



**Marine Climate Change
Impacts Partnership**

**MCCIP Evaluation Report
2014/15**

**2014 /15 Metrics and an overview
of Phase II progress**

November 2015

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Overview

As the 2014/15 evaluation report co-indices with the completion of the 5 year 'Phase II' work programme, it provides a good opportunity to reflect on progress made over that time period.

More specifically, it allows for reflection on how we have *responded* to recommendations made from previous evaluations, and in particular progress made against the action plan that was developed in response to the Phase II mid-term review.

It also provides an opportunity to reconsider how we undertake formal assessment as part of the MCCIP programme, and how this might need to change in Phase III. This includes thinking about how we update the current evaluation framework, ahead of the first annual evaluation report on Phase III.

In summary, this report covers:

- Standard metrics for 2014/15
- Review of progress made over Phase II
 - o How well evaluation outcomes were met across the phase II work programme
 - o Success and areas for improvement
 - o Action plan and progress against initial tasks
- Considerations for formal evaluation in Phase III

1 Standard MCCIP metrics for FY 2014/15

1.1 MCCIP website

Data on MCCIP website usage, for the period 1st April 2014 to 31st March 2015, was collected using Google Analytics.

The data show that during this time period there were:

- 9,276 visits
- 7,064 individual “unique” visitors
- 23,830 page views
- 2.57pages / visits
- 2 min 12 sec average time on site*
- 86% of visits using desktop
- 14% of visits using mobile devices (smartphones, tables etc.)

Metrics across all of these indicators is down on 2013/14. However, it should be noted that in 2013/14, there were three MCCIP publication spikes around report card launch, adaptation report launch and knowledge gap / research priority paper launch

*Whilst google analytics won't allow us to see whether there is a small core of people who spend longer on the site, it does show that users looking at specific report card topics tend to spend around double the average time on the website.

Countries

Visitors accessed the site from 130 countries (133 countries in 2013/14). The top 10 countries can be seen below.

Top ten countries from which the MCCIP website were accessed

Country/Territory	Sessions
United Kingdom	5401
United States	1750
Australia	174
India	167
Canada	116
Germany	107
Spain	99
Ireland	92
France	86

1.2 MCCIP newsletter

Newsletters are sent out monthly via MailChimp. They provide a brief summary of marine climate change news and events, often five to six key items, also used to update the front page of the MCCIP

website. The newsletter takes approximately half a day per month of staff time: To source material, draft the text, distribute, publish online and administer the mailing list. The drive to produce the newsletter is to help maintain awareness of MCCIP between high profile events, such as report card launches, as well as providing a mechanism for keeping people informed about marine climate change issues.

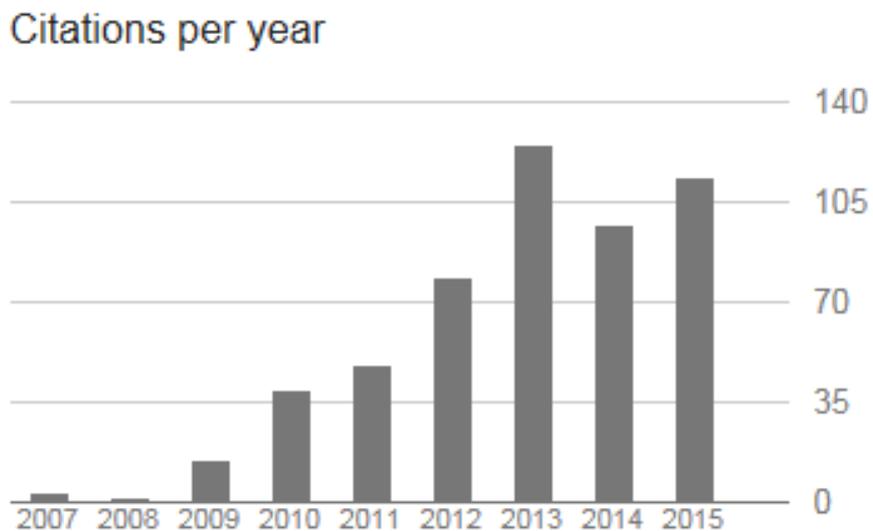
Subscribers

At the end of March 2015, 1,136 recipients were subscribed to the newsletter, an increase of 132 on March 2014, when 1,004 recipients were subscribed. Average opens (26%) and clicks (8%) are up on FY 13/14 and compare favourably to the industrial average.

1.3 Citations

A review, using Google Scholar, of academic resources (papers / thesis / books). Google scholar citations are provided by calendar year, so citations in 2014, as well as those (to date) for 2015 are included. There have been 113 citations in academic materials (including journal articles and theses); in 2015 (up to 19/11/15).

Comparing the phase II citations (broadly from 2011 to 2015) with earlier years, there is a clear, and marked, increase in the number of citations.



2. Review of progress in Phase II

There were four evaluation reports published during phase II of the MCCIP work programme (including this report). The first two reports (covering FY 11/12 and FY 12/13) provide a detailed evaluation of products launched during those FYs, as well as the standard metrics that are covered in the first section of this report. The third evaluation report coincided with the publication of the phase II mid-term review, where a substantial amount of resource was dedicated. As such, the third evaluation was produced as a supplementary document to the mid-term review. Finally, this evaluation report (which wraps up phase II of the work programme, and covers a period when the focus was on product development) provides an opportunity to reflect on progress made over Phase II.

2.1 Findings from previous evaluation reports and the mid-term review

For the phase II programme, an evaluation framework was established, based around the 6 ‘interim’ outcomes described below. The phase II mid-term review (published May 2014) critiqued progress against MCCIP evaluation interim outcomes. This included consideration of previous evaluation reports, and so provides the most definitive source of information on how MCCIP is performing against these desired outcomes.

	Interim outcome	Interim objective met?
Direct beneficiaries	Increasing number of direct beneficiaries use MCCIP products	Partially as far as can be seen from the evidence. Further quantitative data required.
	MCCIP products have positive influence on decision-making	Fully
	MCCIP products are highly rated by users	Fully but improvements could be made.
Indirect beneficiaries	Increasing number of indirect beneficiaries access MCCIP products	Inconclusive. Further data required. Indirect beneficiaries are not necessarily reporting back. Further improvements could be made to address the needs of different audiences.
	Similar methods and approaches to MCCIP are adopted by indirect beneficiaries (e.g. internationally)	Partially. Require dates for examples to ascertain if fall within Phase II.
Participants	MCCIP authors / contributors are satisfied with participation in development of MCCIP products	Fully but actions to be taken.

2.2 What has (and hasn't) worked well in phase II

The following points were highlighted in the Phase II mid-term review document, which incorporated feedback from Phase II annual evaluation reports.

For the ‘what hasn’t worked well’ section, external barriers haven’t always helped our efforts to engage (e.g. the first point about wider engagement with government and industry) but these are still clearly areas where further effort is required on our part to generate interests amongst these stakeholders.

What has worked well?

- With 100 percent of participants in the evaluation survey and interviews wanting MCCIP to continue beyond this period of funding, it is clear that MCCIP is popular and is meeting a need.
- With all thirteen interviewees stating that MCCIP products meet their expectations and 99 percent of survey respondents finding MCCIP products “valuable” or “highly valuable”, it is clear that the quality of MCCIP’s work continues to be highly regarded by stakeholders.
- The influence, authority and credibility of MCCIP and its outputs, especially the Annual Report Cards (ARCs), is increasing both nationally and internationally and in terrestrial and marine environments, with the MCCIP ARC being used as a model of best practice by LWEC, the Australian and Irish governments;
- Good development of new formats for ARCs, including Kindle, ePub and PowerPoint presentation formats;
- Improved benefits for contributors related to academic standing and recognition, including publication of scientific backing papers in an international, peer-reviewed journal and report cards being citable. These act as strong incentives for current and prospective contributors;
- The high level of commitment of key partners and the value of in-kind contributions received by MCCIP and that this effectively doubles the value of financial contributions is greatly appreciated. However, there is still some concern amongst contributors that this is not recognised by the rest of the Steering Group;
- 100 percent of participants in the evaluation survey and interviews felt that MCCIP and the Secretariat are well-organised, well-managed and highly effective, despite limited resources;
- The decision to create small working groups for product development have continued to improve efficiency;

What hasn’t worked well?

- **Engaging wider government and industry:** small steps have been made but there is more to be done;
- **Increasing the pool of [internal] contributors [to working groups]:** as raised by previous evaluations and respondents from the MCCIP Secretariat and Steering Group, the operation and outputs of MCCIP are (over) reliant on a small number of primarily in-kind contributors, particularly the production of report cards. The issue is complex and requires consideration: on the one hand, the more people involved, the less efficient and effective the process can become, on the other hand, it will be problematic if one or two key people stop contributing in the current model. The reality is that the pool of experts with the necessary knowledge to contribute is naturally limited. Further, bringing in new people presents challenges, as reflected by this new member of the Steering Group: *“I sometimes wonder whether I could input more into the products, and am not clear about how this would be done...”*, whilst a member of the Secretariat recognises that, *“it is probably quite hard to get engaged in a partnership that’s been established for a while.”*
- **Developing an MCCIP ‘succession’ plan** is needed to make MCCIP a more resilient and sustainable programme in the long term. MCCIP’s dependence on a small number of in-kind

contributors is a potential vulnerability and a succession or contingency plan currently does not exist.

- **Targeting dissemination and promotion of products:** for MCCIP products and services to have wider dissemination and greater impact, more consideration needs to be given to how and by whom they are used, in order to inform a more active promotion and dissemination approach.

2.3 Identifying areas for improvement and developing an action plan

Following the publication of the mid-term review, MCCIP convened a business plan working group to respond to findings from the review. Key areas for improvement were identified, which were as follows:

- Having a more profound understanding of what our stakeholders need
- Strengthen our focus on international partners
- Identify strategic partners to develop work with
- Develop a more ambitious communication plan
- Improve evaluation of products
- Continue to strengthen scientific input

An action plan was subsequently developed, which was written into the Phase III business plan.

As part of this evaluation report, re-visiting and assessing progress against this action plan provides an opportunity to see what changes are already being implemented, where progress has started to be being made [but may require further input and direction] and where work is still to be done.

Whilst it is early in the Phase III work programme, there are some areas where progress is starting to be made across the seven tasks identified (see summary table below).

Task	Month(s) from start of Phase III (April 2015)	Progress
Develop a “succession” plan	1 - 12	Started, likely scale of MCCIP partner activities being collated
Evaluate MCCIP activity proactively	1 - 13	Started, see proposed MG review of evaluation on last slide
Perform a stakeholder mapping exercise	3	Draft completed
Define the role of a partner	3 - 6	Discussions started (e.g. on comms expectations, need to define ‘strategic’ partners). Update phase II partner agreement.
Develop a communication plan	3 - 21	Draft completed, WG needs to be operationalised
Guide scientific research	3 - 24	Core element of ‘ten years of MCCIP’ report card and research prioritisation exercise to be updated after subsequent ARCs.
Rewrite the beneficiaries list	6	Started, excel longlists being developed

For initial (i.e. Phase III year one tasks), a more detailed appraisal of progress made against these seven tasks, which each contain a number of sub-tasks is provided in Annex 1. This includes a summary of what has been completed already, where actions are underway and where tasks still need to be completed. Where tasks are underway, or still need to be completed, more information is provided on next steps.

Ensuring these early actions are being addressed should help put us in a strong position [as a well-functioning and effective work programme], ahead of the first formal round of evaluation in Phase III.

3. Considerations for formal evaluation in Phase III

The phase III business plan includes an evaluation framework, which includes 6 agreed outcomes (see annex 1).

Whilst it has been agreed that the framework from Phase II still meets our needs (and has been signed off as part of the Phase III business plan), we need to consider if there are more effective ways to measure our progress against these outcomes as part of delivering a successful Phase III evaluation programme.

As part of this process, the Phase III business plan includes a task on ‘Evaluating MCCIP pro-actively’, which includes the following sub-tasks and deliverables:

Description of task	Deliverable	Who delivers	Start date (month)	Milestone (month)
B. Evaluate MCCIP activity proactively				
i) Formalise process for logging citations and references throughout the year.	Impact logging process in place	Secretariat	1	1
ii) Include a “click here” option to show interest in participation in a telephone interview on marine climate change issues. This will assist removal of outliers from questionnaire samples.	Interview option on newsletter			6
iii) Create a list of indicators to demonstrate impact for evaluation purposes.	Indicators for evaluation defined			12
iv) Perform an annual survey targeted to both direct and indirect beneficiaries to ensure their voice is heard.	Annual survey			13

Progress is being made with regards to logging citations and references, principally through google scholar but also a more complete record of impact for the latest report card. The other three tasks require discussion at the MG level to agree on how these will be incorporated into the updated evaluation programme.

More widely, there is a clear need for the management group to define how the evaluation programme for phase III can be best delivered. We need to consider what methods from phase II should be retained, as well as how it needs to evolve (e.g. with regards to data collation, analysis, external review and taking forward recommendations).

By the end of FY 2015/16, an agreed delivery plan for the Phase III evaluation framework should be in place, ready to undertake the first formal evaluation of year 1 of the phase III work programme ahead of the Autumn 2016 SG.

3.1 Plan of action:

January: Secretariat produce a draft delivery plan for the Phase III evaluation programme

February: MG provide feedback at the MG meeting ahead of the spring 2016 SG

March: Phase III evaluation programme delivery plan signed off at the spring 2016 SG

Annex 1. Detailed status of tasks / deliverables identified in the action plan to be completed in the first 12 months of the Phase III work programme.

Note section B (on evaluation) has been moved to section three of this document, given its focus on 'Phase III evaluation'. All tasks related to 'guide scientific advice' are for the second year onwards of Phase III.

Description of task	Deliverable	Who delivers	Start date (month)	Milestone (month)	Status / Next steps (green = completed; orange = underway; red = not started)
A. Develop a "succession" plan					
i) Partner organisations sign-up to a scale of activity (including in kind and / or financial contributions) which can be managed on a year-by-year basis.	Funding needs of MCCIP understood by partnership organisations	SG	1	1	<p>i) In-kind / financial commitments provided by email from partners for FY 15/16.</p> <p>ii) Agreed in principal that MCCIP can act as project partners through international options discussions. Complete</p> <p>iii) Text included in business plan.</p>
ii) MCCIP will be able to act as a project partner for new proposals.					
iii) Text to be included in the Business Plan stating that "If available funding is not met, commitments to meeting the core activities of MCCIP will need to be prioritised.					
iv) Develop a core information welcome pack (to include the list of partner interests used for the "response centre" mechanism detailed in section E iii) to brief replacement members.	Partner welcome pack	Secretariat		9	iv) To be completed by end of 2015. MG to define what should be in the pack at the December MG.
v) All working groups should look to gain a new member for each product cycle.	New members in the Working Groups	MG		12	v) New internal scientific 'technical' contributors identified and shadow chair in place for ARC 2016 (underway). Recent 'adaptation' experts invited to scope out new work for CSW (December 2015). New members of COWG to be identified by end of month 12. New member of MG since start of Phase III (Matt Gubbins)
vi) Contact mailing list members to request suggestions for better targeting of industry and the private sector, and where appropriate, to become strategic partners and contribute funds for relevant work.	Relationships with industry	SG		12	vi) Need to consider how this would work in practice, what are we practically asking for? Do we want to know that we are reaching the right people? Does this link to c iii) Contributing funds would presumably come from adaptation support work?

Description of task	Deliverable	Who delivers	Start date (month)	Milestone (month)	Status / Next steps (green = completed; orange = underway; red = not started)
C. Perform a stakeholder mapping exercise					
i) Define what we want to tell stakeholders and why they need to know.	Stakeholder list with needs identified	Secretariat	3	3	<p>i-ii) Draft stakeholder mapping exercise completed, comments fed back from SG and updated version to be sent to the December MG.</p> <p>iii) Related to a vi) – quite a laborious task which may not get much from. Need to define what we mean by ‘partner’, is that an SG partner? or everyone on the mailing list?</p> <p>iv) Need to be clear on the distinction</p>
ii) Undertake a mapping exercise across all aspects of the MCCIP work programme					
iii) Contact all partner organisations to identify members of the organisation with a direct interest in MCCIP outputs – does everyone know that needs to know?					
iv) Develop this further into “style-mapping”, where we will consider how our reporting mechanisms map onto national/stakeholder requirements in terms of style and timing (i.e. CCRA, NAP, ASC report on indicators) to stimulate better utilisation of products.					
D. Define the role of a partner					
i) Each partner representative should be responsible for disseminating MCCIP information to their own organisation and through their external networks.	Partner roles further defined in MoU document	SG	3	3	<p>i) This point has been strongly emphasised at SG meeting and all organisations have been encouraged offline to do this, especially in relation to the product launches. The offer of webinars for the last card has gone to all individual organisations.</p> <p>ii) This continues to be the case, although this is not universally agreed on (WRT SG names) where ‘contributions’ are limited to SG attendance.</p>
ii) The MCCIP Steering Group organisations will be listed on all products, with Working Group contributions recognised on a case-by-case basis.					
iii) A new level of membership, extending beyond the Steering Group, will be developed called “strategic partners” and this list will include experts on various subject areas to support the communication plan (see below), as well as industry and research councils.	Role of Strategic Partner defined	MG		6	<p>iii) This is still undefined, perhaps it needs to be covered later as comms planning develops and the next cycle of CSW reporting?</p>

Description of task	Deliverable	Who delivers	Start date (month)	Milestone (month)	Status / Next steps (green = completed; orange = underway; red = not started)
D. Define the role of a partner (continued)					
iv) Develop an offer for strategic partners (this might include marketing products specifically for strategic sectors and providing a 'living link' to up-to-date science and briefings/webinars to industry partners).	First strategic partners gained (including industry)	SG		6	iv) See point above, how would we target this?
E. Develop a communication plan for dissemination of MCCIP products					
i) Look to draw on partners' expertise to develop the outreach programme and populate the renewed Outreach and Communications Working Group.	Link with partner comms specialists	Secretariat	3	3	i) ToRs for the comms group have been signed off and for the last report card, wider comms experts in partner organisations have been engaged with.
ii) Ensure that the basic principles of the MCCIP outputs authoritative and accessible source of information by revisiting and reviewing our standards.	Communication plan developed			12	ii) A new communication strategy has been drafted and presented to the MG and SG.
G. Rewrite the beneficiaries list					
i) Divide beneficiaries into three parts: a) policy and central government, b) practitioners and c) partnership members and clearly define who are direct and indirect beneficiaries.	Updated beneficiary list and updated mailing list	SG	6	6	i) as part of updating the stakeholder lists and completing the stakeholder mapping exercise, the beneficiaries list is being updated under the 6 headings identified in the mapping exercise. More thought on the direct vs indirect beneficiaries may be required.
ii) Update lists to include wider stakeholders including IFCAs, coastal partnerships, LEPS, marine consultancies and organisations; ensuring that they are recognising marine climate change issues (including international organisations such as OSPAR).					ii) a lot of these organisations are captured in our mailing lists, but we can continually update over time and try to ensure contacts are up to date.

Annex 2. Phase III evaluation framework

	Full and Special Topic report cards	Climate “smart” working reports	Engagement	Advice
Evidence of use of MCCIP products by authors and partners [Qualitative, case studies]	√		√	
Evidence of use of MCCIP products by other main beneficiaries [Qualitative, case studies, feedback from events]	√	√	√	
Evidence of wider stakeholder interest in MCCIP products [Quantitative, unique visitors to web site, downloads, report card distribution]	√	√		
Evidence of use of products or adoption of similar approaches by indirect beneficiaries [Quantitative, media coverage; qualitative, examples of adoption of similar approaches]	√	√		√
Evidence of perceived quality of key MCCIP deliverables from wider user and scientific community [quantitative and qualitative online surveys post-launch]	√	√	√	
Evidence of user satisfaction amongst main beneficiaries [Qualitative, mid- term review to include achievement of overall aim]	√	√	√	√