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
• **Treat it as a living document.** The monitoring plan should be continually reviewed and referred to, in order to ensure that you continue to measure the right thing – as the quote to the right demonstrates. You should revisit the monitoring plan annually, or more often if there has been a significant change in the project, context, or results chain. Ask yourself:
  - If your results chain has changed, do you need to monitor different things?
  - Did you measure all the things you hoped to measure?
  - If not, do you need to change your measurement ambitions? Or do you need to factor more time into your work plan for next year?
  - What have you learnt from your monitoring work so far?

3) **TMEA Monitoring Plan Template**

The TMEA monitoring plan template can be downloaded here. You can see an example of a completed monitoring plan at the end of this document.

It consists of four sheets.

1) *Project Overview*, a simple text overview of your project,
2) *Results Chain*, where the results chain can be copied in for reference.
3) *Monitoring Plan*, where the main monitoring plan is stored.
4) *Monitoring Ghant Chart*, an easy-to-use ghant chart for your monitoring activities.

This guide focuses on the third and fourth sheet, the monitoring plan and ghant chart.

4) **How to fill in the monitoring plan**

Turn to the third tab on the spreadsheet, entitled *Monitoring Plan*. It should look like this:

This guideline will go through each column in turn, starting from the far left, and describes how to complete it.
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:

<table>
<thead>
<tr>
<th>Level</th>
<th>Box from Results Chain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediate Outcome</td>
<td>Reduction in cost of trade across EAC</td>
</tr>
<tr>
<td>Short Term Outcome</td>
<td>Users increase compliance with trade procedures</td>
</tr>
<tr>
<td>Short Term Outcome</td>
<td>Easier for users to find info on trade procedures</td>
</tr>
<tr>
<td>Output</td>
<td>Users no longer complete application process manually</td>
</tr>
</tbody>
</table>

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:

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

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:

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

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 ghant chart

To help you plan your monitoring activities, you can complete the monitoring ghant 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.

<table>
<thead>
<tr>
<th>LEVEL (Outcome/Output/Activity)</th>
<th>BOX FROM RESULTS CHAIN (Copy each significant step in results chain)</th>
<th>INDICATORS OF SUCCESS (If there is more than one indicator per result chain box, place each indicator on a separate line.)</th>
<th>DEFINITION/CALCULATION (Explain how you will define and calculate your indicator)</th>
<th>BASELINE (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)</th>
<th>TARGETS &amp; MILESTONES (Enter your date and targets for the end of project and any prior intermediate milestones)</th>
<th>DATA COLLECTION &amp; ANALYSIS METHODS (Explain how you will collect and analyze monitoring data)</th>
</tr>
</thead>
</table>
| 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 |
<table>
<thead>
<tr>
<th>Output</th>
<th>URA integrates ASYCUDA World with other systems</th>
<th>Number of internal systems integrated</th>
<th>Number of internal (within URA) systems that communicate with ASYCUDA World</th>
<th>0</th>
<th>December 2013: 2 (E-Tax, SUN System)</th>
<th>Customs / IT Department: Integration test reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output</td>
<td>URA integrates ASYCUDA World with other systems</td>
<td>Number of national business systems integrated</td>
<td>Number of businesses (CFAs, AEOs) that access ASYCUDA World</td>
<td>0</td>
<td>December 2013: 220 (200 CFAs, 20 AEOs)</td>
<td>System audit reports (e.g. ASYCUDA World, E-Tax)</td>
</tr>
<tr>
<td>Output</td>
<td>URA integrates ASYCUDA World with other systems</td>
<td>Number of regional systems integrated</td>
<td>Number of regional (outside of URA) systems that exchange information with ASYCUDA World</td>
<td>0</td>
<td>December 2013: 2 (Kenya Revenue Authority, Rwanda Revenue Authority)</td>
<td>System reports (ASYCUDA World)</td>
</tr>
<tr>
<td>Output</td>
<td>URA rolls out ASYCUDA World</td>
<td># of customs stations using ASYCUDA World</td>
<td># of customs stations that use ASYCUDA World</td>
<td>0</td>
<td>December 2014: 35 Stations</td>
<td>System generated reports (ASYCUDA World)</td>
</tr>
<tr>
<td>Activity</td>
<td>URA pilots ASYCUDA World</td>
<td>Number of pilot sites established</td>
<td>Number of customs stations that are piloting ASYCUDA World.</td>
<td>0</td>
<td>October 2012: 1 Station</td>
<td>Post-pilot implementation report (users)</td>
</tr>
<tr>
<td>Activity</td>
<td>URA pilots ASYCUDA World</td>
<td>Number of pilot sites successfully run</td>
<td>Number of customs stations that are piloting ASYCUDA World and are satisfied with it</td>
<td>0</td>
<td>October 2012: 1 Station</td>
<td>In-depth interview with staff of customs station that is piloting ASYCUDA World</td>
</tr>
<tr>
<td>Activity</td>
<td>URA conducts user acceptance tests</td>
<td>% of user requirements that are met by ASYCUDA World</td>
<td>% of user requirements that are met by ASYCUDA World based on testing assessment</td>
<td>n/a</td>
<td>December 2012: 100% user acceptance requirements met</td>
<td>User acceptance report</td>
</tr>
<tr>
<td>Activity</td>
<td>Contractor and URA develop a ASYCUDA World prototype</td>
<td>Prototype delivered</td>
<td>n/a</td>
<td>September 30, 2012: 1 prototype</td>
<td>Demonstration</td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>URA procures ASYCUDA World and hardware</td>
<td>Contract signed with suppliers</td>
<td>n/a</td>
<td>End of 2011: ASYCUDA World</td>
<td>Signed Contract</td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>URA (Customs) develops user specifications</td>
<td>User process manual revised</td>
<td>User process manual is revised</td>
<td>Existing process manual (AS IS)</td>
<td>December 2014: Revised user manual</td>
<td>User process manual</td>
</tr>
<tr>
<td>Activity</td>
<td>URA (Customs) develops technical specifications</td>
<td>Technical manual created</td>
<td>Technical manual is created</td>
<td>n/a</td>
<td>December 2014: Technical manual created</td>
<td>Technical manual</td>
</tr>
</tbody>
</table>