

IWT Challenge Fund

Monitoring, Evaluation and Learning

2021

v.1.0

1 Monitoring

Effective monitoring is critical for good project management. It supports informed and timely decision making, ongoing learning and accountability for achieving results.

Better monitoring leads to improved outcomes for beneficiaries by ensuring that project teams make well informed management decisions based on good quality information about project performance.

1.1 What is monitoring and what does it cover?

Project monitoring is the routine collection, analysis and use of information about project progress and results being achieved. Effective project management requires monitoring of the different aspects of each individual project, including:

- **Results monitoring** (Outputs, Outcome and Impact) whether the project is on track against intended milestones and targets, and any unintended consequences (positive or negative).
- **Activities monitoring** (processes) tracks the use of funding and resources into how activities are delivered and whether they occur according to a pre-defined work plan.
- **Compliance monitoring** ensures delivery is in accordance with local, national government laws, within donor requirements and to ethical standards.
- **Situation/context monitoring** examines the project's operating environment, monitoring risks and assumptions, as well as political and institutional factors that may influence project progress.
- **Financial monitoring** tracks the use of input funds for activities and Outputs, with attention paid to accurate forecasting of costs and budget monitoring, clear and audited accounting procedures, and adequate safeguards to prevent fraud and corruption.
- **Organisational monitoring** covers the internal capacity of institutions involved with the project and partners to utilise and manage the project funds, undertake activities and delivery expected results.

Monitoring should be systematic, based on a predefined plan that meets the needs of stakeholders to make well-informed management decisions.

This guidance focuses on Results Monitoring through the logical framework, or logframe.

2 Guidance on the logical framework (“logframe”)

Logical frameworks or logframes, (also known as Results Frameworks) inform decision-making including identifying options and risks, designing the project, monitoring and evaluation.

Logframes are essential for reporting results from the project level to the programme level and beyond to national and international reporting. At the project level, in addition to results collection, logframes help us to:

- **Monitor programme performance**, identifying where we are, quantifying the results regularly to determine whether or not we are on track to deliver our intended outcomes and impact.

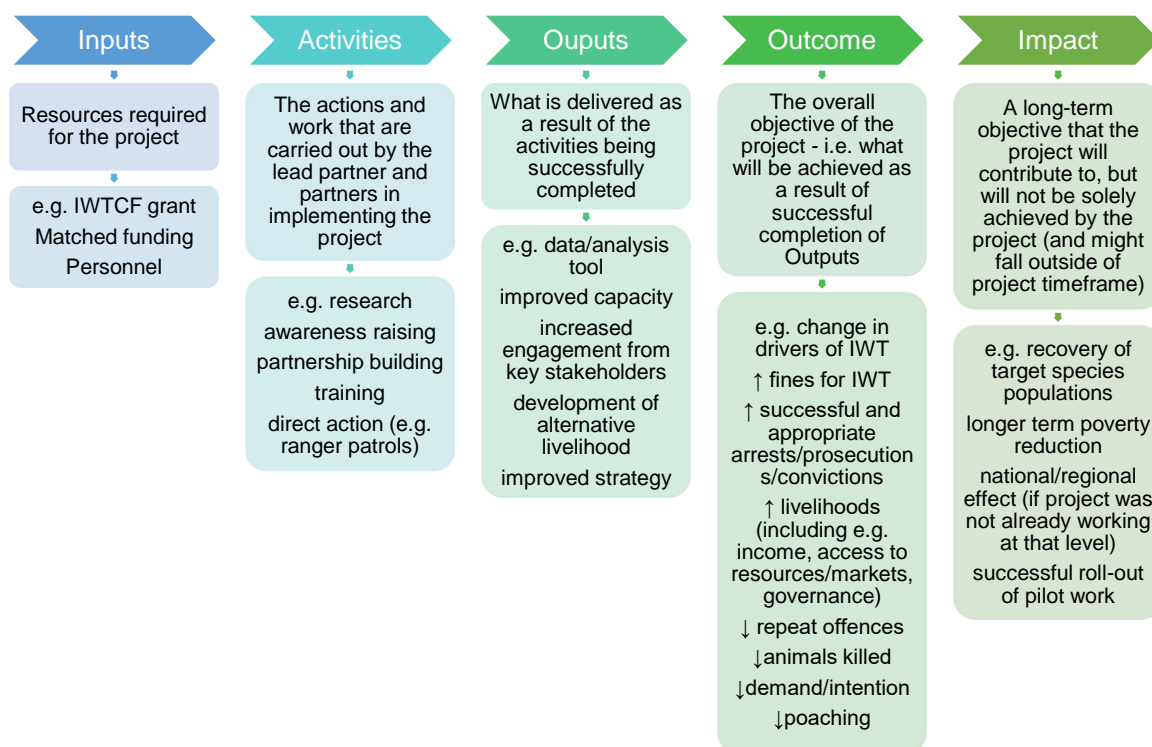
- Carry out [Annual Report Reviews](#) which are based on an assessment of Annual Reports and reported progress against the logframe, to assess performance and make recommendations to strengthen performance.
- Carry out [Final Report Reviews](#), similar to the Annual Report Reviews, which occur at project completion and are based on an assessment against the logframe to compare planned and achieved results.
- Support **evaluation**, as evaluators can use logframes to identify lessons learnt to inform future project design to strengthen the likelihood of success.

2.1 Developing a pathway to impact

We want the IWT Challenge Fund to make a real difference to tackling the illegal wildlife trade on the ground, through practical action. This means that it is important that we can measure the effect of the projects we fund and that we can learn from what works where and what does not so that this can be adapted and applied elsewhere to scale our impact.

A logframe is an expression of the ‘results chain’. That is, a logical and linear relationship between the processes (inputs and activities) and the results (Outputs, Outcome and Impact), see Figure 1.

Figure 1: An example of a results chain



2.2 Guidance on how to fill in the logical framework

Before you develop your logframe it may be useful to consider and discuss with your project partners and stakeholders the following questions about your intended project:

- What is the project trying to achieve?
- How will it achieve its objectives? What activities will be carried out?

- What resources, people, and equipment will you need?
- What potential problems or risks may affect your delivery?
- How can you mitigate any potential problems or risks?
- How will the progress and ultimate success of the project be measured?

2.3 Impact

The Impact Statement is a shared vision of your project's **long-term objective**, as a contribution to a wider advance on, for example, conservation and poverty reduction. Note that the Impact:

- is **not intended to be achieved solely** by the proposed project
- is likely to be achieved **outside of the timeframe** of the proposed project

There should be a **single Impact Statement**.

Example – Impact

A reduction in the illegal wildlife trade in rhino products and poverty alleviation in our focus country.

2.4 Outcome

The Outcome Statement is a project's objective; what overall **change do you expect** to achieve as a result of this project?

There can only be one Outcome for a project which should identify **what will change**, and **who will benefit**. There should be a clear link between the Outcome and the Impact.

Example – Outcome

Improved capacity to effectively enforce legislation leads to reduced poaching and stabilisation of rhino numbers in two key populations. Tourism numbers increase as a result, securing income for local people.

2.5 Outputs

Outputs are the specific, **direct deliverables of the project**; they are tangible results from the completion of more than one activity. Their delivery is totally **attributable to your project**; they would not happen without your project.

Outputs will provide the conditions necessary to achieve your intended Outcome; **if the Outputs are achieved (and outlined assumptions hold true) then the logic is that the Outcome will also be achieved**. The logic of the chain from Output to Outcome therefore needs to be clear.

Most projects will have **three or four Outputs** in order to achieve the intended Outcome. More than five Outputs for a IWT Challenge Fund project is likely to be excessively complex, so should be avoided.

It is important not to consider or confuse activities (inputs) as Outputs, for example the number of participants in a workshop is an input, the Output might be what those participants are now capable of as a result, e.g. higher quality practices, secure new funding, train communities etc.

Examples – Outputs

- 1) A qualified and trained judiciary able and willing to effectively implement judicial guidance
- 2) Border agency staff, protected areas staff and wildlife crime case officers are more able to effectively undertake evidence collection and evidence preservation, and to report criminal activity.
- 3) National criminal database revised to record instances of poaching and appropriate training on using the database effectively provided to key staff

2.6 Indicators

Indicators are the tools and mechanisms you will use to measure the changes your project is making. Indicators should be useful for project planning, monitoring and external reporting. They should allow you to quantify and demonstrate what you have achieved and when.

The IWT Challenge Fund strongly encourages the use of **SMART indicators**. That is:

- **Specific**
- **Measurable**
- **Achievable**
- **Relevant, and**
- **Time-bound**

Indicators can be quantitative or qualitative, and typically between 2 to 4 indicators are used to inform you if an Output or Outcome will or has been delivered. We do not ask for indicators at the Activity or Impact level.

The means of verification are the sources of evidence (databases, surveys, reports etc.) you will use to track and demonstrate achievement of your indicators. The means of verification does not need to be included in the drafting of a SMART indicator itself but should be identified alongside within logframes.

Key tips when selecting indicators:

- Where possible **use standardised indicators**, as these will have established methodologies to help you in their collection.
- Use your experience from other projects and **adapt indicators** accordingly.
- Keep your indicator as **straightforward** as possible.
- Do not try to measure multiple elements within an indicator or combine indicators within one indicator. An indicator should only be **measuring one part of the intervention**.
- Make sure your indicators can be **measured objectively**.
- Make sure you are clear on your **means of verification** of the indicators.

Some indicators may not be achieved until the closing stages of your project. It is therefore advisable to break these indicators down into annual milestones so that project progress can be assessed at regular intervals according to the timing of activities, not just at project end.

Milestones should be accumulative, each year adds to the previous year, and use absolute numbers rather than percentages/proportions.

As part of the Annual Report Review cycle, it is possible to revisit milestones and indicators to adjust them if it is justified and accepted via the Change Request process.

It is also important to consider the reporting timeframes of indicators if you are using data sources that are external to your project and differ from the standard timeframe.

Examples – Indicators

Developing sustainable livelihoods to benefit people directly affected by IWT

- Increase in household income levels
- % change in number of poaching incidents in the area covered
- Diversity of income source
- Number of people with improved food security
- Number of people with access to credit
- Number of registered community based organisations (CBOs)/cooperatives
- Number of registered members of CBOs/cooperatives

Ensuring effective legal frameworks

- Number of new or revised regional enforcement action plans
- Number of officials (e.g. judiciary) trained in new approaches/process
- Number of legal actions taken
- # of items of new legislation drafted or in place

Strengthening law enforcement

- Number of hectares covered by improved approaches
- % change in number of poaching incidents in the area covered
- Number of inter-agency or cross-border coordination networks
- New enforcement procedures (manuals, ID guides) produced
- New IT systems developed to monitor or gather intelligence on IWT
- Number of investigations / % increase in investigations
- Quality and quantity of inspection and controls

Reducing demand for IWT products

- % change in consumption of illegal wildlife products
- Increases in public awareness and changes in opinions and behaviours from baseline surveys
- Number of products of illegal wildlife available to purchase on open market
- Number of/ value of border confiscations of illegal wildlife products
- Number of visits (or % increase in visits) to relevant websites

2.6.1 Incorporating gender

Applicants should at a minimum ensure proposals will not increase inequality and are encouraged to design interventions that proactively contribute to increased equality in communities where they will operate. Wherever possible, you should disaggregate your logframe indicators by sex in order to capture the differential impact on men, women, boys and girls.

Examples – Incorporating gender

- Investment of livelihoods seed funds within 4 target communities (£15,000/annually, among at least 100 households, including at least 10 women-headed households, for a total of 600 individuals directly benefitted) during Years 1 and 2
- Commitments made by training participants to share fatwa-based IWT messages at least 1/month in sermons, schools, women’s prayer groups, patrols in 11 villages, reaching 8,000 people (50% women/ girls) by end of Yr 3 (baseline = 0 people reached)

2.6.2 Means of verification

Before finalising your logframe, assess your means of verification in terms of its quality i.e. **validity**, **reliability**, and **availability**:

- ✓ Specify the **data sources** i.e. not just the organisation but give the specific data collection method as well e.g. a survey / report.
- ✓ **Frequency** should be clear and consistent with milestones and targets.
- ✓ Provide availability of **disaggregated** data as required.
- ✓ Data collection and reporting **responsibilities** are clearly specified.

2.7 Activities

You should be able to outline what the general activities are that need to be undertaken in order to achieve the Outputs and therefore the Outcome of the project. Activities do not need indicators; their completion should be sufficient. Only summarised main activities are required. These should be numbered against the Output that they relate to.

2.8 Understanding important assumptions and managing risks

Project achievements will often **dependent on external conditions** outside the control of the project. Project design should **identify**, **reflect** and **monitor** these risks and assumptions.

Output risks and assumptions are more likely to be within the project’s context to mitigate than higher level Outcome risks and assumptions.

If the external context or situation evolves, the project's approach may need to be changed.

Examples – Assumptions

Outcome level

- Country remains committed to reducing rhino poaching through reforms of the criminal justice system
- Increased numbers of prosecutions leads to fewer instances of recorded poaching
- Reduced poaching will lead to higher numbers of rhinos

Output level

- Staff turnover remains manageable
- Government remains committed to ongoing maintenance of IWT systems
- Greater capacity to track poaching leads to greater numbers of successful prosecutions
National criminal database revised to record instances of poaching and appropriate training on using the database effectively provided to key staff

2.9 Logframe Checklist

- ✓ Is the results chain clear and logical?
- ✓ Do the Outcome indicators measure what will change and who will benefit?
- ✓ Do the Output indicators measure the tangible results of your activities that will be delivered by the project?
- ✓ Are all indicators relevant to the results chain?
- ✓ Are all indicators clearly defined and measurable (SMART)?
- ✓ Have you considered using standard indicators / best practice indicators / learning from other projects?

3 Logframe Summary

1. If your **Activities** are delivered as planned, then the tangible results of your activities that will be delivered at the **Output** level.
2. If your **Outputs** are delivered, and the **Assumptions** that you have made hold true or risks effectively mitigated, then the change that you are targeting at the **Outcome** level should occur.
3. If the **Outcome** is delivered, and the **Assumptions** that you have made hold true, then the project will contribute to the ultimate result (**Impact**) that you hope will be achieved.

Figure 2: Logframe elements

	Project Summary	Indicators	Means of Verification	Assumptions
Impact	The ultimate result to which the programme contributes			
Outcome	The change that occurs if the project Outputs are achieved; the primary purpose of the project	Quantitative ways of measuring and qualitative ways of judging progress towards the project's Outcome.	Sources of information and methods used to verify progress against the indicators	External factors and conditions necessary to meet the project impact from being achieved
Outputs	The specific, direct deliverables produced by undertaking project activities	Quantitative ways of measuring and qualitative ways of judging progress towards the Outputs.	Sources of information and methods used to verify progress against the indicators	External factors and conditions necessary to meet the Outcome or which prevent the outcome from being achieved
Activities	The specific tasks to be carried out in order to produce the expected Outputs			

4 IWT Challenge Fund Indicators

To enable your results at the project level aggregate upwards and enable the IWT Challenge Fund to monitor and report results at the programme level, we need to, where possible and appropriate, utilise indicators capable of being added together.

Work is currently being conducted on programme level indicators, and we expect to publish these later in 2021, ahead of Stage 2 of IWTCF Challenge Fund applications opening.

We are likely to adopt an approach that will require each project to incorporate and report on a minimum number of IWT Challenge Fund core indicators. Beyond these core indicators, we hope to provide a longer list of standardised indicators with approved methodologies as a resource for projects to select from where appropriate.

If no appropriate indicators are available within these lists, then projects can develop their own project-specific indicators.

In the interim, we would encourage the consideration if your project could contribute to the following indicators, whilst adhering to the approach set out in Section 2.6:

Any recognised illegal wildlife trade, biodiversity or poverty related indicator from **national level monitoring frameworks**, including from:

- National Biodiversity Strategies and Action Plans (NBSAPs)
- Nationally Determined Contributions (NDCs)
- National Adaptation Plans (NAPs)

Any recognised indicator from **international monitoring** efforts under the following Biodiversity Conventions, Treaties and Agreements:

- Convention on Biological Diversity (CBD), please consider the indicators under draft [Post-2020 Global Biodiversity Framework](#).
- Nagoya Protocol on Access and Benefit Sharing (ABS)
- International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)
- Convention on International Trade in Endangered Species (CITES)
- Convention on the Conservation of Migratory Species of Wild Animals (CMS)
- Ramsar Convention on Wetlands (Ramsar)
- United Nations Framework Convention on Climate Change (UNFCCC)
- Global Goals for Sustainable Development (SDGs)

Please **indicate (at least in footnotes or references) the source (NBSAP, CBD, ICF etc.) of any standardised indicators** in your logframe as this helps strengthen the understanding of the contribution that your project will be making to agreements, strategies, or wider objectives.

5 Other resources

This is not intended to be a fully developed resource for undertaking project level monitoring and evaluation. There are numerous resources available that provide useful step-by-step instructions for developing project level monitoring and evaluation systems including handy toolkits. Whilst some of these use different terminology for the components of a logframe, the principles remain the same. Some of useful resources include:

- [Darwin Initiative Logframe Information Note](#)
- [FCDO How to Note: guidance on using the revised Logical Framework](#)
- [FCDO: Review of the use of 'Theory of Change' in International Development](#)
- [The Magenta Book: HM Treasury guidance on what to consider when designing an evaluation](#)
- [Better Evaluation - https://betterevaluation.org/](https://betterevaluation.org/)

You may also find it helpful to refer to the logframes for existing projects:
<https://iwt.challengefund.org.uk/project-search/>