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## ARCHIPELAGO

an African-European partnership  
for vocational training



projet financé par l'Union européenne

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une initiative africaine et européenne  
pour la formation professionnelle

# Session on Rom

Results Oriented Monitoring

*Delft, 13.12.2019*

Programme mis en œuvre par



# Monitoring & Evaluation



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**Results oriented monitoring:** monitoring is a continuing process to provide project management and other stakeholders for an ongoing intervention with indications of progress towards the achievement of objectives

**Evaluation :** evaluation is a singular exercise that aims at objectively answering specific questions about an intervention, which can be completed either periodically or at key points in the project cycle (often at the middle and end stages).



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# Why monitoring?

1. Monitoring draws the attention on the impact (“What comes out of it?”).
2. Monitoring helps guiding the project (e.g. “are we meeting our goals, where are we going and where do we go further in the future? ”).
3. Monitoring facilitates communication between the project’s participants.
4. Monitoring serves as a basis for reporting.
5. Monitoring facilitates the acquisition of follow-up measures.



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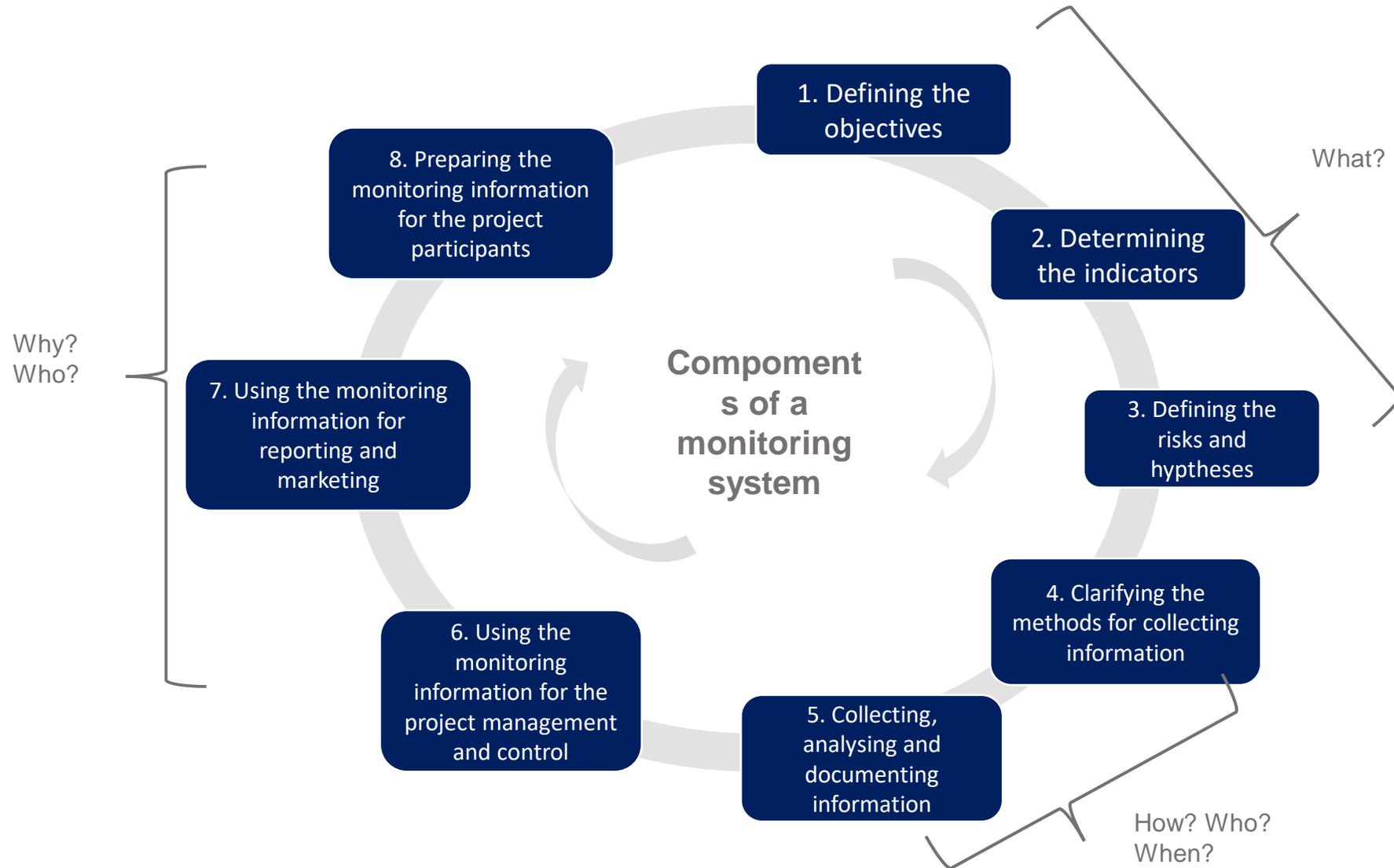
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# Key questions for monitoring

- What are the results and with whom?
- How and to what extent did the changes occur?
- Why did the expected changes not occur ?

# The monitoring system



# ROM Terminology



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-**Relevance** describes how a project addresses a problem faced by beneficiaries and how it addresses the strategic objectives of development policies.

-**Efficiency** reflects the quality with which resources are transformed into outputs and outcomes.

-**Effectiveness** describes how the project outputs had direct effects and contributed to the project goal.

# ROM Terminology



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-**Impact** describes how and to what extent the project has contributed to achieving its specific and general objectives. The actual impact can only be measured ex-post. The ROM of projects in progress nevertheless examines the impact perspectives, i.e. the potential contribution of the project to the overall objective.

-**Sustainability** measures the likelihood of sustaining the benefits of the project at the end of the external support period.



## Relevance and Quality of the Project Design

The adequacy of the project objectives to the real problems, needs and priorities of the target groups/beneficiaries and the quality of the design through which the objectives will be achieved.

### Questions:

- Does the project still meet the needs of the target groups, mainly young people?
- Can the specific objective be achieved within the framework set for this project?
- Are the target indicators appropriate and clear and are they SMART (Specific, Measurable, Accessible, Realistic, and Time-bound)?
- Do the risks and assumptions initially foreseen remain valid today? Have arrangements been made for risk management?
- Were the main stakeholders involved in the project design?
- Is the sustainability strategy well understood by the partners?
- Have the relevant cross-cutting aspects (environment, gender, human rights and governance, coordination of partners) been properly taken into account in the design of the project?



## Efficiency

To what extent have resources/inputs and activities been transformed into results in the sense of "outputs" (goods and services provided)?

### Questions:

- Are the means provided or made available in time by all stakeholders to enable the planned activities to be carried out? At the expected costs (or at a lower cost?)
- Are the contractual procedures clearly understood and do they facilitate the implementation of the project?
- Are the inter-institutional structures (e.g. steering committees, monitoring systems, etc.) adequate to enable efficient implementation of the project?
- If applicable, how does the project coordinate its actions with other similar interventions in order to promote synergies and avoid duplication?
- Were all partners able to contribute financially and/or in terms of human resources to the project?
- Is the communication between national officials, the EU Delegation and the project managers in Brussels satisfactory?



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## Effectiveness

The contribution of the project results (in the sense of direct effect\*) to the achievement of its specific objective. \*Initial change due to the intervention / direct benefits for the target group.

### Questions:

- Do target groups have access to and use the results already available?
- Are there any factors that prevent target groups from accessing results/services?
- Are the target indicators of the Specific Objective(s) appropriate and critically analysed?
- To what extent has the project adapted or is it likely to be able to adapt to changes in external conditions (risks and assumptions) in order to ensure benefits for the target groups?



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## Expected Impacts

Probable contribution of the project to its Global Objectives, based on its current implementation.

### Questions:

- Are the current target indicators realistic and can they be achieved?
- What are the likely impacts?
- Is there coherence, complementarity and coordination with other projects and have they had an indirect impact on the project?
- Could external factors compromise the direct impact of the project?



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## Potential sustainability

The probability of the continuation of the benefits generated by the project once external support has ended.

### Questions:

- Will the results be affordable for the target groups once the project is completed?
- If the results require institutional support, are the necessary funds likely to be made available? If so, by whom?
- Is there a financial/economic exit strategy in place; if so, how likely is it to be implemented?
- What support, if any, has been provided to the project by the national and/or local, sectoral and budgetary policies concerned?
- Are the project partners sufficiently trained (technically, financially and in management) to maintain the benefits/services of the project?
- Will qualified human resources be available and able to maintain the benefits of the project?



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## Cross-cutting aspects

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### Questions:

- Have practical and strategic gender aspects been adequately addressed in the project strategy?
- Has the project been designed according to a gender-differentiated approach of beneficiaries considering that 40% of the final beneficiaries are women?
- Has the project been designed in order to approach returnees considering that 30% of the final beneficiaries are returnees?
- Does the project meet environmental needs?
- Has (good) governance been integrated into the project?
- Does the project contribute to the strengthening of SMEs?