# TOOL 6.1: GUIDANCE
# PROGRAMME MONITORING DASHBOARD
# GUIDANCE FOR USING THE EXCEL SPREADSHEET

**There are four tabs on the Excel spreadsheet:**

- **The Dashboard tab** contains all the graphs and tables and will be automatically updated as you enter data.
- **The Planning tab** is where you will enter data regarding targets for each of your key performance indicators.
- **The Monitoring tab** is where you will enter annual data.
- **The Budget tab** is where you will enter budget information for the current year.

**Some general notes:**

- You should only be entering data into white cells.
- Cells that are shaded yellow/gold will have values that are automatically calculated, based on the data you have entered. **You do not need to enter data into these cells**.
- **Do not delete any data cells**, as this can potentially cause calculation errors. If you do not have a data for a particular cell, leave it blank.

## ENTERING PLANNING DATA

**In most cases, you will only need to update the Planning tab once, at the start of your usage of the Dashboard. Start by clicking the "planning" tab. You may adjust planning targets throughout the monitoring process. In this case, you will want to update the corresponding data on this tab.**

## Indicators

**Decide which indicators you will be using**

Review the complete list of key performance indicators (KPIs) located in Appendix A (in this document below). Decide which indicators you will be using. For the indicators you are not using, simply clear the sample data and do not enter new data. **Do not** delete the entire indicator, as this can potentially cause calculation errors.

Some of the child-level and teacher-level indicators are already disaggregated by gender. If you will not be examining differences by gender or do not have this information but will still be reporting on the indicator with aggregated data, enter data in only one of the two rows and disregard the other one.
You may want to relabel the indicator you are using with "aggregated" instead of "male" or "female."

If you choose to disaggregate any of the indicators by location (e.g., urban/rural), you can change the indicator names accordingly.

**Adding new indicators**

There are spaces included at the bottom (text is in red) of the list for KPIs you are interested in monitoring but not included in the list.

- Two of these are for percentage indicators and three are for number indicators.
- Enter your indicator in Column C, replacing the red text accordingly.
- You may also want to indicate whether this is a child-level, teacher-level, school-level, or system-level indicator (Column B)

Alternatively, if there are KPIs that you will not be using, you can replace them so that there are no blank spaces on the Dashboard.

For example, if you are tracking the percentage of overage children in ECE, but you are not tracking the percentage of children with mild disabilities, you can replace the text for the indicator accordingly.
Any changes made to the indicators on this tab will automatically be reflected in the Monitoring and Dashboard tabs.

**A note on the Gender Parity Index (GPI):**
- GPI is calculated automatically using the GER for males and females.
- If you want to use ANER to calculate GPI, the formula is below.

$$\text{GPI} = \frac{ANER, female}{ANER, male}$$

## Years
This Dashboard is designed to cover 2023-2030. If the data you are monitoring falls across a different time range, edit the years accordingly.

For example, if your ESP covers 2022-2027, your baseline year (Column D) will be 2022 and your end target year will be 2027. You will have five years of data you are tracking (Planned 2023, 2024, 2025, 2026, 2027 - Columns E, F, G, H, and I, respectively). As there are seven "Planned" year columns, do not enter years (or data) into the last two columns.

- Do not delete any columns if you are not entering data into those years, as this can potentially cause calculation errors.
- Enter baseline data in Column D

## Annual Rate of Increase/ Decrease
If you know overall annual rate of increase/decrease, enter this in Column L. The annual planned target values will automatically be calculated.

For example, if the baseline (2023) ECE ANER for males is 28% and you have a target ECE ANER for males of 49% by 2030:

$$\frac{end\ target\ ANER - baseline\ ANER}{end\ target\ year - baseline\ year} = \frac{49\% - 28\%}{2030 - 2023} = \frac{21\%}{7\ years} = 3\% \text{ increase per year}$$

- Enter 3% into column L and annual planned targets will be automatically calculated for Columns E-K.
- You can also manually enter targets for each year if the planned rate of increase/decrease is not the same every year.

## ENTERING MONITORING DATA
**You will be updating this sheet on an annual basis with your annual data. Start by clicking on the "Monitoring" tab.**

## Indicators
- If you edited any of the indicator names in the Planning tab, they will be automatically updated.

## Years

▪ If you edited any of the years in the Planning tab, they will be automatically updated.

## Entering Annual Data

▪ Enter data under the appropriate year.
▪ If you do not have data for an indicator, leave it empty instead of entering zero.

## Reading the Baseline/Target/Achieved columns (Columns L-N)

▪ Baseline data (Column L) will be automatically updated based on the data you entered in the Planning tab. In the example above, for the first indicator (ANER, male), the baseline ANER in 2023 was 28%.
▪ To change the year you want to view in Columns M (Target) and N (Achieved), you will need to go to the Dashboard tab to change the year. On the Dashboard tab, next to the "Current Year" box, you can change which year's data you would like to view. In the example pictured below, 2027 has been selected. This will automatically change the year (and corresponding data) shown in Column M (Target) and Column N (Achieved) on the Monitoring tab.

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | | | current year | current year | current year |
| 1 | Monitoring Sheet for ECE Indicators | | | | | | | | | | | | | | |
| 2 | | | | | Achieved | Achieved | Achieved | Achieved | Achieved | Achieved | Achieved | Baseline | Target | Achieved | Status |
| 3 | S.No. | Category | Indicator | | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2023 | 2027 | 2027 | 2027 |
| 4 | 1 | Child-level | ECE Adjusted Net Enrolment Rate (ANER), male | | 28% | 29% | 31% | 31% | 30% | 31% | 32% | 28% | 40% | 31% | Not achieved |
| 5 | 2 | Child-level | ECE Adjusted Net Enrolment Rate (ANER), female | | 29% | 31% | 31% | 32% | 33% | 33% | 34% | 24% | 40% | 32% | Not achieved |
| 6 | 3 | Child-level | ECE Gross Enrolment Rate (GER), male | | 51% | 51% | 52% | 53% | 54% | 55% | 56% | 52% | 64% | 53% | Not achieved |
| 7 | 4 | Child-level | ECE Gross Enrolment Rate (GER), female | | 46% | 45% | 46% | 47% | 48% | 49% | 50% | 44% | 60% | 47% | Not achieved |

▪ Column M shows the target for that year, based on data entered in the Planning tab. For the first indicator (ANER, male), the 2027 target was 40%
▪ Column N shows what was actually achieved that year, based on the data you entered on this tab. For the first indicator (ANER, male), in 2027 the male ANER rate was actually 37%
   - Based on the values in Column M (Target) and Column N (Achieved), the status (Column O) for the target year will automatically change as well.
▪ If the target was achieved, the status will change to "Achieved."
▪ If the target was not achieved, the status will change to "Not Achieved."

| Indicator | Baseline 2023 | Planned 2027 | Achieved 2027 | Next Year 2028 |
|---|---|---|---|---|
| ECE Gross Enrolment Rate (GER), male | 52.0% | 64.0% | 53.0% | 67.0% |
| ECE Gross Enrolment Rate (GER), female | 44.0% | 60.0% | 47.0% | 64.0% |
| Percentage of New Entrants in Primary with ECE Experience, male | 37.0% | 57.0% | 44.0% | 64.0% |
| Percentage of New Entrants in Primary with ECE Experience, female | 22.0% | 42.0% | 38.0% | 64.0% |

Current Year  2027

# ENTERING BUDGET MONITORING DATA
**Start by clicking on the Budget tab.**

## Years
- If you edited any of the years in the Planning tab, they will automatically be updated.

## Entering budget data
- **Planned budget** is the budget (national + donor) that was planned for the ECE subsector.
- **Allocated budget** is the budget (national + donor) that the ECE subsector actually received.
- The **budget deficit** will be automatically calculated (allocated budget - planned budget)
- **Utilization** refers to how much has been spent so far.
- The **percentage of allocated budget that has been used** will be automatically calculated.
- $\left(\dfrac{utilization}{allocated\ budget}\right)$ = percentage of allocated budget

# LOOKING AT YOUR DASHBOARD
Start by clicking on the 'Dashboard' tab. Your dashboard will automatically reflect any data entered. If you are not using an indicator, this graph will remain empty.

## Organization of graphs

1. The first row of graphs shows ANER/GER data, as pictured in the diagram below.
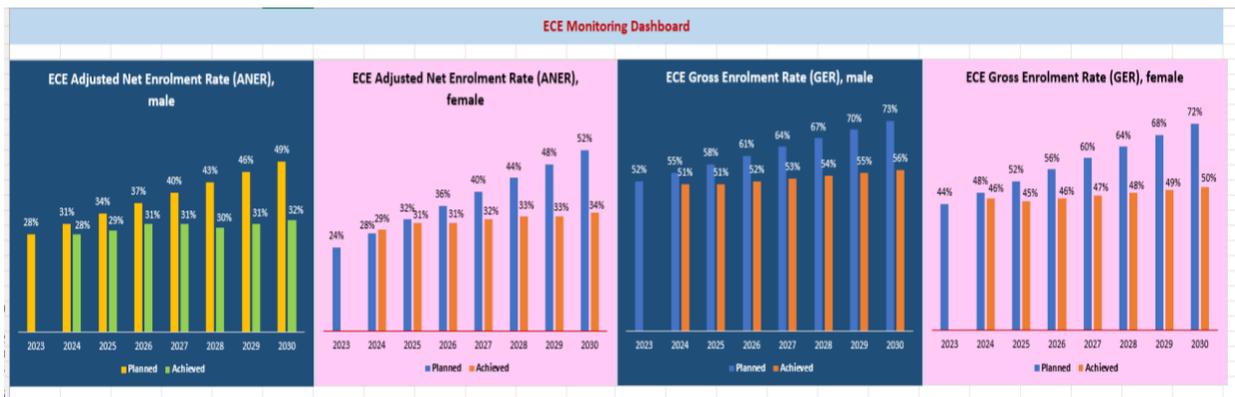


2. Following this are the SDG Indicator Table, the Progress Tracker Table, and the Budget Commitment, Allocation, and Utilization pie chart.
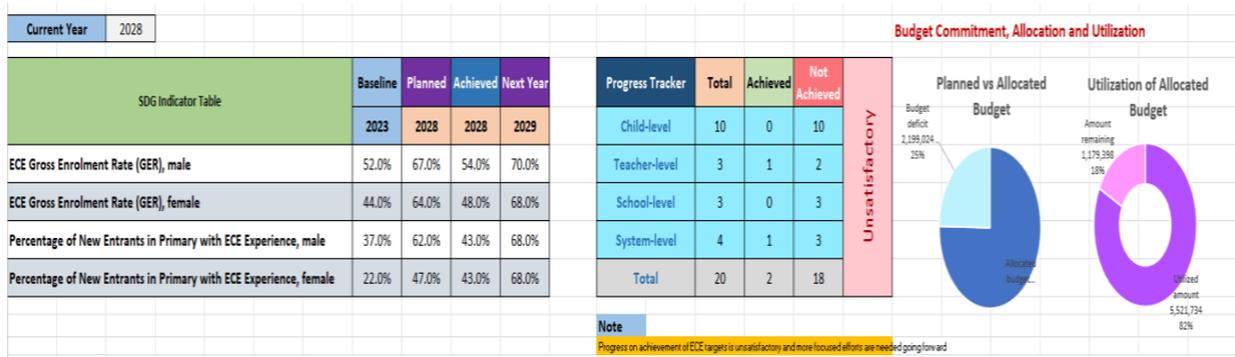
3. For these three tables, you can change the year of the data you wish to view by clicking on the year next to "Current Year" and selecting the appropriate year



| Indicator | Baseline | Planned | Achieved | Next Year |
|---|---|---|---|---|
| | 2023 | 2027 | 2027 | 2028 |
| ECE Gross Enrolment Rate (GER), male | 52.0% | 64.0% | 53.0% | 67.0% |
| ECE Gross Enrolment Rate (GER), female | 44.0% | 60.0% | 47.0% | 64.0% |
| Percentage of New Entrants in Primary with ECE Experience, male | 37.0% | 57.0% | 44.0% | 64.0% |
| Percentage of New Entrants in Primary with ECE Experience, female | 22.0% | 42.0% | 38.0% | 64.0% |

4. The next rows are comprised of additional child-level indicators and targets.
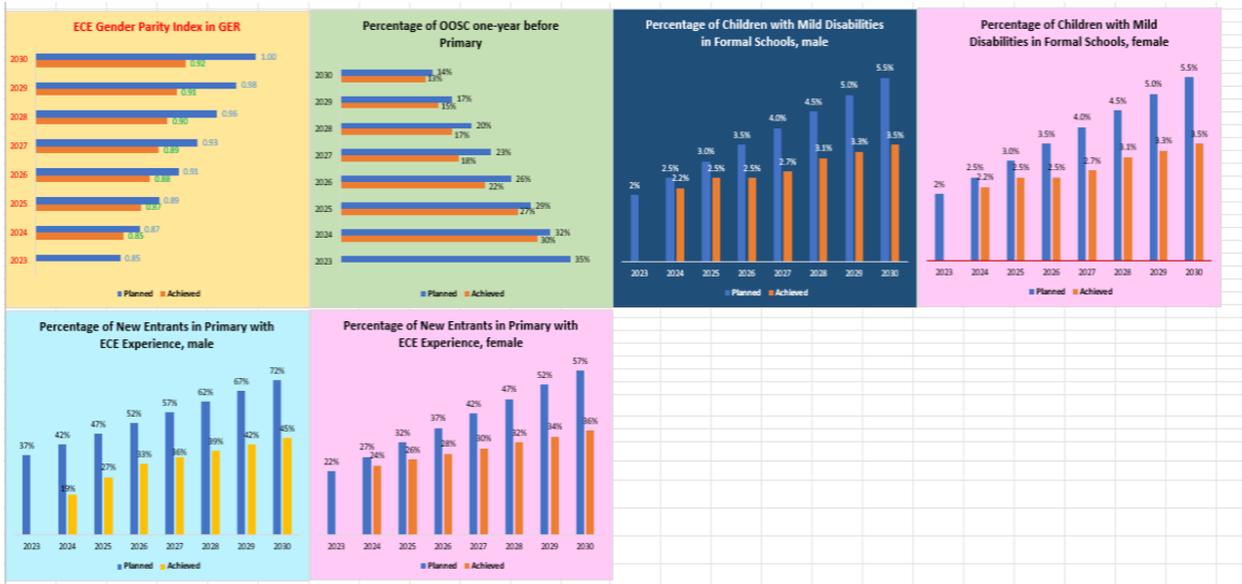
**5.** Next comes teacher-level indicators and targets and school-level indicators and targets.
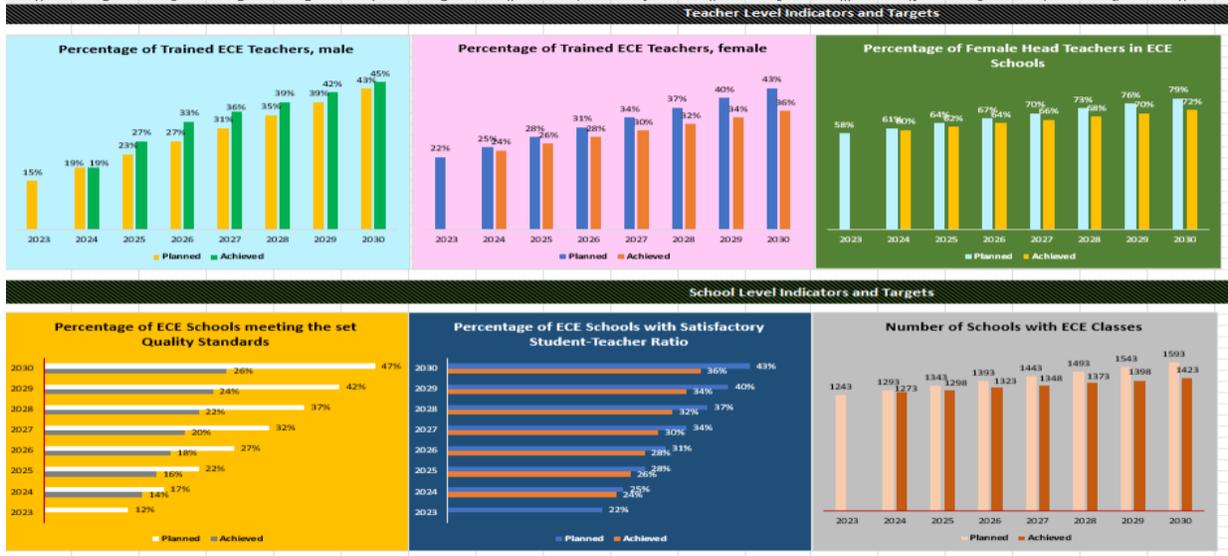


**6.** This is followed by system-level indicators and targets.
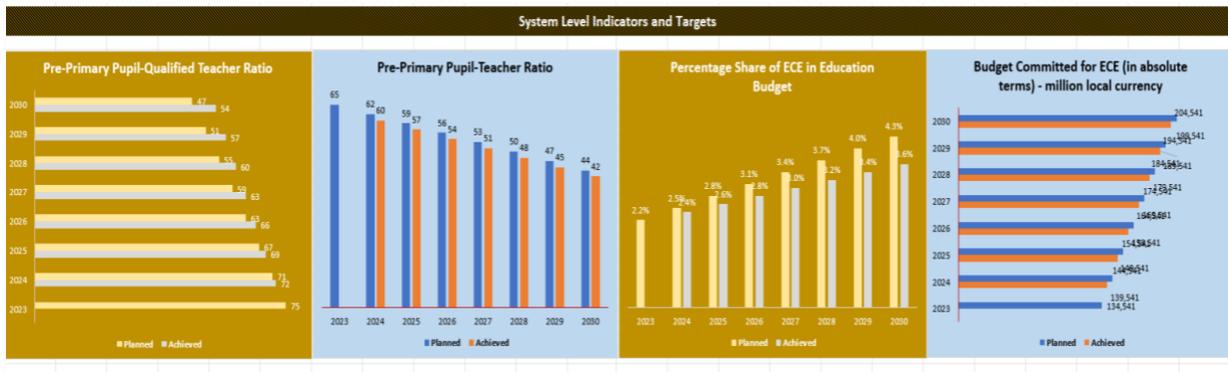


**7.** Finally, any additional indicators you may have added will be at the bottom of the dashboard. If no data is entered for any of these additional indicators, they will remain blank as pictured here.
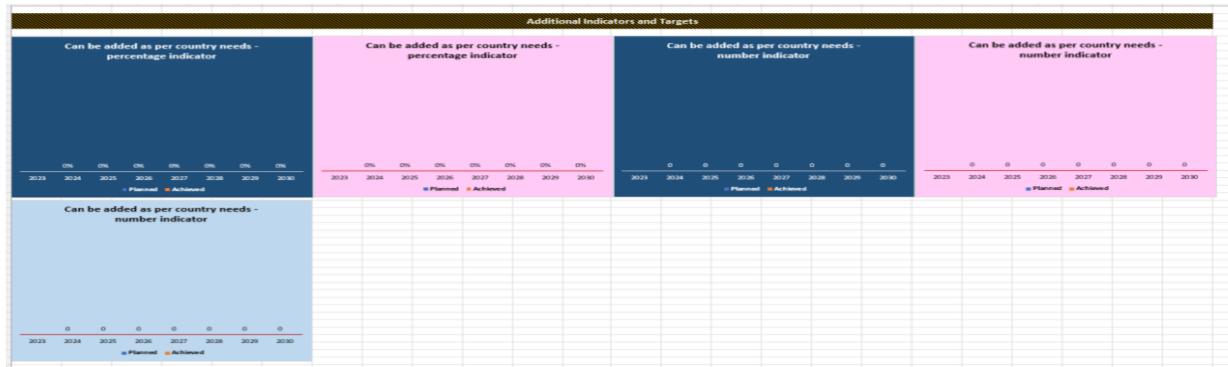
# READING THE GRAPHS

- The data you entered on the Planning and Monitoring tabs will be reflected in these graphs.
- "Planned" data are the targets you set in the Planning tab, based on the data from the baseline year and the annual rate of increase/decrease.
- "Achieved" data are the annual data that you entered in the Monitoring tab and reflect what actually took place in the country.
- Note: there will be no "achieved" data the baseline year because this the baseline year is the initial data point for comparison purposes, so you can track changes over time
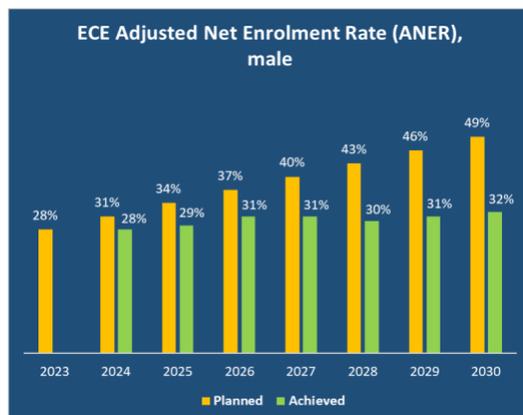


## READING THE SDG INDICATOR TABLE

- This table highlights two indicators that are most closely linked to Sustainable Development Goal 4.2: GER and Percentage of new entrants in primary with ECE experience.
- You can change which progress year you would like to view. When you click on the year, a drop-down arrow will show to the right of the box, and you can choose which year's data at which you would like to look.
  - This will automatically change the table to show the planned (target) data and achieved data for the year you selected (in this case, 2027).

| Current Year | 2027 |
|---|---|

| Indicator | Baseline | Planned | Achieved | Next Year |
|---|---|---|---|---|
| | 2023 | 2027 | 2027 | 2028 |
| ECE Gross Enrolment Rate (GER), male | 52.0% | 64.0% | 53.0% | 67.0% |
| ECE Gross Enrolment Rate (GER), female | 44.0% | 60.0% | 47.0% | 64.0% |
| Percentage of New Entrants in Primary with ECE Experience, male | 37.0% | 57.0% | 44.0% | 64.0% |
| Percentage of New Entrants in Primary with ECE Experience, female | 22.0% | 42.0% | 38.0% | 64.0% |

- In the above example, the first data column presents the baseline (2023) data for GER and percentage of new entrants in primary with ECE experience, by gender.
- Following this is what the planned target for 2027 was going to be, based on the annual rate of increase/decrease from the Planning tab. For example, for GER, Male, the planned value was 64.0%.
- The next column shows what was actually achieved that year. In 2027, the GER for male students was 53.0%.
  - The new target for the following year will also be shown, based on data entered in the Planning tab.
- In this example, the planned target for 2028 is 67%
- This may help you see whether any targets need to be modified, based on what you have already achieved to date.

# READING THE PROGRESS TRACKER TABLE

- This table tallies the number of indicators at each level (child, teacher, school, system) and notes which have been achieved and which have not.
- If there are more indicators that have not been achieved than have been achieved, an "unsatisfactory" flag will show to the right of the table and a note will be generated below the table saying, "Progress on achievement of ECE targets is unsatisfactory and more focused efforts are needed going forward."
- If there are more indicators that have been achieved than have not been achieved, a "satisfactory" flag will show to the right of the table and a note will be generated blow the table saying, "Progress on achievement of ECE targets is satisfactory but more and consistent efforts are still needed."

| Progress Tracker | Total | Achieved | Not Achieved | |
|---|---|---|---|---|
| Child-level | 10 | 1 | 9 | Unsatisfactory |
| Teacher-level | 3 | 0 | 3 | |
| School-level | 3 | 0 | 3 | |
| System-level | 4 | 1 | 3 | |
| Total | 20 | 2 | 18 | |

**Note**

Progress on achievement of ECE targets is unsatisfactory and more focused efforts are needed going forward

# READING THE BUDGET COMMITMENT, ALLOCATION, AND UTILIZATION PIE CHARTS

- Data for these pie charts, pictured below, comes from values entered on the Budget tab.

**Budget Commitment, Allocation and Utilization**

**Planned vs Allocated Budget**

- Budget deficit 2,199,024 25%
- Allocated budget...

**Utilization of Allocated Budget**

- Amount remaining 1,179,398 18%
- Utilized amount 5,521,734 82%
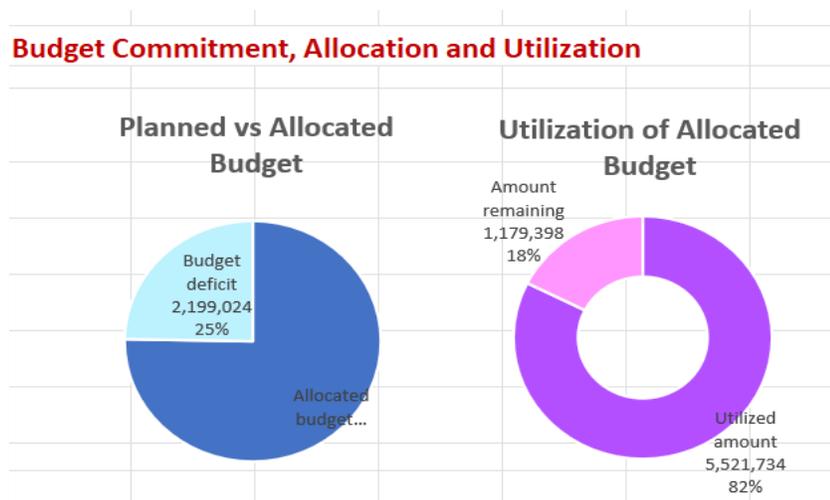
- Planned vs. allocated budget pie chart (left)
  - This pie chart is designed to provide a snapshot glance at the difference between the planned budget for the ECE subsector and what the ECE subsector ultimately ended up receiving that year.
  - For the current selected year (2028), there is a budget deficit of 25%, as there was $8,900,156 planned for the ECE subsector, but only $6,701,132 was ultimately received, leaving a deficit of $2,199,024, or 25%.

- Utilization of allocated budget pie chart (right).
  - This pie chart is designed to provide a snapshot glance of how much money is left in the ECE budget (actual received funds) after current expenditures.
  - For the current selected year (2028), the ECE subsector received $6,701,132, and of that, $5,521,734 (82%) was spent. The amount left available to spend is $1,179,398 (18%).

# APPENDIX A:
# LIST OF KEY PERFORMANCE INDICATORS

**Note: An asterisk indicates that the indicator is disaggregated by gender in the Dashboard**

| | |
|---|---|
| **Child-level indicators** | <ul><li>ECE Adjusted Net Enrolment Rate (ANER)*</li><li>ECE Gross Enrolment Rate (GER)*</li><li>ECE Gender Parity Index (GPI) (using GER)</li><li>Percentage of out-of-school (OOSC) one year before primary</li><li>Percentage of children with mild disabilities in formal schools*</li><li>Percentage of new entrants in primary with ECE experience*</li></ul> |
| **Teacher-level indicators** | <ul><li>Percentage of trained ECE teachers*</li><li>Percentage of female head teachers in ECE school</li></ul> |
| **School-level indicators** | <ul><li>Percentage of ECE schools meeting the set quality standards</li><li>Percentage of ECE schools with satisfactory student-teacher ratio</li><li>Number of schools with ECE classes</li></ul> |
| **System-level indicators** | <ul><li>Pre-primary pupil-qualified teacher ratio (PQTR)</li><li>Pre-primary pupil-teacher ratio</li><li>Percentage share of ECE in education budget</li><li>Budget committed for ECE (in absolute terms)</li></ul> |
| **Other indicators (not included in the current dashboard, but ones you may want to consider)** | <ul><li>Child skills development (% of children who are school ready)</li><li>Availability of teaching and learning materials in classrooms</li><li>Capacity strengthening of core ECE staff (% of head teacher training to support/mentor ECE teachers, % of inspectorate trained on ECE issues and ECE monitoring)</li><li>% of Annual Operating Plan with ECE component</li><li>Parity indices that allow assessment of whether the gender gap or location gap decreased over time</li><li>Indicators relating to tracking regional differences (e.g., Subnational Parity Index)</li></ul> |