Deutscher Akademischer Austauschdienst
German Academic Exchange Service

Guide to Results-Oriented Project Planning and Monitoring

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Introduction and overview

The DAAD relies on results-oriented monitoring (ROM) to ensure that the goals of funding programmes and projects are achieved. As a higher education institution applying for funding programmes with ROM, you need to outline the intended goals of your project and the ways in which these are to be achieved. Further information about ROM and its benefits for higher education institutions and the DAAD is provided in this video (in German).

When drawing up your project application, you should read this Guide to ROM before completing the project planning overview and the project description.

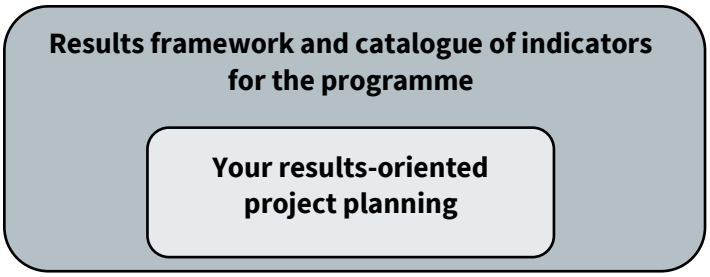
A short introduction with basic information about ROM is followed by a presentation of the most important steps that enable you to plan your project in a results-oriented manner. The results framework (in German: Wirkungsgefüge) and the catalogue of indicators for the funding programme serve as a basis for this. They can be found in the second part of this guide.

Please watch this video (in German) to learn more about applications with results-oriented project planning.

The answers to the most important questions about ROM can be found in our FAQ on results-oriented monitoring (in German).

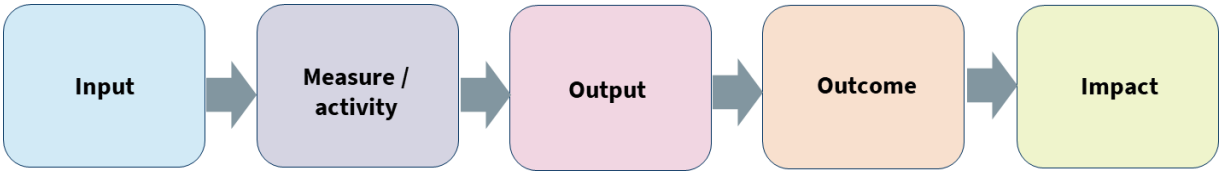
1. Results framework and catalogue of indicators as a basis for results-oriented project planning

The funding programme's results framework (see 3) and the catalogue of indicators (see 4) form the basis for your results-oriented project planning. The purpose of a results framework is to **visualise the funding logic** of a programme and to present the goals the DAAD aims to achieve with the programme. The catalogue of indicators clarifies how the DAAD reviews the effectiveness of the programme.



1.1 Levels of the results framework

The results framework comprises five result levels:



Longer-term effects (impacts)
The impacts describe the intended direct or indirect longer-term effects of a programme.

Objectives (outcomes)
The short and medium-term effects (= programme objectives) the DAAD would like to achieve with its funding programme are defined on the outcome level. The programme objectives result from using the outputs and they contribute to achieving the impacts.

Results (outputs)
The intended results, services and changes (outputs) that result from the measures/activities and that are intermediate steps on the way towards reaching the programme objectives (outcomes) are outlined on the output level.

Measures/activities
The measures/activities as of the results framework correspond to the measures in a programme that are eligible for funding (see funding framework). The programme results (outputs) are achieved by performing the measures/activities.

Inputs
Input is required to realise measures/activities. Inputs include funding from the DAAD, as well as human, professional and infrastructural resources of the grant recipient, the forwarding recipient and any additional parties.

1.2 Catalogue of indicators

The inputs, measures/activities, results (outputs) and short and medium-term effects or objectives (outcomes) listed in the results framework are assigned to programme indicators, which are listed in the catalogue of indicators (see 4). The DAAD reviews the effectiveness of its funding programmes by enquiring about the programme indicators in a structured manner in the annual substantive reports. The results also form the basis for the programme steering.

Note:

An indicator is a (quantitative or qualitative) variable or factor that constitutes a simple and reliable instrument for measuring and reflecting the changes achieved through the measure.

2. How do I plan my project in a results-oriented manner?

In **results-oriented project planning** you need to start with the intended project objectives (outcomes), then plan the corresponding project results (outputs) and finally the measures/activities.

2.1 Completing the project planning overview

You present your results-oriented project plan in the **project planning overview**. This tabular project planning summary illustrates the results logic of your project. It is important that you provide a **short and clear overview** by indicating specific project objectives (outcomes), project results (output) and measures/activities[1]. You are welcome to use an example of a completed project planning overview (in German) for guidance.

When planning your project, you are free to choose the wording for your results (outputs) and objectives (outcomes) and the ways in which you plan to achieve your goals. The project objectives must correspond to the programme objectives indicated in the results framework.

[1] You do not need to specify any impacts for your project.

Please proceed as follows when drawing up your results-oriented project plan:

a) The first step is to define your **project objectives (outcomes).** You need to specify your intended project objectives based on the programme objectives (indicated in the results framework).

Example 1: Specifying the project objective (outcome)

Outcome (programme level)		**Outcome** (project level)
Current research results related to Germany and Europe are accessible to experts and the general public.	▷	The research results from projects and workshops conducted by the DIA (ZDES Amsterdam) are accessible to experts and the wider public.

b) The second step is to define your **project results (outputs).** Intended outputs are visible and quantifiable. Based on the results (outputs) on the programme level you need to specify your intended project results (outputs) (e.g. which higher education institutions, which study programme, etc.).

Example 2: Specifying the project result (output)

Output (programme level)		**Output** (project level)
Master's/doctoral programmes of the ZDES are known to the target groups and are in demand	▷	The CGS (ZDES Jerusalem) master's programme "Contemporary Germany: Politics, Society and Culture" is known to the target group and is in demand.

c) In the third step, you should ideally determine only one **meaningful indicator** for each project-specific result (output) and objective (outcome), respectively. However, to be able to establish that an objective has been achieved, it may be necessary to specify more than one indicator (e.g. number of courses and number of participants).

- **Specification:**
  You may particularise programme indicators that apply to your project to match your purposes. You can also name your own indicators if needed.
  Project indicators should only be specified for key aspects of the outputs and outcomes of the project.
- **Benchmarks**:
  Specify for each indicator, how much should be deployed, implemented and achieved in the project within a specific time frame (**benchmarks**). This is vital to be able to check if objectives have been achieved. To determine benchmarks, you can refer to experience-based values from similar projects, references from your higher education institution or speak to partners and experts.

Please make sure that the indicators for your project fulfil the **SMART criteria**:

Specific:	precise and unambiguous in terms of quality and quantity (Who? What? How?)
Measurable:	can be measured with reasonable effort and at reasonable cost

Attainable: Goals are realistically achievable within the specified parameters
Relevant: meaningful in terms of the intended changes
Time-Bound: has a defined timeframe

Example 1: Specifying/benchmarking indicators for project objectives (outcomes)

Outcome (programme level)		**Outcome** (project level)
Current research results related to Germany and Europe are accessible to experts and the general public.	▷	The research results from projects and workshops conducted by the DIA (ZDES Amsterdam) are accessible to experts and the wider public.
Indicator (programme level)		**Indicator** (project level)
Number of publications (in the reporting year), differentiated by • Title/topic • Type (e.g. articles in peer-reviewed journals, contributions to scientific anthologies, including conference proceedings, scientific monographs, project reports/technical reports/working papers (grey literature), encyclopaedia entries/review articles, articles in newspapers/magazines/online publications) • Have any funded doctorates been completed? (yes/no)	▷	The research results of DIA scientists will be published as scientific contributions in a research volume entitled XXX by the end of 2027.

Example 2: Specifying/benchmarking indicators for project results (outputs)

Output (programme level)		**Output** (project level)
Master's/doctoral programmes of the ZDES are known to the target groups and are in demand	▷	The CGS (ZDES Jerusalem) master's programme "Contemporary Germany: Politics, Society and Culture" is known to the target group and is in demand.
Indicator (programme level)		**Indicator** (project level)
Number of applicants for ZDES master's/doctoral programmes, broken down by • Gender (f/m/d) • Country of nationality	▷	At least 15 students with a suitable academic background, including at least 40% women, have applied for a place on the Master's programme "Contemporary Germany: Politics, Society and Culture" by the end of 2024.

(DAAD code) • Desired degree (e.g. Master's, PhD) • Application successful (yes/no)	

d) The fourth step is to name the **information sources** and **methods** required for collecting the data for measuring the indicators. Please refer to the Example of a project planning summary . (in German).

2.2 Completing the project description

In the project description you need to outline your project with regard to its specialised content, as well as outlining the measures/activities in relation to your own project's objectives. You should take the results logic, programme objectives and selection criteria into account here. You also need to draw up a schedule for your project.

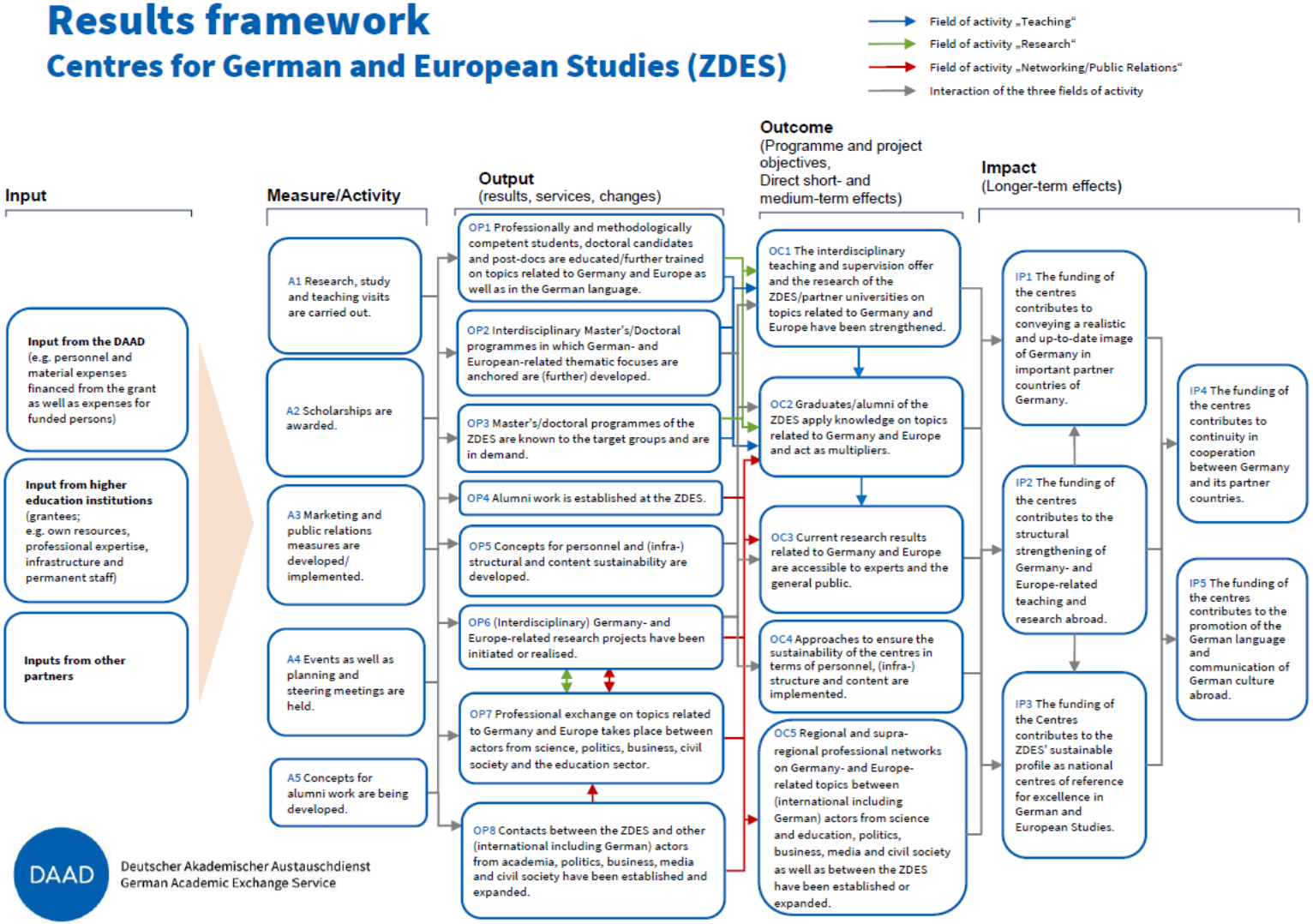
In the assessment of your project application, the results-oriented project plan is taken into account in **selection criterion 1** 'Relationship of the project to the programme objectives (as per the results framework) and results-oriented planning using indicators that meet the SMART criteria'.

Checklist regarding results-oriented project planning as a selection criterion:

- ✓ Clear relationship between the **project** objectives (outcomes) and the **project** results (outputs)
- ✓ Clear connection between the **project** and the **programme** objectives (outcomes) and the **programme** results (outputs)
- ✓ The project description clarifies comprehensively which measures/activities are to be realised over the course of time, and how these contribute to the **project**-specific results (outputs) and objectives (outcomes)
- ✓ The **project**-specific indicators meet the SMART criteria

Results framework

Centres for German and European Studies (ZDES)



4. Indicator catalogue for the funding programme "Centres for German and European Studies"

The following **programme indicators** have been defined for the "Centres for German and European Studies" programme, for which the DAAD requests data from the universities as part of their annual reporting. This data is used by the DAAD for programme management and accountability purposes.

Measures/activities and associated programme indicators

Measure/activity	Indicator
A1 Research, study and teaching visits are carried out	**Number of research, study and teaching stays with a connection to Germany and/or Europe worldwide (in the reporting year), differentiated by** • type of funding (e.g. study, research, language course, specialist course, internship, study trip, teaching activity, summer/winter school, training course, workshop, alumni event
	Number of recipients (in the reporting year), broken down by • status (e.g. Bachelor's/Master's students, doctoral candidates, researchers and university lecturers (including postdoctoral researchers), others) • Gender (m/f/d) • Country of origin (DAAD code) • Country of nationality (DAAD code) • Country of destination (DAAD code) • Duration of funding in the reporting year • Total duration of funding
A2 Scholarships are awarded A3 Marketing and public relations measures are developed/ implemented A4 Events as well as planning and steering meetings are held	**Number of applicants for a scholarship (in the reporting year), broken down by** • Gender (f/m/d) • Country of origin (DAAD code) • Country of nationality (DAAD code) • Country of destination (DAAD code) • Type of funding applied for (e.g. study, research, language course, specialist course, internship, study trip, summer/winter school) • Desired degree (e.g. Bachelor's, Master's, PhD, other) • Application successful? (yes/no)
	Qualitative description of the selection process for awarding scholarships (in the reporting year).
	Number of marketing and public relations measures carried out (in the reporting year), broken down by

Measure/activity	Indicator
	• Type of measure (e.g. website, social media, flyers/posters, (press) articles, lectures/events, newsletters, other) • Target group(s) (e.g. prospective students, students at German/foreign universities, researchers at German/foreign universities, industry partners, general public, alumni)
	Number of events held and planning and steering meetings (in the reporting year), differentiated by • Title/topic • Country (DAAD code) • Location (free text field) • Duration in days • Format (e.g. workshops/seminars, symposia/conferences, excursions/study trips, summer/winter schools, planning and steering meetings (including advisory board meetings), alumni events, other) • Degree of digitalisation (e.g. face-to-face, blended learning, online) • Training character (yes/no) • Networking with other ZDES members of the ZDES network was an explicit goal of the event (yes/no) •
	Number of participants in the events held and planning and steering meetings (in the reporting year), differentiated by • Gender (f/m/d)
	Qualitative description of events of particular significance for the work of the centre (in the reporting year)
A5 Concepts for alumni work are being developed	**Qualitative description of the alumni concept developed and its intended benefits within the framework of the DAAD project (since the start of funding)**

Programme results (outputs) and associated programme indicators

Output	Indicator
OP1 Professionally and methodologically competent students, doctoral candidates and post docs are educated/further trained on topics related to Germany and Europe as well as in the German language	**Number of students and doctoral candidates who have been trained/further trained at ZDES on topics related to Germany and Europe and/or in the German language (since the start of funding), differentiated by** • Name • Gender (f/m/d) • Country of nationality (DAAD code) • Start of studies

Output	Indicator
	• Desired degree (bachelor's, master's, PhD, other) • Field of study (DAAD code) • Study progress (studies commenced, studies advanced, thesis submitted, degree obtained, studies discontinued) • On schedule (yes/no) • Comments on the course of study/qualification • Participation in German language learning/improvement programmes (yes/no), differentiated by course type, language level, course location, degree of digitalisation
	Number of postdocs who have been trained/further trained at the ZDES on topics related to Germany and Europe and/or in the German language (since the start of funding), differentiated by • Name • Gender (f/m/d) • Country of nationality (DAAD code) • Start of postdoctoral position (year) • Subject/research area (DAAD code) • Comments on support for scientific activity • Participation in courses for learning/improving German language skills (yes/no), differentiated by course type, language level, course location, degree of digitalisation
OP2 Interdisciplinary Master's/Doctoral programmes in which German and European related thematic focuses are anchored are (further) developed	**Number of curricula (= complete degree programmes), teaching modules and/or courses (since the start of funding), differentiated by** • type (curricula (= complete degree programmes), teaching modules, courses, other) • Title/topic • Newly developed or revised • Level (Bachelor's, Master's, PhD, other) • Implementation status (concept phase started, draft available, agreed within the university, tested, offered, accredited, other) • Primary teaching/learning format (degree of digitisation) (face-to-face teaching, blended learning, online teaching)
	Costs for the procurement of specialist literature in the field of German and European studies (including electronic formats) (in euros) (in the reporting year)
OP3 Master 's/doctoral programmes of the ZDES are known to the target groups and are in demand	**Number of applicants for ZDES Master's/Doctoral programmes (in the reporting year), broken down by** • Gender (f/m/d) • Country of nationality (DAAD code) • Desired degree (master's, PhD, other) • Application successful (yes/no)

Output	Indicator
	Qualitative description of the information channels/marketing measures through which applicants became aware of the centre, as well as a brief description of the basis on which the ZDES can provide this information (in the reporting year).
OP4 Alumni work is established at the ZDES	**Qualitative description of alumni work (in the reporting year)**
	Number of alumni measures (in the reporting year), differentiated by • type of measure (e.g. social media channels, training courses, lectures/events, newsletters, other)
OP5 Concepts for personnel and (infra-) structural and content sustainability are developed	**Qualitative description of the concept for personnel and (infra-)structural and content-related sustainability (since the start of funding)**
OP6 (Interdisciplinary) Germany and Europe related research projects have been initiated or realised	**Number of research projects (since the start of funding), differentiated by** • Title/topic • Name and academic degree of the project manager • Implementation status (in conception, application submitted, application accepted, rejected, in implementation, completed, other) • Cooperation project with another institution? (yes/no)
OP7 Professional exchange on topics related to Germany and Europe takes place between actors from science, politics, business, civil society and the education sector	**Number of professional exchange formats with stakeholders from science, politics, business, civil society and the school education sector (in the reporting year), differentiated by** • Title/topic • Format (e.g. workshop/seminar/training, symposium/conference, exhibition, (political) consultation, other) • Field of participating stakeholders (e.g. science/research, public sector/politics, business, civil society, education sector, other)
OP8 Contacts between the ZDES and other (international including German) actors from academia, politics, business, media and civil society have been established and expanded	**Number of consolidated contacts with other ZDES and actors from science, politics, business, media and civil society (since the start of funding), differentiated by** • Name of institution • Location of the institution (DAAD code) • Field (e.g. science/research, public sector/politics, business, media, civil society, other)
	Qualitative description of developments and, where applicable, changes in ZDES cooperation for the reporting year (e.g. acquisition of new partner institutions, departure of formerly active partner institutions, consolidation of cooperative relationships)

Programme objectives (outcomes) and associated programme indicators

Outcome	Indicator
OC1 The interdisciplinary teaching and supervision offer and the research of the ZDES/partner universities on topics related to Germany and Europe have been strengthened	**Qualitative description of the development of the Department of German and European Studies, including information on the location of the ZDES within the structures of the ZDES university (since the start of funding)**
	Number of teaching staff in the ZDES study programmes (in the reporting year)
	Qualitative description of the support services for Master's students and doctoral candidates (since the start of funding)
OC2 Graduates/alumni of the ZDES apply knowledge on topics related to Germany and Europe and act as multipliers	**Number of alumni recorded in the database (since the start of funding)**
	Qualitative description of the multiplier activities of selected alumni/graduates (max. from the last five years) (in the reporting year)
OC3 Current research results related to Germany and Europe are accessible to experts and the general public	**Number of publications (in the reporting year), differentiated by** • Title/topic • Type (e.g. article in peer-reviewed journal, contribution to scientific anthology, incl. conference proceedings, scientific monographs, project reports/technical reports/working papers (grey literature), encyclopaedia entries/review articles, articles in newspapers/magazines/online publications, other • Produced as part of a doctoral programme funded by the programme? (yes/no) • Published in an open access medium? (yes/no/planned)
OC4 Approaches to ensure the sustainability of the centres in terms of personnel, (infra-) structure and content are implemented	**Qualitative description of the implementation of the concept for personnel, (infa)structural and content-related sustainability (since the start of funding)**
OC5 Regional and supra-regional professional networks on Germany-and Europe-related topics between (international including German) actors from science and education, politics, business, media and civil society as well as between the ZDES have been established or expanded	**Number of networks in which the ZDES, funded by the DAAD programme, is actively involved (since the start of funding), broken down by** • Name/designation of the network • Subject focus (DAAD code) • Regional focus (DAAD code) • Participation of non-university actors (e.g. science/research, public sector/politics, business, civil society, education, media, no participation of non-university actors, other) • Added value for the project