

Design and Monitoring Requirements for INL Projects

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Note: This document is UNCLASSIFIED and may be shared with the public (especially implementing partners or potential implementing partners).

The purpose of the Design and Monitoring Requirements is to enable INL and partners to:

1. Know what specific results a given project is trying to achieve;
2. Lay out a clear plan for how to achieve the expected results; and
3. Report useful, quantitative data about progress toward expected results

Scope: These requirements apply to projects designed to create behavior change and/or improved performance on the part of project beneficiaries or partner governments.

Terminology: This document uses the term “outcomes” to refer to the highest-level changes a project expects to achieve during its period of performance. The requirements apply to this concept, regardless of terminology. Different words may be substituted if they mean the same thing (e.g., “goals,” “objectives,” or “results.”)

Substantive requirements: Projects must be designed to achieve outcomes that fall in one of the following categories:

- **Specific changes in the behavior** of program beneficiaries (e.g., investigators establish proper chain of custody; prosecutors ensure that all charges have appropriate evidence);
- **Changes in environment or enforcement** (e.g., increase in number of money laundering investigations opened; increase in percentage of cases using forensic evidence; increase in the number of interdiction operations); or
- **Adoption of specific laws or regulations** that enable improvements in behavior, environment, or enforcement.

This approach ensures that activities remain focused, results-driven, and time-limited, rather than open-ended efforts at long-term capacity building.

Technical Requirements: Outcomes must meet the **change** and **clarity** standards, with at least one **valid indicator** each.

Change Standard: Outcomes must describe the desired results rather than project activities.

To ensure you meet the change standard, check that:

1. The outcome statement is a complete sentence;
2. The sentence is written in active voice; and
3. The sentence starts with the project beneficiary, government partner, or environmental factor that the project or program aims to change -- NOT INL, the project itself, the project implementing partner, or a project deliverable. Examples:

- ✓ **YES:** Project/program beneficiary / government partner: **Criminal justice authorities** successfully prosecute transnational organized crime suspects.
- ✓ **YES:** Environmental factor: **Pre-trial detention times** do not exceed the maximum statutory sentence for the charged offense upon conviction.
- ✗ **NO:** INL / the project / the implementing partner: **This project** will improve the capacity of Freedomian prosecutors to prosecute money laundering cases.

INL program staff must ensure that the change(s) described in the project outcome(s) align with higher level strategies and program frameworks.

Clarity Standard: Outcomes must provide a specific definition of success.

In one of the examples above – “Criminal justice authorities successfully prosecute transnational organized crime suspects” – the statement meets the Change Standard but is not specific enough to meet the Clarity Standard. To meet the Clarity Standard, one could modify it as follows: Freedomian prosecutors present sufficient evidence in support of money laundering charges such that the cases are not dismissed in pretrial motions. Here the actor (Freedomian prosecutors) and the action (present sufficient evidence ... such that ...) are sufficiently specific.

To ensure you meet the clarity standard, check that the statement meets the change standard, and:

1. If the sentence starts with a project beneficiary or government partner, be sure that both the actor and the action are as specific as possible.
 - a. Actor: A specific office or group of individuals who should all do the same thing
 - i. Use “Freedomian prosecutors” or “The Special Crimes Unit”
 - ii. NOT “Freedomian criminal justice authorities”
 - b. Action: A specific and observable practice or behavior
 - i. Use “Present sufficient evidence such that cases are not dismissed” or “Properly establish the chain of custody”
 - ii. NOT “Apply best practices” or “Improve capacity to investigate cases.”
2. If the outcome statement describes an environmental change, be sure that the factor to be changed is specific (e.g., “decrease pre-trial detention times” – NOT “improve efficiency of criminal justice system”).

Valid Indicator: Each outcome must have at least one metric to gauge progress.

Building on the above outcome statement

(Freedomian prosecutors present sufficient evidence in support of money laundering charges such that

Common Phrases to Avoid:

- Vague actors:
 - Stakeholders
 - Relevant groups
 - Authorities, officials, or “the government” (without specifying units or offices)
- Vague actions:
 - Has increased capacity / ability to ...
 - Applies best practices
- Vague environmental changes:
 - Improved safety and security / improved conditions / improved efficiency

the cases are not dismissed in pretrial motions), a set of valid indicators would be: # money laundering cases indicted; % money laundering indictments that survive to the trier of fact.

To meet the valid indicator requirement, check that the outcome statement meets the change and clarity standards, and that the indicator itself is:

1. Quantitative (usually starting with “number of...” or “percentage of...”)
2. Concrete (avoiding abstract concepts and instead describing what to measure, count, or calculate)
3. A Conceptual Match (i.e., the indicator captures the concept described in the outcome statement)

Note: If the outcome statement includes more than one type of change, there should be multiple indicators, and this set of indicators should capture the whole of the changes.