



## PROTOCOL FOR WORK PLAN MONITORING





## FINAL REPORT ON

# PROTOCOL FOR WORK PLAN MONITORING

*Prepared for:*  
International Resources Group (IRG)

*Prepared by:*  
Nasim Aziz  
Nature Conservation Management (NACOM)

July 2004



**WITH PARTNERS: CODEC, NACOM & RDRS**

## TABLE OF CONTENTS

	<b>Page</b>
<b>Table of Contents</b>	<b>ii</b>
<b>List of Tables</b>	<b>iii</b>
<b>Executive Summary</b>	<b>iv</b>
<b>1. Overview</b>	<b>1</b>
<b>1.1 Background</b>	<b>1</b>
<b>1.2 Objective</b>	<b>1</b>
<b>1.3 Scope of Work Plan Monitoring</b>	<b>2</b>
<b>1.3.1 Progress Monitoring</b>	<b>2</b>
<b>1.3.2 Characteristics of Progress Monitoring</b>	<b>2</b>
<b>2. Work Plan Monitoring</b>	<b>3</b>
<b>2.1 Monitoring Progress of the Project</b>	<b>3</b>
<b>2.2 Measuring Progress</b>	<b>3</b>
<b>2.2.1 Measuring progress of activities</b>	<b>3</b>
<b>2.2.2 Monitoring timely execution</b>	<b>4</b>
<b>2.3 Format of Report</b>	<b>5</b>
<b>2.3.1 General Progress Report</b>	<b>5</b>
<b>2.3.2 Project Status Sheet</b>	<b>5</b>
<b>2.4 Reporting Plan</b>	<b>6</b>
<b>3 Conclusion</b>	<b>6</b>
<b>Annex 1 Monthly Status Report</b>	<b>7</b>

## LIST OF TABLES

<b>Table 1: Phases of an activity</b>	<b>4</b>
<b>Table 2: Reporting Plan - Work Plan Monitoring</b>	<b>6</b>

## EXECUTIVE SUMMARY

This document proposes a system of monitoring progress of Nishorgo Support Project Work Plan. It is the third part to the entire monitoring system of NSP. This includes an additional set of management related indicators that will provide the NSP Team – with ongoing information and feedback on the status of progress of activities spelled out in the Work Plan. This third level includes indicators to measure progresses not performances of the Project. That is, how far we are in relation to activities and respective timeline set for a particular year.

The system is developed on the Microsoft Excel by a simple scoring system of both number and sign indicator. For activities in progress, the system applies scoring system ranging from below 0.00 to 1.0 depending on 5 level of completion. The levels are – starting phase, development phase, consolidation phase, near completion and completion phase. To keep track on overall project status, the score is dependent on scale ranging from 0.00 to 5.0. The higher the scores, the better the progress in a given year.

To keep track on whether the activities are on schedule (time), the system adopts sign indicators – Green, Yellow and Red. Where, Green indicates a particular activity in on schedule or is completed within the timeline set. Yellow indicates the activity is slipping but tolerable and/or some action required bringing it on track. Red indicates the activity has fallen behind and is having a negative bearing on other activities and requires immediate action by the NSP management.

As a part of communication, the monitoring system relies on a monthly feedback and a half-yearly reporting system. The monthly status report is a 2-3 pages document with summaries of all activities. It gives more emphasis on activities that needs management guidance and/or action. The half yearly status report is a descriptive one with graphical representation of status of the NSP, Components, or Project Results.

The proposed system is in its development phase, so it requires suggestion from all involved. Hopefully over time, it will develop into a more thorough monitoring system.

# **1. Overview**

---

## **1.1 Background**

The forests resources of Bangladesh have been disappearing at an alarming rate. The rate of deforestation was about 8,000 ha per year during the 1970s, which later increased to about 37,600 ha per year in the 1980s (MOEF 1992). To reduce rate of deforestation, the Nishorgo Support Project (NSP) will be working primarily in five-pilot Protected Areas (PAs). The main objective of NSP is to improve the economic condition of the local people and in return, people are to share joint responsibility with Forest Department (FD) to conserve bio-diversity.

Against NSP's interventions, the Project envisions the three-tier systems consisting the entire monitoring framework. These three levels consist of:

1. Monitoring a Core Set of Indicators
2. Monitoring Key Contract and PP Targets
3. Work Plan Monitoring

The first system works with measuring changes in status of specific natural resources of the five PAs. The scope of second level is to measure project impacts on socio-economic status of the local people and impacts on forest policy, management, administration, public awareness and a range of other issues which go beyond the spatial scale of PAs to local, regional and at the national level.

The third level mainly concerned with effective and timely execution of component wise activities which are outlined in the Annual Work Plan for five years to achieve goals and objectives of the Project.

Nature Conservation Management (NACOM) has been given the task to establish the entire monitoring framework of the NSP and this draft report outlines the way to monitor activities laid out in the Work Plan.

## **1.2 Objective**

The main objective of this draft report is to propose a system which will enable the lead team IRG, and its partners to keep track:

1. of a wide range of activities needs to be completed, and
2. completed in a timely manner

### **1.3 Scope of Work Plan Monitoring**

#### **1.3.1 Progress Monitoring**

The scope of the Work Plan Monitoring is to measure ‘**progresses**’ or status of the activities. Progress monitoring is often confused with performance monitoring. Conventional progress monitoring focuses on physical, financial and logistic aspects of projects, while performance monitoring deals with critical processes which are directly related to the project’s objectives.

For example, progress monitoring looks at the number of training sessions held, or the percentage of work completed of participatory plantation scheme; while performance monitoring evaluates the quality of training or the level of community involvement in species identification, site selection & plantation, and ultimately the survival percentage of seedlings.

An ideal M&E system contains elements from both progress and performance monitoring. Such as the entire monitoring scheme, where the Work Plan monitoring will be assessing status against targets set, and the other two monitoring systems mentioned above will be assessing performance against objectives of the NSP.

#### **1.3.2 Characteristics of Progress Monitoring:**

- Primarily concerned with physical inputs and outputs
- Measures results against project targets
- Inflexible in nature
- Focuses on project activities and outcome
- Indicators are activities and time schedule here and are identified up front which remain static
- Monitoring of pre-selected activities/indicators
- Information flows from field to management.
- Intended reader is management team

## **2. Work Plan Monitoring**

---

### **2.1 Monitoring Progress of the Project**

The Nishorgo Support Project Work Plan has four levels of goals to be achieved over the five years period. At the top level are the five “Components”, followed by the second level – the PA Management “Targets”. To reach the above two levels, a series of “Project Results” are spread over the five components of the Project. Finally, within each Project Result, a series of sequential Activities and Milestones are laid out.

It is the fourth level, i.e. the series of activities and milestones that this proposed Work Plan Monitoring systems wants to keep track, and to provide status report from time to time.

### **2.2 Measuring Progress**

Thus, to be able to track the progress of NSP, we need to monitor the following:

- progress on activities, and milestones set in the plan
- and on timely execution of activities

#### **2.2.1 Measuring progress of activities**

Activities enumerated in the Work Plan are of various types, and hence gauging progress of each activity by different approaches would make the system cumbersome. Thus, a unified system is proposed here where progress is measured under a general scale. The process is as follows:

- Each activity will be measured under five “stages” starting from preliminary/staring phase to final report submission stage (Table 1).
- Completion of each level will be scored by 1, and hence the total points upon completion of an activity will be 5.
- Determination of a stage/phase of an activity will be done from weekly status meeting.
- However, not all activities requires a report, in such instances, for similarity in scoring system, an activity will as be given the full scores (i.e. 5).
- The total score (sum of scores of all activity) under a Project Result will be divided by the maximum number it can get. For example, if attained score is 35, and maximum score is 55, then the progress would be 0.64. Fulfillment of all activities will lead to a score of 1 for that particular Project Result.
- Summation of scores of all Project Results will be divided by the total number of Project Results under each Component. Thus, the highest score one component can get is 1 and lowest is below decimal.



**Table 1: Phases of an activity**

Stages	Categories	Scores
A	Preliminary work started	1
B	Development (half way through)	1
C	Consolidation (three fourth done)	1
D	Near Completion (Work finished)	1
E	Completion (Report Submitted)	1
	Total	5

- As the number of Component is 5, the highest score for completion of all activities under all components will lead to a score of 5.
- The scoring system is shown in the **Attached Microsoft Excel Sheet**.
- For ease in calculation, the entire scoring system is made automated through simple formula.

### **2.2.2 Monitoring timely execution**

The Work Plan has scheduled the activities sequentially in a timely manner in such a way that delay in one activity is likely to have a negative effect on activities that follows. So it is imperative that a mechanism should be put in place to allow management to take action if such delay happens.

To indicate activities are on schedule or not, the system relies on status indicators “Green – Yellow – Red”. Whether an activity status is "Red", "Yellow" or "Green" based upon the following guidelines:

- All activities start on green and stay green if it is completed on time.
- If an activity’s original timeline or latest update indicate a delay of at least fifteen (15) days, but not more than sixty (30) days, the indicator will change to yellow.
- Should an activity's scheduled timeline or latest update indicate a delay in excess of thirty (30) days, the indicator will change to red (The criteria of changing status need to be discussed).
- The indicator will remain in this status until such time as a change request been approved to bring the schedule within the stated parameters.

## 2.3 Format of Report

### 2.3.1 General Progress Report

The format chosen will depend on the purposes of the report and intended audience. In general the progress report will include the following:

- Important progress made since previous report
- Overall progress in relation to the Project Work Plan (annual)
- Reports of deviation from the Work Plan (if any)
- Project 'successes'
- Problems and 'pitfalls' encountered
- Actions taken to keep/bring project on track
- Issues for resolution; issues resolved since last report
- Modifications to plan that may be required (e.g. in terms of scoping, timeline etc.)
- Changes to risk assessment and related contingency planning.

### 2.3.2 Project Status Sheet

This status report will take the form of a document summarizing:

- List of activities in progress and on schedule
- List of activities that may create or are concern for the management (termed as “**issues**”)
- List of issues that need management direction
- List of activities that are at “**risk**” and need immediate management actions.

#### **Issues**

A description of major issues or concerns that have had to be addressed since last report. In general, an activity will be on the issue list if it's fails to score more than 0.5 and or, reaches Yellow status.

#### **Risk**

A description of current critical risks/threats: issues that have a score not more than 0.25 with a Red/yellow indicator will be on the risk list.

This monthly report in the additional information / notes section will be accompanied by:

- **Cause of Current Status** - Which explains in two sentences or less the action resulting in the current status; and
- **Corrective Action** - Which explains in two sentences or less, the action to be taken to correct the Cause of the change in status.

An example sheet is given in Annex – 1.

## 2.4 Reporting plan

This should be a key aspect in overall project planning. It will also relate to communications plan.

**Table 2: Reporting Plan - Work Plan Monitoring**

Issues	Reporting Plan
Target Audience	NSP managers, IRG team, FD
Report Format	<ol style="list-style-type: none"><li>1. General Progress Report: not more than 20 pages, with graphs or tables as many as possible.</li><li>2. Project Status Report: not more than 2-3 pages.</li></ol>
Frequency	<ol style="list-style-type: none"><li>1. General Progress Report: Yearly or preferably half-yearly (<b>TBD</b>).</li><li>2. Project Status Sheet: monthly.</li></ol>
Delivery	Hard or soft copy.

## 3. Conclusion

This document spells out a simple system of monitoring activities directed towards achieving a set of objectives. The monitoring system proposed here takes help of a simple scoring system developed in the Microsoft Excel environment. The monitoring system is in its primary stage, and hopefully will develop into a better one over time.



Nishorgo Support Project

# MONTHLY STATUS REPORT

## Nishorgo Support Project

✓	On track and/or satisfactory progress
☹	Slipping but tolerable and/or some action required
✘	Requires attention and/or further immediate action

<b>Prepared by:</b> NASIM AZIZ <b>Date Covered by the Report:</b> <b>Distribution:</b> CoP	<b>Date:</b> <b>Through:</b> <b>cc:</b> FD, NACOM, RDRS, CODEC
--	--

<b>Executive Summary</b>
--------------------------

Accomplished Activities and or Activities in Progress	Status	Date(s)	Lead Team / Person
	✓		

Project "Top 10" Issues	Status	Lead Team /Person	Due by Date
	☹ requires action		

Issues Requiring Management Direction	Lead Team	Due Date

<b>Changes in Issue/Risk Assessment</b>
---

<b>Outstanding Activities</b>	<b>Status</b>	<b>Critical Date(s)</b>	<b>Lead Team / Person</b>
	* Action req'd		
	* Action req'd		
	* Action req'd		
	* Action req'd		

**Significant Variances from Estimate/Plan**

**Other Notes/Comments**

**Notes**