Welcome & Introduction

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- **Background** in Sustainable Business Management (M.A.) and Environment and Bioresources Management (BSc).

- **Accelerator management**: 1.5 years in agriculture and 6 years at Climate KIC (topics: carbon removal, circular economy)

- **Social Impact**: Co-founded Womxn for Climate Tech & Innovation, Master's research on gender gap in venture capital, Climate KIC: capacity building & content/ toolkit development

Initiated by the EIT

Workshop Rules

A face to a name
Please have your video on if your internet bandwidth allows it.

Conversation style
Please mute when you are not speaking.
Feel welcome to raise your hand and we will come to you for questions/comments.

Recording
We will be recording this workshop.
Please turn off any AI note-takers.

INCLUSIVE PROGRAMME DESIGN

Initiated by the EIT

Agenda & Learning Outcomes

Agenda

1) Introduction to Inclusivity in Programme Design with Inclusive Design Guiding Principles

2) Inclusive Project Planning
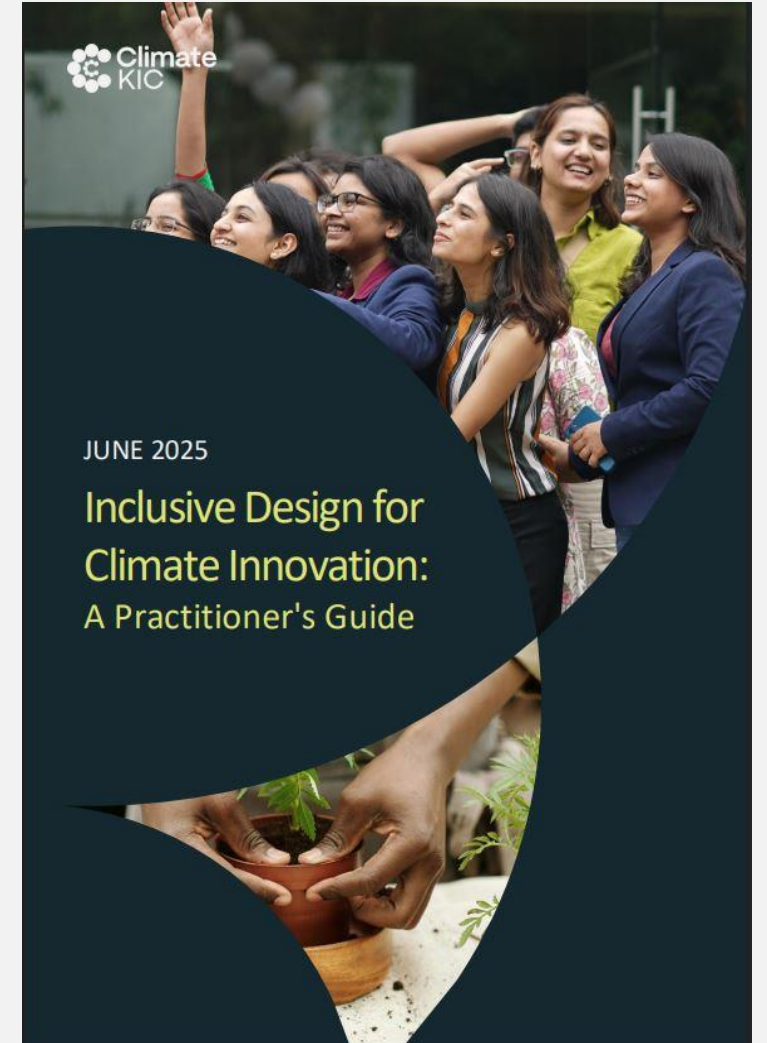
3) Inclusive Monitoring & Evaluation

Learning Outcomes

1) Understand the **core principles** of inclusivity and why it is essential in programme design.

2) Learn **strategies for programme scoping and stakeholder engagement** as part of inclusive programme design practices.

3) Overview of **Inclusive M&E** with further resources shared afterwards.

Inclusive Design for Climate Innovation: A Practitioner's Guide

- Content from today comes from a recent resource we published in collaboration with Bopinc (download here in English).

- This guide goes into more detail on the areas of programme planning, delivery and execution.

- Who is it for? Designed for climate innovation professionals who:

  o Lead programmes supporting entrepreneurs and SMEs.

  o Seek practical guidance on inclusive programme design.

  o Want to advance beyond diversity tracking toward systemic inclusion.

  o Are committed to creating more effective, equitable climate initiatives.

Climate KIC

JUNE 2025

Inclusive Design for Climate Innovation: A Practitioner's Guide

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Image Fc

Questions to get us started!

Of those displaced by climate change, what percentage are women?

Answer

80% of those displaced by climate change are women

Data from [UN Women](#)

Question to get us started!

In 2024, what percentage of European VC capital went to all women founding teams?

Answer

1.7% of VC capital invested into all woman founding teams in 2024.

Teams with at least one woman on the co-founding team saw a further **18.1%** investment.

(Data from [Pitchbook](#))

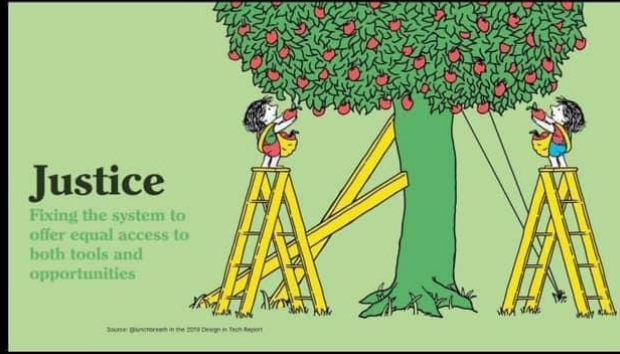# Introduction to Inclusivity in Programme Design

What is inclusivity?

In climate entrepreneurship, inclusivity goes beyond representation. It means creating equitable opportunities for diverse groups, especially those traditionally marginalised or at-risk, to actively participate in and benefit from climate solutions.

Goes beyond diversity:

"Diversity is being invited to the dance; inclusion is being asked to dance."
– Verna Myers

Inequality
Unequal access to opportunities

Equality?
Evenly distributed tools and assistance

Equity
Custom tools that identify and address inequality

Justice
Fixing the system to offer equal access to both tools and opportunities
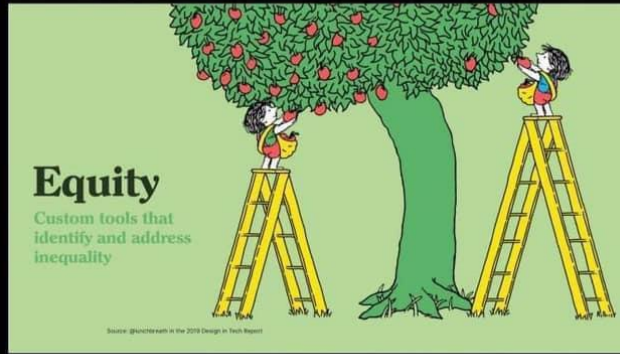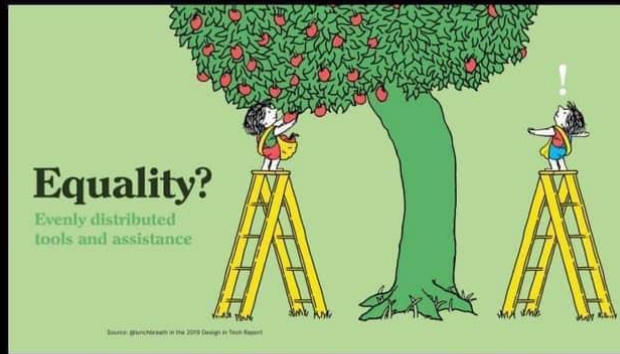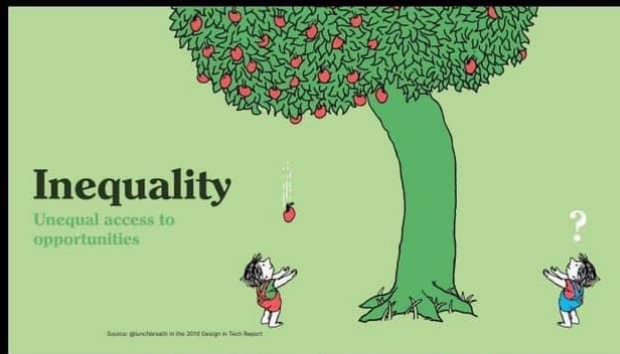
Marginalised or 'at-risk' communities

At Climate KIC, we use the term 'at-risk' to define groups or individuals who already experience inequality, which is exacerbated by climate-related risks.

This includes:
- women
- gender minorities
- children and young people
- elderly people
- people with disabilities
- LGBTQIA+ people
- members of minority groups
- indigenous peoples
- refugees
- migrants
- people living in extreme poverty.

Why is inclusion important?

The current entrepreneurship landscape faces key challenges that can be mitigated through targeted inclusion strategies including:

1. **Lack of Representation and Inclusive Opportunities:** Underrepresented entrepreneurs face barriers to funding, networks, and support, limiting innovation potential.

2. **Gender Gaps and Inequities:** Women and at-risk communities are most affected by climate change but remain underrepresented in leadership and entrepreneurship.

3. **Missed Market Opportunities:** Lack of inclusivity leads to lost insights and innovation, especially in emerging and underserved markets.

4. **Limited Capacity to Measure and Report Social Impact:** Many start-ups and ESOs lack tools to track and communicate social impact, hindering growth and investment access.

5. **Pressure for Corporate ESG Alignment:** Companies face growing pressure to align with ESG goals but often lack clarity on how to embed social inclusion effectively.

INCLUSIVE PROGRAMME DESIGN

INCLUSIVE PROGRAMME DESIGN

Gaps

🌧️ Of those displaced by climate change, **80% are women** (Source: UN Women)

💰 In 2024, only **5% of VC deals and 1.7% of VC capital invested** in Europe went to all-women led founding teams (Source: Pitchbook)

🔄 Data from the UK shows that only **one in four jobs** in circular economy are taken up by women – and they often sit in the lowest paid or voluntary roles (Source: WRAP)

🌿 Indigenous peoples steward **80% of the world's remaining biodiversity** but receive **less than 1%** of climate finance directed toward conservation. (Source: World Bank, 2022)

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Opportunities

💡 Companies with more diverse management teams have **19% higher revenue** due to innovation (Source: Harvard Business Review)

🌱 Women-led businesses are found to achieve significantly **higher ESG scores** than companies led by men (Source: European Investment Bank)

↩️ Venture capital firms who invest in teams with women entrepreneurs can expect a **higher return on their investments** (Source: Harvard Business Review)

👀 Homophily can cause investors and firms (also ESOs!) to **overlook high-quality ideas** outside their networks, missing out on valuable opportunities (Source: Harvard Business Review)

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Diversity in Startups fuels Innovation, Trust & Growth

🧠 **Innovation**
- Diverse teams **35%** more likely to outperform (Source: McKinsey)
- Attract talent: 1 in 3 candidates will not apply to a company that does not look diverse enough.

🙌 **Customer Trust**
- **88%** say brands don't represent them (Source: Kantar)

💸 **Investor Interest**
- Diversity at the top = higher returns (Source: Institutional Investor)
- Global network for inclusive investing: 2X Global

Why is this important?

INCLUSIVE PROGRAMME DESIGN

Inclusivity in Programme Design

Shifts power dynamics to ensure at-risk groups are not just consulted but enabled to co-create solutions.

Integrated into all steps of a project lifecycle, from the proposal stage, to planning and execution, MEL and closure.

> "Inclusive design doesn't mean you're designing one thing for all people.
> You're designing a diversity of ways to participate so that everyone has a sense of belonging."
>
> - Kat Holmes (2018)

Inclusive Design Guiding Principles

1

Be intentional

Make inclusivity a **deliberate part of your programme design** by setting specific goals, dedicating resources, and seeking diverse perspectives.

E.g. ensure that advisory boards or planning teams include members from underrepresented groups.

2

Inclusion from the get-go

Integrate inclusion into the **foundation of your programme,** so every decision, whether in planning or execution, reflects diversity and equity.

E.g: when drafting your programme's goals, include diversity metrics to guide all stages of development.

3

Nothing about us without us

Ensure that **affected communities** are given a voice and are involved in the programme design.

E.g. if you are creating a programme for marginalised groups, include them in decision-making roles to reflect their needs and priorities.

4

Be accountable and learn

Continuously **evaluate** your inclusivity efforts and remain open to feedback, using it to improve your approach.

E.g. set up periodic reviews to assess progress on your programme's inclusion targets and adapt based on input from stakeholders.

Discussion

What are some ways you already embed inclusivity in your programmes?

Inclusive Programme Planning

Proactive vs Reactive Design

Proactive Design

Proactive design is often when you can collaborate with a funder/partner to create a programme from scratch. Usually this means having more time and resources to go in-depth on inclusive design.

+ Offers creative freedom with feedback loops from stakeholders to ensure impact.

+ Provides flexibility with timelines and budgets to allocate resources for inclusion throughout.

− Co-creation can be time-consuming, straining internal resources.

Reactive Design

Reactive design is often when you are responding to a tender or partnership call, meaning there is less time to go in-depth. However, there are still efficient choices you can make to try to embed inclusivity in the proposal.

+ Focuses less on the high-level 'what' and more on the 'how'

+ Quick turn around to determine implementation.

− Limited time and creative freedom when drafting proposals, but resources like **Guiding Principles** and **Design Checklist** can still be used.

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Inclusive Programme Planning

As with traditional programme planning, inclusive programme planning outlines how a project will be executed, monitored, and controlled. With a few adaptations to your original set-up, you can ensure a more relevant programme with more impactful outcomes:

Programme Objective

Project Scope

Project Team

Stakeholder Engagement

Timeline

Budget

Inclusive Programme Planning

As with traditional programme planning, inclusive programme planning outlines how a project will be executed, monitored, and controlled. With a few adaptations to your original set-up, you can ensure a more relevant programme with more impactful outcomes:

	Traditional Programme Planning	Inclusive Project Planning
Programme Objective	Focuses on achieving specific, measurable outcomes for the general target audience.	Ensures internal alignment on objectives that consider diverse needs and impacts on different groups.
Programme Scope	Defines deliverables based on standard project goals.	Incorporates input from diverse stakeholders to ensure the scope includes and addresses the needs of all groups.
Project Team	Assigns roles and resources based on availability and expertise without specific inclusivity considerations.	Ensures diverse representation in the project team and includes resources to support participation of underrepresented groups.
Stakeholder engagement	Engages stakeholders based on their influence and importance in the project.	Actively seeks out and includes underrepresented groups, ensuring diverse perspectives are integrated into decision-making processes.
Timeline	Standard timeline based on typical workflows.	Considers different timelines that might be necessary for inclusivity, such as accommodating different work hours or cultural practices.
Budget	Budgeting focused on general project costs.	Allocates budget for inclusive practices.

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Project Scope – Do your research!

Depending on nature of the project, research needs, and the needs/preferences of the stakeholders involved, choose at least one participatory approach, in addition to the traditional desk research:

Research Method	How to use it
Desk research: Review of existing quantitative and qualitative data.	Publicly available databases, World bank & UN websites, past programme reports and insight studies, inclusion policies and action plans.
Observation methods: Observe your target group to understand what cannot easily be said.	(Unplanned) visits in selected places and people shadowing help you to study what people do in a specific situation in real life. Spend time with them and take part in their daily activities.
Monitoring methods: Learn about everyday experiences and habits through non-intrusive methods like self-documentation.	With self-documentation methods like Photo Journals, you invite your target group to become active researchers themselves and document their day-to-day activities. You can also use smartphones to track activities (e.g. screen time).
Co-creation methods: Let your target group become part of the solution design and see how people respond to your ideas.	Getting your target group to participate in the creation of activities helps you understand how they think, what they value, and may surface unexpected themes and needs. You can learn more about co-creation on the next slide.
Mapping methods: Work with your target group to visualise aspects and relationships.	You can map out different stakeholder relationships, resource flows, prices or even social connections. For example, you can use the Stakeholder Power Mapping.

Project Scope – Co-creation methods

- Involve your target group early through co-creation activities
- Enable active participation in planning and validation of programme components
- Foster responsibility and empowerment among participants
- Increase likelihood of long-lasting impact and project success

Best Practices

⚠️ Be mindful of cultural norms and practices.

♿ Make accommodations to allow all groups to participate.

💬 Create an atmosphere where people feel comfortable sharing their personal experiences.

❤️ Establish that these co-creation sessions are a judgement-free zone and follow through when people break these rules.

👫 Make sure that everyone is being heard. If the group is too big (i.e. more than 15-20 people), consider splitting them into smaller and more interactive working groups.

🎁 Participants will be giving their resources and time to participate – consider what you can 'give back' to them in return, for example, keeping them up-to-date on the project.

Project Scope Technique: Community Listening Tool

DAY IN THE LIFE OF TEMPLATE

DATE:

TIME (1 DAY OR MORE):

WHOM ARE YOU OBESERVING?

☐ ENTREPRENEUR ☐ FIELD STAFF ☐ PARTNERS

	EARLY MORNING	LATE MORNING	AFTERNOON	EVENING	NIGHT
Where is the person right now?					
Who all are around him?					
What is the person doing?					
How is he feeling?					
Actions or main priorities?					
How is he interacting with other people around him?					

ADDITIONAL OBSERVATIONS:
CHALLENGE/OPPORTUNITIES/NEXT STEPS

The Community Listening Toolkit from Development Alternatives is a great example of 'deep listening' with communities in order to uncover local dynamics that highlight the aspirations and challenges of entrepreneurs in your community. The toolkit has lots of practical ways for community listening such as:

- Field note template
- Day in the life template
- Games and activities for a virtual community chat

All of these activities allow for collective sensemaking of a situation, allowing for programmes and solutions to be co-created together, rather than separately.

Source: Community Listening Toolkit

INCLUSIVE PROGRAMME DESIGN

ClimateLaunchpad (CLP)

Background:

- CLP is the world's largest Green business idea competition with the mission to unlock the world's cleantech potential that addresses climate change

- Operated by Climate KIC (and previously TU Delft) across the globe in 45+ different countries (only in Europe until 2017)

- National leads did NOT see themselves in the CLP promotion or education materials

- Lack of inclusivity flagged by the participating countries - asking CLP team to do better

- Gender mainstreaming only a priority for countries outside of Europe

INCLUSIVE PROGRAMME DESIGN

ClimateLaunchpad (CLP)

A slow but steady journey towards inclusion

- Diversity-sensitive comms/edu

- Gender Mainstreaming Handbooks/Trainings applied

- Shifted to local trainers and hosts - involving actors that are more contextually aware

- Talking about inclusion! Held diversity in ENTR panel in 2022

- LATAM & Pacific Islands 40-45% women, Europe 25%, Nigeria 50%

- Women-led event: Africa/Asia Pacific Final - host, jury and 1st place winner were all women

- Learn more about ClimateLaunchpad

INCLUSIVE PROGRAMME DESIGN

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Discussion

What tools and strategies were applied in this case?

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ClimateLaunchpad (CLP)

What tools and strategies were applied in this case?

- Gender-sensitive / diversity-sensitive communications

- Recruiting local expertise

- Gender mainstreaming training as part of the standard curriculum

- Awareness building in the CLP community

- Setting mandatory KPIs

INCLUSIVE PROGRAMME DESIGN

Time to get up & stretch?

Inclusive Stakeholder Engagement

Inclusive programme planning is built on collaboration, internally and externally. It should therefore include a myriad of different stakeholders - direct and indirect beneficiaries of your programme, their communities, local NGOs, grassroots organisations, think tanks and policy stakeholders.

1. Identify which stakeholders should be part of the planning process by doing research and Stakeholder and Power Mapping.

2. Evaluate your own strengths and weaknesses for this programme and consider partnering or forming consortia with organisations that have deep(er) roots within the community.

3. Decide how you want to involve each stakeholder group. You can either:

Inform   One-way communication from your end to provide updates on the status, successes and challenges

Involve   Two-way communication to receive feedback and hear opinions

Collaborate   Involving the stakeholder in decision making

Empower   Delegate decision-making to a stakeholder (think participatory grant making)

Needless to say, the most value will be derived from the latter stages of stakeholder engagement.

Stakeholder and Power Mapping

Before you begin any project, it's important to map your stakeholders, including those who may not usually be invited or engaged in these spaces, and understand the power each of them holds.

You can make a basic **power mapping matrix** to detail your project stakeholders. The closer they are to the middle of the circle, the more power they hold.

Here is an example and more information from [Adaptation Scotland](#) on how to carry out power mapping exercises.
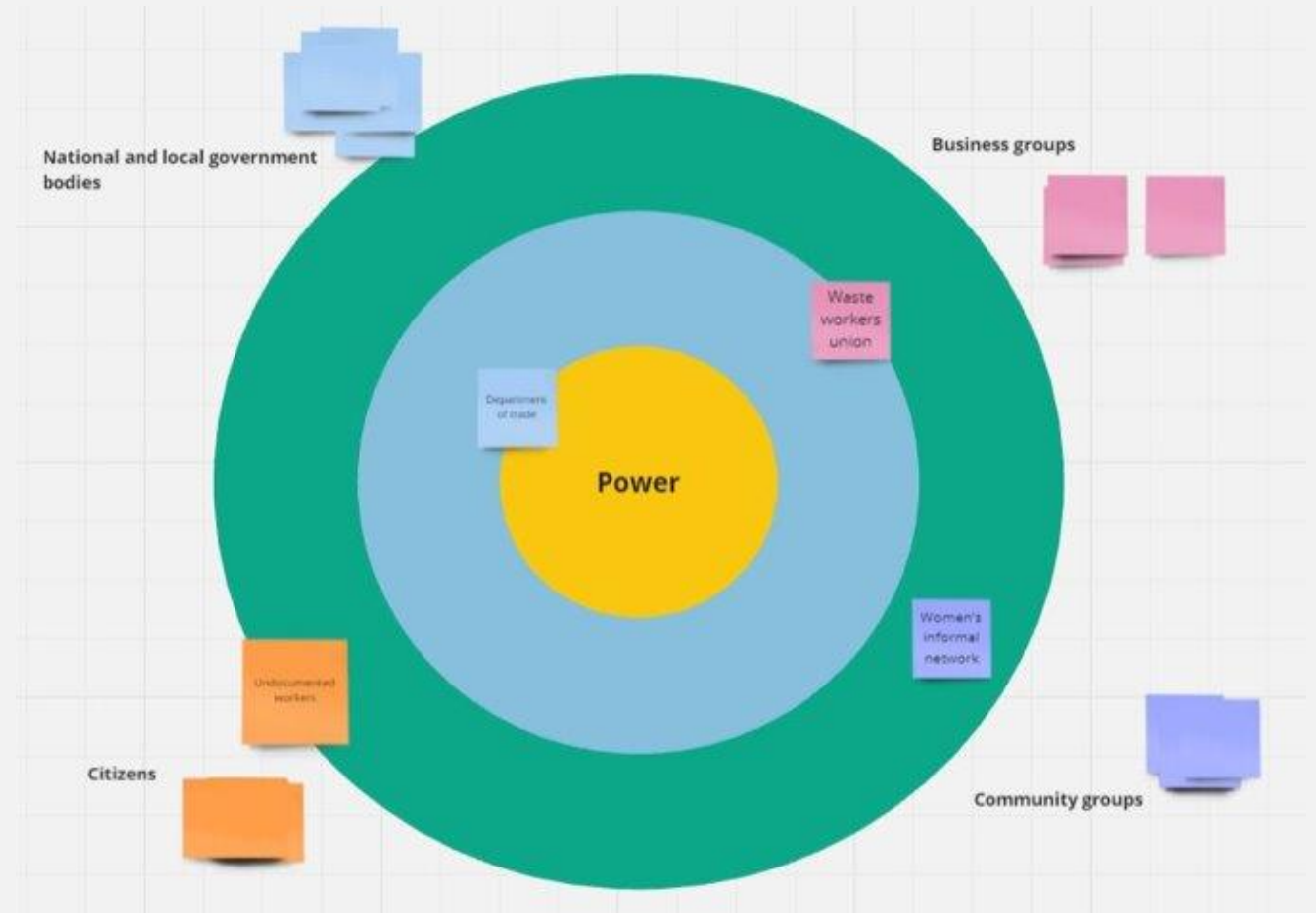
➡️ Template: Power Mapping

Four Ways of Meaningful Participation

Inclusive Programme Planning is all about shifting power to and meaningful engagement with the people you want to impact. Whenever you think about planning a new programme, you can always come back to the guidelines below:

1 **Giving the community voice:** Not assuming what needs to be done, but asking them and giving them a seat at the table.

2 **Improving their capacity to participate:** Make your programme accessible, taking into account individual needs, backgrounds and skills.

3 **Seeing their value as consumer groups:** Work with innovators that market to your target groups, and help them do it even better.

4 **Benefitting the wider community:** Include the wider community and see how you can create impact that outlasts your programme.

Marginalised or 'at-risk' communities

Using your stakeholder power mapping, you should be able to see which stakeholders hold less power and can, therefore, possibly be at risk of marginalisation.

At Climate KIC, we use the term 'at-risk' to define groups or individuals who already experience inequality, which is exacerbated by climate-related risks. This includes:
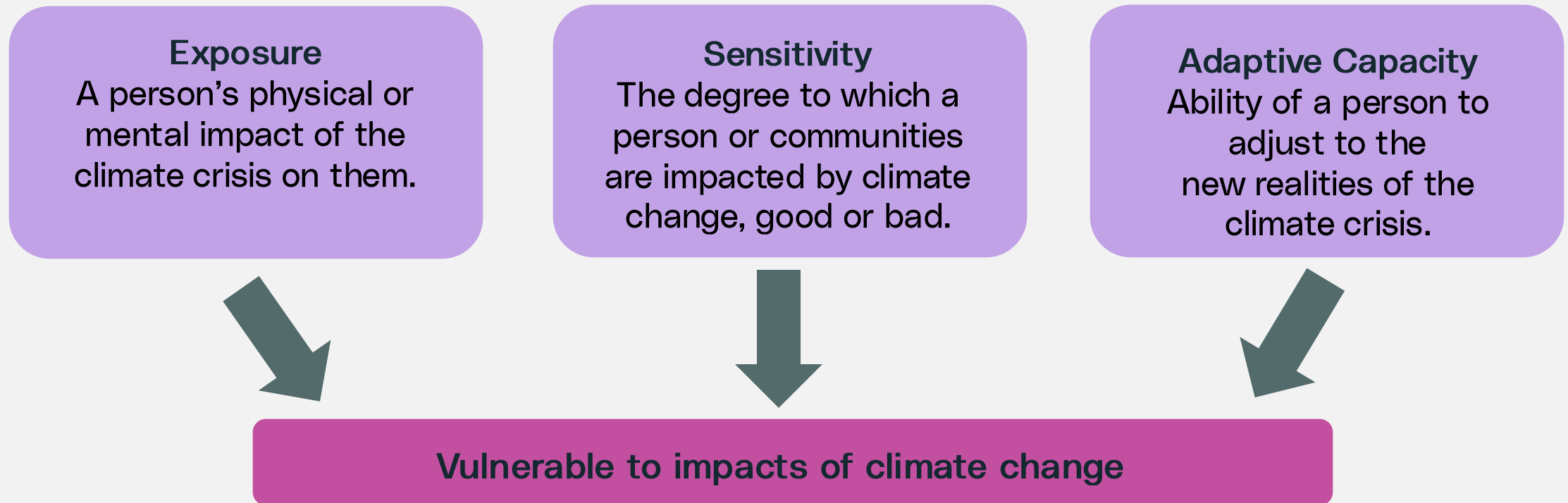
- women
- gender minorities
- children and young people
- elderly people
- people with disabilities
- LGBTQIA+ people
- members of minority groups
- indigenous peoples
- refugees
- migrants
- people living in extreme poverty.

➡️ Every context will be different. It's important to map your own 'at-risk' groups you aim to target.

Marginalised or 'at-risk' communities

Exposure
A person's physical or mental impact of the climate crisis on them.

Sensitivity
The degree to which a person or communities are impacted by climate change, good or bad.

Adaptive Capacity
Ability of a person to adjust to the new realities of the climate crisis.

Vulnerable to impacts of climate change

Adapted from: Climate and Health assessment (2003)

Marginalised or 'at-risk' communities

Using the categories mapped out before, fill in this table with your stakeholders and tick whether they fit each category and why. This will help you see the vulnerability your groups have with regards to your local climate contexts. Example:

Stakeholder Group _Title or description_	Exposure _Yes/No + Explanation_	Sensitivity _Yes/No + Explanation_	Adaptive Capacity _Yes/No + Explanation_
Elderly people and climate change vulnerability	Elderly people are more exposed to extreme heat events, especially those living alone in urban areas with limited green space or ventilation. Heatwaves are becoming more frequent and intense due to climate change, and older adults may be less able to physically escape or avoid these conditions.	Older adults are often more sensitive to climate-related stressors due to pre-existing health conditions (e.g. heart or respiratory issues), reduced mobility, or reliance on medication. Even moderate climate impacts can lead to severe consequences for their well-being.	Their ability to adapt may be limited by factors such as fixed income, lack of access to reliable transportation, digital exclusion (e.g. not receiving early warning systems or alerts), or social isolation. This makes it harder for them to take preventive measures or seek help during climate-related events.

➡️ Template: <u>Stakeholder Mapping</u>

The Wheel of Social Identity

Identities do not exist separate to one another, they interact everyday to influence a person's experiences. Understanding how these identities intersect allows for more effective and inclusive strategies when designing programmes.
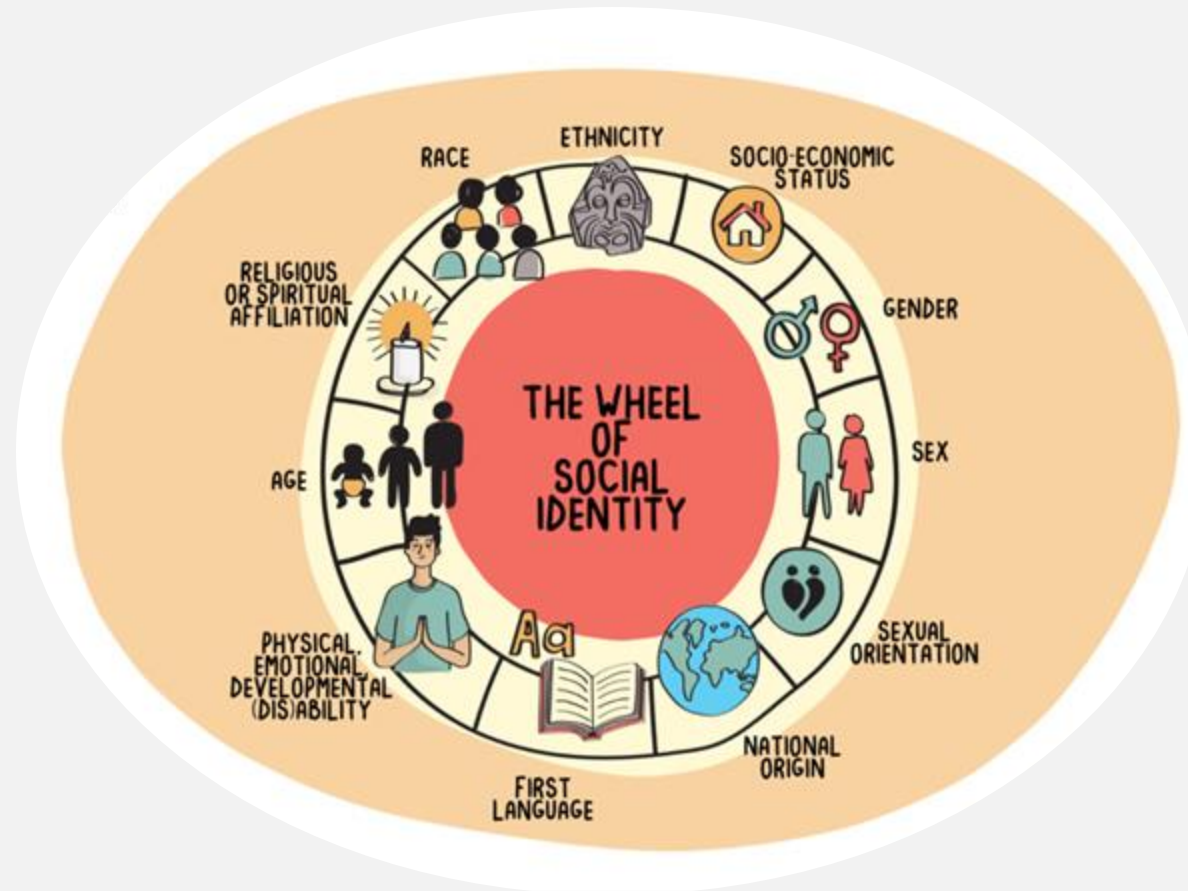
Source: The Wheel of Social Identity, The Wright Center

Breakout Discussion

What challenges do you face with embedding inclusivity into your programmes?

How have you addressed these? What worked well?

Inclusive Monitoring & Evaluation

Short Intro, more info in the Annex & Handbook

Inclusive Monitoring & Evaluation

Why inclusive M&E?

Core M&E tracks organisational or donor-defined KPIs, focusing on visible outcomes but often missing diverse individual impacts due to varying access to opportunities.

Inclusive M&E ensures programmes capture and address the unique experiences, needs, and outcomes of all participants, especially those from underrepresented or at-risk groups.

Inclusive M&E: Do's and Don'ts

Do's

✅ Ensure the diverse experiences and outcomes of all participants, especially at-risk groups, are considered.

✅ Involve beneficiaries in the evaluation process to capture their perspectives and insights.

✅ Use metrics and tools tailored to reflect the specific contexts and needs of different groups (Gender, age, income level).

✅ Consider how overlapping identities (e.g., gender, race, income, etc) affect participants' experiences.

✅ Give voice to at-risk groups and emphasises qualitative insights to provide a more comprehensive evaluation.

✅ Capture inclusion concerns in the baseline and design the programme accordingly.

Don'ts

⛔ Assume all participants are affected the same by programme interventions.

⛔ Make decisions without input from the participants or communities being evaluated.

⛔ Use rigid, unchanging metrics that do not account for different participant's needs.

⛔ Treat all participants as a single group without recognising intersecting identities.

⛔ Rely heavily on quantitative data, missing the nuanced understanding that qualitative insights can offer.

⛔ Identify inclusion concerns mid-late programme period.

Inclusive M&E Comparison

Aspect	Non-Inclusive M&E	Inclusive M&E
Focus on specific demographics	Applies generic metrics and goals, treating all participants as a homogeneous group. *E.g. Standard business support offered to all SMEs without considering the specific needs of women-led businesses.*	Tailored to a targeted group addressing unique challenges and needs. *E.g. Tailored microloans and training specifically for women-led SMEs.*
Customised goals and outputs	Goals and outputs are broader and assume equal access to resources and needs of all participants. Focus lies on general business support. *E.g. Outputs measured by overall loan disbursement across the cohort.*	Activities are designed to address specific barriers. *E.g. Increase access to finance for 50 women-led SMEs through microloans; loan disbursement is disaggregated according to key demographics (E.g. gender, age).*
Outcome and impact focus	Outcomes and impacts are measured in general terms, potentially overlooking disparities. *E.g. Outcome: Increased revenues across cohort; Impact: Business growth as average over the full cohort (overlooking potential differences based on demographics).*	Outcomes and impacts are directly related to the empowerment and growth of the specific group. *E.g. Outcome: Increased revenue and participation of women-led SMEs; Impact: Business growth in all companies.*

Project: Inclusive Climate Entrepreneurship Programme (Irish Aid)

Simplified Theory of Change

Term	Description
Pain points	• The green economy is rising in Nigeria, but rural communities, persons with disabilities, and widows are rarely invited to the table, or worse, don't know it exists. • Despite the global shift toward climate tech, persons with disabilities and marginalized women remain locked out of innovation spaces; excluded not by ability, but by design. • Many climate programs preach diversity but fail to embed inclusion into decision-making, leadership, or program delivery leading to performative outcomes, not real transformation. • Bold ideas from underserved innovators often go unheard, untested, or unfunded, not due to lack of brilliance, but due to lack of access, visibility, and support. • Without measurable DEI benchmarks, accountability remains voluntary and subjective, leading to token inclusion rather than transformative systems change.
Vision	To become a just, inclusive, and sustainable climate innovation ecosystem in Nigeria where persons with disabilities (PWDs), women, youth, and marginalized groups are co-creators and leaders of green solutions, rather than mere beneficiaries. Our Theory of Change is rooted in the belief that climate action can only be truly sustainable when it reflects the diverse lived experiences and leadership of all segments of society.
Stakeholders	Support for Disabilities Initiative (SDI), Change Amplifiers for Disabilities Foundation, Climate Leaders and Startups (CSO SDG Strategy Group Members), Climate-KIC (Funder), Green Impact Nigeria Alumni, Persons with Disabilities and Widows (Innovators), Technical Experts and Mentors, Nigerian Ministry of Youth and Development, Ogun State Government, Civil Society Organisations Strategy Group on SDGs, Schools and Education Stakeholders (through the Zero-Waste & Inclusion School Fellowship), Media and Storytelling Partners ("Voices of Ability" Campaign), Monitoring, Evaluation, and Learning (MEL) Specialists, Private Sector and Donor Partners (for investment linkages), Local Communities and Beneficiaries (especially in underserved regions).

Project: Inclusive Climate Entrepreneurship Programme (Irish Aid)

MEL Framework

Term	Indicators	Means of verification	Activities
Output	Number of participants trained on DEI integration (target: 500) Number of organizations that adopt inclusive hiring/leadership policies (target: 50) Number of DEI Scorecards developed and applied (target: 250) Number of disability-led innovations incubated (target: 25) Number of schools engaged in the Zero-Waste & Inclusion Fellowship (target: 15) Number of students reached through school-based sustainability and DEI activities Number of Inclusive Innovation Circle Hangout held	Curriculum materials, attendance sheets, session recordings, pre/post assessments, Program documentation, revision logs, DEI audit checklists	Co-development and delivery of Adaptive DEI Masterclass Series, DEI Accountability & Scorecard Co-Creation Workshop, Inclusive Ideation Think-Tank in Ogun State, incubation at the Abilities in Disabilities Innovation Lab.
Outcome	500 climate leaders trained on DEI integration 250 climate leaders apply DEI scorecards for internal project monitoring in their respective organizations. 50 organizations adopt inclusive hiring or leadership policies 10+ community-sourced innovations move to development phase Schools adopt DEI-informed environmental policies 2,000 students exposed to inclusive climate education 20 youth champions lead DEI activities in their schools	Post-training DEI integration reports, Completed scorecards- Internal project review notes, Think-Tank participation logs, Reports of youth-led actions	Adaptive DEI Masterclass Series- Peer DEI learning sessions, Abilities in Disabilities Innovation Lab- Technical mentorship sessions, Inclusive Ideation Think-Tank (Ogun State), Quarterly Inclusive Innovation Circles Hangouts.
Impact	Strengthened inclusivity in Nigeria's climate innovation ecosystem Increased visibility, leadership, and participation of marginalized groups (especially PWDs and women) in climate action Reduced systemic funding inequity for underrepresented climate entrepreneurs Enhanced national capacity to support inclusive, adaptive climate innovation Improved regional access to inclusive climate innovation opportunities	CSO DEI scorecards; DEI-integrated project reports from partner organizations, Media analytics; testimonies from PWD innovators; stakeholder interviews.	DEI Masterclass Series - DEI Scorecard Co-Creation Workshop, Voices of Ability Digital Storytelling Campaign, Linking innovators with Ministry of Youth funding - Technical expert matchmaking

➡ Template: Theory of Change & MEL Framework

Inclusive Monitoring

Core Monitoring	Enhanced Monitoring
Tracking of representation Number or percentage of women and men, youth planned to be included in the programme.	**Needs assessment** Understanding how specific needs and barriers will be addressed in the programme design and assign specific activities and allocate budget to measure change in these areas.
Tracking of participation Monitoring the number of participants from various demographic groups.	**Active engagement monitoring** Assessing the quality of participation and whether all groups are actively engaged and their voices are being heard.
Satisfaction surveys General satisfaction levels reported by participants.	**Ongoing feedback loops** Continuously gathering detailed feedback through interviews, focus groups, or regular check-ins to adjust the programme as needed.
Attendance rates Tracking the number of sessions or activities attended by different groups.	**Barriers to participation** Identifying and addressing obstacles that prevent full participation by different groups, such as timing, location, or cultural factors.

Inclusive Evaluation

Core Evaluation	Inclusive Evaluation
Completion rates Percentage of participants who complete the programme, segmented by demographic groups.	**Outcome equity analysis** Assessing whether all demographic groups achieve similar outcomes and identifying factors that contribute to any disparities.
Quantitative impact assessment Using numbers to measure programme success.	**Qualitative impact assessment** Incorporating the experiences, challenges, and outcomes for all demographic groups, to understand the diverse experiences and impacts on participants from different backgrounds.
Post-programme satisfaction surveys Gathering feedback on overall satisfaction.	**Long-term impact evaluation** Assessing the sustained impact of the programme on different groups and whether it has addressed their initial needs and barriers effectively.
Completion rates Percentage of participants who complete the programme, segmented by demographic groups.	**Outcome equity analysis** Assessing whether all demographic groups achieve similar outcomes and identifying factors that contribute to any disparities.

Inclusive Learning & Reporting

The final step of the M&E process is programme reporting and learning. This is your opportunity to look at all the data and insights gathered throughout the programme to guide and redefine your strategy and approach.

Aspect	Inclusive Reporting
Focus on stakeholders	Actively integrate the voices of at-risk and underrepresented groups. Feedback from all participant groups is sought and reflected in the learning and reporting process.
Data disaggregation	Disaggregate data by demographic factors (e.g., gender, age, ethnicity, disability) to reveal disparities and ensure that all groups' outcomes are reported.
Transparency	Transparently discuss both successes and areas for improvement, particularly in terms of inclusivity with the rest of the organisation for learning purposes.
Recommendations	Provide targeted, actionable recommendations based on disaggregated data to address disparities and improve future inclusivity.
Goal setting	Set yourself goals to improve on inclusivity misalignments uncovered during the MEL process and update your programme indicators accordingly.
Learning Loop	Take what worked well and any recommendations you have gathered and integrate them into your programme setup and strategy.

Inclusive M&E Scenario

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

Usual Metric
"Number of startups reaching €50,000 in revenue within 12 months of programme graduation."

Why is it not inclusive?

💰 Focuses only on the income/finance side of things

👫 Doesn't have data broken down by different demographic groups (i.e. women, rural communities, those with disabilities)

❎ Excludes informal enterprises

Inclusive M&E Scenario

An Entrepreneurship Support Organisation (ESO) is running a programme to support green start-ups in rural communities, aiming to foster climate-friendly solutions. The programme provides funding, training, and market access for entrepreneurs.

Inclusive Metric

"Percentage of supported enterprises showing improved income stability or business growth, disaggregated by gender, age, disability, and geographic location (urban/rural), with qualitative data on barriers faced."

Why is it inclusive?

💡 Context specific – recognises that success looks different than just financing.

👫 Disaggregates by demographics to understand impacts in different communities.

✍️ Adds in qualitative data to compliment statistics – building up a more comprehensive picture.

Ethical considerations on M&E

✍️ Informed consent
- Always obtain informed consent from participants. This means they should fully understand the purpose of the evaluation, what their participation involves, potential risks, and their right to withdraw at any time without any consequences.

🤫 Confidentiality and anonymity
- Protect participants' personal information by ensuring confidentiality and, where possible, anonymity. This includes not sharing identifying information in reports or discussions unless permission is given.

🔔 Cultural sensitivity
- Respect the cultural norms, values, and languages of participants. M&E activities should be adapted to fit the cultural context and avoid imposing outside assumptions.

🤝 Respect and inclusivity
- Ensure that participants are treated with respect and without discrimination.

✅ Transparency
- Be clear about the purpose and scope of the evaluation with all stakeholders. Sharing relevant findings with the participants and communities can be a way to show respect and give back to the community.
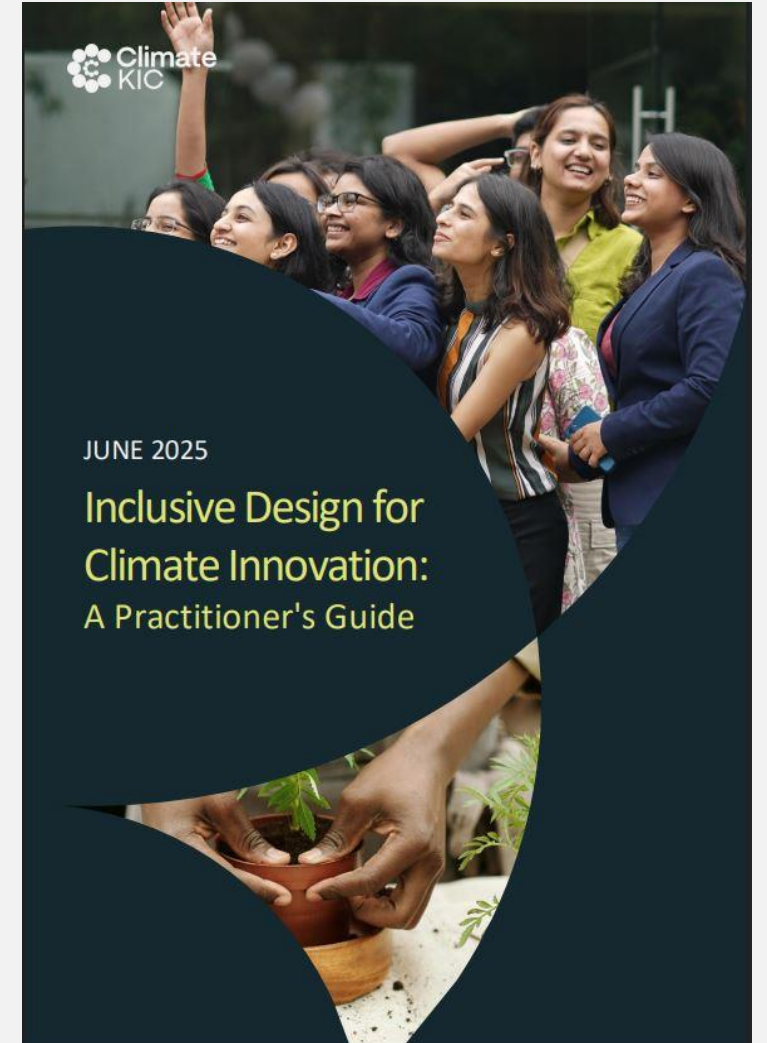
Inclusive Design for Climate Innovation: A Practitioner's Guide

Reminder – for more info on the steps of inclusive programme design, check out our new resource!
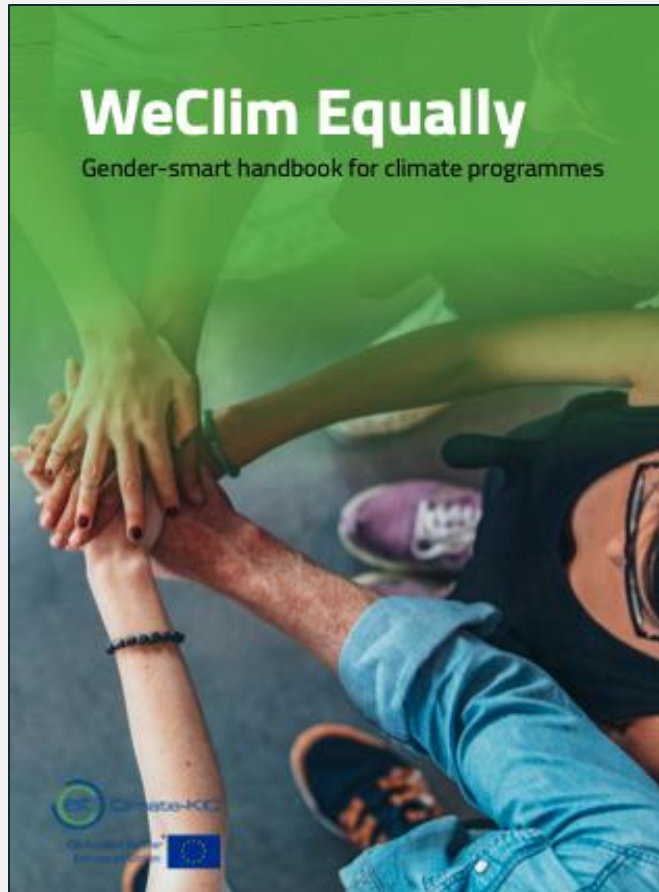
Download here in English

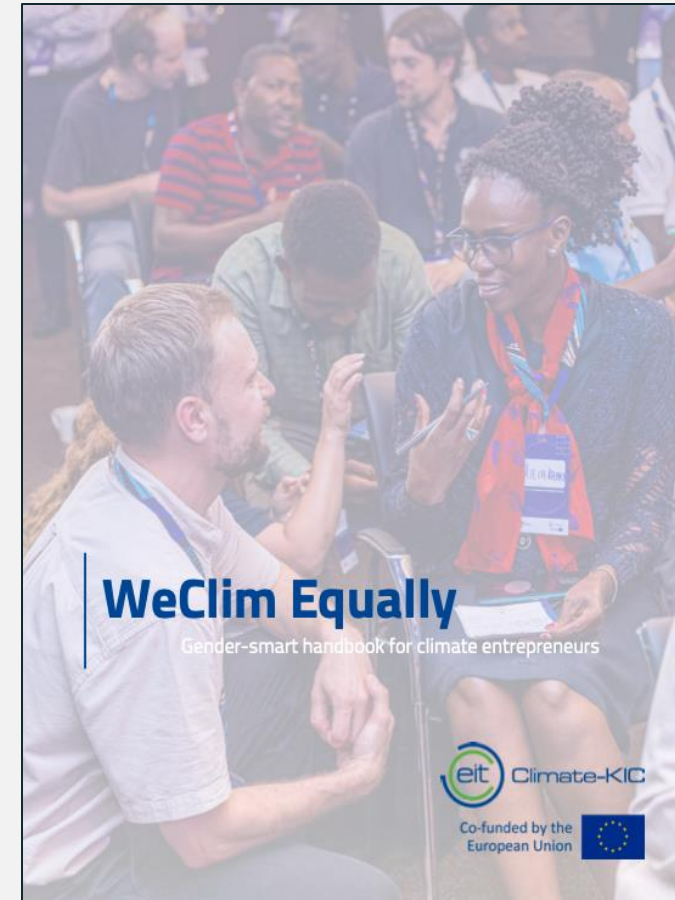More detail on the impact pathway and more examples of how to do inclusive M&E.

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Inclusive Design for Climate Innovation:
A Practitioner's Guide

WeClim Equally – Gender-smart handbooks

For climate programmes/ESOs
Download here

For entrepreneurs
Download here (also available in
Spanish & French)

Any thoughts or questions?

Thank you for your participation!

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