



ROM SERVICES and Implementing Partners

*Join efforts to track
and achieve results*

ROM SERVICES AND IMPLEMENTING PARTNERS

Results-Oriented Monitoring (ROM) is an external support to the European Commission's monitoring system. Established in 2001, it aims to enhance the quality of the European Commission's international partnership operations across the world.

Coordinated by the European Commission services, it is **external** since it is provided through independent consultants, the ROM Contractors.

It is **results-oriented** because it focuses on results and achievements, reflecting the growing attention of the EU and its Member States to the effectiveness and performance of their action.

It combines a **methodology** and a set of **adapted services** aimed at strengthening the accountability and results-based management capacities of the European Union and its partners.

How does it concern you?

It concerns you as **Implementing Partner** any time you are mandated to implement an EU-funded intervention and need to incorporate the EU results-oriented approach. This may differ from your practice.

ROM services can support in finding common ground for mutual understanding on results, to improve cooperation and accountability and become **stronger partners in tracking and achieving results**.

When preparing to implement an EU-funded intervention, you might ask yourself

Have I clearly described my intervention logic?...Have I identified results which are measurable and easy to report on?...Have I structured them logically and in line with the EU terminology (impact, outcome and output)?...Have I chosen the indicators that provide the most useful information?...How do I set up my monitoring and reporting system to satisfy my accountability needs and those of the EU?...Why is my intervention not leading towards expected results?...Can it be fixed?


Do these questions sound familiar to you?

ROM services, requested by EU Operational Managers, can help to address some of these concerns and increase the quality of the interventions you are implementing in partnership with the EU.

ROM provides **three main services**:

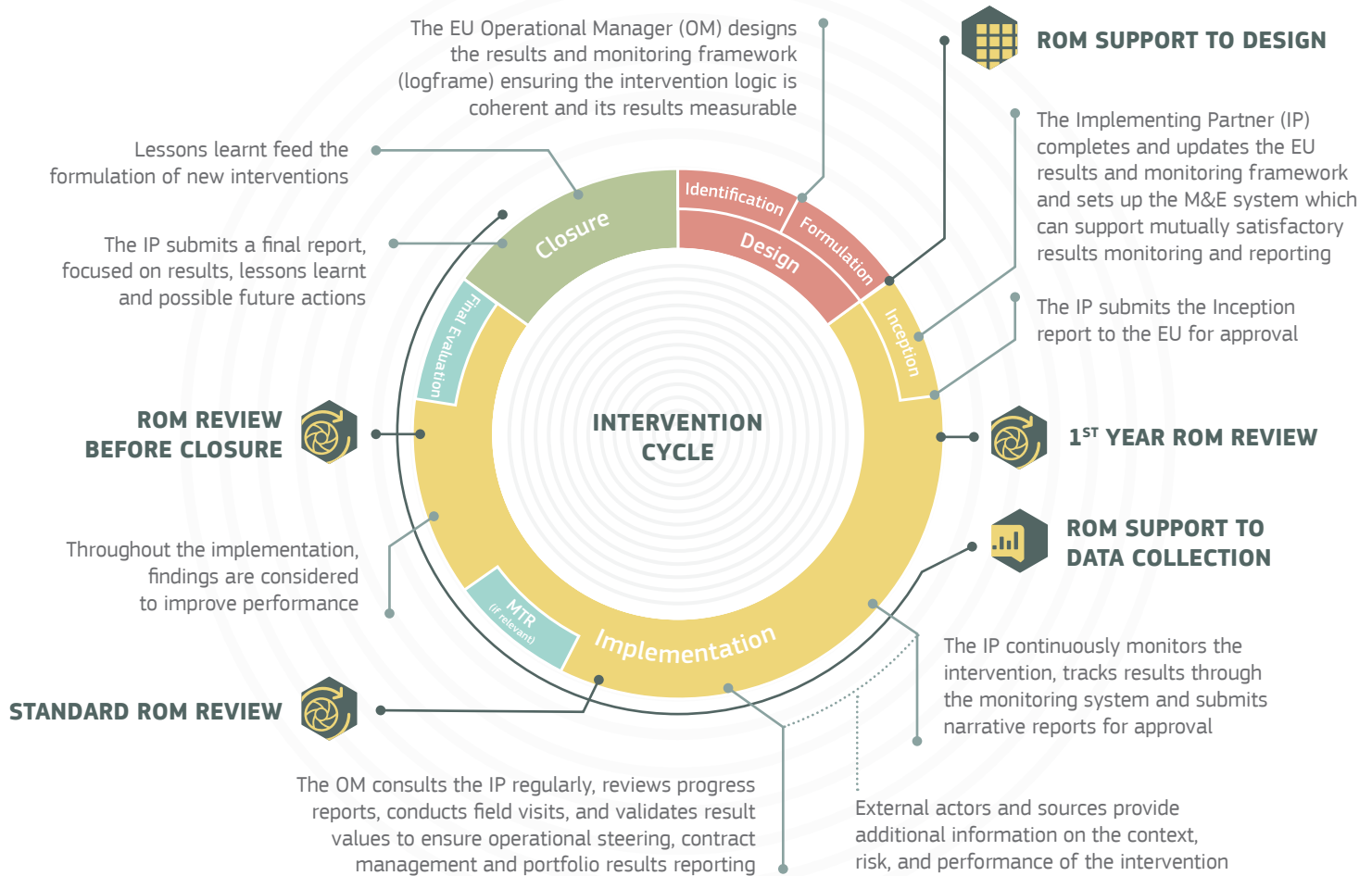
1. **Support to design** of logframes, monitoring & evaluation systems, and reporting.
2. **Support to data collection** for internal monitoring and results reporting.
3. **ROM reviews** at intervention level to help steer implementation, keep progress on track and learn from difficulties.

They are presented in the following pages and fully described in the ROM Handbook which was thoroughly revised in 2019.



Throughout the intervention cycle, the EU seeks to keep a strong focus on results. The Implementing Partners play a crucial role in this. ROM services are available to assist EU Operational Managers and Implementing Partners in the common goal to track and achieve results.

FOCUS ON RESULTS AND ROM SERVICES ALONG THE INTERVENTION CYCLE



ROM SUPPORT TO DESIGN

The OM mobilises experts to help revise the logframe and/or the monitoring and reporting arrangements before or during implementation.



1st YEAR ROM REVIEW

EU HQ requests an early external view on a representative sample of interventions during the first year of implementation.



ROM SUPPORT TO DATA COLLECTION

Experts are mobilised by EU HQ to provide extra support in results data collection and quality control to enhance internal monitoring and reporting.



STANDARD ROM REVIEW

The OM requests an external view on the performance of an intervention at any time during implementation, up to 8 months before closure.



ROM REVIEW BEFORE CLOSURE

Experts are mobilised by the OM to help draw lessons learnt, and provide input for a follow-up phase or the design of a new intervention.

ROM SERVICES DESCRIBED



SUPPORT TO THE DESIGN OF LOGFRAMES, M&E AND REPORTING SYSTEMS

What is the service about?

This service can be requested by an EU Operational Manager when an intervention presents design weaknesses in its results and monitoring framework (logframes), lack of clarity in its intervention logic, or shortcomings in the planned monitoring and reporting systems.

When the EU delegates implementation to organisations that have their own methodologies and tools, this service can help find a common understanding on the terminology used, the level assigned to a result statement (outcome or output for instance), or alternative indicators that are better aligned with the EU Results Framework or the Instrument for Pre-accession Assistance (IPA) Performance framework.

How does it work?

Upon request of the EU Operational Manager, a ROM expert is assigned to conduct a fast track revision of the existing logical framework and monitoring / reporting arrangements. This takes place remotely through phone calls or video conferences with the EU Operational Manager and possibly you, as **Implementing Partner**.

Why this service?

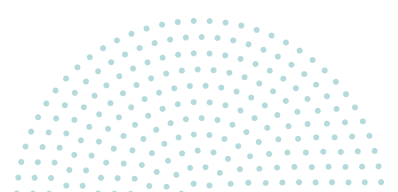
A clear and coherent logical framework is the key element of the EU focus on results. Combined with an integrated monitoring and reporting system, it is the best foundation for:

- A solid and shared vision on how to achieve the desired change
- Monitoring and measuring changes as they happen
- Strengthening reporting and accountability

More info?

Handbook Chapter 1 on results terminology, Chapter 7 & Annex 12 on the methodology used by ROM experts.

Step-by-step





SUPPORT TO DATA COLLECTION FOR INTERNAL MONITORING AND RESULTS REPORTING

What is the service about?

As **Implementing Partner**, you are responsible for submitting progress reports (on a quarterly, six-monthly or annual basis depending on the provisions of the contract) and populating the monitoring framework with results data. At intervention level, you have a crucial role in tracking results and informing the EU internal monitoring system, so the EU can report and communicate on your common achievements.

ROM experts contribute to this process, strengthening the quality of the data collection exercise and facilitating results reporting at intervention and corporate level (EU Results Framework or IPA Performance Framework).

How does it work?

A ROM expert is assigned to quality assure results data on your ongoing or just completed interventions. In preparation for this, you make sure that your progress reports are submitted on the agreed time, and are accompanied by all relevant documentation and the updated logframe.

Drawing on these sources, the expert conducts a data analysis and encoding exercise using the latest logframe indicators. This activity can be carried out through either a field or a remote mission. The EU Operational Manager may ask you to take part to the discussions with the expert, and, if needed, in the revision of the indicators. Eventually, the EU Operational Manager validates the results data.

Why this service?

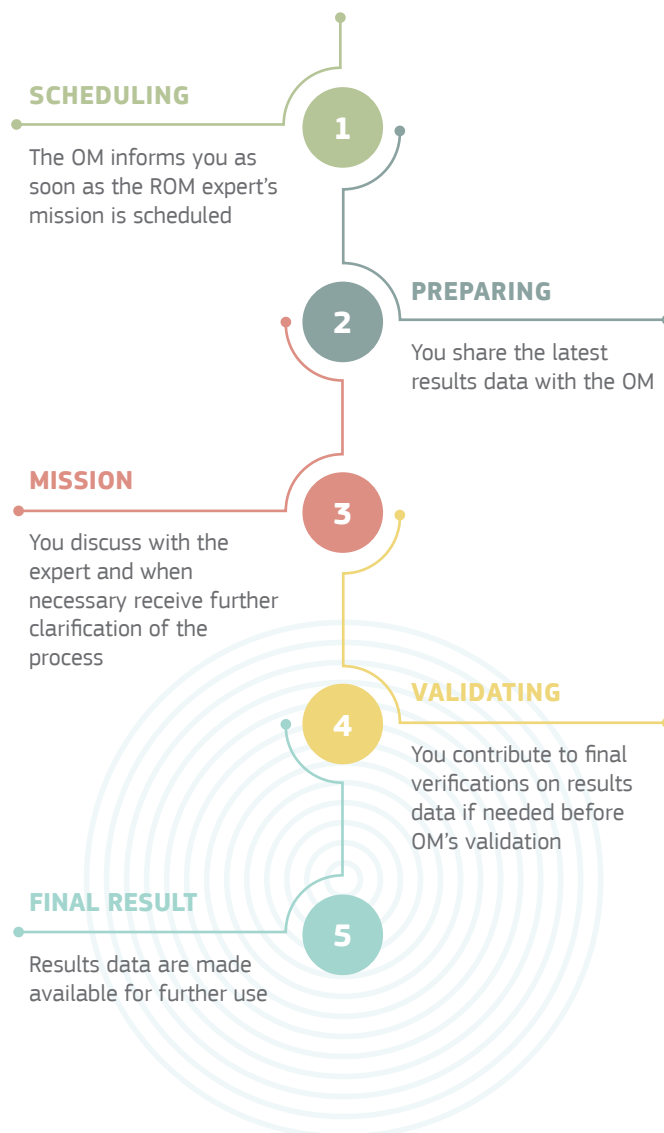
This service supports the EU's growing commitment to results and accountability, by:

- Enhancing internal monitoring and reporting on results
- Providing structured results data for reporting and communication
- Gathering verified contributions to the EU external action annual report

More info?

Handbook Chapter 1, section 1.4 on EU Results Framework, and Chapter 8 on the service.

Step-by-step





What is the service about?

A ROM review is an external and impartial assessment of an ongoing intervention, aimed at enhancing results-based management. Following a standard methodology, the ROM expert assesses the intervention relevance and design, its set-up, progress and achievements, provides recommendations for improvements and highlights good practices and lessons learnt.

ROM reviews can be of different types as they occur at distinct moments of the intervention cycle:

- **ROM reviews in the 1st year** of implementation take place for a representative sample of interventions, to tackle as early as possible potential design weaknesses and implementation delays.
- **Standard ROM reviews** are requested by EU Operational Managers who want to address implementation issues or need external advice on ongoing interventions.
- **ROM reviews at closing stage** (last 8 months) are requested by EU Operational Managers who need support to draw lessons for a follow-up phase or future interventions.

All EU-funded interventions, except budget support, can benefit from a ROM review, including blending operations.

How does it work?

Every year, a portfolio of interventions is selected for ROM review. The assigned ROM expert carries out a desk study and a field visit to meet with the EU Operational Manager, Implementing Partner, and other relevant stakeholders. The standard duration of a single-country field visit is nine calendar days. For multi-country interventions, the normal duration of the mission is five days per country visited. A ROM review takes approximately 3 months to be completed.

As **Implementing Partner**, you are the main counterpart of the ROM expert, together with the EU Operational Manager. Your knowledge of the context and stakeholders is extremely important for the quality of the ROM review. You share it with the ROM expert, assist in setting the mission agenda and facilitate meetings with key actors and beneficiaries. You have the opportunity to discuss preliminary findings and comment on the report. You take into account recommendations and present a plan with the necessary actions to take.

Step-by-step



Why this service?

ROM reviews are meant to improve implementation and bring benefits to both your work and that of the EU Operational Manager in the following ways:

- Providing an overview of the main achievements and challenges of an intervention with concrete recommendations to improve performance.
- If conducted at the beginning of the intervention lifecycle, tackling potential design weaknesses and flaws of the monitoring system, giving the intervention a better chance of achieving the planned results.
- Offering the opportunity to reinforce intervention governance and collaboration among the parties.

ROM reviews are different from evaluations. Evaluations are in-depth assessments, which offer a much deeper and broader analysis. In specific cases, a ROM review may lead to the conclusion that a mid-term evaluation is necessary to define the approach and conditions to re-orient an intervention (without excluding the option of abandoning it).

ROM review methodology

The ROM review methodology is focused on results and intends to highlight strengths and weaknesses of an ongoing intervention. Eight monitoring criteria are applied, four of which are OECD DAC assessment criteria and the other four are specifically linked to the EU's external action priorities.

A standard set of 30 monitoring questions is used to structure the analysis of documentation and empirical data gathered through desk and field research. After the mission, the ROM expert provides a report synthesising the answers to the monitoring questions into key findings per monitoring criterion, including recommendations to improve future implementation. These will need to be followed up by both EU Operational Managers and Implementing Partners.

Additionally, the ROM expert fills in a separate form when lessons learnt and good practices can be drawn from the intervention.

ROM monitoring criteria

● **Relevance:** Is the intervention adapted to needs, rights, priorities and capacities?

● **Coordination, complementarity and EU added value:** Is the intervention adding value and fitting coherently into the context?

● **Intervention logic, monitoring and learning:** Is the intervention designed so as to allow monitoring, learning and reporting of results?

● **Efficiency:** Are results being delivered in an economic and timely way?

● **Effectiveness:** Is the intervention achieving the intended results?

● **Sustainability:** Will the benefits of the intervention last?

● **Cross-cutting issues:** Are gender equality, human rights, fragility, climate change and environmental issues adequately addressed?

● **Communication and visibility:** Is the intervention ensuring the required visibility to the EU?

ROM reviews for blending operations

Blending interventions combine EU financing with non-grant resources - such as loans, equity and guarantees - from finance institutions (FIs) as well as commercial loans and investments.

ROM assessment criteria are the same, but the approach is tailored to the specific features of the loan-grant mixed modality, to highlight:

- The added value of the EU contribution and its leverage in relation to the overall investment project.
- The requirements for the FIs to implement reinforced monitoring and reporting mechanisms for the expected socio-economic development results.

More info?

Handbook Chapters 4 & 5 on the service, and Annexes 1-3 on the monitoring criteria, questions and guidance.



HOW DO ROM SERVICES WORK?

Since 2015, the ROM system has been implemented through several service contracts. In 2019 the Commission signed four service contracts; two are under the supervision of DG DEVCO (ROM for Asia, Pacific, Latin America, Caribbean, and the Centrally Managed Thematic Interventions – also called “Global”, and ROM for Sub-Saharan Africa), and two are under the supervision of DG NEAR (ROM for the Neighbourhood region and ROM for the Enlargement region). In each DG, the contracts are steered by a ROM Coordination Team.

ROM SERVICES AND YOU

WHAT IF I WANT TO KNOW MORE?

ROM services are described in detail in the ROM Handbook, which provides information about the purpose, the different steps, responsibilities, and the underlying methodology of each service. It is available online at: <https://europa.eu/capacity4dev/rom/documents>

If you have questions about the services, you can get in touch with the EU Operational Manager of your intervention.



ROM
RESULTS ORIENTED
MONITORING

