

HOW TO MAKE A MONITORING PLAN

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All hyperlinks to other TMEA documents have been disabled

This guide demonstrates how to make a project monitoring plan, using the TMEA monitoring plan template, which you can download here. This accompanies the TMEA monitoring and evaluation guidelines, which you can download here. Monitoring plans are required for all TMEA-supported projects. Throughout this document, press control and click on blue links to download other TMEA or external guidelines.

1) Why make a monitoring plan?

This monitoring plan is based on the results chain, a visual map showing the activities, outputs, and outcomes of your project. The results chain shows what you plan to do, and why. It is like a road-map, showing where the project is going.

The monitoring plan answers the crucial question; how will you know when you get there? It defines an indicator for each key step in the results chain, which measures whether you have reached your target or not. The monitoring plan then answers crucial supporting questions, such as:

- How do we measure this indicator?
- When should we measure it?
- Who measures it?
- What is your target?

Together with the results chain, this will enable you to understand and measure the progress of your project, and take corrective action if things go wrong.

This document assumes you have made a results chain. If you have not yet done so, you can download the How-To Make a Results Chain guide here.

2) How to make a monitoring plan

The monitoring plan should be made using the TMEA Monitoring Plan Template, which is discussed below. There is no single way to complete it, but take the following factors into consideration:

- **Involve the right people, at the right time.** Monitoring plans are best developed with multiple stakeholders as different people will be able to contribute to different sections. Typically, it is important to involve TMEA staff, partners, and potentially key stakeholders from the institutions that we are trying to assist. Think carefully about who to involve – more is not always better. Consider designing an initial draft with core project staff, and then involve partners to refine it and check that it's feasible.
- **Go step by step.** At first sight, the monitoring plan can be an intimidating document. Do not try to complete all the columns at once. Start by defining your indicators and how you will measure them, and then return to examine the targets, responsibility, baseline, and definition.

“The only man who behaves sensibly is my tailor; he takes my measurements every time he sees me, while all the rest go on with their old measurements and expect me to fit them”

George Bernard Shaw

A) Level

This column shows whether you are referring to an activity, output, short term outcome, or intermediate outcome. Select your preferred option from the drop-down box in each cell.

B) Box from Results Chain

Copy all the outputs and outcomes from the results chain, each on a different line. It is not recommended to include activities, in order to keep the monitoring plan short and simple. The below example is from the Single Window Project:

Level	Box from Results Chain
Intermediate Outcome	Reduction in cost of trade across EAC
Short Term Outcome	Users increase compliance with trade procedures
Short Term Outcome	Easier for users to find info on trade procedures
Output	Users no longer complete application process manually

At this stage, it is best to include every outcome and output – although you may later decide that you do not want to monitor them all.

C) Indicators of Success

An indicator shows what you think success or change will look like. Indicators can be quantitative or qualitative. You need at least one indicator for every key output or outcome on your results chain. Examples of indicators include:

Level	Box from Results Chain	Indicator
Intermediate Outcome	Tanzania Port Authority improves efficiency while providing for growth	Reduction in average time to import goods through the port (disaggregated by type of cargo)
Intermediate Outcome	Tanzania Port Authority increases efficiency to meet current and projected demand	Average ship waiting time (disaggregated by cargo type)
Short Term Outcome	Users increase compliance with trade procedures	% forms submitted to Kenya Tea Board rejected for non-compliance
Short Term Outcome	Easier for users to find info on trade procedures	% of users satisfied with ease of finding the information they need;
Output	Users no longer complete application process manually	% of users completing application online

At this point, you may decide not to measure some of the stages in your results chain. This may be because:

- It is not an important step (in which case, consider removing it from the results chain).

- You have not defined it well enough to measure it (in which case, consider revisiting the results chain and strengthening your definition).
- It is too difficult or costly to measure.

If you choose not to measure it, then add a note in the ‘indicator’ cell to explain why not.

For more information on how to design good indicators, download the Indicator How To Guide by clicking [here](#).

D) Definition/Calculation

If necessary, define your indicator further in this box. For example, this is important when measuring process times. If your indicator is ‘Average ship waiting time’, you will need to define when the ship waiting time begins and ends. In this case, it was defined as ‘Time from notice of arrival to time pilot is on board’.

E) Baseline

A baseline is a measure (qualitative or quantitative) of the situation at the beginning of the intervention. This can then be compared to the situation after the end of the project, to show the change that is brought about by the activities. For example:

Indicator	Required Baseline Information
Reduction in time to cross a border.	How long does it take to cross the border before the start of the project?
Increase in pass rate for Freight Forwarder Training Course.	What was the pass rate before the start of the project?
Reduction in amount of money importers spend on customs bonds.	How much money did importers spend on customs bonds before the start of the project?

It is not necessary to collect baseline data for every indicator. It is normally only relevant when the indicator is measuring a change in situation. Moreover, you should take into account the cost of collecting data, the importance of that indicator, and consult the Knowledge and Results team for more advice on which indicators need baseline data. You should collect baseline data for your key outcomes, in particular those relating to the four TMEA outcomes, and others as required.

In this box, you can list baseline information which has already been collected, or outline your plan for collection.

Download the accompanying Baseline How-To Guide for more information by clicking [here](#).

F) Targets and Milestones

A target specifies how much success or change you would like to see. As well as specifying what you want to measure, you must set a target, and the date when you expect that target to be reached. If it



is a long-term target, then consider intermediate milestones as well. Milestones are key steps that you would expect to see on the way to achieving your target. For example, consider a project that aimed to reduce transport times by 30% in five years. Your milestone may be a 10% reduction in three years; this will give you an indication as to whether you are on the right track or not.

G) Data Collection and Analysis

A common challenge in monitoring plans is to ensure that indicators are realistic and measurable. For example, you may wish to measure an increase in exports of tulips– but is this really possible? Where will you get the information from?

In this box, you should explain exactly how you are going to collect and analyse the data. Make sure that it is based on sufficient consultation and discussion. For example, if you plan to collect data from a partner organization or government body, have you checked with them to make sure that they have the information and are willing to share it with you? If you plan to conduct your own survey, have you budgeted for it? Who exactly will do it, and is it in their work plan?

H) Responsibility

Finally, whose responsibility is it to collect and analyse data? Don't just write 'project manager' in each box –think about how partners and other staff can take responsibility for the monitoring work.

5) Logic description

This section provides space to give more detail on the logic of your intervention, assumptions underlying it, and the evidence that you have collected.

J) Assumptions

In this column, you can add key assumptions underlying your project.

K) Logic and Evidence

In this column, explain why you believe that this step in the results chain will lead to the next level up. If possible, cite evidence to support the claim, from TMEA or external research.

6) Monitoring gphant chart

To help you plan your monitoring activities, you can complete the monitoring gphant chart. Enter dates in mm-yyyy format, and the next sheet in the spreadsheet (entitled 'Monitoring Ghant Chart') will automatically complete. You can enter dates in the following columns:

M) Baseline. When will you conduct your baseline?

N) Final information collection. When will you conduct your final survey?

O) Date of first regular report. When will you start regular reporting?

P) Frequency. How regularly will you report? Select from the drop-down boxes.

Q) Date of last regular report. When will your reporting finish?

If this does not provide enough flexibility, you can manually color in cells in the Monitoring Ghant Chart to reflect your monitoring activities.

7) Further support

See the end of this document for an example of a completed monitoring plan. Other TMEA resources include:

- TMEA MEL Guidelines
- How to Design a Results Chain
- How to Plan a Baseline
- How to Write Indicators
- How to Develop a Monitoring Plan

Example Monitoring Plan: Adapted from Uganda Revenue Authority Monitoring Plan for ASYCUDA World Implementation. ASYCUDA World is a upgraded customs management system that TMEA is supporting.

LEVEL <i>(Outcome/Output/Activity)</i>	BOX FROM RESULTS CHAIN <i>(Copy each significant step in results chain)</i>	INDICATORS OF SUCCESS <i>(If there is more than one indicator per result chain box, place each indicator on a separate line.)</i>	DEFINITION/ CALCULATION <i>(Explain how you will define and calculate your indicator)</i>	BASELINE <i>(Enter your baseline data for your indicator here. If you do not have a baseline, indicate the date you will collect your baseline in column M)</i>	TARGETS & MILESTONES <i>(Enter your date and targets for the end of project and any prior intermediate milestones) Example: 2016: 5 days. 2014: 7 days</i>	DATA COLLECTION & ANALYSIS METHODS <i>(Explain how you will collect and analyze monitoring data)</i>
Intermediate Outcome	Reduction in clearance time	Reduction in average clearance time	Average reduction in the time in days from when goods are declared to when goods are released.	2010: 1 days, 17 hours (ASYCUDA++)	December 2014: 1 day, 10 hours	Baseline: ASYCUDA++ data Targets: ASYCUDA World data
Short Term Outcome	URA staff increase compliance with Customs procedures	% of customs transactions that are completed within expected time	% of selected customs transactions that comply with expected time	2010: 80%	December 2014: 90%	ASYCUDA World systems audit
Short Term Outcome	Increase in pre-cleared goods	% of transactions that are pre-cleared	% of transactions that are pre-cleared before arrival at the border, using HS codes as a proxy for the baseline and records for subsequent monitoring	2010: 3% of goods were pre-cleared	December 2014: 60%	Baseline: % of transactions corresponding to HS codes that are pre-cleared Monitoring: ASYCUDA World data. This will be noted manually through entering a remark in ASYCUDA World.
Short Term Outcome	URA reduces physical inspection of transactions	% of customs transactions that undergo physical inspection	% of customs transactions that are flagged as red (and therefore undergo physical inspection)	2011: 66% (ASYCUDA++ data)	December 2014: 33%	Baseline: % of goods entering Uganda that correspond to pre-cleared HS codes Subsequent monitoring: ASYCUDA World data

Output	URA integrates ASYCUDA World with other systems	Number of internal systems integrated	Number of internal (within URA) systems that communicate with ASYCUDA World	0	December 2013: 2 (E-Tax, SUN System)	Customs / IT Department: Integration test reports
Output	<i>URA integrates ASYCUDA World with other systems</i>	Number of national business systems integrated	Number of businesses (CFAs, AEOs) that access ASYCUDA World	0	December 2013: 220 (200 CFAs, 20 AEOs)	System audit reports (e.g. ASYCUDA World, E-Tax)
Output	<i>URA integrates ASYCUDA World with other systems</i>	Number of regional systems integrated	Number of regional (outside of URA) systems that exchange information with ASYCUDA World	0	December 2013: 2 (Kenya Revenue Authority, Rwanda Revenue Authority)	System reports (ASYCUDA World)
Output	URA rolls out ASYCUDA World	# of customs stations using ASYCUDA World	# of customs stations that use ASYCUDA World	0	December 2014: 35 Stations	System generated reports (ASYCUDA World)
Activity	URA pilots ASYCUDA World	Number of pilot sites established	Number of customs stations that are piloting ASYCUDA World.	0	October 2012: 1 Station	Post-pilot implementation report (users)
Activity	<i>URA pilots ASYCUDA World</i>	Number of pilot sites successfully run	Number of customs stations that are piloting ASYCUDA World and are satisfied with it	0	October 2012: 1 Station	In-depth interview with staff of customs station that is piloting ASYCUDA World
Activity	URA conducts user acceptance tests	% of user requirements that are met by ASYCUDA World	% of user requirements that are met by ASYCUDA World based on testing assessment	n/a	December 2012: 100% user acceptance requirements met	User acceptance report
Activity	Contractor and URA develop a ASYCUDA World prototype	Prototype delivered		n/a	September 30, 2012: 1 prototype	Demonstration
Activity	URA procures ASYCUDA World and hardware	Contract signed with suppliers		n/a	End of 2011: ASYCUDA World June 2012: hardware	Signed Contract
Activity	URA (Customs) develops user specifications	User process manual revised	User process manual is revised	Existing process manual (AS IS)	December 2014: Revised user manual	User process manual
Activity	URA (Customs) develops technical specifications	Technical manual created	Technical manual is created	n/a	December 2014: Technical manual created	Technical manual
Activity	URA (Customs) reviews and modifies customs business processes	Approved customs business processes manual	Manual finalized	Existing process manual ("AS IS")	December 2014: Revised process manual	Process manual