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Client:	IUCN Programme Performance, Monitoring and Evaluation Unit
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As one of the world's leading knowledge-based and project-implementing organisations driving conservation efforts across the globe in diverse

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Efficiency: The existing MEL systems meet the M&E minimum requirements to the best of their ability under the current organisational framework. The minimum requirements of the M&E policy are met to a limited extent. There are several good practice MEL tools at different levels

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Acronyms

ANSI	American National Standards Institute
BEST	Voluntary Scheme for Biodiversity and Ecosystem Services in Territories of European Overseas
CBD	Convention on Biological Diversity
CFO	Chief Financial Officer
DG	Director General (of IUCN)
EbA	Ecosystem-based Adaptation
ESMP	Environmental and Social Management Plan
ESMS	Environmental and Social Management System
EU	European Union
GCF	Green Climate Fund
GCU	Global Communications Unit
GEF	Global Environment Facility
HQ	Headquarter
IATI	International Aid Transparency Initiative
IP	Intersessional Programme (=Quadrennial Programme; IUCN Programme)
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IUCN	International Union for Conservation of Nature
KfW	Kreditanstalt für Wiederaufbau
MEL	Monitoring, Evaluation and Learning
M&E	Monitoring & Evaluation
NBS	Nature-based Solutions
OECD-DAC	

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IUCN assigned E.C.O. Institute of Ecology, Klagenfurt to carry out an analysis of IUCN's monitoring, evaluation and learning systems and capacities. The analysis shall provide elements for developing a Monitoring, Evaluation and Learning Plan to be used by all programme and portfolio managers during the upcoming IUCN Quadrennial Programme 2021 – 2024. Overall, the analysis aims to determine the status of implementation of the IUCN's Monitoring & Evaluation Policy, Version 2.1 released in April 2015, during the IUCN Quadrennial Programme 2017 – 2020.

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The implementation of the Quadrennial Programme is funded through two main sources. The (unrestricted) core funding consists of membership fees, framework partner contributions and other sources (e.g., private sector, philanthropists, NGOs), which are mainly used for corporate functions and to support programme development at thematic and regional level. The second main element is the acquisition and implementation of donor-funded projects.

Regardless of the source of funding, the Council expects all project activities to be aligned with the objectives of the Quadrennial Programme. This means that the Secretariat must demonstrate the alignment of its project portfolio with the target indicators of the Quadrennial Programme. However, as the projects are funded by donor agencies, the Secretariat must also comply with their target indicators, particularly the indicators agreed in the o   a   ni   l

development agencies have high expectations in the competences of IUCN to drive social change in favour of a sustainable development based on nature's services. International donor organisations perceive IUCN as the global lead in quality, innovation, and standards for conservation of nature.[1]

model that the Secretariat units should use to operationalise monitoring, evaluation and learning processes (e.g., a single MEL system with a

learning processes. However, their engagement is largely project-based and not strategic. Knowledge development (i.e., documenting and sharing experiences and insights gained across several projects) is triggered by projects and availability of external funding rather than by a management decision. Structured learning processes about good project or portfolio management and M&E practice are completely lacking and are also not systematically included in resource planning. Currently, such learning depends largely

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The Project Guidelines and Standards (PGS) state, that 'projects' managed by 'project managers' are the relevant business unit responsible for reporting on the achievements of results. The project managers are responsible for delivering and reporting on project results every six months through the programme framework based on a template (Project Monitoring & Results Template) or on request for work planning.

The Secretariat has well elaborated and successfully tested standards for project acquisition, portfolio alignment with policy goals

supposed to regularly review and strategically develop their portfolios.

In general, the

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(see Annex 4_1). Through the Project Portal and with the support of PPME, regions can report on the alignment of projects with

implementation rates, learning, contributions to higher level goals or expenses (e.g. Risk Management, GEF-GCF Coordination Unit, PACO, ORMACC) (Please refer to the protocol of 2nd Workshop).
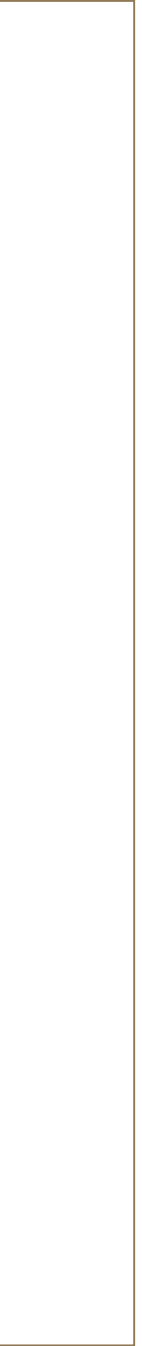
All regions, units and programmes interviewed use indicator tracking tables (e.g., PACO, ORMACC), risk registers (GEF-GCF Unit, Risk Management) or self-made databases (e.g., SOS, Tiger Programme). M&E Plans at programme or regional level are mostly Excel-based and updated manually.

A complete list of MEL tools observed is presented in Annex 4_4; Table 10.

Figure 4: Rating of elements of MEL (Minimum Standards) per level.
(Author's draft based on the results of participant's

Interviewees

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NÄÂÃÕÃNÃÂDA ÔÃMÁŁÁCÂŁA ÄDA MCÇBCÇÄDÃGA BCÇDÔCÀÁCA ÄÂÒÃA
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The current system has no documented monitoring questions that are

but in two regions planned versus actual achievements are only monitored for about 50 % of projects. Almost 100 % of projects regularly monitor outputs.

In contrast to this, 'What do people achieve by using the outputs?' and what are and 'How does the project progress totwards objectives?' are only observed in about 50 % of all projects, whereby most projects stated to monitor the contribution to policy goals. Most monitoring questions were however answered by using Excel as main tool.

The outcome of the exercise shows that (1) tailor made systems seem to work for the managers as otherwise they would not apply them (2) the data are mostly stored in a format (Excel) that is not conducive to work with a high number of projects and to aggregate information e.g. into dashboards (3) this explains, why the information cannot be accessed from global or regional levels without personal communication. In other words: Aggregation of data into information is not feasible. Finally, (4) it shows that so far, the need for monitoring information about th   a   .   or regK   Z   ro   cy

Project related risks and enterprise risks of portfolios

The indicators implicitly included in the Risk Policy have not yet been made explicit and operationalized. Furthermore, guidance for programme and portfolio managers is required with a set of measurable thresholds. These thresholds shall allow managers to assess when a portfolio shows tendencies of becoming 'unhealthy'. The current MEL system does not explicitly include risk indicators. Project related risks are basically assessed at project (and to some extent at regional level). Units track their risks according to their own, mostly Excel based, templates. Regarding the responsibility for risks, IUCN follows the Three Lines of Defence model4. It could not be clarified during the assignment to which extent this Policy is being implemented. However, given the current staffing of PPME and the Oversight Unit (2nd and 3rd line),

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Portfolios are essentially consisting of groups of donor-funded projects

Table 6: Summarised MEL purpose and information needs
(Understanding of the consultant based on interviews, workshops and document review)

In line with the above, not all levels of an organisation require monitoring

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<u>Recommendation 5:</u> ÊÇTMÇÃÄDÃᴀ DSÃNÄDᴀMᴀ ᴀÂDÃÇÒÃÂDᴀ́CÂᴀ ÀÇÔÁMŁᴀ Þᴀ́DSᴀ MCNBRᴀ̀ŁCÇQᴀŁÃDŁᴀCÔᴀCØÚÃMDᴀ̀ÒÃ̀ŁᴀDCᴀÞSᴀ́MSᴀDSÃNÄDᴀ́MᴀÕÇCRBŁᴀCÔᴀBÇCÚÃMDŁᴀ NRŁDᴀ MCÂDÇᴀ́ØRDÃ̌Sᴀ ÏÃ̀ŁᴀÕÂᴀ BÇCÚÃMDŁᴀ ÄÀCÂÕᴀ CÃÃᴀ MCNNCẦᴀQᴀ ŁSÄÇÃÕᴀ ÇÃ̀ŁRᴀ̀DŁTMSÄᴀ̂ÂᴀÀCÔᴀ́MŠAA

Portfolio heads with relevant stakeholders should develop the intervention logics in each of the five thematic areas. This should be done based on currently employed implicit intervention logics, such as the 'IUCN Business Line Canvas: Enhancing Resilience and reducing Risks' (see also Figure 20) or the intervention logic of the SOS Species Conservation Programme[5].

the Global Programme. Intervention logics should include objectives and related indicators for each thematic area. Furthermore, a set of typical outcomes, outputs and their indicators should be included. Future projects could be designed by choosing from these sets. Furthermore, thematic intervention logics would support Regional Offices in mapping existing projects (see Figure 14, Figure 15 and example in Annex 4_2).

For the results-chain a commonly shared approach that complies with OECD-DAC standards is needed because > 70 %

Figure 14: Thematic intervention logic and its integration into planning system (Author's draft)

These implicit intervention logics can be made explicit by provision of guidelines and standards and a commonly adopted presentation of the information demonstrating the linkage to the Secretariat's strategy and

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[5] https://iucnsos.org/our-impact/species/ as well as habitat and people

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Concerning outcome indicators, direct aggregation is a challenge across many development cooperation projects. There are several reasons:

- Outcomes might happen only after the end of the project.

- Baselines and targets for outcomes are not determined and thereby progress cannot be tracked.

- Especially in complex environments and projects, the certainty to

For the internal reporting, the contribution of a thematic portfolio to generated income is a key parameter. Otherwise, it is impossible to understand the importance of thematic areas for financial sustainability of the organisation. For the same reason, a uniform and easily accessible income and expenditure reporting should be introduced for each cost centre (e.g.,

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