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JUREMONIA
JUSTICE REFORM MONITORING IN ARMENIA

ANNEX III: JUREMONIA: Monitoring tools

INTRODUCTION

It is important to carefully plan for monitoring, when monitoring a strategy or other intervention (e.g. program, project). In the planning phase, it is good practice to develop a so-called **monitoring plan**, which outlines the monitoring approach and guides the implementation of monitoring activities. In addition, an **indicator tracking table** is often used to support the systematic tracking of indicators and facilitate reporting.

1. Monitoring Plan

The monitoring plan often consists of a performance monitoring framework and an accompanying narrative description. It is developed at the start of an initiative.

A good **narrative description** provides detailed information on:

- What monitoring data will be collected and how;
- How the monitoring data will be recorded, analyzed, and validated;
- How the monitoring data will be used and by whom;
- What resources (financial, human resources) will be required to implement the monitoring activities.

The **performance monitoring framework** outlines the a) key results the strategy aims to contribute to, b) the indicators that will be used to track progress, c) how the monitoring data will be collected (data sources & methods), d) how often and when the data will be collected, and e) who will be responsible for ensuring the data is collected, analyzed, validated, shared, and used.

A template of the tool, including examples in *italic*, is presented below.

For detailed instructions on how to use this template, please see the PowerPoint slides of the September 2022 JUREMONIA training.

2. Indicator tracking table

The indicator tracking table helps with recording the measurements of the values of indicators. It is developed at the start of an initiative, and updated during the lifetime of the initiative. A template is presented below, which can be tailored to your specific monitoring needs.

In the first column of the tracking table you provide a a) description of the indicator(s) used, b) definition of key elements/terms, and c) disaggregation. The description of the indicator(s) can be copied from the monitoring plan. If necessary, you add definitions/descriptions of key terms/elements of the indicator to avoid any confusion and/or inconsistent interpretation of the indicator. For example, vague or subjective terms like ‘quality’ or ‘effective’ need to be further specified to clarify what is meant with e.g. ‘quality’ in this specific context. Furthermore, if you are planning to collect disaggregated data, this should also be mentioned. Data can, for example, be disaggregated by sex/gender identity, socio-economic status, ethnicity, age, and/or geography.

In the second column of the tracking table, you need to insert -if applicable- the baseline value of the indicator and the date of the baseline measurement. Baseline data provides information on the situation before the start of the initiative.

In columns three & and four of the tracking table template (but you can add as many columns as necessary), you need to insert the targets and corresponding dates. Targets help with assessing whether an initiative is on track in terms of the progress achieved. If the progress achieved is well above or below the targets set, this is a sign to find out why this is the case. It could, for example, be that the initial targets set were not realistic and, therefore, should be adjusted. It could also be the case that the initial targets were realistic but that, for example, challenges were encountered and not adequately addressed during the implementation of the initiative. In the latter case, adjustments may need to be made to the way the initiative is being implemented.

Targets should be ambitious but realistic. Unrealistic targets or targets that can be easily achieved are not very useful as they have limited “signalling” value.

In the fifth column you record the values of the indicators as monitored during specific points in time (e.g. at the start, halfway, and at the end of an initiative; again you can add as many columns as necessary, and focus on different time-periods e.g. years, months etc.). Where relevant, you need to provide explanations - in the sixth column- of any significant variance of the actual values of the indicators compared to the targeted values. As a rule of thumb, an explanation is required when the deviation is more than 10%.

If during the lifetime of the initiative indicators and/or targets are changed, these changes need to be incorporated in the tracking table.

3. Additional resources

If you would like to obtain more information on monitoring and indicators, the following resources are highly recommended:

Global Affairs Canada How to Guide on results-based management:
https://www.international.gc.ca/world-monde/assets/pdfs/funding-financement/how-to-guide.pdf

Vera Institute of Justice’s guide on designing indicators across the Justice Sector:
https://www.vera.org/downloads/publications/207_404.pdf

Performance monitoring framework template

Planned results	Indicator(s)			Data collection methods & sources	Frequency / Timing	Responsibility
	Description	Baseline*	Target*			
Goal						
E.g. Improved access to justice for marginalized groups in region X.	*E.g. %/total marginalized people (f/m) with access to justice in region X*	*E.g. 2022: 30%*	*E.g. 2026: 40%*	*E.g. Household survey*	*E.g in 2022 (baseline) and 2026 (endline)*	*E.g. MEL expert*
Intermediate outcome(s)						
E.g. Improved quality of legal aid services provided by targeted CSOs to marginalized groups in region X.	*E.g. % of targeted CSOs that have been assessed as providing legal aid services to marginalized groups in region X that are of at least good quality (rated with a 4 or 5) (5-point Likert scale)*	*E.g. 2022: 20%*	*E.g. 2024: 40%* *2026: 60%*	*E.g. Quality of services will be assessed by independent legal aid experts for all targeted CSOs using a 5-point Likert scale and pre-defined quality criteria. Data will be collected through interviews and Focus Group Discussions with CSOs and legal aid clients, a review of relevant documentation, and observation.*	*E.g. in 2022 (baseline), 2024 (mid-term), and 2026 (endline)*	*E.g. MEL expert, supported by independent legal aid experts.*
Short-term outcome(s)						

Increased knowledge of targeted legal aid providers on land and women's rights in region X.	*E.g. %/total trained legal aid providers (f/m) assessed as having "substantial" or "comprehensive" understanding of land and women's rights (4 or 5 on a five-point Likert scale)*	*E.g. before the training: 20%*	*E.g. 3-months after the training: 80%*	*E.g. Pre- and post-training test*	*E.g. Before every training and 3-months after every training*	*E.g. the trainers*
Outputs						
E.g. Legal aid providers trained on land and women's rights in region X.	*E.g. # of legal aid providers (f/m) trained on land and women's rights in region X.* *E.g. level of trainees' (f/m) satisfaction with the quality of the training (5-point Likert scale)*	*2022: 0* *NA*	*2024: 100 ; 2026: 200* *Median value: 4*	*E.g. Attendance list* *E.g. Training evaluation survey*	*E.g. During every training* *Idem*	*E.g. the trainers* *Idem*

*Information on the baseline and target values can be left out if an indicator tracking table is also used.

Indicator tracking table template

1. Indicator	2. Baseline		3. Mid-term target		4. End-of-strategy target		5. Actual value				6. Explanation of variance actual versus target value
	Value	**Date**	**Value**	**Date**	**Value**	**Date**	**Y1**	**Y2**	**Y3**	**Y4**	
Goal											
Insert description goal indicator: *E.g.* %/total marginalized people (f/m) with access to justice in region X *Definition key elements/terms:* *E.g. Access to justice is defined as ….* *E.g. Marginalized people include ….* *Disaggregation:* *E.g. f/m*	*E.g. 25%*	*E.g. 01-01-2022*	*E.g. N/A*	*E.g. N/A*	*E.g. 50%*	*E.g. 01-01-2026*	*E.g. N/A*	*E.g. N/A*	*E.g. N/A*	*E.g. 40%*	*E.g. the end target has not been achieved due to the fact that…..*
Intermediate outcomes											
Insert description intermediate outcome indicator(s): *Definition key elements/terms:* *Disaggregation:*											
Etc.											
Short-term outcomes											
Insert description short-term outcome indicator(s): *Definition key elements/terms:* *Disaggregation:*											
Etc.											
Outputs											
Insert description output indicator(s): *Definition key elements/terms:* *Disaggregation:*											
Etc.											