Deutscher Akademischer Austauschdienst
German Academic Exchange Service

Guide to
Results-Oriented Project Planning and Monitoring

Table of contents

1 Introduction 2
2 Results framework and catalogue of indicators 2
2.1 Results framework and results chain 2
2.2 Catalogue of indicators 2
3 Your results-oriented project planning 3
3.1 Defining the project outcomes and project outputs 3
3.2 Defining the project indicators 4

1 Introduction

The results-oriented monitoring (ROM) enables you to demonstrate the degree of progress that your project has made in relation to the desired outputs and outcomes and enables the DAAD to demonstrate the impact of its funding programmes. This allows the DAAD to meet the requirements for legitimacy and funding regulations.

ROM offers several advantages to universities with respect to the application, project implementation and reporting: The project can be better structured in the planning stage, especially in consultation with the project partners. Successes of projects such as achieved outcomes, benefits for target groups and areas, and impacts can be documented and be better used for one's own purposes.

This guide presents the basic steps for the results-oriented project planning for your application. Please refer to the funding framework for programme-specific requirements (e.g. mandatory programme outcomes).

General information can also be found in our video on the basics and added value of ROM (available only in German).

2 Results framework and catalogue of indicators

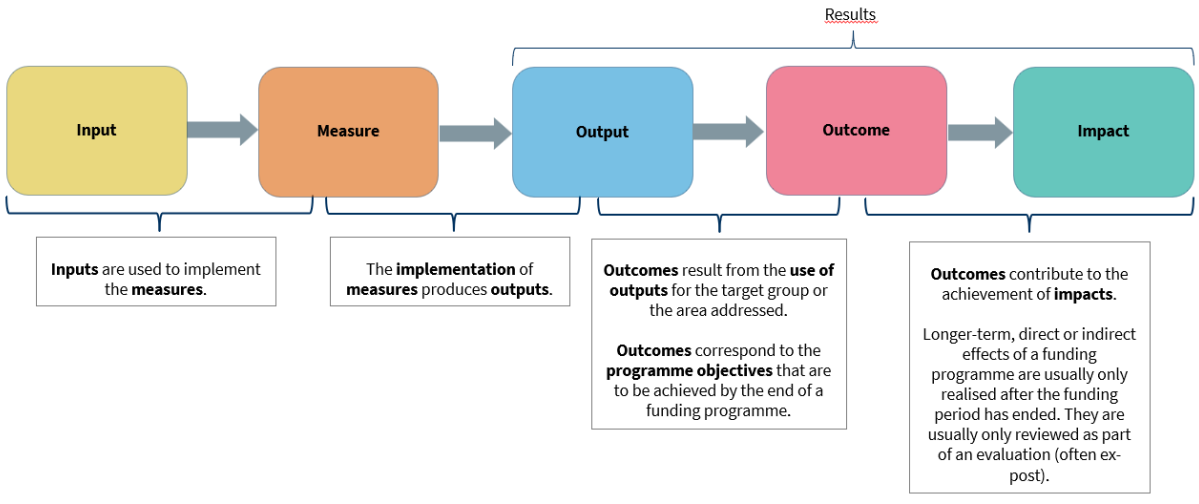
The results framework visualises the **funding logic of the funding programme**.

The catalogue of indicators specifies the programme indicators based on which the DAAD reviews the effectiveness of the funding programme.

The results framework and catalogue of indicators of the funding programme (annexes to the funding framework) form the basis for your results-oriented project planning.

2.1 Results framework and results chain

The five **levels** of the results framework are connected by arrows representing a results chain:



2.2 Catalogue of indicators

In the catalogue of indicators, indicators are listed for the outputs and outcomes presented in the results framework, which all projects in a funding programme report on equally. For the definition of "indicator", see section 3.2.

3 Your results-oriented project planning

The project level must be consistently distinguished from the funding programme level. The results chain is inherent in both the funding programme and the project.

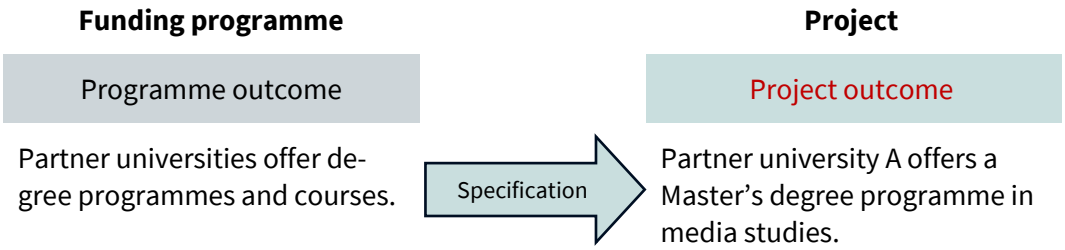
Funding programme (specified in the funding framework)	**Project** (to be presented in the project application)	**Presentation in the project application**
Impacts	Project impacts	Project description
Programme **Outcomes** (with indicators)	Project **Outcomes** (with indicators)	
Programme **Outputs** (with indicators)	Project **Outputs** (with indicators)	
Measures	Project **measures**	
Resources	Resources	Financing plan and project description

When planning your project, start with the project outcomes and their impacts and derive the project outputs from these. Then specify your project measures.

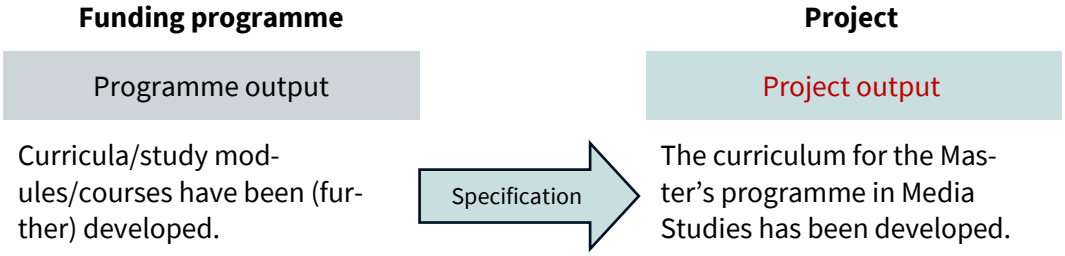
In the following section, we will use examples to show you how to proceed step by step with your project planning.

3.1 Defining the project outcomes and project outputs

Step 1: Based on the programme outcomes, define your intended **project outcomes**.



Step 2: Based on the programme outputs, define your intended **project outputs**.



3.2 Defining the project indicators

To make the achievement of your project outcomes and project outputs measurable and verifiable (target-actual comparison), please define **one or two** meaningful indicators with target values for each project outcome and each project output (with reference to programme indicators), if possible. Furthermore, you can also define your own project indicators that apply to the specific project outcomes and project outputs.

An **indicator** is a measurable value, factor or fact. It can be qualitative or quantitative:

- **For a quantitative indicator with a target value for your project outcomes and project outputs**, specify concrete and realistic numerical values (e.g. XY events, XY participants) that you aim to achieve by a specific point in time (target value). In other words: **how much of something should realistically be achieved by when.**
- **For a qualitative indicator for your project outcomes and project outputs**, you use descriptive information to describe a specific condition or circumstance (e.g. structures and processes, student skills) that you aim to achieve by a specific point in time: **what should realistically be achieved by when.**

An indicator should meet **the** following **SMART criteria**:

Specific:	Precise and unambiguous in terms of quality and quantity
Measurable:	Measurable with reasonable effort and at reasonable cost
Attainable:	Objectives are realistically achievable within the specific parameters
Relevant:	Meaningful in terms of the intended changes
Time-bound:	Defined time-frame

To define indicators with a target value for your project outcomes and project outputs, specify the corresponding indicators of the programme outcomes and programme outputs from the catalogue of indicators.

Step 3: Based on the indicators for the programme outcomes, define the intended **indicators with target values** for your **project outcomes**. To do this, specify only those aspects of the programme indicator that are necessary to make the achievement of your project objectives measurable and verifiable (in other words, **how much of something should realistically be achieved by when**).

Funding programme		Project
Programme outcome		Project outcome
Partner universities offer degree programmes.		Partner university A offers a Master's degree programme in media studies.
Indicator programme outcome		Indicator project outcome with target value
Number of coordinated or already introduced and offered curricula or teaching modules, differentiated by • Title of degree programme • Subject • Start of degree programme (year) • Degree (BA, MA, diploma) • Duration • If applicable, ECTS • Accreditation status (in planning/preparation • Number of planned study places	Specification	Starting in the winter semester **YY/YY,** the Master's programme in Media Studies will be offered by partner university A. **30 study places** will be offered.

Step 4: Based on the indicators of the programme outputs, define the intended **indicators with target values** for your **project output**. To do this, specify only those aspects of the programme indicator that are necessary to make the achievement of your project outputs measurable and verifiable (in other words: **how much of something should realistically be achieved by when**).

Funding programme	Project
Programme output	Project output
Curricula/study modules/courses have been developed or further developed.	The curriculum and teaching modules for the Master's programme in Media Studies have been revised.
Indicator programme output	Indicator project output with target value

Number of curricula, study modules and courses (differentiated by) developed or further developed for existing degree programmes

- Type: (curricula, study modules, courses)
- Title/topic
- Newly developed/further developed or revised
- Level (bachelor's degree, master's)
- Language (multiple answers) (German, English)

Specification

The curriculum for the Master's programme in Media Studies will be revised by the end **of YYYY**:

Study modules B1 and B2 will be redesigned **by the end of YYYY,** and **study module B3** will be restructured **by the end of YYYY**.