

Towards a coordinated use of ROM and Project Evaluations

EuropeAid E5, October 2010



Review of ROM & Project Evaluations

How to improve the use of Project ROM and Project Evaluations through a coordinated approach?

Comparative study ROM – Project Evaluation

- E5 commissioned study by SQ2M support office
- Expert assessment of real and potential benefits
- Survey among 2144 Project Managers in HQ / DEL and participants of QSG with over 700 respondents (33% response rate)
- Assessment of costs for ROM and project evaluations via EAMR and CRIS

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Objectives of M&E

Support to **project management** to ensure & improve quality

Lessons Learned and Knowledge production

Accountability for results

Strategic **decision making** at management level

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EC regulations on evaluation

- ✓ **Purpose:** contribute to design of future interventions & political priorities, improvement of quality, reporting on achievements (accountability)
- ✓ **Compulsory** for all activities of > 5 m EUR
- ✓ **Indicative 0.5%** of budget to be spent on evaluation

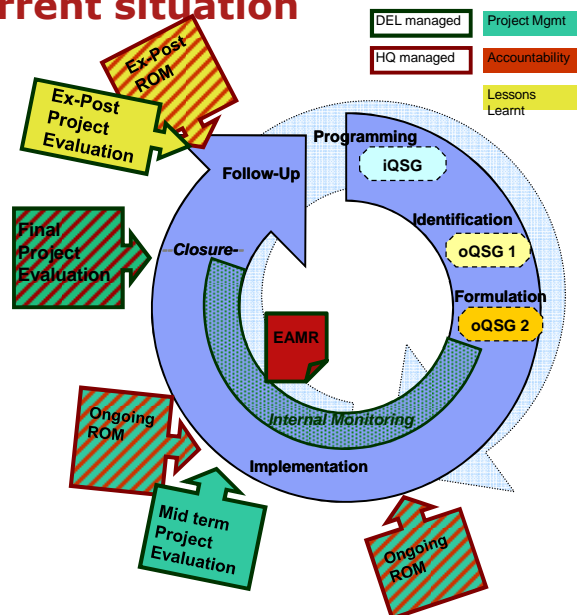
However:

Is this indicative amount adequate for AIDCO activities?

- distance, high risk, fragility, diversity of intervention and partners
- Does the specific context of the evaluations of AIDCO projects require a higher budget?

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Current situation



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Comparing ROM & Project Evaluations

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Resources are lacking to digest information provided by ROM and Eval.

Overlap ROM & Eval:

- Nearly half of the projects evaluated are also ROMed
 - 15% of the evaluated projects are ROMed in the same year
- The problem is not the fact that projects undergo ROM and evaluations but rather that the two tools are not coordinated!

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Strength and weakness of ROM and project evaluation

Keeping in mind the difference between current situation and the potential of the tools.



Strengths of ROM

- ✓ Well structured, focused methodology
- ✓ External, independent experts conduct review
- ✓ Grades highlight problems and allow for aggregation, comparison, statistical analysis
- ✓ Low costs (9000 EUR per MR) and little burden for TMs
- ✓ Quick availability of results
- ✓ Database with >10.000 reports, searchable and analyzed via DWH

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Weaknesses of ROM

- Confusion of terms: ROM is more a “mini-evaluation” rather than monitoring (see: OECD definitions)
- HQ controlled exercise with little ownership by Delegations (underused for project management)
- Limited use for accountability and analysis:
 - Coverage low (30%) and not systematic
 - Ongoing projects are assessed
 - Ex-Post ROM covers too few projects to provide meaningful results
- Limited depth of analysis and verification of data.
- “Externality” of monitors varies by region

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A donkey called ROM

ROM is supposed to serve many purposes:

- Support to project management
- Accountability
- Support to strategic decision making
- Lessons Learned



But can ROM deliver?

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Strengths of Project Evaluations

- ✓ Tailor made to context of project (TM controlled)
- ✓ Inclusive exercise (→ ownership, alignment)
- ✓ In-depth analysis
- ✓ Possibility for cross-reference

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Weaknesses of Project Evaluations

- No storage system, no search systems → evaluation results not used/shared
- Quality of reports varies
- No common format/structure
- Strong involvement of TM limits objectivity of results
- Resource intensive exercise (average 80.000 EUR)
- Reports take time and might arrive too late for change

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A car without wheels...



... or a dodo?



Focus on strengths & potential

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Evaluations good for:

- in-depth analysis
- project management
(if more structured and light)
- lessons learned

ROM good for:

- aggregation of data
- project management
(if TM had more control over it)
- accountability
(if systematic coverage)
- HQ decision making

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The proposal

Towards a coordinated use of ROM and
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Guiding principle

Focus on one main purpose for each tool:

- Define **primary** purpose of tool to guide its design
- Profit from **secondary** uses as long as they do not undermine the primary objective

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Strengths & Needs

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Three main objectives

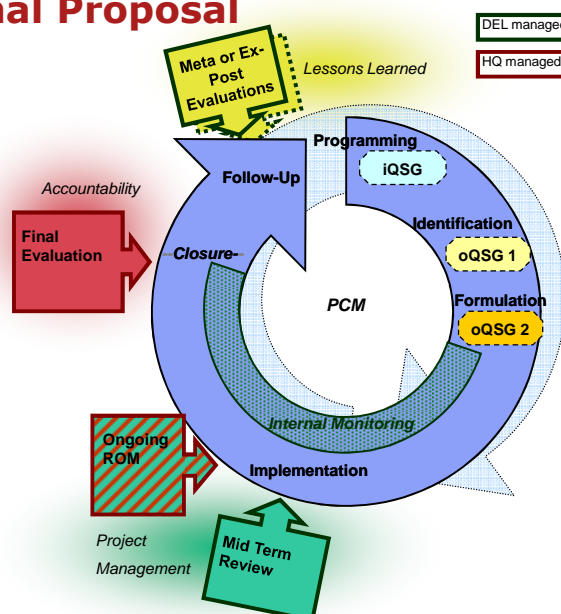
Devolve ROM for direct support to **Project Management** !

Provide HQ with a sound external **accountability** tool !

Strengthening **Lessons Learned** and project preparation !

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Final Proposal



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