Developing a Plan
(INTRAC for Civil Society, 2017)

This resource describes project or programme plans as written documents detailing the problems or challenges the project or programme will address, potential solutions, and activities designed to contribute to desired changes.

It argues that, since project or programme plans often influence what kinds of monitoring and evaluation (M&E) activities are likely to be implemented, M&E experts should be involved in the project or programme planning process.

The resource is split into 4 main guidance sections:

1) **The process of developing a plan**. This describes varied approaches to plan development.

2) **Planning tools and methodologies.** This summarises various tools to support planning, including context or situational analysis; visioning; stakeholder analysis; problem analysis; participatory learning and action (previously 'participatory rapid/ rural appraisal); scenario planning; the logical framework; and outcome mapping.

3) **Reviewing plans.** Plans are likely to be disrupted as a programme or project progresses and should therefore be reviewed regularly – a process that M&E can support. This section details how this can be included in the drafting of a plan.

4) **Content of a plan.** Plans should be kept clear and concise. Core aspects should include:
   a. **Background and overview:** the rationale and context for the project or programme.
   b. **Goal, objectives, and indicators**: the specific, timebound changes that the project/programme intends to bring about.
   c. **Project/programme design:** the key working approaches employed to achieve the goal and objectives described.
   d. (Page 2) **Partners and stakeholders**: a description of the main partners or organisations that will work on the project or programme.
   e. **Resources:** those required to implement the project or programme.
   f. **Risk assessment and management:** the main risks and assumptions associated with the project or programme and how these will be managed.
   g. **Monitoring and evaluation:** A brief description of how the project or programme will be monitored and evaluated over its lifetime (and/ or M&E framework).
   h. **Annexes** (e.g., a Gannt chart)