is used. Projects are normally funded based on the strongest applications.

Q. For the livelihood component, is it acceptable to sort of propose to conduct an asset mapping survey to identify viable livelihood activities instead of carrying out actual activities?

A. Darwin funds projects all the way from policy development to on-the-ground action. All Darwin projects are required to outline how they will alleviate poverty, regardless of their level of action. If direct measurable benefits are not possible within the lifetime of your project, then your theory of change should be clear how structures established through your project will lead to poverty alleviation benefits beyond the lifetime of the project.

Q. Do reviewers remain the same for the same project at stages 1 and 2?

A. As much as possible, we try to keep the reviewers the same at Stage 1 and Stage 2, but it is not always possible.

Q. Does Darwin allow agroforestry tree species that are exotic as part of the intervention? Or the focus is only on native species even for agroforestry promotion?

A. Yes, for agroforestry projects this is acceptable. Listen to the recording of the DEC session for Paul Smith's full answer to this question.

Q. Do you look at country specific circumstances? (policies etc.) Do you have experts on all project countries in the committee?

A. Given the wide reach of Darwin, we do not have experts on all countries Darwin works in. You should make clear the specific country context and draw the links to relevant national strategies within your application form.

Q. How do you define value for money?

A. Section 4.2 of the guidance outlines what Darwin means by value for money. In summary, value for money is delivered through a combination of:

- strong budget management
- efficient and effective use of funding to deliver the desired outputs
- ensuring that delivering the chosen outputs are logical and likely to lead to the project's intended outcome
- sustainability of the intervention
- equitable distribution of any results

Q. You speak about exit strategy. We are in the ecosystems in which we work for the long term. We do a variety of different programmes within those ecosystems. At the present, we have been in our focus areas for 30 years. How do we handle this issue of 'exit strategy'?

A. Being clear on your long-term presence within your target landscape, and how this will be assured beyond the lifetime of your Darwin project, should be something you should consider in your exit strategy.

Q. Can we add indicators beyond the life of the discrete Darwin project? To indicate that the project will continue (legacy) or should these be removed?

A. Your logframe should only include indicators which can be measured within the lifetime of your project.

Annex 1 – FAQ and Common Issues webinar attendee summary