Module 4: Monitoring and Reporting
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Notes:

Key words
### Learning Objectives:

At the end of Module, participants will understand:

- The importance of monitoring
- The various types of monitoring
  - Operational
  - Performance (results, risks and assumptions)
- How to design a monitoring plan
- Requirements for reporting in IUCN

### Approximate Duration:

6 hours

### Overview:

In this module:

- Presentation: Monitoring
- Exercise 4.1: developing a workplan from LFA table 2
- Presentation: Monitoring
- Exercise 4.2 Designing a Monitoring Plan
- Presentation: Reporting
- Exercise 4.3: Reflecting on improvements from reports

### Notes:

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__________________________________________________________________________
Basic Concepts

1. Monitoring

Monitoring is the regular collection and analysis of information to track the implementation and measure the performance of a project against its expected results.

1.1. Why Monitor?

A project represents a set of promises that are made to stakeholders about what will be achieved with a set of resources in a given timeframe. Monitoring provides crucial information about how the project is performing, which helps decision makers and other stakeholders track how well the 'promises' are being kept.

Monitoring is a powerful management tool. It provides project managers with information to track implementation, so that they can identify whatever obstacles are impeding the project's success as early as possible. It is a source of information for justifying changes in management strategy, budgets, etc., otherwise known as adaptive management. When it is used well, monitoring also helps to identify promising interventions early on which could be replicated. Monitoring is also a tool for motivating the stakeholders, by generating a shared understanding of the project and its contexts. The information that it provides can promote accountability, credibility and public confidence in the project. Two aspects to monitor; projects operation and results

1.2. Operational Monitoring

Operational monitoring focuses on the implementation process (Exhibit 4-1). This part of monitoring concerns tracking the implementation of activities and the production of outputs, and is based on the project's operational plans. Although monitoring at this level is ongoing, it should be complemented by set periods of reflection that are well organised throughout the year and supported by a number of simple reports, as outlined in the IUCN reporting guidelines (see section on reporting). This monitoring involves collecting information to answer questions such as:

- Did the project carry out all the tasks outlined in the workplan?
- What worked well and why?
- What did not work well and why not?
- Are activities leading to outputs?
- Is the budget expenditure on time?
- Is stakeholder participation on track or not?
- What needs to be adjusted to ensure that tasks and activities are implemented and that outputs are produced?
1.3. Tools for operational monitoring

There are three important tools to help with operational monitoring:

1) Plan of operation (Planops)
2) Project workplans
3) Individual workplans

1.3.1. Plan of Operation

There is usually a time lag between the design and implementation of a project, during which time the project document is written and funding is secured. During this time, however, field conditions may change, sometimes significantly. The plan of operation is a revised project document outlining the plan for implementation. It has sections similar to the original project document that was submitted to the donor for funding and contains revised information to reflect field realities at the start of implementation. The sections describe the project; present a revised logframe (if necessary), revised budgets, a detailed monitoring plan and an evaluation plan.

A plan of operation is valuable because it provides an opportunity to respond to the changes in the context in which the project will be implemented. It is also a confirmation that all implementing partners concur on the project design, management, schedules and finances. The people who plan projects rarely implement them. Preparing a plan of operation gives project staff an opportunity to understand the entire project and its context.

1.3.2. Periodic Project Workplans

A workplan is an official plan of action for a given timeframe (quarterly, bi-annual, annual) in accordance with the implementing contract. It presents clear, concise information in narrative and tabular forms on how the project will be implemented in given time spans. It is a management tool that allows the implementing partners to keep the activities, results and budgets on track, and therefore clarifies what will be done, by whom, and for how much. Annual workplans are based on LFA I and II (Exhibit 4-1). Half-yearly and/or quarterly workplans are simplified versions of the annual workplan.

Exhibit 4.1: Annual Project Workplan Format

<table>
<thead>
<tr>
<th>Objective /results/ output Activity 1</th>
<th>Indicators</th>
<th>LFA I</th>
<th>Outputs (products / deliverables) LFA II</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task</td>
<td>Output from task</td>
<td>Responsible person</td>
<td>Time required</td>
</tr>
<tr>
<td>1 .....</td>
<td>Output 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 ......</td>
<td>Output 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Etc. ...</td>
<td>Etc. ...</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1.3.3. Individual Workplans

This is based on project workplans, and extracted from the logframe. Individual workplans spell out the responsibilities for each person working on the project.

Together, project and individual workplans form the basis of operational monitoring. In the past, traditional monitoring tended to focus only on this level, which, while very important in tracking implementation, does not provide information on whether the project is bringing about any changes. Traditional monitoring therefore does not provide an analysis of whether outputs are being transformed to immediate effects and outcomes, nor does it answer the question “so what”.

1.4. Performance Monitoring

Performance monitoring goes beyond operational monitoring to provide information about the results being achieved to monitor the risks and assumptions, and to provide information about the efficiency of resource use. It is based on the project indicators identified in LFA I. A monitoring plan is made for each indicator (see section below). Performance monitoring deals with how well the project is achieving results, and answers the question “so what?”

In Module 4, indicators for project results were identified and means of verification specified. However, a monitoring plan for each result indicator is required in order to operationalise the monitoring. For each indicator, we have to specify what information will be collected, with what frequency, by whom, how it will be analysed, and where it will be stored. The steps and contents of such a monitoring action plan is given below.

A monitoring plan can be developed following seven simple steps:

1) Establish the use and scope of the plan
2) Re-verify the intervention logic
3) Refine indicators, identify targets and milestones
4) Develop a monitoring action plan (what, where, who, when)
5) Design an information analysis and management system
6) Clarify the monitoring budget
7) Design a learning and feedback process
8) Create monitoring report and test use

1.4.1. Step 1. Establish Use and Scope

It is important to be clear about the overall purpose and scope of the monitoring plan, especially who needs what sort of information for what reasons, how extensive or minimal the monitoring needs are, and what resources are available. Factors such as availability of human and financial resources to do the monitoring, the degree of stakeholder involvement in monitoring, the degree of external input, data collection methods to be used, extent and form of communicating monitoring result, nature of project and the implication for monitoring, etc. can help define the scope of the plan.
1.4.2. Step 2. Revising Intervention Logic

The essence of using LFA for project planning and monitoring is to clearly analyse and demonstrate the “cause and effect” and “means to end” relationships underlying the program logic. The risks and assumptions column makes explicit the assumptions about how particular lower level activities or objectives will lead to higher-level results. This analysis is done during the planning phase. However, there is usually a time lag between project design and implementation, which can range from a few months to several years. Occasionally, the budget requested in the project document is not fully provided, and some results and/or activities may have to be eliminated. It is important, therefore, to revisit the logframe and ensure that the logic, risks and assumptions analysis still holds true when implementation is about to begin.

1.4.3. Step 3: Refine Indicators, Identify Targets and Milestones

Once the results, and risks and assumptions have been revised, the indicators must also be refined. Set targets and milestones if you have not done so earlier. See Module 4 for setting indicators, targets and milestones.

1.4.4. Step 4: Identify Actions, Timing and Responsibilities for Implementation

For each indicator, determine what information will be collected and specify details of how the information will be handled.

- What specific information will be collected on any indicator?
- How frequently will it be collected?
- Who will collect it?

1.4.5. Step 5: Design Information Analysis and Management System

The greatest failure of monitoring systems is in managing information. It is not uncommon to find long-serving projects that have no monitoring files or standard methods for periodically summarising information – which makes it virtually impossible to retrieve any monitoring information.

The means of verification column of the LFA is meant to specify where to find monitoring information on any indicator. However, this specification is necessarily general and makes reference to training files, project reports, donor reports, etc., which become useless after several years of implementation. Poor data collection and recording also make it more difficult to use monitoring information. Simple tools such as the form in Exhibit 4-1 go a long way in making this process easy and manageable. Each project should keep monitoring files and the project team must discuss the following issues before any monitoring is implemented:

- What forms will be used to record raw data?
- How frequently will the data be analysed?
- Will it be summarised? If so, then how?
- Where will raw and analysed data be stored - computer systems, databases, hard copies?
- How will stakeholders manage their monitoring information?
- Who will be responsible for making it happen? Who will maintain the monitoring information system?
Exhibit 4.2: A sample form for tracking meetings and workshops

<table>
<thead>
<tr>
<th>Title</th>
<th>Output</th>
<th>Date</th>
<th>Location</th>
<th>No Participants</th>
<th>M</th>
<th>F</th>
<th>No Days</th>
<th>Cost of meeting</th>
</tr>
</thead>
</table>

1.4.6. **Step 6: Clarify Monitoring Budget**

Monitoring costs money. Revisit the budget and make sure that it is adequate for data collection, analysis and maintenance. It is especially important to make sure that funding is available for:

- Establishing baseline information for indicators
- Training project staff and partners on monitoring and data analysis
- Establishing a project information management system
- Attending meetings to discuss monitoring findings and learning
- Publications

1.4.7. **Step 7: Design a Learning and Feedback Process**

Performance monitoring is about constant reflection on whether the project is achieving the results that it expects to achieve, on what works well and why, and what does not work well and why. This information should be used to adapt the management strategy, but for this to happen well, the conditions that promote a learning culture must be created. This process can be promoted by ensuring that:

- Staff is trained in monitoring and evaluation techniques.
- Responsibility for monitoring is built into staff job descriptions and workplans.
- Members of staff engage in reflection/learning during regular staff meetings.
- Use of indicator information in field reports is mandatory.
- Budgeting time and funding for staff to give lessons learned papers at conferences.
- Stakeholders are involved in monitoring and assessment.
- Monitoring information is displayed in appropriate places.

1.5. **Monitoring Risks and Assumptions**

This monitoring tracks the behaviour of the important risks and assumptions identified in the logframe. This is done because the means and ends chain depends very much on whether certain assumptions hold true and that risk do not become reality. It is therefore necessary to monitor the behaviour of these factors to explain success and/or failure and to justify any adaptations of the project strategy.
1.6. Differentiating Monitoring From Evaluation

Performance information can come from either a monitoring system or an evaluation system. Both systems are essential for effective project management, and are distinct but complementary. Monitoring is a continuous process of collecting data to measure progress in implementation and the achievement of results (short, intermediate, and long-term). The monitoring process provides feedback on progress (or lack thereof) to staff and decision-makers who can use the information in various ways to improve performance.

By contrast, evaluation assesses in as systematic and objective a manner as possible an on-going or completed project, its design, implementation and results. The aim of an evaluation is to determine the relevance and fulfilment of objectives, and the efficiency, effectiveness, impact and sustainability of the project.

The main difference between performance monitoring and evaluation is that monitoring is focused on collecting information about the achievement of specific, predetermined targets, while evaluation uses that information to make judgments on the worth of the project. Evaluation takes a broader view of an intervention, by considering not only the progress toward stated goals, but also such questions as:

- Whether the goals were relevant and worthwhile in the first place;
- How effectively and efficiently they are being achieved;
- What the intervention has provoked other unanticipated effects.
- Whether the intervention as a package represents the most cost-effective and sustainable strategy for addressing a particular set of identified needs.

These concepts are explained in detail in the next module. The important thing to understand is that monitoring and evaluation are related concepts with a significant difference.

2. Reporting

A report is an official record of a given period in the life of a project that presents a summary of project implementation and performance reporting. Progress reports are essential mechanisms for project implementers to inform partners and donors on the progress, difficulties, and problems encountered and lessons learned during the implementation of project activities. Reports are designed to:

- Enable the assessment of progress in the implementation process and achievement of results.
- Focus activities and therefore improve subsequent workplans.
- Facilitate the replenishment of funds by donors.

Reports should therefore be reflective yet focused. For project management, a monitoring report is used primarily to communicate with the senior management about the status of the project. It is especially important to provide early warning signals on any significant current or potential implementation issues and concerns and to get attention, support and response for things that are succeeding and those where difficulties are arising.

Reporting on IUCN projects is a balancing act between donor requirements and IUCN internal requirements. Like IUCN, most donors require reports that are meaningful and capture
performance and implementation issues. However, not only do IUCN projects report on performance, they must also show how they are contributing to the key results of the global program. Details of reporting requirements outlining types, frequency and details of reports expected from project are explained below.

2.1. Frequency

The IUCN reporting format requires that each project produce both cumulative quarterly reports and an analytical annual report (see Exhibit 4.3). In a cumulative quarter system, the first quarter is three months, the second quarter is six months, the third quarter is nine months, and the fourth quarter is twelve months.

Exhibit 4.3: Cumulative Quarterly Reports

<table>
<thead>
<tr>
<th>Frequency of Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cumulative Quarterly Reports</strong></td>
</tr>
<tr>
<td>Quarter 1 – 3 Months</td>
</tr>
<tr>
<td>Quarter 2 – 6 Months</td>
</tr>
<tr>
<td>Quarter 3 – 9 Months</td>
</tr>
<tr>
<td>Quarter 4 – 12 Months</td>
</tr>
</tbody>
</table>

Quick Reports – Checklist Based:
Activities & Outputs – On time & On Budget

**Analytical/Reflective Annual Reports**

**Annual Report**
Analysis:
- Progress
- Significant achievements
- Significant failures
- Lessons on Implementation
- Looking Ahead

2.2. Content

The contents of the quarterly and annual reports differ. The quarterly report is checklist based and reports on activities; the annual report is analytical and details the achievements of the project in terms of results, it updates the situation analysis and offers lessons on implementation. Quarterly reporting format is shown in Exhibit 4.4.
### 2.2.1. Cumulative Quarterly Project Reports Format

#### Exhibit 4.4: Project Reporting Format

<table>
<thead>
<tr>
<th>Project name and number</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Reporting Period</th>
<th>~ 1st</th>
<th>~ 2&lt;sup&gt;nd&lt;/sup&gt;</th>
<th>~ 3&lt;sup&gt;rd&lt;/sup&gt;</th>
<th>~ 4&lt;sup&gt;th&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I Progress of implementation of activities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are the activities being implemented as planned?</td>
<td>~ Ahead of schedule</td>
<td>~ On schedule</td>
<td>~ Delayed</td>
<td></td>
</tr>
<tr>
<td>Number of activities planned</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of activities delayed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reason for delay</td>
<td>~ Short Narrative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were there significant UNPLANNED activities implemented this quarter?</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: (Nature of activity and why)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implication of the delay delays (e.g. is the delay a significant problem?)</td>
<td>~ Short Narrative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If there is a problem, how will you solve it?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What assistance (If any) do you require from whom to solve the problems?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### II Progress in delivering outputs

<table>
<thead>
<tr>
<th>Is delivery of outputs on schedule?</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Are the outputs being delivered as planned per result:</td>
<td>~ On schedule</td>
<td>~ Ahead of schedule</td>
<td>~ Delayed</td>
</tr>
<tr>
<td>Objective/Result 1................</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective/Result 2............</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective/Result 3;............</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Etc.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reason for delays by result</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>List significant outputs produced during this quarter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the implication of the status of delivery of outputs (e.g. is the delay a significant problem?)</td>
<td>~ Short Narrative</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Were significant UNPLANNED outputs delivered during this quarter?</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Comment: (Nature of output and why)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What assistance (If any) do you require to solve the problems?</td>
<td>From whom</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### III Budget issues
<table>
<thead>
<tr>
<th><strong>Project name and number</strong></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>Reporting Period</strong></th>
<th>~ 1&lt;sup&gt;st&lt;/sup&gt;</th>
<th>~ 2&lt;sup&gt;nd&lt;/sup&gt;</th>
<th>~ 3&lt;sup&gt;rd&lt;/sup&gt;</th>
<th>~ 4&lt;sup&gt;th&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Is the budget being spent as planned?</td>
<td></td>
<td></td>
<td></td>
<td>~ As planned&lt;br&gt;~ Under spent&lt;br&gt;~ Overspent</td>
</tr>
<tr>
<td>Is the budget adequate (yes/no)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reasons for status of expenditure, especially where over or under spending occurs?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What is the implication of the budget expenditure e.g. is it a significant problem?</td>
<td></td>
<td></td>
<td></td>
<td>~ Yes&lt;br&gt;~ No</td>
</tr>
<tr>
<td>If so, how will you solve the problem?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comment: Narrative on budget issues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>What assistance (If any) do you require to solve the problems?</td>
<td></td>
<td></td>
<td></td>
<td>From whom?</td>
</tr>
</tbody>
</table>

**IV Collaboration with partners (where necessary)**

| 4. Engagement of implementing partners: | | | | ~ Engaged as planned<br>~ Below expectations<br>~ Exceeds expectations |
| Communities; | | | | |
| Line ministries; | | | | |
| NGOs; | | | | |
| Etc | | | | |
| Reason for under engagement or engagement exceeding expectations | | | | |
| Partner engagement a significant problem? | | | | ~ Yes<br>~ No |
| If so, how will you solve the problem? | | | | |
| Comment: | | | | |
| What assistance (if any) do you require to solve the problems? | | | | From whom |

**V Achievement of results**

| 5. Monitoring intermediate effects, and outcomes | | | | Narrative |
| Evidence of progress towards intermediate effects (based on indicators). | | | | |
| Evidence of progress towards outcome indicators. | | | | Narrative |
| Evidence of progress towards impacts based on indicators | | | | |

**VI Monitoring Behaviour of Risks and Assumptions**

| 6. Are assumptions being realised and are risks changing? | | | | Narrative |
2.2.2. Monthly Monitoring Reports

Although IUCN requirements specify quarterly project reports, some projects prefer to have monthly reports, especially on the individual workplans. The individuals responsible for activities and tasks prepare monthly monitoring reports that include an assessment of the level of achievement, difficulties experienced and suggestions for the next month. A sample monthly reporting form is provided below.

Exhibit 4.5: Monthly Reporting Form

<table>
<thead>
<tr>
<th>Monthly report</th>
<th>Month</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of person responsible</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Results / Objectives from LAF I

<table>
<thead>
<tr>
<th>Activity</th>
<th>Task</th>
<th>Output expected</th>
<th>Status</th>
<th>Assessment (difficulties, lessons, etc., what next)</th>
<th>Time planned</th>
<th>Time actually used</th>
</tr>
</thead>
</table>

The actual layout of a monthly report form may vary from project to project but the form should capture information considered relevant for managing the project in a detailed manner.

2.2.3. Annual Reports – An IUCN Project Template

An IUCN’s project annual report contains the following sections:

- Project Details (Title, Project number, duration etc.)
- Executive Summary
- Background to the project and/or introduction
- Inputs
- Up-date on activities
- Achievement of Results (Sub/Key)
- Contribution to intermediate effects, outcomes and impacts
- Contribution to parent program results
- Deviation from the objectives/key results/goals
- Obstacles encountered and solutions identified
- Plans for the next reporting period

A detailed account of contents under each heading on the template is provided below.

Project Details

This section should include title, project number, report serial number, the date that the report was written, the period covered, etc. This specification will usually be contained in a contract annex. These details are not likely to change during the life of the project.
Executive Summary

This section should capture the essence of the report and give an overview of the contents in one page or less. It should be the final section to be written, although it is placed at the beginning of the report.

Background to the Project and/or Introduction

Some donors require a paragraph or two giving project highlights, including location, the justification and rationale, start and end dates, planned period, etc. The introduction should set the tone of the report and summarise the project goals and objectives. It should include any changes that might have been made to the logframe or reporting schedules. This section is unlikely to change drastically during the life of the project.

Inputs

This section should include a financial report specifying the amount of money received within the reporting period and the percentage of it that was used. Efficiency is the issue here: have resources been used in the best way possible? Why or why not? (Most donors provide very specific instructions for financial reports).

Up-date on Activities

This section should provide an analysis of the four cumulative implementation reports and an overview of the status of activity implementation by the projects during the year, highlighting the extent to which planned activities were implemented. The report should refer primarily to the workplan and the indicators and their means of verification at the activity level in the LFA and whatever deviations have occurred should be explained. It is advisable to make a brief narrative statement highlighting any noteworthy achievements and/or deviations, and give a detailed account of progress in tabular form as in Exhibit 4.6.
### Exhibit 4.6: Analysis of annual progress by result

#### I. Analysis of Progress by Objective/Result
Copy and fill in this box for each objective or result. The report will have as many boxes as project results or objectives.

<table>
<thead>
<tr>
<th>Objective/ Result No: .....</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>No. of planned outputs</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Total delivered</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>How do these outputs contribute to the result/objective?</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Significant (planned) outputs not completed in the year?</th>
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<table>
<thead>
<tr>
<th>Why</th>
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<th>Significant unplanned outputs produced during the year?</th>
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<th>Why?</th>
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<tr>
<th>How do the outputs contribute to the result/ objective (intermediate effects)?</th>
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</table>
**Contribution to Higher Level Results (outcomes and impacts)**

This section should provide an analysis of the extent to which achievements of objectives/results have contributed to achieving the overall purpose and goal of the project. In addition to offering further reflection on effectiveness and relevance, this should be an attempt to analyse impact and sustainability. To what extent has the project contributed to its longer-term goals? What should be done differently to ensure progress on longer-term goals? Have there been any unanticipated positive or negative consequences of the project? If so, why did they arise? If they are negative, what should be done about them? Is there evidence that continued positive impacts would continue to happen once the project ends? Why or why not? What should be done differently to ensure continued positive impact after the project has ended?

The report should refer to the indicators and their means of verification at the appropriate level in the LFA, and provide supporting material as evidence of achievement, such as special reports, workshop reports, etc.

**Contribution to Parent Program Results**

This section should explain how the achievements of the project during the year contribute to the objectives of the parent program. Most projects will probably contribute to several regional (parent) programs, and if so, this should be pointed out.

**Deviation from the Original Results Chain**

Is the project is still on track? Has the logframe been revised extensively as a result of a review or for any other reason?

**Obstacles Encountered and Solutions Identified**

Obstacles, challenges and problems may have their origins in the project (e.g. staff changes or illness, equipment breakdown etc.), or outside (e.g. bad weather, changes in government policy, etc.). Analysing these will help project and program staff and the donor to understand the constraints under which the project is operating. It is especially important to describe the solutions that have been found, the actions that have or will be taken to overcome the obstacles, and any lessons learned. Many people feel they must only report on successes and achievements but it is unlikely than any project exists problem free. The problems should be identified and their impact on the progress of the project explained.

**Plans for the Next Reporting Period**

While not always required, a short summary of the main activities to be carried out during the next reporting period can be very useful for those using the report. This will show that "lessons learned" and activities postponed in this period are being acted on.
Other Issues

Standard Checks

All reports should be checked for the following:

- **Spelling** must be checked using a computerised spell checker, appropriate version.
- **Editing** must be done by the project team leader with assistance from the parent program focal program coordinator (PC), if necessary.
- **Proofreading**: Someone other than the author must proof read the document.
- **Acronyms and abbreviations** should be used only to save space. If a name is mentioned only once, there is no need for an acronym. Always provide a glossary.

Standardising Reports

Keep reports on file and use the previous one as a template for the next one. This will allow the readers to compare achievements between years. Avoid cutting and pasting the same information from report to report.

2.3. **How project reports fit within the IUCN monitoring and reporting system**

To see how the project monitoring and reporting fits in with the rest of the system, refer to the *IUCN Global Monitoring and Reporting Guidelines.*
3. Exercise 4.1 - Developing workplan on LFA table II

**Time:** 40 minutes

**Instructions:** Working in a small group

Record information in the worksheet below.

- Pick one issue from the means ends model or result chain we have worked with
- Assume there will be 3 people in the implementation team
- Develop a detailed workplan using LFA table 2
- We will discuss this in plenary

<table>
<thead>
<tr>
<th>Objective /results/ output</th>
<th>Indicators</th>
<th>LFA I</th>
<th>Outputs (products / deliverables)</th>
<th>LFA II</th>
<th>Activity 1</th>
<th>Responsible person</th>
<th>Time required</th>
<th>When</th>
<th>Financial resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Task</td>
<td>Output from task</td>
<td>Responsible person</td>
<td>Time</td>
<td>MAMJJASOND</td>
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<td>1</td>
<td>Output 1</td>
<td>JFMAMJJASOND</td>
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<td>2</td>
<td>Output 2</td>
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4. Exercise 4.2 - Designing a Monitoring Plan

Time: 1hr 20 minutes

Instructions: Working in a small group

✓ Pick one result from the means end model we have worked with.
✓ Use the process described in this module to develop one indicator. If you pick a qualitative indicator quantify it following description of quantification of indicators in this module (30 minutes).
✓ Develop a monitoring plan for the selected indicator as in the process described in steps 4 and 5 in this module (30 minutes).
✓ We will discuss the results in plenary (20 minutes).
✓ Make up the details where necessary

Use the Monitoring Plan Worksheet on below.

Monitoring Plan Worksheet

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Means of verification</th>
<th>Information to be collected</th>
<th>Frequency</th>
<th>Responsible</th>
<th>Method of analysis</th>
<th>How results will be used</th>
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Test your understanding

1. Use examples to differentiate between:
   a. Monitoring and evaluation
   b. Operational and performance monitoring

2. Why is it important to undertake both monitoring and evaluation?

3. What tools are available for:
   a. Operational monitoring
   b. Evaluation

4. List the steps you would use to develop a performance monitoring plan and briefly describe the contents of each

5. Why is learning important in IUCN? Briefly describe how learning should happen, pointing out any deviations from the current learning practice.

6. Why should risks and assumptions be monitored? Briefly describe how this can be done.

7. Differentiate LFA table I and LFA table II and explain the importance of each

8. Define the term “report”. Why are reports important in IUCN?

9. List the common types of reports written in IUCN and explain the differences between them.

10. How do reports fit in the overall monitoring system of IUCN?