

Indicators/ Metrics	Baseline 2017	Target 2018	Target 2019	Data Resp. <sup>1</sup>	Freq.	Means/ Methods	Notes	Prt y <sup>2</sup>	Test Assumptions <sup>3</sup>
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**Evaluation and Learning**

Review of MEL report with improvements needed and implemented	MEL setup/ implementation	Review every 12 months (April)	Review every 12 months (April)	Head of Ops.	Annual	Stakeholder consultation/ workshop		H	
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**Impacts**

Improved global responsibility of the sourcing and production of marine ingredients	Impacts evaluation	No evaluation	Preliminary report on baselines	Progress report + 1st Impacts report	Contracted researcher	Annual (March)	Contracted independent studies to 'real world' check e.g. critical issues	Rolling programme, e.g. fish env, fact env, fish soc, fact soc	H	<b>A48</b> <i>We are improving the global responsibility in real and measurable ways.</i>
	MEL report	No report	Preliminary MEL report	Progress MEL report	MEL Co.	Annual (End of Feb)	Report using MEL database		H	

**Outcomes**

More Marine Ingredient Factories reduce effects on the environment to an acceptable <sup>4</sup> level	Certified 'units': no. of units volume of certified material % of global trade	Present day data	Increase in all indicators	Increase in all indicators	MEL Co.	Annual	From existing database Cross-reference with IFFO data. Check any anomalous data.	CHs will be required to provide annual production data (add terms to application forms). Introduce vol. production into CoC audit reports.	H	<b>A45</b> <i>Being able to gain and maintain market access leads to benefits to the environment.</i>
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<sup>1</sup> This column shows who is responsible for data *collection*. In each case the IFFO RS Head of Operations is responsible for oversight and ensuring that data is collected.

<sup>2</sup> This column shows the priority assigned to each indicator

<sup>3</sup> If an indicator tests a specific assumption in the Theory of Change, the assumption is outlined here.

<sup>4</sup> Acceptable defined as aligned to the RS standard requirements.

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More Marine Ingredient Factories become socially responsible	Certified 'units': no. of units volume of certified material % of global trade	Present day data	Increase in all indicators	Increase in all indicators	MEL Co.	Annual	From existing database Cross-reference with IFFO data. Check any anomalous data.	CH data. Social aspects increasing in V2.0. HRRTS being considered.	H	<b>A46</b> <i>Being able to gain and maintain market access leads to benefits to social performance.</i>
More reduction Fisheries reduce effects on the environment to an acceptable <sup>5</sup> level <sup>6</sup>	Approved 'units': no. of units volume of certified material % of global trade	Present day data	Increase in all indicators	Increase in all indicators	MEL Co.	Annual	From existing database Cross-reference with IFFO data. Check any anomalous data.	CH data. Social aspects increasing in V2.0. HRRTS being considered.	H	<b>A45</b> <i>Being able to gain and maintain market access leads to benefits to the environment.</i>
More reduction Fisheries become socially responsible	Approved 'units': no. of units volume of certified material % of global trade	Present day data	Increase in all indicators	Increase in all indicators	MEL Co.	Annual	From existing database Cross-reference with IFFO data. Check any anomalous data.	CH data.	H	<b>A46</b> <i>Being able to gain and maintain market access leads to benefits to social performance.</i>
Work with partners to ensure a path to sustainability is	Current, relevant MOUs and agreements	MOU with MSC	MOU with MSC and ASC 6/18	New/maintained MOU's	Head of Ops.	Annual	Scheduled review to ensure still relevant and effective	BAP and GlobalGAP in future?	M	<b>A47</b> <i>That potential partners are willing to work with IFFO RS to ensure the path to sustainability.</i>

<sup>5</sup> Acceptable defined as aligned to the RS standard requirements.

<sup>6</sup> 'environment' = physical and biosphere

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available to Fisheries	Someone has moved up each of the rungs of the sustainability ladder (diagram of ladder)	At least 1 Factory and Fishery becomes RS certified/ approved and at least 1 approved fishery becomes MSC (last 12 months)	-	At least 1 Factory and Fishery becomes RS certified/ approved and at least 1 approved fishery becomes MSC (last 12 months). At least 1 IP to become approved in 2020	Head of Ops.	Every 2 years	Review to monitor movement up ladder	i.e. at least one Factory/Fishery moves up each rung of respective ladders and at least one IP member has moved up the ladder as far as possible (i.e. to be approved/ certified).	<b>M</b>	
Responsible producers of Marine Ingredients able to gain & maintain long-term market access	% re-certification of those due. If they drop-out/ are delisted then why? -their choice vs not satisfying criteria	Data from 2013 on	Increase	100%	Standards Admin.	Annual	Applicants database	Analysis of those who drop-out / delisted is important. Survey If not 100% - explain why	<b>M</b>	<b>A43</b> Market differential experienced by certified producers is sufficient for them to gain and maintain certification.
	% satisfaction of certificate holders	% satisfaction from baseline survey	Increase d % satisfaction	Increased % satisfaction	MEL Co./ external	Annual	Survey of certified producers, e.g. % satisfied/ v. satisfied. Perceived benefits of certification	Use appropriate sampling techniques,	<b>M</b>	<b>A40</b> Demonstrating responsibility of Marine Ingredients production is

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								multiple choice questions, closed questions etc.		<i>recognised/valued by the market.</i>
	% Applicants citing market access as an incentive for applying Reasons for new applications	% Applicants citing market access from baseline survey	Increased % citing market access as incentive for application	Increased % citing market access as incentive for application	Standards Admin.	Annual	Survey – reasons, did they join due to seeing market benefits of others or for other reasons?	Include this in application forms	H	<b>A42</b> Market differential experienced by certified producers is sufficient to encourage others to take necessary action. <b>A44</b> Producers' environmental and social performance is not primarily driven by other influences. <b>A39</b> The market sufficiently favours certified Marine Ingredients.
Certified producers able to demonstrate responsibility of Marine Ingredients	% of Fishery/ Factory certificates and reports uploaded on IFFO RS website within 1 working day from receiving them from the CB.	100% At least 1 member of staff in office (when possible)	100% maintain	100% maintain	Standards Admin.	Ongoing	New certificates uploaded to IFFO RS website within 1 working day from receiving them from the CB. Expired / suspended certificates removed swiftly. Tracker in applicant database		H	<b>A34</b> Information on certified producers is readily available to interested parties.

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	Availability of CB and IFFO RS staff to confirm.									
	% Marine Ingredients users aware of certification status	Survey	Increase in % aware	Increase in % aware	MEL Co./ external	Annual	Survey – CoC and retail – aware of / request / favour certified material?		H	<b>A38</b> <i>The market is sufficiently aware of certification.</i>
	% Applicants citing market access as an incentive for applying	Survey	To be determined from baseline	To be determined from baseline	Standards Admin.	Annual	Survey – Producers – why did you join? – perceive benefit from the market	Need to define geographic ranges in surveys	H	<b>A41</b> <i>It is market access that is driving the change (rather than legislation, etc.).</i>
Globally relevant and credible IFFO RS Standards	Formal association with organisations	Current MOU with MSC	Agreement with ASC	Agreement with BAP	Head of Ops.	Annual	MOUs (MSC/ ASC/ BAP)/ Feedback from stakeholders	Doesn't necessarily need to be an MOU	M	<b>A33</b> <i>IFFO RS standards are known about and influential.</i>
	% of relevant Fisheries with an applicable Standard under IFFO RS	% of relevant Fisheries from 2010 onwards	Baseline % (1 <sup>st</sup> draft of mixed-trawl – V2.0)	100% (1 <sup>st</sup> mixed-trawl inclusion to V2.0)	Head of Ops.	Annual	IFFO database, FAO database	-Fisheries -By-products -Aquiculture -Mixed Fisheries -Mixed trawl to come in the future	M	
	Compliance with ISEAL Standard Setting Code	ISEAL baseline criteria	Associate Member	Full Membership	Standards Admin.	Annual	ISEAL Membership and evaluations		H	
Credible Assurance System	Compliance with ISEAL Assurance Code	ISEAL baseline criteria	Associate Member	Meet improvement deadlines	Head of Ops.	Annual	ISEAL Membership and evaluations	ISEAL compliance in 2020	H	<b>A35</b> <i>IFFO RS has a credible assurance system (including traceability and Chain-of-Custody).</i>
	CBs ISO 17065 certified	Compliant	Maintained	Maintained	Head of Ops.	Annual	3 <sup>rd</sup> party annual review		H	

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	IFFO RS QMS	Present	Annual review/ audit	Annual audit	Standards Admin.	Annual	3 <sup>rd</sup> party annual review + internal audit/review		<b>H</b>	<b>A36</b> Information on the assurance system is readily available to interested parties.
	GSSI compatibility	Benchmark study	Satisfy improvements	Align with GSSI	External	Annual	3 <sup>rd</sup> party annual review	Depends on benchmark study if we go ahead	<b>L</b>	
Accessibility to IFFO RS standards	Volume of raw material mixed landings (MT) that are approved and/or accepted. Volume of raw material produced (MT Fishmeal, Fish oil) that is compliant and/or accepted on IP.	S. Africa volumes (report)	Increase	Increase	MEL Co.	Annual	Audit reports to request data e.g. S. Africa	V2.0 mixed fisheries	<b>M</b>	
	No. IP applicants/ 'graduates'	2 / 0	3 or 4 / 0	Increase	MEL Co.	Annual	IP database	1 <sup>st</sup> graduate anticipated for 2020	<b>M</b>	
	% Marine Ingredient Factories with materials available in useable language	100%	Maintain unless increase is deemed necessary	Maintain unless increase is deemed necessary	External	When necessary	Survey	Needs research including into language- constraints. One- off study	<b>L</b>	
	No. of languages of IFFO RS	2 (English and Spanish)	Maintain	Maintain (unless change is necessary)	Head of Ops.	When necessary	Ongoing feedback	Guidance needed for future languages if additions are	<b>L</b>	

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	Standard/Guidelines provided							deemed necessary		
	% reduction Fisheries with cost as a barrier	c.10-15%	Decrease %	Decrease %	MEL Co./ External	Annual	Feedback from industry and partners	Estimated value based on best knowledge of global fisheries data (Head of Ops.)	L	
	% of certificate holders that perceive good accessibility	% from baseline survey	% maintained/ improve	% maintained/ improved	MEL Co.	Annual	Survey – Perception of accessibility and barriers to Standard		H	<b>A37</b> Accessibility is what prevents more producers from demonstrating responsible supply.

### Outputs

Standard revision	Compliance with ISEAL Standard Setting Code	ISEAL baseline criteria	ISEAL Associate Membership	Full Membership	Head of Ops. / Standard Admin.	Annual	ISEAL independent evaluation 2019.		H	<b>A23</b> Revision increases or maintains relevancy and credibility.
	TAC & GB attendance or comments provided	% of attendees in last 12 months	Maintain or increase	Maintain or increase	Standards Admin.	Annual	Meeting attendance, responses to revision consultation	Outline for revision of Standard	L	<b>A18</b> Appropriate stakeholders including those within the TAC & GB are appointed & engage in revisions.
Monitoring, Evaluation and Learning	Compliance with ISEAL Impacts Code	ISEAL Baseline criteria	ISEAL Associate Member	Meet improvement deadlines	Head of Ops. / MEL Co.	Annual	ISEAL independent evaluation. Compliance in 2021.		H	<b>A20-21</b> MEL system informs necessary changes to the IFFO RS Standards and assurance system. <b>A22</b> MEL system produces

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										<i>understanding of outcomes and impacts.</i>
	MEL report/ Impacts Evaluation	None	MEL Report	Report + evaluation (2021)	MEL Co.	Annual (end of Feb)	Drafted by MEL Co. Reviewed by GB etc.	Based on MEL Plan and MEL database	<b>H</b>	
	% of stakeholders that deem MEL valuable – meeting attendance	Recent attendan ce - % of stakehol ders covered	Maintain	Maintain	MEL Co.	Annual	Survey – linked to webinar with questions and report release		<b>H</b>	<b>A19</b> Stakeholders (CBs / TAC / GB / FPRC) agree, understand, participate and in and value the MEL system.
Revision of assurance processes	Compliance with ISEAL Assurance Code	ISEAL baseline 'light assessm ent'/ criteria	ISEAL Associate members hip	Meet improvem ent deadlines	Head of Ops. / Standar ds Admin.	Annual	ISEAL Membership and independent evaluation. Compliance in 2020.	IFFO RS schedule for reviewing/ revising its assurance process	<b>H</b>	<b>A23</b> Revision increases or maintains credibility. <b>A24</b> Revision improves data quality for MEL.
Improvers Programme	% potential applicants know of IPs existence	TBC baseline survey	Increase %	Increase %	Externa l	Every 2 years	Survey	In target areas. Of the 55% not certified (in terms of productivity) what number of Factories?	<b>H</b>	<b>A25</b> Potential applicants know of its existence.
	% potential applicants understand requirements and benefits	TBC baseline survey	Increase %	Increase %	Externa l	Annual	Survey		<b>H</b>	<b>A26</b> Potential applicants understand what it means including requirements and benefits.



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No. IP applicants	2	Maintain or increase	Maintain or increase	MEL Co.	Annual	Application Forms		H	<b>A27</b> Potential applicants perceive benefits to join.
% retained (of those on IP 12 months earlier and not 'graduated')	100% (n=2)	100%	100%	MEL Co.	Annual	Milestone reports	Milestone report done externally	H	<b>A28</b> Those on IP perceive sufficient benefits to meet Action Plan milestones.
% dropping out in last 12 months	0%	0%	0%	MEL Co.	Annual	Milestone reports Direct contact with sites		H	
% Milestones reached on/ahead of time in last 12 months	100% (n=2)	100%	100%	MEL Co.	Annual	Milestone reports	Milestone report done externally	H	
% of those on IP able to 'graduating' in last 12 months	0% (N/A)	0% (N/A)	2 by 2020 /100%	MEL Co.	Annual	Milestone reports Audits	Milestone report done externally	M	
% satisfaction of those on IP	% satisfaction from baseline Survey	% satisfaction maintained or increased	% satisfaction maintained or increased	External	Annual	Survey	e.g. % satis/v. satis with cost, benefit, etc. Note that sample is limited at present	H	
Those in target areas applying: number,	0 0 MT	1, TBC from baseline	2 TBC from baseline	Head of Ops.	Annual	Stakeholder mapping for IP/ consultation	HO to discuss more specific target areas	M	<b>A30</b> Accessibility is enhanced for the correct demographic through targeting.

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	volume of production	In progress: Thailand, Vietnam, India	Implement India FIP	Implement Thailand/Vietnam FIPs						
	% of stakeholders consider the IP sufficiently rigorous and successful to maintain support	Survey current % approval	Increase %	Increase %	External	Annual	Dialogue with and surveys of stakeholders - measuring ongoing support through positive public statements	Needs to be a positive assessment as well as absence of negative feedback.	H	<b>A31</b> Stakeholders consider the IP sufficiently rigorous and successful to maintain support.
Stakeholder engagement	% from each stakeholder group attending events/meetings and providing feedback	Current engagement/ did consultation responses cover all chain. Baseline survey	To involve each part of the value chain on an annual basis	To involve each part of the value chain on an annual basis	MEL Co.	Annual	Events/meetings attended by key stakeholder groups. Database of events/ Stakeholder Feedback forms / surveys	Identify key stakeholder groups for each year.	M	<b>A1</b> Stakeholders will engage, and engagement is only asked when relevant and required.  <b>A2</b> Stakeholders understand what is being asked of them.
	% of stakeholders represented within the value chain	Current list/ %	At least 1 or 2 representatives attend 2 meetings each year	At least 1 or 2 representatives attend 2 meetings each year	Head of Ops.	Annual	Stakeholder records/ mapping exercise	Needs list to be updated annually	H	<b>A3</b> The scope of stakeholder engagement is representative of the full value chain <sup>7</sup> .

<sup>7</sup> Including NGOs.AI

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Research	Staff FTE with research expertise/responsibility	1	At least 1 – ensure we retain sufficient research expertise to commission good research	At least 1 – ensure we retain sufficient research expertise to commission good research	Exec Director	Ongoing	Staff job descriptions, GSSI benchmarking (external)	Enough staff who understand research	M	
	Research studies commissioned	2 Benchmark study commissioned, Strategy review	Sufficient as judged by IFFO RS GB At least 1 per year	Sufficient as judged by IFFO RS GB At least 1 per year	Exec Director + Head of Ops.	Annual	Records, publications, press releases. Contractor/universities	1) Standard 2) Assurance 3) Impacts potential projects related to IP	M	<b>A5</b> Research well planned, well designed and provides useful and accurate information.
	Research contacts. No. and quality (covers relevant stakeholders)	Current contacts – link to list	Access to ISEAL research contacts database	Access to ISEAL research contacts database	Standards Admin.	Annual	Contacts/stakeholder database	Needs list to be reviewed annually	H	<b>A4</b> IFFO RS has the capacity (research links with universities etc.) to undertake and/or commission research required.
Training	% of assessors and auditors that are up to date with training: -existing CB's (revision) -new CB's	100%	100%	100%	Head of Ops.	Annual	Training schedule from CB's Certificates of training where relevant		L	<b>A6</b> CBs want or need support, training and guidance.  <b>A7</b> Training is targeted and effective.

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	% of IFFO RS staff trained	100%	100%	100%	Head of Ops.	Annual	Training provided when necessary		<b>M</b>	
Advocacy & awareness in industry	Events/meetings attended by key stakeholder groups	Invite every relevant stakeholder group to each meeting (current attendance - link to lists)	Invite every relevant stakeholder group to each meeting	Invite every relevant stakeholder group to each meeting	MEL Co.	Annual	Attendance records/ affiliation	Identify key stakeholder groups	<b>M</b>	<b>A10</b> <i>Advocacy and awareness raising is effective.</i>
	Number of enquiries to join IP as a result in the last 12 months	Recent enquiries , baseline survey	2 or 3	2 or 3	MEL Co.	Ongoing	Enquiry list/ database (emails, phone etc.) and reasons for application Survey	Needs target audiences to be identified in industry	<b>M</b>	
	Mapping of target audiences	TBC	Maintained or better coverage	Maintained or better coverage	Head of Ops.	Annual	Mapping exercise		<b>H</b>	

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	% of potential applicants aware of the existence and benefits of IFFORS certification, approval, IP	Current awareness +ve or -ve, baseline survey	Increase +ve	Increase +ve	Head of Ops.	Annual	Survey/s <sup>8</sup>	Will vary with geographic regions Clients of Industry, Feed producers, traders. Will have Global variations (GlobalScan)	H	<b>A8</b> Target audiences identified and well understood, including knowledge of where awareness is inadequate.  <b>A9</b> Appropriate methods of communication are used.
	External press releases concerning IFFORS: number of press releases per year +ve or -ve or not accurate	no records	Improve/maintain +ve coverage	Improve/maintain +ve coverage	Standards Admin.	Annual	Press release database	If not accurate then will not be counted as +ve or -ve	H	
	Number of applications to IP or for approval or certification as a result	Baseline survey for data	Vietnam and/or Thailand	Africa	MEL Co.	On application	Short survey for first time applicants <sup>9</sup>	Incorporate into application form	M	<b>A10</b> Advocacy and awareness raising is effective.
Advocacy & awareness in government	Events/meetings attended by key governments	Thailand (1) dept. of Fisheries	Maintain or increase (as relevant)	Maintain or increase (as relevant)	Head of Ops.	Annual	Events database	Identify key governments for each year – answer externally	M	<b>A12</b> Governments will listen.
	Number of target countries in which	1 (Ecuador)	0	0	MEL Co.	Annual	NCs in Audits, IP Milestone reports	As a direct result of applicant going to government.	M	<b>A13</b> Governments will make the necessary changes.

<sup>8</sup> To include consideration of language, timing; workshop feedback forms. NB analyse response gaps as well as responses.

<sup>9</sup> Why they joined? What could be easier? What was useful? What benefits do they see? Barriers and motivation for approval/certification/IP application.

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	legislation/ policies barriers exist, beyond the Fisheries control, to IP progress and/or approval (as identified by a FIP or in-house expertise)							Set Milestones/ objectives for each target government		
	Number of governments targeted	1 (Ecuador )	Maintain or increase (if relevant)	Maintain or increase (if relevant)	Head of Ops.	Annual	Mapping exercise: Reviewed annually		<b>H</b>	<b>A14</b> That advocacy with governments is needed. <b>A11</b> Target governments identified and well understood including knowledge of where awareness is inadequate.
Support & advice	No. of queries from applicants, no. of workshops no. of attendees	No data TBC baseline survey	Maintain or increase	Maintain or increase	MEL Co.	Annual	Survey of new applicants (awareness) Queries/ workshop database		<b>H</b>	<b>A15</b> Support and advice is relevant and useful. <b>A16</b> Support and advice is given to those who need it

### Negative and Unintended

Small-scale or less-developed producers disadvantaged	% approved Factories/ producers below specified size (defined by average volumes)	Baseline project	Defined from baseline	Defined from baseline	External	After 2 <sup>nd</sup> /3 <sup>rd</sup> yr then assess	Research project proposal (Masters) looking at the spread of IFFO RS material compared to global supply in	Define size for comparison by production vol. (ex. <1000 tonnes per year).	<b>M</b>	
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							terms of size of production			
Innovation suppressed for CB's and/or certificate holders			At least 1 applicati on to ISEAL innovatio ns fund	At least 1 application to ISEAL innovatio s fund	Externa l	After 3 <sup>rd</sup> yr then assess		Ask ISEAL for guidance on measuring this Link with other orgs eg. MSC, ASC	<b>L</b>	
Increased cost associated with certification leads to reduction in employment	Factories and Fisheries: Employment per tonne at different stages of the process	Baseline project - Employment per tonne at different stages of the process	Defined from baseline	Defined from baseline	Externa l	After 3 <sup>rd</sup> yr then assess	Research project proposal (Masters) Where evidence shows reduced employment, follow up with survey.	Possible idea: Interviews of approx. 5 producers for an in-depth study (ISEAL)	<b>M</b>	
Increased efficiency associated with certification leads to reduction in employment	Factories and Fisheries: Employment per tonne at different stages of the process	Baseline project	Defined from baseline	Defined from baseline	Externa l	After 3 <sup>rd</sup> yr then assess	Research project proposal (Masters) Where evidence shows reduced employment, follow up with survey.	Possible idea: Interviews of approx. 5 producers for an in-depth study (ISEAL)	<b>M</b>	
Oversupply of certified marine ingredients leads to loss of business by certified producers	% certified Marine Ingredients sold as such. Compared to demand.	Oversup ply of Marine Ingredie nts at present	Supply closer to demand	Supply within 20% of demand	Externa l	Annual	Define quantity sold as IFFO RS (% or vol.) By country	Strategy review  Market research	<b>M</b>	
	% of certified producers satisfied with	Baseline survey	% maintain	% maintaine	Externa l	Annual	Survey		<b>M</b>	

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	market access/ opportunity to sell their products as IFFO RS certified		ed/increa sed	d/increase d						
Increasing the accessibility for some leads to a decrease in accessibility or credibility for others	% of certified producers that feel IFFO RS is less credible as a result of IP	Baseline survey	% decrease d	% decreased	Externa l	After 3 <sup>rd</sup> yr then assess	Survey of perception of credibility of IFFO RS/ IP		<b>L</b>	<b>A32</b> <i>Increasing the accessibility for some doesn't decrease accessibility or credibility for others.</i>

Key				Priority Key	
MEL	Monitoring, Evaluation and Learning	BAP	Best Aquaculture Practices	<b>H</b>	High
Head of Ops (HO)	IFFO RS Head of Operations	FAO	Food and Agriculture Organization	<b>M</b>	Medium
MEL Co. (MC)	IFFO RS Monitoring, Evaluation and Learning Coordinator	GSSI	Global Sustainable Seafood Initiative	<b>L</b>	Low
Standards Admin (SA)	IFFO RS Standards Administrator	MT	Metric Tonnes	<b>*</b>	Included efficiently
IP	Improvers Programme	TAC	Technical Advisory Committee		
CHs	Certificate Holders	GB	Governance Board		
CoC	Chain of Custody Standard	FPRC	Fisheries Peer Review Committee		
MOU	Memorandum of Understanding	CBs	Certification Bodies		
MSC	Marine Stewardship Council	FTE	Full Time Equivalent		
ASC	Aquaculture Stewardship Council	NC	Non Conformance		