Strategic goals, indicators, baseline, targets and results linked to the Theory of Change of the DFC Strategy 2021-25.

Goals		Indicators	Operational definition	Baseline	Means of Verification	Targets 2021	Targets 2022	Targets 2023	Targets 2024	Targets 2025
OUTPUT #1 *Individuals have acquired new knowledge, skills, and mindset* *for the INDIVIDUAL*	**LEARNING & ORGANIZATIONAL CHANGE**	LOC1: Level of advancement (or gain) in participants' knowledge, skills and mindset	The indicator is measured by documenting the leap in a) knowledge, b) skills and c) mindset that occurs as a result of participation in a DFC learning programme. The level of advancement is determined by testing the participants' level of knowledge, skills and mindset before and after the completion of a DFC learning programme in accordance with its learning goals. For example, if a participant has 25% correct answers before and 55% after the learning programme, the level of advancement is stated to be 30.	Place of Study Survey 2021	Result of Place of Study pre- and post course survey	Level of advancement of 30	30	35	35	40
	RESEARCH	R1: Proportion of researchers with improved skills and mindset to communicate research findings and results to policy makers and/or other users (beyond scientific field).	The indicator is measured by documenting 1) projects actively using their communication and engagement plan, and 2) the degree to which researchers participating in *DFC's science for the public seminar/DFC's research to policy seminar* use new skills to reach out to the media and/or policy/stakeholders.	Survey result of 2021/ progress reports of 2021	Annual survey/project progress and final reporting	100% of projects granted in 2020 have developed a communication and engagement plan.	100% of projects granted in 2020-2021 At least 50% of projects with a plan actively use the plan.	100% of projects granted in 2020-2022 55% use plan actively	100% of projects granted in 2020-2023 60% use plan actively	100% of projects granted in 2020-2024 65% use plan actively
OUTPUT #2 *Relevant and useful platforms and opportunities in place to facilitate knowledge sharing* *between INDIVIDUALS*	**KNOWLEDGE IN ACTION**	KIA2: Extent to which platforms for knowledge sharing and networking are available to and used by participants	The indicator is measured by documenting the 1) the number of events/activities implemented for knowledge sharing and network creation, and 2) degree to which different sectors/disciplines and/or countries are represented at events.	Result of 2021 activities	Number of Knowledge in Action exchange activities supported, participant lists.	At least 3 events/activities implemented. At least 60% of events include participants from different disciplines and/or sectors and/or countries.	4 events 65% of events	5 events 70% of events	6 events 75% of events	6 events 80% of events
	LEARNING & ORG. CHANGE	LOC2: Extent to which learning programmes are supportive of knowledge and experience sharing.	The indicator is measured by documenting a) how participants perceive the relevance of the exchange of ideas and experience among course participants, b) how participants perceive the relevance of exposure visits.	Post Course Survey 2021	Post Course Survey	At least 60% find the experience sharing and exposure visits relevant and adequate	65%	70%	75%	75%
	ALUMNI	A2: Extent to which the global Danida Alumni Network and the local alumni networks are relevant for and supportive of knowledge and experience sharing among alumni and with external stakeholders	The indicator is measured by documenting annually the percentage of alumni who use the network for knowledge sharing purposes, i.e. local and international network meetings or webinars, online or in-person knowledge sharing activities.	First annual survey 2021	Annual survey	At least 30% of survey respondents indicate that they use the network for knowledge sharing purposes.	At least 30%	At least 40%	At least 40%	At least 45%

Goals		Indicators	Operational definition	Baseline	Means of Verification	Targets 2021	Targets 2022	Targets 2023	Targets 2024	Targets 2025
OUTCOME #1: *Individuals act as change agents within their organizations and societies* *by INDIVIDUALS*	**LEARNING & ORG. CHANGE**	LOC1.1: Level of implementation of action plans	The indicator is measured by documenting the percentage of participants whose action plan has been partly or fully implemented (60% implementation and above).	Tracer Study 2020: 65%	Annual Tracer Study	At least 65% of action plans have been partly or fully implemented (at 60% or above)	65%	70%	70%	75%
	RESEARCH	R1.1: Extent to which findings and results of research projects lead to change in a sector/community/society	We will assess whether development solutions are a result of research projects. We will select an illustrative sample of research projects (country and/or theme) and use storytelling/survey/interviews to harvest outcomes. We will try to track DFCs contribution, e.g. the role of DFC in linking knowledge producers (individuals) with knowledge users as part of Knowledge in Action activities, and thereby improving the conditions for uptake of research.	Project reports (compiled by project coordinators) 2021	Based on submitted project reports in combination with interviews					
OUTCOME #2: *Targeted organizations institutionalize and utilize new knowledge and approaches within their organization and sector* *by ORGANIZATIONS*	**LEARNING & ORGANIZATIONAL CHANGE**	LOC2.1: Extent to which learning and inspiration from DFC learning programmes is institutionalized	We will conduct a qualitative annual outcome assessment. Through surveys and interviews with sector counsellors and supervisors of learning programme alumni, we will assess changes in institutional practices (e.g. new strategic planning practices, new priority areas, new working methods, approaches or systems, integration of learning into policies, strategies or procedural descriptions) in SSC partner organizations and trace DFC's contribution. One illustrative country case will be selected per year.	Annual Outcome Assessment 2021	Annual Outcome Assessments					
	RESEARCH	R2.1: Level of institutionalization and use of new research results and capacity	We will assess how research knowledge and capacity is institutionalized as a result of long term support. We will select an illustrative sample of Building Stronger Universities (BSU) or other Danida funded research projects and use storytelling/survey/interviews to harvest outcomes. We will try to track DFC's contribution, e.g. the role of DFC in promoting learning and collaboration across projects (organizations) as part of Knowledge in Action activities, and how the new knowledge and practices are used/institutionalized.	Project reports incl. BSU (compiled by project coordinators) 2021	Sub-samples from projects based on submitted project reports					
OUTCOME #3: *Organizations come together across borders, sectors and disciplines to share, create and test new knowledge and approaches* *between ORGANIZATIONS*	**KOWLEDGE IN ACTION**	KIA3.1: Extent to which Knowledge in Action exchanges and labs lead to new innovative ideas and new solutions	We will assess whether DFC support to exchange of knowledge across borders, sectors and disciplines led to new innovative ideas and new solutions. We will select two exchange and/or lab activities, assess outcomes and through story telling, surveys and interviews attempt to identify DFC's contribution.							