

WECC

2019



World evaluation case competition



**Climate Change Adaptation in
the Maldives**

The 2019 Case Scenario

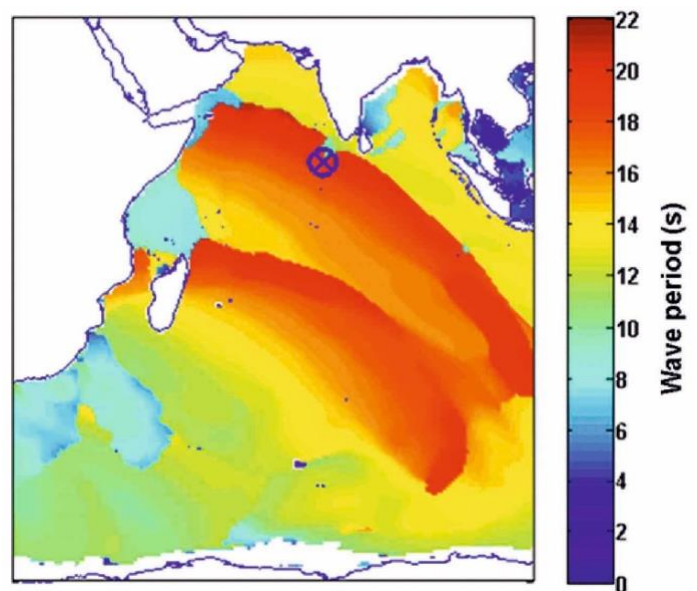
Imagine that your team is one of 11 around the world that wish to be registered in an international database of consultants with expertise in evaluating climate change adaptation programming.

To be accepted into the database, you have to analyse a climate change adaptation initiative and respond to specific challenges. Your submission will be judged by experts at the World Evaluation Competence Compilation Institute¹ (WECCI).

Approximately two weeks ago, you received notice that today (November 9, 2019), you would be provided with information on the specific climate change project for analysis. You were also provided with several suggested readings.

In the present document you will find links to reports on a climate change adaptation project in the Maldives, a nation comprised of nearly 1,200 low-lying islands in the north-central Indian Ocean.

The case document outlines the topics to be covered in your submission and the criteria by which it will be judged.



¹ WECCI is a fictional organization dreamed up for the 2019 World Evaluation Case Competition!

Preparing a Submission

Language: Submissions should be in English.

Amount of time: Teams whose working language is English will have up to six (6) hours to prepare their submission. Teams working in a language other than English will have up to eight (8) hours. There will be a total of 15 minutes leeway to allow for difficulties encountered in downloading the case or uploading submissions.

Anonymity: Do not include in your submission any information that might reveal the team's identity or country to the judges. A team should identify itself only by its pseudonym. Be sure that the logo of the team does not give away its location.

Inputs: Teams are free to access the Internet and use reference materials. They are not allowed to consult with their coach or any other advisor while preparing the submission.

Dealing with problems: If the team encounters serious unexpected difficulties, such as a long period without internet connection, ensure that a third party, such as the team's coach, is informed of the nature and duration of the disruption. Extend the preparation period by the amount of time that the team was unable to work. Arrange that the third party explain in writing the situation that justified an extension of the team's case preparation time.

Delivering Your Documents

File formats:

Label files with the team's pseudonym.

The team's Main Report must be provided as a portable document file (pdf).

The team's Lessons Learned may be provided as text (pdf), an infographic (pdf, jpeg, etc.), a slide show (pptx) or a video.²

Submitting: Upload your submissions via the same link that your contact person used to download the case. For back-up, send the submissions as an email attachment to WECC Administrators at admin@worldcasecomp.one. Teams may expect an acknowledgement of receipt within 48 hours.

Disclaimer

This case was developed by a group of WECC organizers using material that is freely available in the public domain. It is intended strictly for educational purposes.

² If the summary is a large video file, it could be uploaded to a readily accessible site (e.g. Google Drive, YouTube, Vimeo) and submitted as a link. We recognize that uploading a video can be slow. Be sure to submit your main report as soon as it is ready rather than waiting for completion of the video file upload.



Warm-Up to the Case

The following information was sent to all teams on October 31st 2019:

“This year’s case will involve the assessment of programming for adaptation to climate change. You may wish to explore this area in advance.

“Some reference readings have been suggested by the group that developed the case:

- A document from the European Commission on climate change and major projects: [Link to EC.doc](#)
- Theory of Change and climate change adaptation programming: [Link to ToC.doc](#)

“The case is based on a specific climate change adaptation initiative. You will be invited to submit two documents, 1) your main response to challenges related to the case, in a portable document file (pdf) and 2) lessons learned, which may be in any format you choose, for example, an infographic, a slideshow, a video or a traditional text document.”

The 2019 Evaluation Case

This case is oriented around a project that was implemented in the Maldives between 2015 and 2018. Known as the Climate Change Adaptation Project (CCAP), it was funded by the World Bank at a level of about \$4 million US.

An appraisal of the project, presumably conducted before approval of grant funds, can be found [here](#).

The project expanded upon work that had been done under a Climate Change Trust Fund with resources provided by the European Union and Australia.³ That programming had covered wetlands conservation (including ecotourism and drainage management), coral reef monitoring, rain water harvesting, local government capacity building, solar energy generation, energy conservation and solid waste management. It was focused on specific islands on particular atolls.⁴

The appraisal should provide the team with insight into the CCAP as conceived at the outset. If you are interested in visualizing where the interventions took place, maps of the Maldives atolls and islands are available online.⁵

A final report on the project, including coverage of results, was published in 2019. It is available [here](#).

The authors of the 2019 report concluded that the project outcomes were moderately unsatisfactory and that performance by the World Bank likewise was moderately unsatisfactory. They described the monitoring and evaluation of the project as modest.

³ See paragraph 10, page 12 of the 2015 Project Appraisal document.

⁴ See [this link](#) for a video on atoll formation.

⁵ For example, see [this site](#).

Your principal challenge is to develop a full Theory of Change (ToC) for the project and speculate how the ToC might have contributed to more positive outcomes if produced during the project design phase.

We would like you to structure your submission to WECCI as follows:

1. Situation Analysis
2. Theory of Change
3. Five Performance Indicators
4. Ten Evaluation Questions

Situation Analysis

A detailed situation analysis can be found in the 2015 project appraisal. You could briefly summarize the key points. We are particularly interested in your analysis of factors that you think were missed or were not fully developed in the 2015 report. Here are some examples of situational variables that the case developers at WECCI perceived as relevant: Maldives politics, predominant religion, tourism pros and cons, coral reef science, engineering new islands, changing hurricane dynamics, and foreign influences. You might find it useful to explore the web for info on these and other variables that come to mind.

Theory of Change

A Theory of Change builds upon and expands logic models by, among other things, explicitly recognizing external influences that positively or negatively affect the achievement of desired results. Your situation analysis will likely provide you with a good point of departure for incorporating external influences.

Your Theory of Change might consider how different approaches to implementation could have affected achievement of results. It might also take into consideration how thinking about sustainability of results might have been more effectively built into the programming.

Be sure to explain your assumptions about the social processes that underlie positive, neutral or negative behavioural change that would impact achievement of results.

The Theory of Change should help position the project as a component of climate change adaptation in the Maldives.

You are asked to speculate on whether or not your Theory of Change could have made a difference to the program outcome, explaining the rationale behind your speculation.

Performance Indicators

Collecting data on performance indicators can be difficult and expensive. WECCI supports economy of indicators and careful thinking about their definition and usefulness, assignment of responsibility for their collection, and impediments to the collection process. The 2015 project appraisal document listed 13 indicators. You are challenged to identify five (5) indicators that you would consider most useful for keeping the project on track and, at the same time, contributing to an eventual assessment of program impact. You may develop your own indicators or draw from those that appeared in the appraisal. It is up to you. Just be sure to explain the thinking behind your selection. Specify who you would have made responsible for each indicator, the frequency of data collection and the methodology.

Evaluation Questions

Often-used categories for program evaluation questions include relevance, effectiveness, efficiency, impact and sustainability. Within each of the five categories, please identify two (2) specific evaluation questions. Indicate sources of data and data collection method.

Documents to be Submitted

Teams are asked to provide two documents.

A first document, the “Main Report”, will cover the four main topics (Situation Analysis, Theory of Change, Performance Indicators and Evaluation Questions) as described above.

The second document will be the team’s “Lessons Learned”. Imagine that you have been invited to offer advice to a hypothetical organization that is currently considering working with the Government of the Maldives on a climate change initiative. Identify and communicate to this organization three important lessons that have been brought home to you by your work on the case. There is no predetermined right or wrong advice, or area of advice. Your challenge is to present your three chosen points clearly and forcefully, and explain why you consider each of them to be important. Be creative in presenting your advice! Feel free to use an infographic, slideshow, video, text, etc. You want to capture the attention of people in the hypothetical organization.

Suggestions

Last year the competition judges looked for evidence that teams had paid due attention to issues of gender, diversity and ethics. Careful consideration of the differing needs of various stakeholders is advised.

If you perceive conditions that might hamper the collection of performance measures or other evaluative data, mention them and suggest ways they might be mitigated.

Aim for clear, concise communication.

Take photos. Organizers of the competition greatly appreciate photos of team members working on the case. It is wonderful to see you all, and the photos are very useful to us when developing materials to promote the world competition. If you are willing to share photos with the organizers, please send them along in a separate email after you have submitted your main report and lessons learned piece. Be sure to identify who is who in the pictures.

Have fun! Support each other!

Rating Criteria and Weights

| Assessment Area | Criterion | Weight (Percent of total score) |
|--|---|--|
| Situation analysis | Relevance | 10 |
| | Breadth | 5 |
| | Awareness of stakeholder diversity and needs | 10 |
| Logic, practicality and methodological strength | Theory of Change (ToC) | 25 |
| | Discussion of potential ToC impact | 5 |
| | Performance indicators | 10 |
| | Evaluation questions | 10 |
| | Lessons learned | 10 |
| Effectiveness of presentation (including both the main report and the lessons learned piece) | Clarity | 8 |
| | Creativity | 7 |
| | | 100 |

