



Monitoring and Evaluation Public System Outline Report

21st September 2017

Introduction – Executive Summary

The IFFO RS Monitoring, Evaluation and Learning (MEL) system has been significantly upgraded over the last 7 months and has been developed using the ISEAL documentary guidance, specialist consultancy support from Mike Read Associates and stakeholder consultation Workshops.

IFFO RS has dubbed this system a Monitoring, Evaluation and Learning (MEL) system and not M&E as it is of significant importance that not only do IFFO RS as an organisation need to monitor and evaluate the Inputs, Outputs, Outcomes and Impacts it has, but it should also learn from those findings in order to ensure continual development and the desired Impacts are achieved.

The IFFO RS MEL system is based on a Theory of Change which was formed from the Statement of Change *‘Improved global responsibility of the sourcing and production of Marine Ingredients’* and takes into consideration the Assumptions associated and possible negative and unintended outcomes.

The MEL system includes a detailed and concise MEL Plan that clearly sets out the Indicators, Baselines, Targets, Responsibilities and Schedules, as well as the production of Annual Reports and subsequent Stakeholder Reviews.

Scope and Boundaries

The IFFO RS MEL system is intended to span:

- The whole of those IFFO RS activities that are identified in the Theory of Change as important in delivering the change that IFFO RS seeks to bring about: *“Improved global responsibility of the sourcing and production of Marine Ingredients.”*
- All the critical Assumptions on which the Theory of Change is based.
- Any potential negative and unintended effects wherever practicable.
- The MEL system is to be phased in over time, as shown in the MEL Plan, based on assessment of urgency, Impact, and the extent to which the component is critical in IFFO RS’s Theory of Change.
- The full scope and boundaries are detailed in the MEL Plan available [here](#) along with possible Negative and Unintended Effects.
- The strategies, and intended Outcomes and Impacts are detailed in the Theory of Change available here *Baseline (5.2.1)*
- The geographic and time boundaries for the activities of IFFO RS’s MEL system match those of IFFO RS, and are only constrained by the resources presently available. A full-time M&E staff member has recently been



recruited to accelerate progress, and to facilitate Monitoring and Evaluation of Intended and Unintended Effects. **Improvement (5.3.1)**

- The MEL Plan documents of how each of the most significant effects is covered in the M&E system - by Performance Monitoring or through Outcome and Impact Evaluations. **Improvement (5.2.2)**

Roles and Responsibilities

M&E team members are as follows;

Monitoring, Evaluation and Learning (MEL) Coordinator:

The MEL Coordinator will dedicate 80 – 90% of their time to the M&E system and will be the principal person responsible for the M&E system. Please refer to the MEL plan document with a detailed outline and description of the Monitoring, Evaluation and Learning Coordinator role within the M&E system available [here](#) and job description available in the dropbox appendix B1.

The Monitoring, Evaluation and Learning Coordinator can be reached via email at nclark@iffors.com or by phone at +44 2030 539 195 **Baseline (5.5.1)**

Standards Administrator:

The Standards Administrator will work together with the Monitoring, Evaluation and Learning Coordinator to assist with the programme by gathering, analysing and presenting data for the M&E system, dedicating an anticipated 20% of their time.

Please refer to the MEL plan document with a detailed outline and description of the Standard Administrators role within the M&E system in the ‘Data Responsibility’ column. Each member of staff with responsibilities relating to the MEL plan will receive an individualised plan specific to their areas of responsibility within the MEL system. **Baseline (5.5.2)**

Head of Operations: - Dedicating 10% of their time to the M&E system

Please refer to the MEL plan document with a detailed outline and description of the Head of Operations role within the M&E system in the ‘Data Responsibility’ column. Each member of staff with responsibilities relating to the MEL plan will receive an individualised plan specific to their areas of responsibility within the MEL system. **Baseline (5.5.2)**

Executive Chairman: – Dedicating 10% of their time to the M&E system

Please refer to the MEL plan document with a detailed outline and description of the Executive Chairman’s role within the M&E system in the ‘Data Responsibility’ column. Each member of staff with responsibilities relating to the MEL plan will receive an individualised plan specific to their areas of responsibility within the MEL system. **Baseline (5.5.2)**



Additional roles: - Additional expert consultant resources are hired as and when needed, and contacts are being developed with academic institutions in order to undertake collaborative studies in this area. **Baseline (5.5.2)**

Cooperation and Coordination

IFFO RS works closely with other standard holders such as the Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC) and Best Aquaculture Practices (BAP) producers and companies, and with E-NGOs such as World Wildlife Fund (WWF), Sustainable Fisheries Partnership (SFP) and Centro Desarrollo y Pesca Sustentable (CeDePesca). These have participated in workshops regarding the M&E and also sit on the IFFO RS Governance Board and/or Technical Advisory Committee (TAC).

Currently IFFO RS has a Memorandum of Understanding (MoU) with the Marine Stewardship Council (MSC) and is in the process of producing a MoU with the Aquaculture Stewardship Council (ASC). In due course, there is the possibility of co-operation with ASC, MSC, BAP and other relevant standard holders. This co-operation could also be valuable in commissioned Impact and Outcome Evaluations, which will be considered in order to draft an agreement for collaboration regarding the M&E to aid each other in the collection of data. There is also potential of cooperation and coordination with contacts within academia in Peruvian and UK universities for the moment.

Aspirational 5.9.1

Stakeholder Engagement

IFFO RS thoroughly encourages stakeholder engagement in all aspects of Assurance, Standard Setting and Impacts. IFFO RS identifies categories of stakeholders who have an interest in the different aspects of the M&E system in the same way that it identifies them for Standard setting. The stakeholder group comprises of Marine Ingredient Producers, Traders, Fish Feed Producers, Fish Farmers, Fish Processors, Fish Oil Processors, Retailers, Marine Conservation NGOs, other Standard Setters and experts in certification together with Independent Fishery Scientists. It is ensured that the IFFO RS Governance Board and IFFO RS Technical Advisory Committee (TAC) is representative of the Key Stakeholder groups. Representation is sought from both fishery specific and Marine Ingredient Management and Key Stakeholder interests. **Baseline (6.1.1)**

Defining the Intended Change

Long-term Impacts; Baseline (7.1.2)

1. Improved global responsibility of the sourcing and production of Marine Ingredients
2. More Marine Ingredient Factories reduce the effects on the environments to an *acceptable level
3. More Marine Ingredient Factories become socially responsible
4. More reduction fisheries reduce the effects on the environments to an *acceptable level



5. More reduction fisheries become socially responsible

*an acceptable level here refers to being compliant or aligned to the IFFO RS standard requirements

Medium-term Outcomes;

1. Increase the proportion of marine ingredients which are sourced from responsibly managed fisheries.
2. Reduce the proportion of Marine Ingredients which are produced using IUU raw material.
3. Increase the proportion of Fish Processors with an implemented and effective recognised Quality Management System.
4. Demonstrate to stakeholders that fishmeal and fish oil products have been responsibly sourced and processed under a recognised Quality Management System.

Short-term Outcomes;

1. Provide a globally relevant and credible IFFO RS Standards
2. Provide Assurance system
3. Provide accessibility to the IFFO RS Standards

Organisational Strategy; *Improvement (7.2.1)*

The above long, medium and short-term Outcome and Impacts will be achieved through the Outputs outlined in the IFFO RS Theory of Change and MEL Plan. Below is a complete list of the IFFO RS' Outputs;

- Stakeholder engagement
- Research
- Training
- Advocacy & awareness in industry
- Advocacy & awareness in government
- Support & advice
- Standard revision
- Monitoring, Evaluation & learning
- Revision of assurance processes
- Improvers programme

How this change will be brought;

The identified strategies and how they are expected to contribute to the intended Outcomes and Impacts are illustrated in the Theory of Change available [here](#). The possible Positive and Negative Unintended Effects are included in the MEL plan available [here](#). A complete list of Assumptions is available [here](#) and full description of the Indicators can be found [here](#). ***Improvement (7.2.2) Improvement (7.3.1)***



Performance Monitoring

Introduction

Performance Monitoring comprises the following components **Improvement (8.1.1)**

- Numerous **specific Indicators**, as detailed in the MEL Plan, e.g. the no. of certified factories / approved fisheries, volume and % of global production, training attended, availability of information, etc.
- Information from **milestone achievement** from those on the IFFO RS Improvers' Programme, and maintenance of certification/approval and/or **resolution of detected non-conformities** from those who have achieved full IFFO RS certification or approval.
- **Surveys** of various stakeholder groups, to gauge motivations, barriers and progress which is currently in the finalising stages of development.
- **Outcome and Impact Evaluations** will be commissioned to cover, in rotation, IFFO RS four major intended Outcomes: environmental Impacts at factories, social responsibility of factories, environmental performance of fisheries, social responsibility of fisheries
- **MEL management processes**, e.g. an annual MEL Plan review preceded by an annual MEL report (that includes where appropriate reference to progress on refinements from preceding MEL Plan reviews.
- **Stakeholder engagement**: stakeholders have been engaged through development of the MEL Plan and involvement will be encouraged in the MEL Plan review, as it is in all parts of IFFO RS's work.

Indicators

- A full list of the M&E Indicators can be found in the MEL plan in the 'Indicators/Metrics' column available [here](#), this includes Indicators to measure progress and monitor Unintended Effects **Improvement (8.2.1)**

Performance Monitoring Reports

Data is collected on an on-going basis in order to track and report progress on the relevant Performance Monitoring Indicators. The frequency and means/methods of data collection is outlined in the MEL plan available [here](#). The description of how the data collection and analysis will take place is currently under process and will be included in the methodology of the first MEL report produced. **Improvement (8.3.1)**

Baseline data collection is underway for many Indicators and opening surveys will be rolled out at the end of 2017. The first annual MEL Report is scheduled to be conducted within the first 12 months of the ISEAL application, with the first annual MEL Review in mid-2018 as stated in the MEL Plan available [here](#). **Improvement (8.3.1)**



Outcome and Impact Evaluation

- IFFO RS first Impact Evaluations to assess progress at the higher levels of the ToC will be at the beginning of 2018. This first Impact Evaluation will consider baselining critical elements, and subsequent commissioned evaluations from independent researchers, which will be in a rolling 4-year cycle covering environmental impacts at factories, social responsibility of factories, environmental performance of fisheries, social responsibility of fisheries **Improvement (8.1.1)**
- IFFO RS undertakes to share results of evaluations with stakeholders, including study participants. **Aspirational (8.9.1)**

Improving the Effectiveness of the M&E System

- Following each annual MEL Report, and with input from stakeholders, a MEL review will take place, not only to consider refinements or change to IFFO RS's work but also refinements to IFFO RS's Theory of Change and MEL Plan itself. Each annual MEL Report also needs to report on progress with previous year's changes and refinements, in a process of continuous improvement. **Improvement (9.2.1)**

Opportunities of Engagement Public

The IFFO RS Secretariat is the main contact to submit comments, questions and complaints. In addition, comments can also be submitted via a comment form in website <https://www.iffors.com/iffo-rs-contact>.

During the creation and development of the IFFO RS M&E system opportunities for engagement consisted of x2 workshops for a select group of individuals that were representative of the value chain.

Publicly Available Information about the M&E System

On the IFFO RS website page dedicated to the MEL system stakeholders are encouraged to get in touch whenever they have comments about the IFFO RS MEL System <https://www.iffors.com/monitoring-evaluation-and-learning>. As the IFFO RS secretariat is the main contact for such comments, they are linked to the IFFO RS main contact website page <https://www.iffors.com/iffo-rs-contact> **Baseline 10.1.1**

The description of the current scope and boundaries (as described in the scope and boundaries section on page 1 of this documents) of the MEL system can be found on the IFFO RS website via the following link (<https://www.iffors.com/monitoring-evaluation-and-learning>) **Baseline (5.2)**

During the creation and development of the IFFO RS M&E system opportunities for engagement consisted of x2 workshops for a select group of individuals that were representative of the value chain. Information about these meetings are available on the IFFO RS website via the following link <https://www.iffors.com/monitoring-evaluation-and-learning> **Improvement (6.2)**

An explanation of IFFO RS' strategies, intended Outcomes and Impacts, and the most significant potential Unintended Effects, list of all Indicators being used in the Monitoring and Evaluation system can be found on the IFFO RS website ([click here](#)).



RESPONSIBLE
SUPPLY

Public System Outline

As soon as Outcome Evaluations are commissioned and reports completed, their objectives and an accurate summary of results will appear on the IFFO RS website, as well as the evaluation questions, a description of the methodology employed, the positive and negative conclusions, and the recommendation contained in those reports. <https://www.iffors.com/iffo-rs-quality-management-system> *Baseline (10.2.1 and 10.2.2)*

Closing Paragraph

IFFO RS wholeheartedly embraces the value of MEL to facilitate achievement of its objectives, to demonstrate its impacts, and to aid wise and timely use of data. This is a long journey, and we have much to learn. IFFO RS has developed the framework of what we hope is a robust but flexible system, and with the help of partners, stakeholders, and ISEAL we are committed to making further good progress to facilitate achievement of the IFFO RS objective of improved global responsibility of the sourcing and production of Marine Ingredients.