Part Two: Operational Guidelines

Tasks and Activities of the M&E Units

Central M&E Unit

Overall management

Data collection

Monitoring

Evaluation

Communicating of M&E results

Update of M&E tools

8 Regional M&E Units

Planning

Data collection

Monitoring
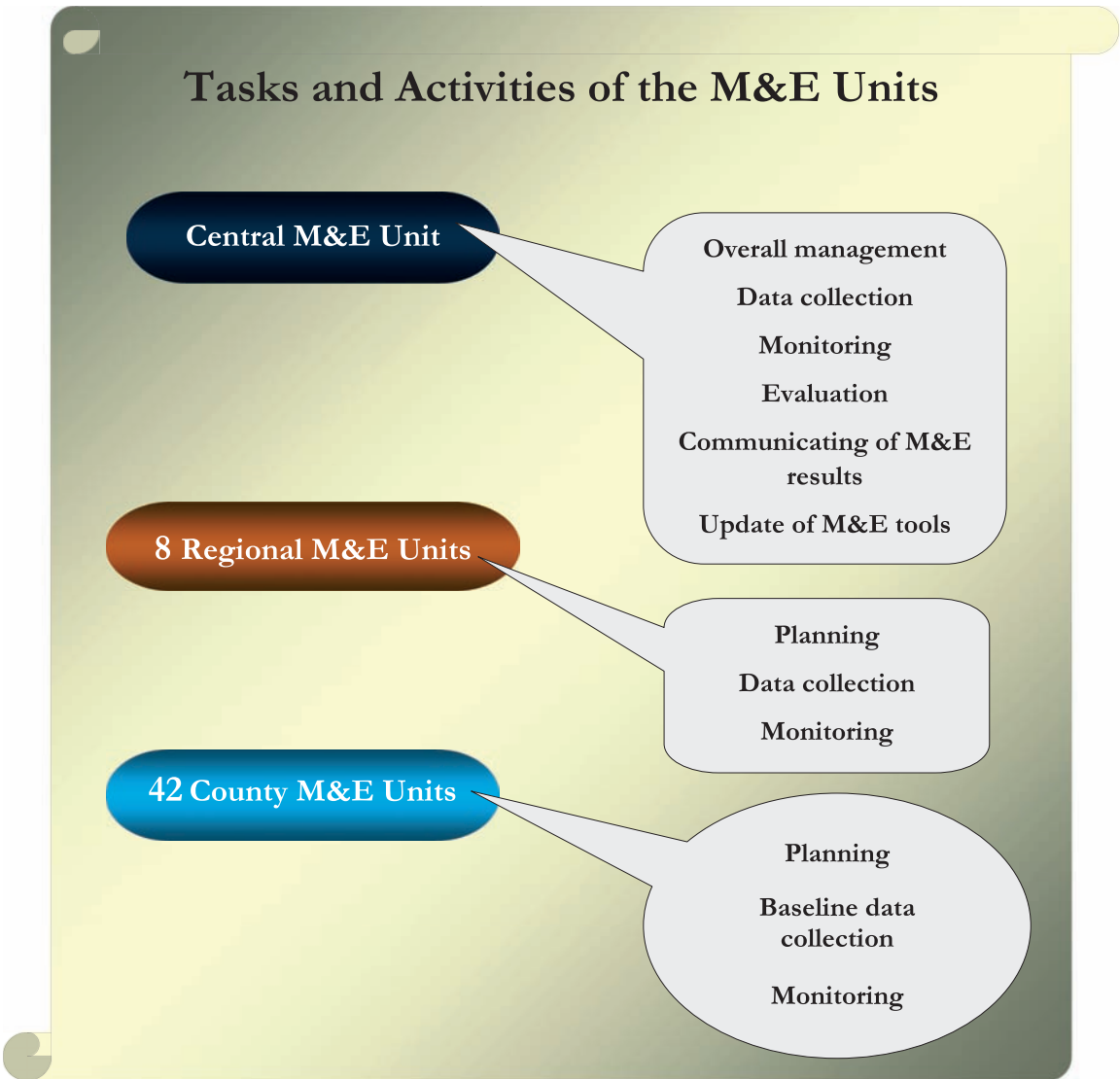
42 County M&E Units

Planning

Baseline data collection

Monitoring

Chapter 3. Tasks And Responsibilities Of M&E Units

3.1. The Central M&E Unit

3.1.1. Key Responsibilities In The M&E Network

The Central M&E Unit is coordinating the whole M&E network and the overall activities of the Units. It is a part of the central directorate of NAR and acts as the direct operational link between NAR and the M&E Units. It is responsible for bringing the operational planning into line with the planning of NAR, and for reporting to NAR.

The key responsibilities delegated to the Central M&E Unit are:

- Overall management of the M&E System;

- Coordination of the activities of the M&E network of Regional and County units;

- Coordination of joint activities with other relevant M&E structures;

- Supervision of the whole network of M&E Units;

- Human resources development and capacity building of M&E team members;

- Correlation of methods and tools, observing the unification of approaches and formats within the M&E Units network;

- Consultations, assistance and methodological support to Regional and County M&E Units;

- Setting up planning & reporting procedures.

Setting up communication channels within the network of M&E units is first and foremost a task of the Central M&E Unit which is assigned to determine the administrative procedures and rules for communication within the network. These communication channels have to work with equal efficiency in both directions: from bottom-up – from the local implementers to the central unit – and from the top-down – from the central level to regional, county and local levels.

With regard to the implementation of M&E activities at central level, the Central M&E Unit is involved in all types of M&E activities.

The Central M&E Unit is particularly responsible for:

- Designing, coordinating and implementing monitoring actions and evaluations;

- Analysis and draft of Monitoring and Evaluation reports;

- Regular updating of M&E tools – correlation of indicators, update of the Overall Logframe Table for interventions focused on Roma, etc.;

- Central data collection;

- Setting and maintaining the electronic database and aggregation of information from e-database;

- Coordination and logistics for dissemination of the products delivered by the M&E System.

3.1.2. Task Division Within The Central M&E Unit

At least two options are possible for obtaining the necessary **human resources** for the Central M&E Unit. The first one is to hire experts within the framework of the NAR administration, with strictly defined tasks focused on the implementation of the M&E System. This team of M&E experts can be subordinated directly to the Social Inclusion Unit (SIU) of NAR. A practical opportunity is to allocate to the Central M&E Unit the 8 M&E experts foreseen in the framework of the Social Inclusion Programme (SIP), supported by the World Bank. The second option is to subcontract the tasks of the Central M&E Unit to an organisation (NGO or a company experienced in monitoring and evaluation) which will assume the responsibility for implementing the whole package of M&E activities.

The experts in the Central M&E Unit are responsible for the functioning of the entire M&E network at national and regional levels. Furthermore, each expert provides assistance and support to one of the 8 Regional M&E Units. The necessary administrative support and accounting and financial management will be provided by the respective department of NAR.

The structure of the team in the Central M&E Unit envisages a **division of tasks between the team members**. The proposed division of responsibilities (see information box below) will become absolutely necessary when the M&E System passes beyond its inception and pilot phases and starts full capacity operation, implementing the full-scale of outlined M&E activities. Two main divisions of responsibilities and tasks for the Central M&E Unit clearly emerge: those of the experts and those related to management.

The overall management of the Central M&E Unit should be assigned to a team leader, working in close cooperation with the supervising experts from NAR. In addition, the team leader needs to coordinate relations with the stakeholders at national level, establishing partnerships and communicating the M&E products to the interested institutions. Also, one of the team members has to coordinate the planning process, to keep track of the administrative reporting of the M&E Units and to run the overall logistics of the M&E System.

Specific expertise: Considering the character, content and amount of full-scale work foreseen by the M&E System, there is a need for particular expertise to manage the specific M&E activities, such as data collection, monitoring activities, evaluations, analysis and report writing and the operation of the database. The Central M&E Unit needs also internal specialization of the team members, with expertise in social inclusion, community development and at least in the key domains. These are the priority domains of the Decade for Roma Inclusion as well: education, housing, health, employment and income generation.

3.1.3. Establishing An Efficient Management System Of The M&E Network

From the very start the Central M&E Unit needs to invest time and effort to create and fine-tune an efficient and flexible management system for the M&E network. Setting up open communication channels within the network is essential for the efficient coordination of joint activities. The support of the NAR in this process will be necessary and helpful.

With regard to the management of such a network, consisting of many M&E units, there are several very important aspects to be noted straightaway.

The Central M&E Unit has to clarify and solve at least two crucial issues relating to the administrative subordination of the participants involved and to the leadership style within the M&E network.

The first one is **setting up the interaction between the M&E Units as being subordinated to different institutions**. From an administrative point of view, the Central and Regional Units are subordinated to NAR; the County M&E Units are created within the framework of the MWGs and in fact are subordinated to the Prefects' institution. This requires additional administrative regulations and active communication between the institutions involved. As an example, signing of protocols for appointment of selected people in the County M&E Units by the institutions concerned, and including the 'new' M&E tasks in their task description will clarify the issue of subordination.

> **Tips for good management of M&E**
>
> ▶ Allocate the time needed for development of realistic, concrete and consistent plans.
>
> ▶ Ensure the actual participation of all M&E Units.
>
> ▶ Keep thinking about the motivation of the volunteers. Motivation is an extra resource that can bring better results with lower budgets.
>
> ▶ Encourage the local teams to share ideas and difficulties met during the implementation. It helps to avoid problems that can damage the activity later.

Secondly, with regard to **choosing the leadership/coordination style in the M&E network**, one of the difficulties is to find a balance between two approaches/types of coordination: a more "rigorous" one and a more flexible, participatory approach. In the management of this M&E System there is a room for both, according to the task in question.

- On the one hand, the rigorous, imperative style of coordination requires exact obedience to tasks, as determined from above, needed for the implementation of particular M&E activities (monitoring, evaluations, and data collection). An appointed leading team of experts designs and manages these activities and determines concrete imperative tasks to M&E Units and to team members.

- On the other hand, the flexible, participatory approach is mandatory during the planning process, development of partnerships and local networks and other cases (pointed out in the description of activities). Therefore, while setting the internal rules, the Central M&E Unit should consider combining these approaches in practice.

The Central M&E Unit also defines the **internal rules and procedures** and disseminates a clear explanation of these rules to all the units and team members. In line with administrative issues the central team needs to clarify how the local teams can ask for support and advice; to specify the way Regional and County M&E Units can receive technical support and documentation backup (templates and instructions when necessary) from the Central M&E Unit.

Internal **reporting procedures within the network of M&E units** cover two types of reporting: administrative and contextual. Administrative reports refer to the general execution of the approved work plans (prepared by the units and, individually, by the team members), keeping the schedule, financial issues. These reports are submitted from the County and Regional Units to the central level, following the standard administrative rules. The second type of report is closely related to the contents of the specific M&E activities. The formats, deadlines and recipients depend on the particularity of each activity and, as a rule, need to be firmly fixed during the activity planning. These reports ensure the timely flow of information within the M&E System.

The division of tasks for the implementation of activities between the M&E Units is agreed and fixed during the planning. However, attention still needs to be paid to building and maintaining the effective coordination of joint activities within the M&E network.

3.1.4. Human Resources Development

The continuous capacity building of the teams at national, regional and county levels is another important area of the management tasks of the Central M&E Unit. There are several types of activities that are helpful for human resources development in the M&E network.

From the very beginning the Central M&E Unit can start investing efforts to create a learning environment within the M&E network. This means creating **opportunities for team members to share experiences and good practices** and also getting feedback from them on the difficulties they have met. Concrete activities in this direction are:

- Team building focused on development of skills for team work and attitudes of mutual trust and support;

- Open discussions in the teams on specific M&E issues;

- Self-assessment sessions. Written memos from these sessions serves as documentary evidence for gained practical experience and also as a record for the M&E network. Later, these memos can be used to present gained M&E experience to new team members.

- Team discussions in the Central M&E Unit on how to be more effective in supporting and consulting the M&E Units working at local level.

Tips for good management of M&E

▶ Create a learning environment within the network of M&E Units and in each M&E team.

▶ Encourage self-reflection and promotion of ideas.

▶ Pay attention to the improvement of individual skills of the participants in the M&E process. The contribution of each team member is important for the overall success.

Setting up a mentoring system within the M&E network is an efficient instrument for increasing team capacity. In other words it creates conditions for effective self-learning.

More experienced team members accept the role of mentors to those members with less experience and skills. They discuss together the coming tasks and the previous successes and failures and share ideas openly, in an environment of mutual trust. In this way less experienced team members can have the support and advice of a more experienced person and overcome their problems more easily.

Training on specific M&E topics will contribute a lot to improve the M&E skills of the teams. The efficiency of training increases if a consistent training programme, practically oriented and adjusted to the actual needs of the M&E teams, is followed.

When the M&E System starts to operate in its full capacity, the Central M&E Unit can start elaborating **plans for the personal development of each team member** – prepared at each level, completed and approved by the Central M&E Unit.

3.2. Regional M&E Units: Tasks And Responsibilities

Within the framework of NAR Regional Offices, 8 Regional M&E Units are created and assigned to coordinate tasks at regional level and provide assistance and support to the County M&E Units.

> **The key responsibilities delegated to the Regional M&E Units are**:
>
> * Coordination of the work of the County M&E units in the Region;
>
> * Consultations and technical support, supervision of the County M&E Units;
>
> * Mediation between county and central level in M&E Network;
>
> * Planning – regional plans based on county action plans;
>
> * Support for the implementation of activities at county and local level;
>
> * Organising the activities of the Central M&E Unit for the capacity building of the County M&E Units.

The specific role of the Regional M&E Units is to mediate between national and county levels where the main activities are implemented. They are responsible for the regional level of management and logistics. They facilitate meetings and working discussions to set and maintain the coordination between all the counties in the respective region. At the same time the Regional M&E Units are directly involved in M&E activities at county level, supporting local teams in their work.

Allocated to the 8 development regions, the Regional M&E Units are responsible for the counties, as illustrated in **Table 3**.

Table 3: Distribution of the Regional M&E Units

| Development Region	NAR Regional Office	Counties Covered
Region 1, North – East	**Iaşi**	Vaslui, Suceava, Bacău, Iaşi, Neamț Botoşani
Region 2, South - East	**Braila**	Braila, Galati, Constanta, Tulcea, Vrancea, and Buzau
Region 3, South -Muntenia	**Călăraşi**	Argeş, Călăraşi, Dâmboviţa, Giurgiu, Ialomiţa, Prahova, Teleorman
Region 4, South – West Oltenia	**Craiova**	Dolj, Gorj, Mehedinţi, Olt, Vâlcea
Region 5, West	**Timişoara**	Arad, Caraş-Severin, Hunedoara, Timiş
Region 6, North-West	**Cluj-Napoca**	Bihor, Bistiţa-Năsăud, Cluj, Maramureş, Satu-Mare, Sălaj
Region 7, Centre	**Alba-Iulia**	Alba, Brasov, Covasna, Harghita, Mures, Sibiu
Region 8, Bucharest - Ilfov	**Bucharest**	Bucharest, Ilfov

The Regional M&E Units are directly involved in the implementation of concrete M&E activities in the counties of the respective development region. Delegated particular M&E activities seem very similar to those at county level, yet in some aspects, they do not fully coincide. The Regional M&E Units collect and update data at regional level, summarise the data gathered by all the County M&E Units in the region, and send it to the Central M&E Unit. They also coordinate all the monitoring activities of the projects implemented in the region as well as organise the supporting activities for the evaluations carried out by the Central M&E Unit (meetings with the Roma communities and stakeholders, logistics for field work, etc.).

M&E activities delegated to the Regional M&E Units:

• Regional data collection and insertion of the data in the electronic database;

• Direct involvement in the monitoring and evaluation activities, carried out in the counties of the Region;

• Organising monitoring activities and producing monitoring reports;

• Providing support to the evaluators of the Central M&E Unit for carrying out evaluations and field research in the region;

• Writing reports and analyses;

• Assistance to the County M&E Units for report writing.

The human resources in the units are provided by the regional offices of NAR. At the time of writing there are 3 persons hired full time. One of them should be involved in each Regional M&E Unit supported by the others and working under the supervision of an expert in the Central M&E Unit.
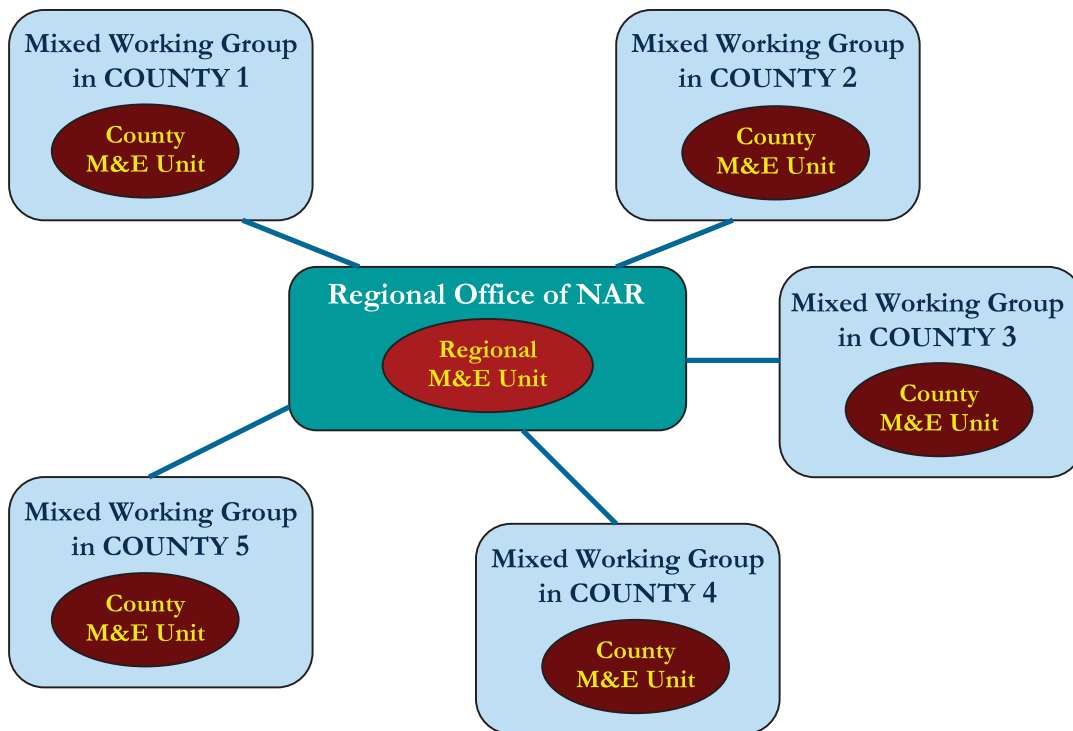
3.3. County M&E Units: Tasks And Responsibilities

In each county a County M&E Unit is assigned to apply the M&E System at local level. The County M&E Units are created within the framework of the MWGs which are established under the institution of the Prefects and work with the support of the BJR offices.

The County M&E Units are allocated in the administrative centres of the county, but they work in all the municipalities which have a Roma population and detached Roma communities.

The key responsibilities delegated to County M&E Units are:

- Coordination and implementation of M&E activities in the county;

- Coordination of data collection directly from communities at local level;

- Facilitation and coordination of local networks;

- Establishment of partnerships at county, municipal and local levels.

An important task for the County M&E Units is the effective coordination of activities – both on a horizontal level (with the County MWG members, representatives of institutions, NGOs, and Roma community resource persons involved in the local networks) and on a vertical level (with the Regional and Central M&E Units).

Another vital role of the County M&E Units is to keep alive the direct connection with the Roma communities. This 'function' can hardly enter in the task description of the county teams. Nevertheless, it goes without saying, that these units are the eyes and ears of the M&E System at grassroots level, where the real change should take place as a result of the project interventions.

**Delegated M&E activities at County level:**

- Information collection and exchange of data with the existing data bases at county level;

- Monitoring of county based measures / interventions;

- Producing monitoring reports on the results of Roma targeted measures at county and community levels;

- Support for the evaluation activities designed and coordinated by the Central M&E Unit.

The County M&E Units collect and update data from the county institutions and organise the grassroots data collection, providing assistance and support to the local data collectors. They summarise gathered information in the county and send it monthly to the Regional M&E Units. Also the County M&E Units elaborate reports for the implementation of the National Strategy in each county, and send the reports to the Regional and Central M&E Units. They are involved in coordinating monitoring of projects, implemented in the county, and in assisting the field work of the monitors and evaluators in the Roma communities.

The human resources needed for the County M&E Units are allocated by the MWGs taking into account existing local opportunities. The preferable composition of a County M&E Unit is the Roma expert in BJR, two members of the MWG and one or two representatives of local Roma NGOs. The MWGs can also nominate persons with appropriate skills who do not have to be official members of the MWG.

Concrete administrative regulations should help the establishment and functioning of the County M&E Unit itself and its interaction with the Regional and Central M&E Units which are subordinated administratively to NAR.

Specific decisions of the MWGs and protocols signed by NAR and the respective institutions can define the responsibilities of each member of the unit, the working time allocated for implementation of M&E tasks (including the new tasks in the job descriptions), and the terms of interaction of the County M&E Unit with the higher management levels in the M&E network.

Refresh

Figures 3 and 4
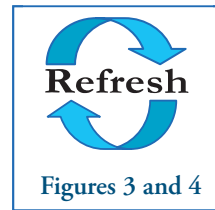
Chapter 4. How To Plan The M&E Process

4.1. Approaching The Planning

In essence, the monitoring and evaluation is about collecting and analysing data. Key monitoring and evaluation activities proceed in **four main directions**, namely:

- monitoring activities;

- evaluations;

- data collection for these M&E actions;

- outreach and dissemination of delivered products and recommendations for the improvement of current and future programme interventions.

> **! ! !**
> **Just
> a reminder**

> **Effective M&E systems are based on:**
> ▶ reliable sources for information
> ▶ relevant in-depth analysis of gathered information.

In addition, updating the M&E tools, establishing partnerships with institutions and stakeholders, and continuous capacity building of the M&E teams, all contribute to maintaining the 'infrastructure' for the functioning of the M&E System. There are various supporting activities, such as planning, internal reporting, preparation, and logistics. The M&E Units need to foresee all types of activities in the planning for the M&E System implementation.

Step by step implementation of the M&E System

The practical implementation of all activities, foreseen in this M&E System, will be initiated, planned and carried out step by step in conformity with:

i) selected priorities for monitoring and evaluation;

ii) the process of gradual capacity building and increase of practical experience and skills on the part of the M&E Units;

iii) available resources – both financial and human.

> **For the M&E System to work the network of M&E Units should follow common planning and unified work methods.**

4.1.1. Participatory Planning Procedures

A participatory approach to planning means:

As a rule, all plans for the monitoring and evaluation activities of the M&E Units are presented for consultation, and finally approved by the headquarters of NAR. However, the operational plans are elaborated by the M&E Units through a participatory process, involving all M&E team members, and then consultation takes place with partner institutions, stakeholders and representatives of Roma communities.

1. Involving all M&E Units in the planning process

The action plans are elaborated with the input of all M&E Units (on the vertical axis) and with the contribution of the team members within each unit (on the horizontal axis). The Central M&E Unit generates the overall planning of the whole M&E network.

Consulting the Regional and County M&E Units takes place in at least two stages of the planning:

i) Before starting the process, the local units are invited to send initial proposals, in conformity with local needs;

ii) By mid-term, the elaborated draft of the plan is disseminated into the network for feedback. The Central M&E Unit then puts together the final plan.

2. Ensuring the involvement of team members in M&E Units

Team participation in the M&E Units is ensured through discussions and by encouraging local team members to come up with ideas and proposals for which projects to select for monitoring and evaluation, taking into consideration the local needs. All team members participate in the elaboration of the Action Plan of the respective M&E Unit. Also, team discussions within each unit are carried out to formulate the initial proposals for the general plan of the M&E network, and later to give comments on the draft of this plan.

3. Consulting with partners and volunteers involved

It is vital to have the opinions of the direct partners of the M&E Units on the action plans – meetings and exchanging of ideas are conducted with the institutions involved and with the M&E structures of the Social Inclusion Policy Measures. At local level, the County M&E Units should check the opinion of their volunteers as well, especially for the activities which rely to a great extent to the support of partners and volunteers.

And benefits come like new ideas and motivated supporters

The participatory approach enlarges the pool of ideas and visions, and also helps to increase the support of the stakeholders and volunteers involved in a selected M&E action. This stronger commitment of the participants can in itself become an extra resource – motivated people can achieve better results with fewer resources.

4.1.2. Priority Setting

In fact, the setting of the monitoring and evaluation agenda is a process that goes through logical steps. The priority setting – defining the annual and long term priorities – takes place at the first stage of the planning, both for general plans and for the operational planning of a particular M&E activity.

The priority setting starts by answering three key questions:

- What information do recipient institutions need from the M&E System this year? This will assist them in updating policies and launching new programmes.

- What type of findings and recommendations is the M&E System expected to provide?

- Who exactly will use these M&E results, i.e. which institutions and/or organisations are expected to make use of the delivered recommendations and conclusions?

The design of this M&E System imposes **two main rules to follow** in the course of priority setting of the M&E tasks.

The first rule relates to public administration and institutions. Certain activities help to clarify the actual needs and expectations of the stakeholders, such as individual consultations with representatives of the public authorities, brainstorming sessions and meetings with relevant institutions and stakeholders.

Rule 1:

▶ Take into consideration the needs for information of the public institutions for the redesigning of pro-Roma public policies

Important for priority setting at national level are the WGPPR and the Ministerial Commissions for Roma, as well as the NCSI and the SIUs in central institutions. At local level, a similar role can be assumed by the County MWGs, the LRE at the municipalities, and the County Commissions for Social Inclusion.

The second rule, no less important, relates to the involvement of the Roma communities themselves, the potential target beneficiaries of these redesigned future policies and programme interventions. Two levels of consultation are likely to contribute to the big picture of M&E priorities:

Rule 2:

▶ Consider the opinion of Roma communities themselves on the priorities for M&E actions

- National and local Roma NGOs, organizations and leaders, representing the interests of the Roma communities – consultations and meetings should be organised by the M&E teams at their respective levels (the Central M&E Unit – meetings with national Roma NGOs and Roma experts in central administration; the Regional and County M&E Units – meetings with local NGOs and LRE).

- Also, inputs from the grassroots community level can be ensured through asking indirect questions during the regular informal meetings in Roma communities, held by the Regional and County M&E Units for various purposes.

The results of the consultation process are summarised in a **written description of identified priorities** with concrete information about:

i) What type (and in which domains) projects and measures need to be monitored and evaluated in depth during the coming period;

ii) What exactly should be produced – specification about the products needed to be provided (type of reports, analysis, recommendations);

iii) A detailed list of relevant institutions due to use these products in the future.

Following the consultations, the priority M&E tasks are defined in detail, based on collected opinions and proposals, and taking into account the resources (human and financial) available for M&E for the planned period.

4.2. Types Of Plans Envisaged

4.2.1. Strategic Level: Long Term Planning

Long term optional plan

The long term planning of the M&E System requires elaborating an optional plan which identifies the long term priorities and the main directions of activities. Covering a period of three to five years this should outline how the M&E activities would gradually expand.

The plan proposes optional activities with some flexibility and opportunity to make choices according to available resources. For instance, it would be possible to schedule a range of interconnected large scale surveys on selected important issues such as the social exclusion, poverty levels in disadvantaged Roma and non-Roma communities, etc. which cannot be implemented each year.

This long term plan is naturally focused on a general framework of the priorities and optional activities, specified for each domain, without going into much detail. Concrete annual operational action plans (national, regional and county) are then developed each year by the M&E teams and approved by NAR.

4.2.2. Operational Level Of M&E Planning

An essential part of the M&E operational plans will be to specify the activities to be implemented during the planned period, who will be involved at each level, which resources – financial and human – can be allocated, and when and how identified M&E products will be delivered.

The appropriate methods and techniques for the implementation of the activities are outlined in the plans, taking into account that different methods require different amount of resources, skills and, very likely, additional capacity building of the M&E teams.

> **At operative level, the M&E System envisages 3 types of plans:**
> i) General annual plan of the whole M&E network;
> ii) Annual action plans of every M&E Unit;
> iii) Detailed plan for each particular M&E activity.

Annual operational planning of the whole M&E network (General Annual Plan)

The General Annual Plan of the M&E network summarises the activities of the whole M&E network planned for the respective year. It gives the annual priorities and the framework and timeline of the main activities and M&E products planned, specifying the contribution of the M&E Units at national, regional and county levels. The work schedule shows the deadlines for producing estimated M&E products, (i.e. monitoring and evaluation reports, proposals and recommendations), as well as which are the institutions – 'beneficiaries' of the M&E – due to use the produced reports and

recommendations. The format of the reports and the method of dissemination also need to be outlined in advance.

The general annual planning of the whole M&E network has four phases:

Phase 1 – **Identification of annual priority tasks**, including selection of projects and measures to be monitored or evaluated and selection of the priority indicators and topics for baseline data collection during the coming year.

Phase 2 – Agreement on **final selection of annual priorities** is reached through policy level consultations with NAR, WGPPR, NSCI and relevant stakeholders.

Phase 3 – The M&E Units elaborate the **detailed planning of activities, timeline, resources**. The General Plan foresees a distribution of the tasks for each level of M&E units and an allocation of resources within the M&E network.

At **Phase 4** of the planning, the completion and **approval of the General Annual Plan of the M&E network** takes place.

Action planning of each M&E unit (Annual Action Plans)

The annual action planning of the M&E Units is closely related to the General Plan of the M&E network: it follows the selected priorities with a focus on the particular tasks of each unit. It is developed by each M&E unit specifying its tasks in terms of setting objectives, describing activities with clear tangible M&E results from each activity. The time schedule of M&E actions includes internal deadlines for the stages of each activity and for delivering the final products. Furthermore, the annual action plans should foresee all the resources needed for the M&E implementation at each respective level.

Detailed planning of a particular M&E activity

Detailed activity plans are developed, in particular for the evaluations, monitoring, and for the baseline data collection activities, usually implemented together by different units. For instance, in most of the cases, the particular monitoring actions involve more than one M&E Unit.

GO TO

Paragraphs 5.2, 6.3.2. and 7.2.
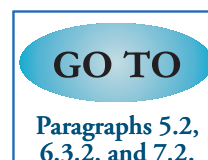
Golden Rules for M&E Planning

▶ Pay special attention to the planning. Good planning takes time. But remember that the good planning is required for success.

▶ Follow participatory procedures involving all M&E Units in the planning process.

▶ Define the clear linkage between M&E activities and desired M&E results.

▶ Be pragmatic when selecting the activities and the targeted M&E products. It is vitally important to consider carefully who needs what information and who needs what products: who will make use of the M&E results (i.e. reports, recommendations, etc.).

▶ Formulate definite responsibilities for each M&E Unit and its team members.

▶ Envisage what kind of support is needed from the partners and stakeholders and plan how to establish these partnerships.

▶ Follow the step-by-step implementation of activities, considering available resources and skills of M&E Units – there is no use in rushing to achieve everything at once.

Necessarily, it is essential that detailed activity plans distinguish the particular contribution of each unit involved (central, regional or county), and what kind of coordination is needed.

The steps of the 'individual' planning for particular activities are given in the description of respective activities of the M&E Units.

4.3. Planning Of The Central M&E Unit

The **Central M&E Unit** is responsible for the overall planning of the M&E network. It takes care of summarising all the plans of the Regional and County Units and of the overall budgeting of M&E activities. The Central M&E Unit coordinates the plans with NAR, adjusting priorities, activities and the list of expected final M&E products and estimated budgets, in accordance with the general agenda of NAR and available resources.

Finally, **NAR** gives its approval to the long term and the general action plan of the whole M&E network. The 'individual' annual plans of the Regional and County Units are approved by the Central M&E Unit.

4.3.1. Outlining The Long Term Plan

Who participates in the long term planning? The long term planning is the main responsibility of the Central M&E Unit, involving all team members and the experts from NAR assigned to supervise the M&E System. For this the Regional and County M&E Units have a rather limited contribution compared to other types of plans.

In the sense that the long term plan is more or less a policy document for the M&E System (See Template B.1) The plan requires greater involvement from the policy leadership of NAR and the policy decision-making bodies for Roma at national level, in particular the WGPPR. Representatives of these institutions will be involved in discussions for comments on the draft proposals and for the expected final approval of the long term plan.

Final result of this activity is:

Long term plan for the M&E network, covering a 3 year period:

❑ Long term priority M&E topics

❑ Optional activities

❑ Strategic partnerships

❑ Priority M&E results to be delivered

The process of developing the long term plan involves the following steps:

Step 1:
Initial discussions

Initial discussions are made to outline a preliminary list of key topics of interest and possible priorities. A joint working meeting for brainstorming and discussion between the Central M&E Unit and other representatives of NAR can initiate the process. The results of the brainstorming are summarised as a memo. Based on this, an Initial Proposal for M&E Priorities (period, years) is prepared to be used later as a draft document for the consultation process.

Step 2:
Selection of priorities

The consultations for **priority setting** are needed for two reasons. Firstly, to check the needs and expectations of the public administration involved in designing and implementing pro-Roma policies and measures. Secondly, to acquire information about plans for launching new programmes and closing

current measures, and also to find out which domains are expected to become a priority for the following years.

The Central M&E Unit initiates meetings for consultations at the top policy level in NAR, and then continues with WGPPR and NCSI. The opinion of the WGPPR and NCSI members and of the responsible experts in these public institutions can also be collected by mail.

Refresh

Paragraphs 4.1.1. and 4.1.2.
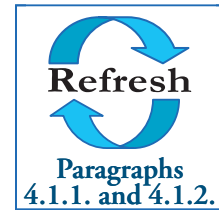
In line with the participatory procedures for priority setting, the Regional and County M&E Units are invited to send comments on the disseminated Initial Proposal from a 'local' point of view as well. The Central M&E Unit updates the proposed document, after consideration of the feedback obtained.

The final selection of long term priorities is based on the revised Proposal for M&E Priorities. It is made by the Central M&E Unit together with NAR, submitted to and hopefully approved by the top level of NAR.

Step 3:
Optional activities outline

Outlining optional activities is focused on the priority domains and M&E issues, with a justification of the strategic partnerships needed and the approximate timeline for the duration of the plan.

As a result, the long term plan is finalised by the Central M&E Unit, in consultation with the experts in NAR, and submitted to NAR for approval.

4.3.2. Developing The General Annual Plan Of M&E Network

Who participates in the process? The operational planning is coordinated by the Central M&E Unit. Applying participative procedures, the process involves all M&E Units and ensures the input of the partner institutions. This way, the General Annual Plan is not a document to be passed top down to the M&E units for information and execution, but a common product of the M&E network.

The annual action planning of the whole M&E network has **four phases**:

Final result of this activity is:

General Annual Plan of the M&E Network approved. It confirms the:

❑ Annual priorities for M&E
❑ Objectives and M&E products
❑ Detailed activities and timeline
❑ Task division between the units

Phase 1:
Identification of annual priorities

To begin with, the annual priorities of the M&E System can be identified together with the long term priorities, following the steps described above. From next year the annual priorities will be embedded in the already defined long term strategic plan. These priorities should be defined in detail and continuously updated.

The Central M&E Unit coordinates the updating of the annual priorities together with NAR experts. At Phase 1, consultations are carried out with experts at a technical operational level from relevant institutions, involving the following steps:

• Reviewing long term priorities and recent development of interventions for Roma, the Central M&E Unit issues a Discussion Document, focused on the priority objectives and priority M&E tasks for the coming year. The document is discussed and updated with the NAR.

• The updated Discussion Document is disseminated for comments and feedback among experts at operational level in the related institutions. Together with this document a small questionnaire (3-4 questions) could be sent inviting stakeholders to be more specific in clarifying the M&E products and need for information in the respective domain.

• At the same time, this Discussion Document is sent out to all the Regional and County M&E Units to use in consultations with the stakeholders, and so that proposals for the county and local priorities in M&E can be inserted. (A deadline for getting the results back is fixed in advance.)

• The Central M&E Unit summarises the shared opinions and proposals incorporating relevant local priorities, proposed by County and Regional M&E Units in the Discussion Document.

! ! !
Just a reminder

The annual M&E priorities refer to M&E objectives, targets and priority tasks, and are defined by answering several key questions:

▶ What are the imperative issues that policy makers and programming units need to know this year with regard to expected new programmes and policy update?

▶ What type of particular M&E products and results, i.e. findings and recommendations are expected from the M&E System this year?

▶ Who exactly will use the M&E results and what will they be used for?

▶ Which significant programmes and measures are likely to start or to be completed during the coming year that should become a priority for M&E?

▶ What are the priority indicators and topics for baseline data collection during the coming year?

Product of Phase 1 is:

❑ Discussion document on annual M&E priorities, presenting different opinions and options

Phase 2:
Agreement on final selection of annual priorities

Phase 2 sees the final selection of annual priorities after consultations at policy level with NAR, WGPPR and NCSI (the structures responsible for the National Strategy and for the Social Inclusion).

• By then, the Central M&E Unit prepares a summarised document: Initial Proposal for the Annual M&E Priorities (targets and priority tasks), and presents it to the supervising experts on M&E in NAR for comments and revision.

• Consultations at policy level with the key national stakeholders (WGPPR, NCSI) are carried out together by the Central M&E Unit and the NAR experts supervising the M&E System.

Product of Phase 2 is:

❑ **List of Annual M&E priorities (targets and tasks) of the M&E network for year X approved**

Phase 3:
Defining tasks: Detailed planning of activities, timeline, resources

Product of Phase 3 is:

❑ **General Annual Plan of the M&E network elaborated**

Phase 4:
Completion and approval of the General Annual Plan of M&E network

Product of Phase 4 is:

❑ **General Annual Plan of the M&E network completed and approved**

- The Central M&E Unit organises meetings and focused discussions with the institutions responsible for the measures in the key domains, proposed as priority issues of interest for M&E during the coming year.

As a result, an agreement is reached and the list of annual M&E priorities can be approved at policy level in NAR.

During the **third planning phase**, the Central M&E Unit defines in concrete terms the annual tasks. Selected annual priorities determine the priority M&E activities for the planned year. Analysing the optional activities, the Central M&E Unit has to determine:

- Concrete M&E activities: drawing up a list of the programmes to be monitored or evaluated and the tasks for baseline data collection. (Gathering information for the project implementation is included in the action plans developed for each monitoring or evaluation activity.);

- Results and products to deliver: reports, recommendations, etc., and which institutions will use them. Planned M&E products are specified with clear instructions as to the format in which these results should be presented;

- Timeline with clear deadlines for finalising each activity and for delivering results;

- Distribution of tasks between the M&E units, budgeting and allocation of resources, funds and decisions on subcontracting services and some activities (particularly for surveys and evaluations), taking into consideration the required funds and time for the tender procedures.

- Necessary supporting activities, procedures and deadlines for internal reporting, and so on.

In elaborating the plan, the Central M&E Unit also incorporates the activities proposed by the Regional and County M&E Units.

In **Phase 4** the completion of the General Annual Plan of the whole M&E network necessitates the following:

- Meetings for coordination of possible joint activities with the direct partners for M&E activities – Social Inclusion Units, Social Observatory, potential data providers;

- Adjusting planned activities, synchronising the timelines of the Central, Regional and County M&E Units;

- Finalising the allocation of resources – financial, human, time, capacity and skills – required;

- Submitting the final General Annual Plan of the M&E network to NAR for approval. (See Template B.2 for the format of the General Plan in Part Three of the Handbook.)

When the final approval of NAR is obtained, the Central M&E Unit disseminates the approved final version of the General plan within the network of M&E Units.

4.3.3. Annual Action Planning Of The Central M&E Unit

As soon as the General Annual Plan for the whole M&E network is finalised and approved, the Central M&E Unit proceeds with developing its own work plan. (See Template B.3) The Annual Action Plan covers all the M&E activities for which the Central M&E Unit has special responsibility. It defines the specific steps, with midterm deadlines, which team member is responsible for what and the kind of support that is needed from the partners.

Final result of this activity is:

❑ Annual Action Plan of the Central M&E Unit

There are several important activities that are not outlined in the General Plan but which the Central M&E Unit needs to consider during the elaboration of the action plan. These supplementary elements appear in three aspects of the activities:

First, the management and administrative aspects need to be planned and clarified to the M&E Units involved in the network. The administrative procedures could in fact destroy the schedule of the M&E activities if not accurately planned.

For example, when particular tasks (especially for carrying out surveys or for evaluations) are planned, to be implemented by subcontracting to an external organization or team of external experts, the annual planning of the Central M&E Unit has to define who will draft the TOR and who will prepare and organise the procedures for selecting the expert / organization (based on procedures for state tenders).

The deadlines for selection and approval of subcontractors should be fixed according to the timeline for the main M&E activities.

Second, the Central M&E Unit needs to envisage particular activities and measures for the capacity development of the M&E teams: self-learning sessions and self-assessment discussions, training opportunities, etc., specified for each level of the M&E network.

Third, but not least, the Central M&E Unit has to elaborate a clear vision for how it can be effective in providing support and consultancy to the M&E Units around the country. It is a special responsibility of the Central M&E Unit which takes time, a lot of human energy and commitment.

4.4. Planning Of The Regional And County Units

4.4.1. Who Is Doing What In The Planning?

The **Regional and County M&E Units** themselves are mainly responsible for the planning of their direct activities at these levels. The decisions clarifying which activities will be implemented in respective regions and counties are taken during the preparation of the General Annual Plan of the M&E System. After this, the detailed operational plans of each unit specify how the activities outlined in the General M&E Plan will be conducted.

From an organisational point of view, each Regional or County M&E Unit is responsible for the elaboration of its 'individual' action plan and sends it directly to the Central M&E Unit. Furthermore, during the preparation of the plans, the **County M&E Units** in each region should discuss their plans with the Regional M&E Unit. Sharing this information at County and Regional level is absolutely

necessary for synchronising the plans in the region and for preparing the action plan of the Regional M&E Unit. In this way the County M&E Units can also get technical support and advice from the Regional M&E Unit for resolving any issues in their plans.

4.4.2. Local Input To M&E Priority Setting

The long term priority setting takes place mainly at central level. At the same time, this M&E System also takes into consideration local priorities, which are very important with regard to the implementation of the County strategies and Action Plans focused on Roma conditions. Clearly, the monitoring and evaluation of these activities can help to improve the county and local pro-Roma interventions.

An important input from the County and Regional M&E Units to the priority setting process is therefore the identification of local priorities through discussions in the MWG and meetings with the relevant institutions at County and Municipal level.

> **Product of this activity is:**
>
> Document: Identified priorities for M&E in Region X at these levels:
>
> ❑ Regional;
>
> ❑ County;
>
> ❑ Municipal and local priorities.

With regard to priority setting, the local implementers of the M&E System can obtain comments and ideas not only from local Roma NGOs and leaders, but also from the Roma communities. This is the only feasible opportunity to get ideas and feedback from the grassroots level and can also involve the created local networks.

+ + +
Information Plus

During the process of priority setting, the local M&E teams can check to a certain degree the **expectations of the Roma communities** through simple questions, brought up at meetings and in individual conversations.

For instance, such a question can be: '*You know that there are programmes for Roma... What do you think we need to know about these programmes? What do you want to understand about them?* Of course, the local M&E teams should 'reformulate' such questions according to the situation.

Such opportunities need not be specifically organised. Questions can be asked during the regular community meetings, or on ad hoc visits to Roma communities with other agendas. Sometimes it is enough to know how to listen and to hear the shared opinions of the people talking.

Nobody expects the County M&E Units and their local volunteers to carry out a representative survey of Roma opinions. But the more feedback the better and all of it should reach the Central M&E Unit. Even if only some is relevant this is a vital opportunity for the expectations of Roma communities themselves to be reflected in the M&E priorities.

The schedule of these activities is defined in the timeline of the Central M&E Unit for elaborating the long term and general annual plan of the M&E network (at Step 2 of the planning process). As a result, identified priorities at county, municipal and grassroots levels are summarised by the Regional M&E Unit for all the counties in the region, ideas being grouped for each county. The document, "**Identified priorities for M&E in Region X**" is then sent to the Central M&E Unit.

4.4.3. Participating In The General Annual Action Planning Of M&E Network

As explained above, the process is coordinated by the Central M&E Unit. The contribution of the Regional and County M&E Units to the general annual planning of the M&E network is provided mainly in Phases 1 and 3 of the process.

Phase 1:
Identification of annual priorities

This M&E System considers both national and local priorities and relies on the Regional and County M&E Units to reflect the local dimension in the setting of priorities. The Central M&E Unit presents the drafted Discussion Document for the annual priorities to the Regional and County Units, focused on the priority objectives and M&E tasks for the coming year. The locally based units are then invited to send feedback and proposals in conformity with the local needs.

Certain activities can help to provide a picture of actual needs and expectations of the county and local stakeholders:

- The County M&E Units put the planning issues on the agenda of the regular meetings of MWGs to provoke a discussion and to get proposals for the county priorities for M&E;

- The Regional M&E Unit can support the county level by facilitating brainstorming sessions with the County M&E Unit and members of the MWG and the CCSI;

- Meetings with LRE and municipal administration focused on optional local priorities;

- The County M&E Units discuss the local priorities with the local Roma NGOs and informal Roma leaders. Other options of checking the expectations of the Roma communities at grassroots level were presented in the previous paragraph.

As a result of all these discussions, lists presenting local opinions on the county, municipal and community priorities – targets and expectations – are summarised and delivered to the Central M&E Unit. In addition, the County M&E Units include in these lists some proposals

! ! !
Just a reminder

The annual M&E priorities at County and local levels refer to M&E targets and priority tasks, with regard to:

▶ What are the imperative issues of interest for the county and municipal institutions with regard to the implementation and update of the County Action plans for Roma?

▶ What type of M&E reports, data and recommendations are needed this year?

▶ Which interventions are likely to be put into action in this county or municipality that should become a priority for M&E?

▶ Which Roma communities in this county should be a priority for data collection this year?

Product of Phase 1 is:

❏ Lists of optional M&E priorities at county, municipal and local level are proposed and sent out to the Central M&E Unit

for optional M&E tasks regarding the implementation of outlined priority targets.

Phase 3:
Detailed planning of activities, timeline, resources

At this point, the annual priorities are approved at national policy level and the Regional and County M&E Units are involved in defining the concrete activities for the following year.

Elaborating the plan, the Central M&E Unit incorporates also the activities proposed by the Regional and County M&E Units, using mainly the proposed optional activities included in the previous document (for Phase 1). However, there may still be a need for clarification and justification of the proposed activities.

Product of Phase 3 is:

❑ Comments to the draft general annual plan of the M&E network provided

- The Regional and County M&E Units submit clarification on proposed activities and additional information, if requested by the Central M&E Unit;

- Later, the Regional and County M&E Units provide comments on the elaborated draft of the annual plan, which is disseminated through the network for comments and feedback.

4.4.4. Annual Action Planning Of The Regional And County M&E Units

After obtaining the approval for the General Annual Plan of the M&E network, the Central M&E Unit disseminates the final version of the plan among all the units.

Final results of this activity are:

Annual Action Plans for:
❑ 8 Regional M&E Units
❑ 42 County M&E Units

Operational planning at each level then requires a detailed outline of the activities of each M&E Unit, prepared on the basis of the General Annual Plan. Most M&E activities at County and Regional level have already been formulated during the team discussions on the draft of the general plan. The next step of the units is to specify how the selected tasks will be implemented, and to adjust the budgets and the work schedule. (See Format B.3)

In this way operational planning at county and regional level is in compliance with the overall planning of the M&E network.

As well as the essential M&E tasks, the Regional M&E Units need to work out what activities are necessary to provide consultations and direct support to the County M&E Units in the region, and to estimate the time and resources for travel required. Accordingly, the County M&E Units have to consider the time needed for the development of community level networks and the provision of assistance and instructions to the local resource people involved in data collection at grassroots level.

One further point – at this stage the M&E Units need to consult and adjust their work plans with the local partners, public authorities and stakeholders.

For the County M&E Units it is of great interest to get agreement for their action plan from the MWG and from the institutions they are subordinated to administratively. Consulting on the plans with the MWGs will ensure the smooth implementation of activities and the support of the local stakeholders.

In addition, a very important step is to get the opinions of the direct partners of the M&E Units on the annual action plans. Meetings and exchanges of ideas take place with the institutions involved, especially with the County Commissions for Social Inclusion.

At local level, the County M&E Units check the opinion of their volunteers as well, especially for the activities which rely to a great extent on the support of partners and volunteers.

Tips for Local M&E Planning

▶ Develop practically oriented action planning. Keep in mind the objective of each activity and the expected product / result.

▶ Involve your close partners in all phases of the planning. The MWG is not only 'a boss' of the M&E Unit, but an opportunity to get feedback and ideas from a larger audience.

▶ Envisage in concrete terms what kind of support is needed from local institutions. Clear messages and concrete expectations make partnerships easier and feasible.

▶ Ask likely volunteers in advance for feedback on the action plans – this builds trust and motivation. Remember – motivation is an extra resource!

Chapter 5. Data Collection Activities

5.1. Preparing For The Start

Reliable data for verification of the selected indicators is the basis of any effective monitoring and evaluation system.

Gathering information is integral to all the activities – monitoring of on-going projects, elaborating evaluation reports, drafting proposals for improvement of programmes and strategies, applying specific methods.

The M&E Units will use the following **channels** for gathering data:

> Data collection is a range of specific activities, such as carrying out a research or doing a door-to-door survey, determined by the information needed for the specific monitoring actions and evaluations.
>
> The data collection is always very

i) **Collecting 'own' information**: directly 'from the field' at grassroots community level and through surveys (carried out by subcontracted organisations or experts, or jointly with partnering M&E Units of other programmes)

ii) **Exchanging / receiving data from the partner institutions** involved in the implementation of pro-Roma projects and mainstream social inclusion measures;

iii) **Using existing public databases**, statistics, and surveys, which contain relevant data about Roma conditions, although carried out by other organisations with other specific purposes.

Two main 'streams' of data will be used during the monitoring and evaluation of the interventions focused on Roma:

* **Baseline data on Roma conditions** is needed, firstly to give an initial picture of the Roma problems addressed, and then to understand what has actually changed as a result of implemented interventions;

* **Data on project interventions**, including what has been initially planned and also what has been implemented and achieved as a result of the project / measure.

The data collection activities of the M&E Units are now described in this order.
Optional methods, techniques and tools for data collection are presented in the methodology paragraphs above.

5.1.1. Interaction Between M&E Units In Data Collection Activities

Data collection is a continuous process at all the levels of the M&E System and most of the time the teams are engaged in such activities.

The **Central M&E Unit** is involved both in the collection of information on the progress of programmes focused on Roma and in gathering baseline data on Roma conditions. In particular, its main responsibilities in this field include:

• Direct data collection at national level;

• Providing unified methods and instruments for data collection all over the country;

• Setting up and maintaining the electronic database and aggregating the data collected at county and local levels in the electronic database;

• Supporting the other M&E Units in their data collection activities.

As already noted, the Central M&E Unit coordinates the overall data collection activities, and analyses and aggregates all the data in the central database. It also provides the Regional and County M&E Units with the lists of particular problems and selected indicators which will determine the collecting of local data and standardized practical instructions for country-wide implementation. At the same time, on request, the Central M&E Unit provides consultation and advice on emerging problems and difficulties at local level.

Refresh

Paragraphs 3.1.1., 3.2., 3.3.
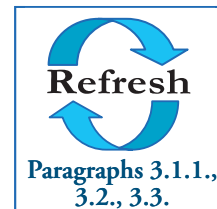
Collecting information about the real situation in the Roma communities is the most important contribution of the **Regional and County M&E Units**. They have the task to add as much detailed baseline data as possible on Roma communities in 'their' county/region to the database.

The **County M&E Units** are the main actors coordinating and implementing activities for the gathering of grassroots data.

The **Regional M&E Units** collect and update data from existing institutions at regional level and participate directly in particular county level data collection activities which are considered more complicated. They provide also permanent assistance and advice to the County M&E Units by clarifying the methods and instruments used for data collection. The Regional M&E Units consult with them on how to arrange the collected information in a kind of county database, to enable it to be 'packaged' and sent to the Central M&E Unit.

The Regional and County M&E Units can always address the experts in data collection from the Central M&E Unit by e-mail and phone calls, and can raise questions on the spot during the visits of the Central Unit. The County M&E Units can also rely on the support of the 'upper' levels in the M&E network for overcoming the likely difficulties in establishing collaboration with the local institutions, identified as potential data providers. The Central M&E Unit can help to open doors at the local level through negotiation with central institutions and by providing consultancy and advice to local M&E teams. When necessary, the Regional M&E Units can contact the Municipalities to get LRE involved in M&E tasks.

5.1.2. Arranging The Information Sources In The Office

Information becomes a useful resource only when it is organised, structured and arranged in such a way to allow finding easy access to necessary data. This M&E System requires large blocks of various types of information, collected from different sources and documented in many 'pieces' and in a variety of 'shapes' (reports, statistic tables, books, etc.). Moreover, the information exists either electronically or as printed materials (sometimes both) creating additional difficulties for finding the data needed.

Final result of this activity is:

❑ System for arranging data sources in the Central M&E Unit established

❑ Accepted standards for how to store / search information in the office

That is why one of the first tasks of the Central M&E Unit is to elaborate in advance how information will be organised when collected. There is no need to wait for it to flood the office and only then to try putting it in order. Data should be organised in consideration of the contents, source and types of data needed for functioning of the M&E System. The activities will involve:

1) Organising existing information on Roma conditions published electronically or printed. This should be structured by topic (domain, issues/problems concerned), type (reports, books, analysis, research, statistic data, etc.), and source.

2) Creating an electronic database that will provide easy access to inserted data and that is able to generate summaries on selected topics or particular localities. This electronic database should include both existing and newly collected baseline data on Roma conditions and basic information about the programmes and measures focused on Roma.

5.1.3. Setting Up And Maintaining An Electronic Database

The data from the whole M&E network should be processed and stored in the Central M&E Unit. Designed for dealing with large blocks of various data, the electronic database should aggregate most of the collected baseline information about the status indicators and the data required for the M&E of the National Strategy measures and all the interventions focused on Roma.

Final result of this activity is:

❑ Electronic database created

At the time of writing, the electronic database has still to be set up (under the IDF Grant of NAR, funded by the World Bank) and a technical guideline for how to use it to be prepared. This guideline has to provide M&E Units with a detailed presentation of the electronic database practical instructions for how to use it, how to introduce new data and how to extract data from the database.

In general terms, the electronic database needs to cover the following main blocks of information:

• Information on completed, on-going and planned programmes, measures and projects influencing Roma conditions;

• Relative baseline data on the selected indicators for Roma conditions in all important domains, collected by representative research, carried out by various organisations. Looking ahead, this block will also include the data from the research carried out by the M&E Units.

- Quantitative baseline data in absolute numbers about the Roma population and Roma communities, also inserted with references about the source, year, etc.

All data should be inserted with clear references to the source, year, methodology, etc. Also, the electronic database needs to provide links to the sources for additional information on the selected topic, this way connecting the database with the existing other information.

+ + +
Information Plus

For example, basic information about Project X inserted into the electronic database can also include a link or instruction for where to find the project documentation to look for details.

Another example: The electronic database includes data about the level of school attendance of Roma children. There should also be clear references to the sources, showing exactly the name of the research, the implementing organization, the year it was conducted, a brief note about the methodology, etc., and a link or instruction for where to find the whole report for the research.

In addition, there is a need to clarify what the database can and what it cannot provide to the monitors or evaluators. Naturally, the database cannot aggregate analyses or reports on Roma conditions, but it can provide structured basic data on specific topics that the analysts can use in their work. The database provides the basic information for the monitors and evaluators to start their desk research. It can also be used during the long term and annual planning of M&E network.

+ + +
Information Plus

For instance, when information about pro-Roma interventions is put into the database, it can generate extracts, listing which projects are being implemented in a particular domain (such as education or housing); which are all the Ministry of Health projects; which interventions have been implemented in the whole country/ or in Maramures County.

The database should provide breakdowns by year, domain, location, etc., and also by implementing organisation – by name or type, (such as: national state institutions, County Councils, Municipality administration, NGOs, etc.)

The Central M&E Unit needs to appoint a person from the team to insert collected data into the database, to update the information, to operate with the data and to provide requested extracts to the users of the data: monitors, evaluators, analysts, programming units in the public administration.

Responsible for maintaining all gathered information in order, this person will propose a detailed scheme for how to arrange the electronic documents and printed materials by topics and sections: reports, books, results and analysis of surveys, periodicals – newsletters, bulletins, media press-cutting and other documents. The proposed scheme is then discussed in the Central M&E Unit and accepted as a standard of the team, used both for including new items and for finding particular documents already stored in the database.

5.1.4. Creating Informal Community-Based Networks

Keeping the focus on the grassroots community level

Informal networks of resource people create significant potential for local data collection at grassroots level directly from the Roma communities. Such community-based networks can give significant input for gathering baseline data on Roma conditions as well as for getting feedback from Roma

beneficiaries about the implemented projects in local communities.

Practical experience suggests several useful steps to follow in developing local networks of resource persons:

> **Final results of this activity are:**
>
> ❑ Community-based informal networks of resource people, managed by the County M&E Units created

Step 1:
Create the core group of the network

At the very start the County M&E Units have to create the core group of the network. The first people to be addressed should be the members of the MWG who are most likely to be involved with the implementation of the M&E System.

Even if the core group is small at the beginning, it can help the process at least in two ways. From an 'operational' point of view, the core group can contribute a lot to the efforts to identify and attract potential 'new' participants. It is difficult for the County M&E Unit to carry on all the work alone. From another point of view, the 'core' group can help the motivation process – convincing people to get involved in an existing network is rather easier than promoting a future idea that looks vague and amorphous to them. [6]

> **Ideas proposed by participants in the M&E training***
>
> **What can motivate local stakeholders to participate in M&E activities?**
>
> **Local Roma experts:**
> ► The implementation of the National Strategy, project monitoring and data collection are an essential part of their task description;
> ► Satisfaction of the new professional experience and learning how to use M&E instruments;
> ► Good relations with the authorities;
> ► Credibility in the Roma community;
> ► Recognition of their input in front of the community and the authorities.

Step 2:
Cast the net wider

With a small core group in place, the County M&E Unit can then try to get the support of as many people as possible.

To do this they should outline what type of resource persons can be involved with regard to their positions and contacts with the Roma communities. Each County M&E Unit needs to make a list of appropriate potential participants in the informal network, considering the local situation and the opportunities to motivate them and ensure their support.

Who can be involved in the informal networks of resource persons?

The list of options is long, and includes:

- Local Roma Experts (LRE);

6   *In the text boxes are summarised some opportunities for how to motivate the resource persons in the local network. These ideas have been identified, proposed and justifies by the participants in the M&E training courses delivered for the potential members of the Regional and County M&E Units in November 2007 – February 2008.

- County Mixed Working Group (MWG) as a structure, as well as individual members involved in Roma issues;

- Local community organisations and Initiative Groups;

- Roma NGOs;

- Members of local Roma communities;

- Health mediators;

- School mediators;

- Social mediators;

- Community assistants and community facilitators;

- Community policemen;

- Roma / minority school inspector;

- Roma teachers;

- Formal and informal leaders of Roma communities;

- Priests or religious leaders in the Roma communities;

- Roma councillors in the Local Council (if any);

- Roma councillors in the County Council (if any)

- Roma university students from the county

- Other non-Roma NGOs

- Members of Parents' Committees and School Boards

Ideas proposed by participants in the M&E training*

What can motivate local stakeholders to participate in M&E activities?

Health and school mediators, social assistants:

▶ Data collection is included in their task description – M&E tasks will help them to improve the data (in their domain) they use in their ordinary job;

▶ Increased qualification with M&E skills;

▶ Support for implementing their tasks, assigned by ASP, schools, municipal administration);

▶ The benefits are for 'their' communities;

▶ Professional promotion and improved CV;

▶ Giving them diploma for volunteering;

▶ Being part of a network gives them satisfaction, higher self-esteem and better contacts with Roma.

Roma teachers:

▶ Support in forming classes in Romani language;

▶ Financial bonus for additional tasks;

▶ Participation in training courses in M&E

These lists in each county can be extended, depending on the local conditions and existing human resources. The next step is to identify the persons – potential participants in the local network. The County M&E Units make a contact list of the persons in the positions listed above, adding any other local people that can be involved. (See Template B.6)

The following information is needed for the Contact List:

- Name, contact details (address, phone, e-mail, if available), locality of residence, position/occupation, profession/educational background,

- Possible inputs to data collection - names, locations of the Roma communities the person is informed about, and where personal contacts would make it easier to collect data from the field. (See Template B.6.)

Later, this contact list will also be used for the planning and coordinating the activities of the network.

In order to ensure that resource persons can be found for most of the Roma communities, the County M&E Units need to compare this list with the list of the Roma communities in the county. They will identify the gaps and look for additional people who could 'cover' the gaps, or at least the larger Roma communities. Identified 'additional' persons must be included in the list, adding data about the 'entry point', i.e. the contact person who has provided the name and is supposed to help in making the contact.

Step 3:

Contact the potential participants

Initial contacts with potential participants in the informal network will be conducted by the County M&E Unit and by members of the core group. They will make the schedule and disseminate the tasks, considering their personal contacts, the positions of the people addressed, and other factors that can affect the process of attracting new participants in a positive or negative way.

These initial contacts can be made in various forms: individual meetings, phone calls, visits in the communities, etc. The aims of these initial contacts are:

- To present the purpose of the M&E System, the potential benefits for the Roma community and the need for data collection at grassroots level.

- To check the expectations of the local people and to identify their readiness to participate.

Reviewing the results of these initial contacts, the

Ideas proposed by the participants in the M&E training*

What can motivate local stakeholders to participate in M&E activities?

Roma NGOs and initiative groups, local NGOs:

▶ M&E helps them 'to enlarge their horizons of knowledge';

▶ The database gives new opportunities to apply for projects and to solve Roma problems;

▶ Better relations with the authorities and new partnerships with institutions;

▶ Credibility in the communities;

▶ Increasing the quality of their activities

▶ Recognition by the institutions as partners

Informal Roma leaders, religious leaders/priests:

▶ 'They cannot refuse to participate' - they are motivated as leaders accountable to Roma community people;

▶ Solved problems of the community;

▶ Common local projects;

▶ Offering information about funding opportunities;

▶ Recognition – the priests will keep good relations with the parishioners ('enoriasii')

▶ Credibility in the Roma community because the benefits are for 'their' communities.

County M&E Units can map out the next steps for motivating and involving the potential participants in the network.

Step 4:
Motivate participants and establish the local networks

The Regional and County M&E Units will then carry out a second round of individual and joint meetings with identified local resource people, with the object of motivating them and providing information about the M&E tasks in more detail.

Giving each member of the network with a 'certificate' verifying his/her involvement can bring double benefits: to help them in contacting local institutions and to increase their self-reliance and motivation.

Some additional steps may be necessary in order to regulate the participation in M&E of the Roma involved in administration or public services (like the school and health mediators, LRE, community facilitators, etc.)

The County M&E Units can involve the MWGs to help with phone calls or addressing official letters to their employers (such as Mayors, school managers, County health directorates).

In order to make the network operate, the County M&E Units have to clarify the communication channels and procedures of internal information exchange, and to discuss these procedures with the participants.

Ideas proposed by participants in the M&E training*

What can motivate local stakeholders to participate in M&E activities?

Community policemen (Roma and non-Roma):

▶ Appreciation of the policeman by Roma community and by his boss in County Police Inspectorate;

▶ Sending 'Thank You' letters to their chiefs;

▶ Diploma for volunteering and thanking them in public;

▶ Making their work easier - solved community problems will help prevention and reduce the rate of crimes in the community;

▶ Solved problem of the identity documents of Roma.

Tips for Building Informal Local Networks

▶ Identify and explain the common interest in real local issues. Using only words at local level can bring agreements, but never common actions.

▶ Be specific in formulating the tasks for the local resource persons – give them a clear explanation of what is their expected input.

▶ Provide all the support and advice that volunteers need.

▶ Never miss the opportunity to highlight the significance of their contribution.

5.2. Collecting Baseline Data On Roma Conditions

5.2.1. Challenging The Information Gaps

All reviews of the existing baseline information on Roma conditions in Romania reveal many gaps and inconsistencies in data presented by different sources – Romanian or international, public institutions or NGOs – in particular with regard to the estimated absolute numbers for the Roma population and to the living conditions of the Roma.

! ! !
Just a reminder

The M&E System has to provide objective data for selected key indicators, which describe the changing conditions in the Roma communities, its dynamics and trends.

+ + +
Information Plus

For example, reliable data for absolute numbers of Roma is missing or insufficient, even for the total number of the Roma population: figures vary between 550,000 and 2,500,000 people. The Census (2002) data covers only those Roma who have self-identified as Roma, which is far less than the actual number of the Roma people in Romania.

Existing data is often gathered through different methods, which means that there needs to be careful analysis while comparing figures. Even so, a number of representative surveys on Roma problems in particular domains have been carried out and accepted as reliable by Romanian and international institutions.

In brief, a representative survey covers a sufficient number of Roma communities and Roma people, and represents all specific groups, ages, categories, etc. This way, the data represents the general pattern of Roma conditions and the trends of the change. These surveys provide reliable relative data about many issues (for example: the percentage of unemployed Roma, level of school abandonment, approximate percentage of Roma children who have not received all the due inoculations, etc.). Reliable absolute numbers on these problems of Roma are not available yet.

Because of the gaps in absolute baseline numbers, it is difficult to measure directly the change brought about by some implemented projects. Nevertheless, it can still be done indirectly through carrying out consecutive representative surveys that apply common methodology and instruments providing compatible representative information.

Targeted efforts are needed to overcome the data gaps and inconsistencies. The task of the M&E Units is to get objective baseline data about the Roma population and the Roma conditions in Romania. This is essential in order to develop concrete plans based on informed decisions, and in order to measure the change achieved by later interventions. Taking into consideration the objectives of the M&E System, the baseline information needs to cover:

i) Demographic trends and general data about the Roma population – absolute numbers and percentages of Roma population with a breakdown by gender, age, number of children in the family, Roma sub-groups and religion, and also data on name and location of Roma neighbourhoods (urban/rural);

ii) The most important issues in all domains, such as: the social and economic situation (employment and income generation), living conditions (housing and infrastructure), education, health, culture, and the level of Roma participation in public administration, segregation and human rights.

These issues are included in the Status Indicators Table (see the Annex A.2). The Central M&E Unit has to create a list of indispensable baseline data to be collected – in absolute numbers, percentages and representative data on identified trends – as a result of reviewing and analysing the existing data.

+ + +
Information Plus

The main existing sources of data about the Roma conditions include:

- Recently completed research Social Barometer 2006 (carried out by the Open Society Institute) and the Research Roma in Romania Inclusion 2007 (carried out by the TA Phare project, implemented 2006-2008) provide large scale data on Roma conditions that can form the basis for completing a database with relevant relative data giving the general picture;

- Census statistics, collected on the basis of self-identification of Roma;

- Surveys and research on Roma conditions, covering various topics, (usually following different methodology);

- Official administrative databases that do not include breakdowns by ethnicity, but provide general data for the country;

- Data already collected by NAR and BJR, including a lot of information about Roma communities all over the country which needs to be structured, verified and updated;

- Data based on the estimations of institutions and local authorities;

- Databases of Roma and non-Roma NGOs, collected directly from the field and by local Roma leaders, (this data is not representative for the Roma in the country as a whole, but can be used for analysis of particular Roma neighbourhoods or localities).

5.2.2. What Are The Practical Implementation Steps

The gathering and updating of all necessary relevant data is a long process that can hardly be finalised in a few months and should be implemented step by step with a clear consistent methodology.

There are three main **phases** of the process:

- **Phase 1** - Reviewing the existing data about Roma conditions;

- **Phase 2** - Collecting new baseline data to fill in the identified information gaps;

Final result of this activity is:

Objective baseline data on Roma conditions collected and structured:

❑ The key issues are covered;

❑ Future steps for enlarging the data identified

- **Phase 3** - Data processing and updating the database. Analysis of the data and identification of the next targets.

The Central M&E Unit coordinates all activities for baseline data collection which involve all M&E units. The Regional and County M&E Units are involved in some of the steps in Phase 1 and 2.

Baseline Data Collection
Phase 1: Review existing data on Roma conditions

Step 1:
Gather all existing data

The first task of the M&E Units is to put together all 'pieces' of existing data about the Roma in Romania, included in different works of research (such as the Social Mapping 2005, and others), published books, various reports, statistics data, etc. A considerable number of such documents are already available in the central and regional offices of NAR, and in BJR, but it still needs to be gathered and organised.

In the Regional offices of NAR and in BJR there will also be, by now, a lot of information about the Roma communities in a certain area. This data need to be analysed and structured according to the standards provided by the Central M&E Unit.

Then the Central M&E Unit makes a list of other institutions and organisations which are likely to have information on Roma conditions, and groups them by category, such as:

    i) research institutions (like the National Statistics Institute);

    ii) departments in the public administration that maintain administrative databases (like MERY, MPH, etc.);

    iii) Roma and non-Roma NGOs.

The requests for information are individually shaped according to the type of institution and the character of the requested information (statistical data, published reports, additional data for already published research, etc.) Also, the Central M&E Unit could directly contact the researchers on recent large scale surveys on Roma to ask for additional data, if available.

Operational tasks at Step 1:

Central M&E Unit:	Regional and County M&E Units:
• The team starts with reviewing and reorganising the information already available in NAR, making copies and arranging the documents in line with the accepted standards of the database.	• They also start reviewing the existing data in the Regional offices of NAR and in BJR.
• Internet search to complete the data with published on-line information.	• Meetings are held with the institutions at county and local level to complete this data.
• Carry out meetings with the partners of the Social Inclusion Units to check what kind of information they have, and to coordinate the efforts.	• Existing baseline data is summarized and sent to the Central M&E Unit.
• Sends requests for information to SIUs and partner institutions.	

The Central M&E Unit certainly cannot expect to obtain a lot of information at once, but even partial information amounts will improve the initial data sources of the M&E network.

Step 2:
Analyze existing data
Determine follow-on tasks

The next task for the Central M&E Unit is to arrange this data and put it into a comprehensive database. The electronic database and the system for organising the information should be designed in advance. The database has to aggregate both electronic and printed data sources through a user-friendly system of indexes, enabling easy access to the necessary information.

The relevant data from surveys is inserted into the created electronic database. The Central M&E Unit can start with the Research Roma in Romania Inclusion 2007 (Phare) and the Social Barometer Survey (Open Society Foundation, 2006) providing relevant relative data on the topics/indicators covered by the surveys. The new data (when received) is also arranged in the database according to accepted standards.

Once gathered in 'one place', the existing baseline data is reviewed, structured and analysed in order to:

Products of Phase 1 are:

Report - Review of existing data on Roma conditions:

❑ Gaps of data identified

❑ Key indicators selected

❑ Follow-on tasks defined

Existing data on Roma conditions collected and structured:

❑ At national level;

❑ In each county

- Clarify the issues/domains with available reliable data;

- Identify the areas of reliable but out of date information;

- Highlight the gaps and inconsistencies in the data,

- Determine the concrete tasks for gathering additional data by the M&E network later on.

Reviewing and organising the existing up to-date baseline information should provide an initial picture of the Roma situation, based on the available data (in numbers and percentages). Above noted Social Barometer Survey (2006) and the Roma in Romania Inclusion Research 2007 can greatly contribute to this picture. (If necessary, external experts can be hired in particular for the analysis of the data).

The experts on data collection in the Central M&E Unit outline the findings in a technical report 'Review of Existing Data'. Based on this document the Central M&E Unit selects the key status indicators for the next phase of the data collection process.

Baseline Data Collection
Phase 2: Collect new baseline data to fill in the gaps

From this point, the M&E Units have to fill in identified information gaps, carrying out several types of data collection activities. Additional new baseline data on Roma conditions can be provided step by step and updated on a regular basis.

Step 3:
Surveys and Research

- Surveys, research and questionnaires can be carried out by experienced organisations (companies, NGOs, or external or expert teams) at the request of the M&E Units and subcontracted by NAR. (Options for

Refresh
Paragraphs 1.5.5. and 2.3.3.
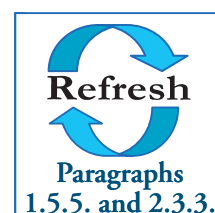
different types of surveys were presented in the methodology paragraphs of the Handbook.)

The objectives and type of each survey are selected in advance within the framework of the long term and annual action planning of the M&E network. The frequency of each survey depends on the issue involved.

- In particular cases (such as attitudes towards Roma) the Central M&E Unit can negotiate with research agencies to attach an additional series of questions to their own surveys. This is less expensive but it limits the topics which can be studied.

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Information Plus

Although expensive, **surveys** remain the only way of measuring the processes, crucial for an assessment of the improvement in Roma conditions. As a rule, the National Statistics Institute (the Census is an exception) and government institutions do not collect data with breakdown by ethnicity.

There are important issues, (such as the poverty, gender issues, and the changes in the social exclusion / inclusion of Roma), which can be only reached through comprehensive and profound surveys, repeated every 3 or 5 years, applying the same methodology in order to get compatible results.

The Central M&E Unit will of course have to select options for surveys according to available resources. The Central M&E Unit has to specify the topics of interest and the tasks, draft the TOR for the survey, and take part in the tender procedures (carried out by the Economic Department of NAR).

Operational tasks:

Central M&E Unit:	Regional and County M&E Units:
Once the subcontractor is selected, it will consult and supervise the implementation of the survey through: • Meetings for clarification of the survey objectives and expected results; • Feedback and approval of the Survey design and methodology; • Providing comments on the initial draft of the report; • Approval of the Final Report, presenting and analysing the results of the survey.	• Assist the researchers; • Provide access to Roma communities by request

- Joint surveys can be carried out together by the M&E Units of NAR and the M&E structures for Social Inclusion for measuring the progress in the social inclusion of Roma communities, the poverty levels or other topics of common interest.

  The findings and results of the joint surveys should be available to both partners for analysis and report writing. With regard to the shortage of financial resources, it is very much in the interest of the Central M&E

Unit to use the opportunities for such joint surveys with the Social Inclusion Units.

Operational tasks:

Central M&E Unit:	Regional and County M&E Units:
Participates in: • the selection of priorities and indicators (which will be verified through the survey); • approving the methodology; • coordination of the planned joint actions; • providing comments on the research report.	• Assist the researchers; • Provide access to Roma communities by request

Gathering objective information about the Roma communities in the county is vital for the M&E System. The data can be collected directly 'from the field' at grassroots community level, on topics identified beforehand by the analysis of gaps in existing baseline data about particular Roma communities. This activity is a kind of a field survey too, carried out by the County M&E Units, with the support of the BJR and the contribution of informal networks of resource people at local level (LRE, health and school mediators, local NGOs, Roma community leaders).

Step 4:
'Own' field surveys

A considerable part of these efforts is shifted to the County and Regional M&E Units, who will collect information directly 'from the field', involving the created informal networks. The Central M&E Unit will provide them with clear instructions, based on the Report reviewing the existing baseline data (issued in Phase 1), and a format (Template B.14) for drafting the profiles of the Roma communities (an activity envisaged in Step 4.3.)

As noted above, the concrete topics and indicators for the data collection will be provided by the Central M&E Unit.

The **type of information needed from the 'own' field surveys at grassroots level** can be outlined, and more or less, differentiated into two relative groups:

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Information Plus

• **General information about the selected Roma community**, including: description of the location, living conditions, level of poverty, existing opportunities for jobs and income generation, existing infrastructure and access to public services (such as electricity, water, sewage, gas, etc.), the property and purpose of the land of the Roma community, legalisation of houses and yards, distance of the schools and medical services from the community, and identification of subgroups of Roma in this community.

• **Concrete data (in numbers) about this Roma community**, such as: how many Roma people live there, number of households, unemployed men/women, how many children attend school and in which grades, what is the level of education of adult Roma, i.e. how many adult Roma have graduated in primary, secondary school, etc., how many children don't attend school, number of people/families living on social allowances, etc.

Collecting all the details for the numerous Roma communities in Romania is a long process that may take years. The County M&E Units can start collecting such data step by step, initially selecting a limited number of Roma communities in their county.

+ + +
Information Plus

Making lists of Roma communities in the County

Preparing for the baseline data collection the County M&E Units need to draw up lists of the Roma communities in the county, based on the information available in BJR, Roma school inspector, MWG members. These lists will then be updated and completed, step by step, covering all the municipalities and localities in the area. They will be used for action planning and for organizing collected information about Roma in the county. (See template B.11)

The lists can also be used as a starting point for the Mapping of Roma communities with a special focus on housing and related issues, like infrastructure, land regulation, property. (See attached Status Indicators Table in Annex A.2)

Step 4.1.:
Field visits in Roma communities

A substantial part of the **general information about Roma communities** can be achieved through field surveys. (See also Annex A.5) This information will be used for drafting out the profiles of Roma communities. Various methods are used for collecting data during the field visits:

- Meetings with the community representatives;

- Individual meetings, ad hoc visits and conversations;

- Interviews with different people from the community – discussions with the leaders only are not enough to get an objective picture of the opinions and attitudes in the community;

- Observation of the situation and relations inside the community, which means looking and seeing on the spot, talking with people, listening and hearing different opinions.

Field visits are more successful and easier when the researcher already has an entry point to the Roma community, i.e. he/she knows some informal leaders, able to open the doors to the community people. At the first stage of the M&E System, the field visits will be conducted only by the members of the County and Regional M&E Units.

Step 4.2.:
Door-to-door data collection

Door-to-door data collection at grassroots level is an effective method of gathering **concrete data about the Roma communities**, as described in the example above. (See also Templates B.12 and B.13) Initially, door-to-door data collection can be organised in a limited number of Roma communities and will cover several selected indicators/issues only.

This is the main area in which the resource persons from the informal network will be able to provide their contribution to the baseline data collection process. It is preferable for the resource persons to work initially in teams formed for selected communities. The larger neighbourhoods should be split into 'zones' (by streets) to make easier the collecting and summarising of the data.

The resource persons will be given clear written instructions for the door-to-door data collection, elaborated by the County M&E Units with the support of the Regional and Central M&E Unit. Meetings for explanation and small scale training will be organised before starting the research.

Step 4.3.:
Drafting profiles of the Roma communities

All gathered information from field visits and door-to-door data collection, as well as that provided by local institutions will be used for drafting out profiles of the Roma communities in the county.

The attached template document and instructions show the contents, format and structure of the profile, and the way to write it. During the implementation, the Regional M&E Units should set up consultations for the writing of the community profiles (See Format B.14).

Operational tasks at Step 4:

Central M&E Unit:	Regional and County M&E Units:
Provides: • Clear instructions and templates; • Consultations; • Summarises the data.	• Start by making a list of Roma communities in the county; • Conduct field visits for collecting grassroots data: meetings, interviews, direct observation; • Organise and support door-to-door data collection implemented with the network of local resource persons; • Draft detailed profiles of the Roma communities.

The County M&E Units can play a considerable role in acquiring more comprehensive and objective baseline data about the Roma conditions in Romania.

The focus should naturally be on the objectivity of data. Each participant involved in data collection is responsible for the objectivity of the data. It is better to have correct, clear and objective data for a small number of Roma communities, than to present questionable, unchecked data just for the sake of reporting that tasks have been fulfilled. Quality of data is always more important than quantity!

Golden Rules for Baseline Data Collection

What you should do:
▶ Respect the objectivity of the data you are collecting.
▶ Always underline how the data is collected (source, method) and when.

And what not to do:
▶ Do not invent information of your own. Often, justifying the lack of data is more important than mere speculations.
▶ There is no need to make the picture of Roma conditions worse than it is in reality – it will not bring more support but will distort the data.

Step 5:

Information exchange

• Exchange of information with SIUs, with other partners, institutions and departments who update their administrative databases on a regular basis.

With the clear understanding that there is no need to double the efforts, the M&E Units need to set open communication channels with partner institutions for information exchange. This is an important opportunity to complement collected baseline data improving the picture of the Roma situation. (For instance, very important input for the M&E System can come from the database of the Ministry of Education about the education problems of Roma.)

Product of Phase 2 is:

❑ Diverse baseline data on Roma conditions collected

Based on established collaboration for exchange of information, the partner institutions can be asked to share data with the M&E System. Information on particular topics can be delivered by request, prepared by the Central M&E Unit and submitted with the support of NAR. The requests should specify the indicators and the character and type of information needed. In return, these institutions can receive data related to 'their domain', which has been aggregated and processed by the Central M&E Unit.

Baseline Data Collection
Phase 3: Data processing and updating the database

Step 6:

Insert new baseline data into database

The Central M&E Unit can then update the database – insert the newly collected data; fill in the gaps and make the corrections in the initial 'picture' of Roma conditions.

The experts, responsible for data collection in the Central M&E Unit, start putting the newly collected data into the database. They also exercise control over the relevance of the data, and include the references for the source and methods applied in the respective 'boxes' of the database.

Also, where necessary, warning notes about the character and shortages of the data must be inserted into the 'comment boxes', which will be helpful for the users of the database – analysts, monitors and evaluators.

Step 7:

Issue analysis and reports on results

Comprehensive analysis of the new data is the next step of the data collection process. The Central M&E Unit prepares an initial review of the updated baseline data. After reviewing the results, the analysts should identify again the remaining shortages in the data, and outline the next steps for data collection.

Finally, a more comprehensive, up-to-date new 'picture' of Roma conditions in Romania will be outlined, covering the key issues and the key status indicators for Roma communities.

Products of Phase 3 are:

❑ Database updated

❑ Analysis and reports on Roma conditions issued

Based on this picture, the Central M&E Unit issues summary reports, presenting the current situation of the Roma communities, adapted to the needs of policy decision-making units. The type and format of the reports, as well as the recipients (institutions, programming units, etc.) are outlined in the action plans of the M&E network.

Figure 6: Illustration of the baseline data collection process

Central M&E Unit:
- Collect existing baseline data from all sources

Central M&E Unit:
- Analyse existing data
- Identify inconsistencies and gaps
- Determine new data collection tasks

- Plan Surveys
- Elaborate TORs,
- Conduct tenders

- Deliver instructions for data collection to County M&E Units

Central M&E Unit:
- Create Database
- Insert available valid data

Subcontracted experts and organizations:
- Carry out Surveys
- Questionnaires
- Report collected data

County M&E Units and local networks:
- Carry out field research
- Gather field data

Central M&E Unit:
- Insert newly collected data
- Update the Database
- Produce analysis and reports

5.3. Gathering Information About Pro-Roma Project Interventions

For becoming effective monitors and evaluators the M&E Units also need to have at their disposal comprehensive information about all interventions initiated to influence Roma conditions.

For that reason, from the inception phase of the M&E System, the M&E Units start by collecting information about the projects and measures. This is in fact one of the first activities to get started – even before the initiation of the planning process. Without enough information about the completed and current projects, it is almost impossible to realistically plan monitoring and evaluation actions.

Final results of this activity are:

Basic data about pro-Roma projects/ policy measures:
- ❏ Summary Table of interventions
- ❏ Information sheets for individual programmes and projects
- ❏ Project data inserted into the database
- ❏ Basic data about projects implemented at national, county and regional levels collected

Step 1:
Make a list of all pro-Roma interventions (Summary Table)

Firstly, there is a need to put together a rough picture of the pro-Roma interventions – targeted and mainstream projects, programmes, measures in Romania.

The initial step for the M&E Units in this direction is to make a **Summary Table of the projects / interventions** at national and county level (See Template B.7). This will cover all projects and measures – already completed, on-going or planned for the future. The Summary Table will include only basic information about the projects, such as: title, implementing authorities, domain, period, location.

The Summary Table covers the basic features of projects only:

- Project title

- Implementing authority and project partners

- Project domain

- Name of the policy measure (if a local project is part of a national-wide or regional programme/measure)

- Type of project: targeted or mainstream

- Duration and deadlines

- Location

Collecting and structuring this information is intended to provide a comprehensive list of pro-Roma interventions and to be a resource for inquiries and extracts of data.

Step 2:
Gather information about each project (Individual Project Information Sheets)

At the same time, the M&E Units will start making individual **Information Sheets about pro-Roma interventions** collecting as much detailed information as possible about these projects. (Template B.8 is attached to Part Three of the Handbook.) From the outlined data profile below it can be seen that these lists should include very detailed information and, in addition, extracts or copies of the project documentation can be attached, if applicable.

All available sources and channels for data collection can be used. It will naturally be difficult for the M&E Units to gather all the information at once. They can start with listing the project titles, the names of implementing organizations and the domains addressed by the projects. The task continues with gathering all details step by step, until finally a large 'picture' is built up.

The essential information to collect for each project:

- Project title

- Name of the policy measure (if a local project is part of a national-wide or regional programme/measure)

- Implementing authority, partners involved

- Sources of funding

- Duration of the project, start up and closing dates

- Project objectives, qualitative and quantitative indicators and expected direct results and effects, key activities planned (this data is included in the project synopsis and Logframe (extracts of the project documentation concerning the project justification and design can be attached, when available)

- Expectations on sustainability and follow-on activities after the project completion

- Implementation data on the progress of on-going projects: progress and/or final reports, data on project beneficiaries (according to the project timeline)

- References: attached copies of project documentation, reports, etc.

All the M&E Units are involved in putting together the Summary Table and in filling in the Information Sheets of project interventions.

Firstly, the **Central M&E Unit** will start by summarizing the data available in NAR; secondly, it can ask project implementing organizations to provide this information; and thirdly, it can address the partner institutions, stakeholders, donor organizations, NGOs, etc. The requests for project information can go together with the requests for exchanging baseline data (as outlined in the description of the baseline data collection, Phase 1).

Involving the M&E network in this activity the Central M&E Unit should send both templates with clear instructions for application. A definite timeline for when the first block of local information is expected should be included as well. In parallel, the Central M&E Unit is assigned to gradually aggregate all the data obtained in the electronic database and to update it with recently collected new information.

! ! !
Attention

Introducing the data carefully and correctly is very important for avoiding the risk of duplication of project information.

All M&E Units need to make a clear distinction between 'single' projects, implemented independently in the locality, and those projects which are part of a nation-wide programme. This is a serious issue of concern with regard to aggregating the data from the county and regional level in the main Summary Table by the Central M&E Unit.

The **Regional and County M&E Units** have the specific task of listing all existing county and local pro-Roma strategies and action plans. They also have to collect information about locally initiated projects and to find out which national-scale programmes have been actually implemented in their county / region. The M&E System relies on their input in the following directions:

- The **Regional M&E Units** should list the projects with their regional dimension, i.e. projects implemented in more than one county. Of special interest for them are the relevant projects supported by the Structural Funds in the region. (RDA can provide the information needed.)

- The **County M&E Units** will focus on the interventions influencing the Roma communities in their county, drawing special attention to the projects

supported by the County and Local Councils and to the local projects initiated by the public administration or NGOs. (The MWGs, Prefectures and Municipal authorities can provide a lot of information to start with.)

The local M&E implementers will gather this information step by step. The Central M&E Unit will set a definite timeline for when the first block of local information is expected. The Regional and County Units do not need to wait to fill in the whole table, but can just send it to the Central M&E Unit. After the first block of information is sent out, they can continue with enlarging and updating the data.

Operational tasks:

Central M&E Unit:	Regional M&E Units:
• Coordinates the overall process of data collection;	• Collect data at regional level;
• Collects the data at national level;	• Summarise the lists of interventions in the regions;
• Provides consultations and clear instructions on the methods used;	**County M&E Units:**
	• Collect project data at county level;
• Aggregates the obtained data in the e-database and updates it with new information.	• Outline lists of interventions in their counties.

The M&E System will use these completed Information Sheets and the Summary Table during the planning of M&E activities (both long term and short term) and to provide 'start up' data to the M&E teams assigned to monitor or evaluate a selected particular intervention. The Summary Table can also be used for making inquiries, extracting basic data on the projects in a particular domain or location, and as a "menu" for the planning of the detailed data collection.

On-going:
Collect data on project implementation

Following on from this step, a **regular flow of monitoring information** from the implementing institutions to the M&E Units must be ensured. Information channels and rules need to be set up between the M&E Units and the Ministries and state agencies – members of the WGPPR and of the NCSI.

Later, the M&E Units need to collect **information on the implementation** of those particular interventions that have been selected for monitoring or evaluation during the operational planning of the network of M&E Units. A lot of information needs to be gathered in order to verify the actually implemented project activities, the direct results achieved, and the benefits delivered to the target groups.

In this respect, access to the project documentation on planning and implementation is essential for the M&E System. Project documents are elaborated and kept by the implementing organisations and normally provided to the monitors and evaluators to enable them to carry out the necessary desk research.

The data is collected in two ways – directly from the implementing organization and from other independent sources, applying the triangulation principle for checking its reliability.

This is the only way to verify whether the reported results were actually achieved, to provide genuine feedback from the target beneficiaries, and to check the opinion of the stakeholders or of society in general (when considered necessary).

The sources of information about Roma targeted interventions and mainstream measures are:

▶ **Implementing organisations** who should provide data on the initial planning of the project and its implementation. Access for M&E Units to this information needs to be agreed at a political level;

▶ **Direct data collection and research of the M&E Units** on the actual achievements of a particular project can be collected directly from the field and completed with data from the project documentation.

Chapter 6.   How To Implement Monitoring Activities

6.1.   Nature And Types Of Monitoring

Monitoring measures the progress reached in the interventions focused on Roma. It takes place during the actual implementation of the projects, and consists of collecting objective information on the progress of the project and comparing the data to the initial project planning.

In the first place, the monitoring foreseen in this M&E System is **internal and external,** depending on its objectives and who is involved – an organisation/ team, implementing the project, or an external experts/organisation, not involved at all in the implementation of project activities.

From the management point of view, both types of monitoring are necessary. Each project and programme is expected to develop an internal monitoring system, applied by the project team. This **internal monitoring** is a permanent process, continuing during the whole period of project implementation. It is intended to provide regular day-to-day information as to whether the planned activities are being implemented according to the initial project planning and timeline.

In addition, **external monitoring** of on-going projects is applied, providing a 'third eye' feedback on the project progress. External monitoring is absolutely necessary for observing the implementation of large scale programmes and complex public policies that are carried out by different institutions.

It can be seen then that various types of monitoring actions will be implemented by the M&E network. Within the **scope** of this M&E System there is large scale monitoring (as applied to the National Roma Strategy) and also project-based monitoring (as applied to a particular measure or a Roma targeted project).

! ! !
Just a reminder

Monitoring is focused on the process of implementation of an on-going project. The monitors analyse and measure:

▶ the success and failure of an on-going projects in comparison with the initial project planning;

▶ the progress of projects, analysing how the planned activities were implemented, and which direct results, services and products were delivered;

▶ the involvement of partners and stakeholders;

▶ the quality of the project management, and how the resources were managed and funds invested;

The monitors should then propose:

▶ what can be done to improve the project implementation and also help the project team to reach the planned results.

6.2. Overall Monitoring Of The National Strategy

6.2.1. Some General Notes

As outlined in the concept, the overall external monitoring of the National Strategy is one of the key tasks of this M&E System in order to improve the effectiveness of the public policies for Roma.

This overall monitoring of the National Strategy should be carried out annually and, if possible, in the middle of the planning year (January – December), for two reasons. Firstly, at this time most of the planned measures should have been started. Secondly, as the conclusions from the monitoring are expected to be ready by the end of September, there would still be some time available for the institutions to react and change the actions, if the monitoring has identified serious problems in the implementation of particular measures.

The Central M&E Unit has the main responsibility to prepare, coordinate and perform the overall external monitoring of the progress of the National Strategy involving the Regional and County M&E Units in the implementation process.

The objective of this external overall monitoring is to measure the progress of the implementation of the National Strategy as a whole with a special focus on:

▶ finding out which measures have actually started;

▶ assessing the stage of implementation, including the resources and budgets invested;

▶ measuring which direct results have been produced;

▶ checking how the Roma beneficiaries have been involved.

In preparation for the monitoring, the team of the Central M&E Unit discusses the landmarks of the process, drafts out a rough initial plan for the main phases and appoints the core team of monitors. To begin with, the core team is formed of experts from the Central M&E Unit assigned to lead the monitoring process; external experts can be brought in later when necessary.

The whole monitoring process follows **5 work phases**:

- **Phase 1:** Review of the annual planning of the National Strategy

- **Phase 2:** Requesting data from the implementing institutions

- **Phase 3:** Direct monitoring of selected measures

- **Phase 4:** Finalising the Overall Monitoring Report

- **Phase 5:** Communicating the monitoring results

The approach, methods, work phases and the logic of the process are defined by taking into consideration the specific requirements for the monitoring of large complex policies composed of numerous measures and involving various implementers. Outlined below are the practical steps for monitoring of the National Strategy.

Final results of this activity are:

Final Monitoring Report on the progress of the National Roma Strategy:

❑ Stage of implementation assessed;

❑ Comparative analysis of the progress in different domains of the Strategy

❑ Measured results produced and Roma beneficiaries actually reached till now;

❑ Risks and emerging problems identified

❑ Recommendations on the weak points / areas of the National Strategy issued

The other pro-Roma large scale public policy, the Decade of Roma Inclusion, has a lot of similarity with the National Strategy in terms of complexity, profile of implementing institutions and organisations, priority target groups and domains for intervention. For that reason, the designed approach, methods and practical implementation steps can be applied by the M&E Units also for an overall monitoring of the Decade for Roma Inclusion action plans.

6.2.2. Following The Process Step By Step

The overall monitoring of the National Strategy implementation is coordinated by the Central M&E Unit. The contributions of the Regional and County M&E Units are expected and are absolutely necessary at phases 2 and 3 of the process.

! ! !
Just a reminder

The following practical steps can be applied also for an overall monitoring of the Decade for Roma Inclusion action plans.

Monitoring of the National Strategy
Phase 1: Review the annual planning of the National Strategy

Step 1:
Initial desk research

The assigned core monitors team from the Central M&E Unit reviews the annual planning of the measures within the framework of the National Strategy in order to:

- Make a **list of all particular measures** being implemented during the year, with a breakdown by domain, responsible institutions and partners involved, and by the scope of the measure (nation-wide, regional or conducted in specific counties). The completed Summary Table (Template B.7) and the database for pro-Roma interventions can be helpful in this respect.

- Review the planning of each measure, specifying the planned stage of implementation around the middle of the year, (when the monitoring actions will take place) and considering what is planned in terms of initiated activities and estimated midterm results. The monitors should also take into account the information about the current implementation of these measures already inserted into the database.

- Find out and include in the list the names and contact details of the implementation units (and people) directly responsible for each measure. (All the data included in this document will be used later by the evaluators of the National Strategy as well.)

The core monitors team of the Central M&E Unit put collected data into the **Monitoring Information Sheets** (template B.15) for each measure.

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Information Plus

Monitoring Information Sheets cover also the objectives of the measures, targeted beneficiaries, the planned activities, location, quantitative and qualitative indicators for expected direct results and effects.

The Information Sheets prepared earlier (Template B.8) about the project interventions (during the collection of project data) will be extremely helpful for this task. The

main difference between these documents is that the Information Sheets give general information about the project, while the Monitoring Information Sheets are focused on the concrete annual planning for the current year with regard to the annual priorities of the National Roma Strategy. (See Template B.15)

Operational tasks at Step 1:

Central M&E Unit:	Regional and County M&E Units:
• reviews the annual planning of the National Strategy measures; • makes a list of all measures planned to be implemented during that year; • completes the Monitoring Information Sheets with basic data for each measure collected.	• make lists of National Strategy measures planned to be implemented in their region / county; • send the lists to the Central M&E Unit.

Step 2:

Identify key monitoring questions

Collected information about the performance of the National Strategy and the preliminary findings are analysed and presented to the Central M&E Unit. Team discussions and brainstorming sessions should accelerate the process of outlining the design and planning of the monitoring of the National Strategy. The issues of primary interest to decide at this stage are:

- First, what are the key monitoring questions? As a result of this phase these are identified and a list is drawn up. The list is focused on the progress of the National Strategy, paying attention to the key direct results and services delivered by the active measures of the National Strategy.

- Which particular projects and/or measures need to be observed in depth? The core monitors select several measures for direct monitoring and plan the implementation during Phase 3 of the process.

The criteria for selection of such 'testing' measures require selection of projects in each domain addressed by important interventions during the monitored period. It is absolutely necessary to select measures that are actually being implemented at the time, as well as other measures with a considerable implementation delay (according to available preliminary information). In fact, these projects are selected to help find comprehensive answers to the identified key monitoring questions.

Products of Phase 1 are:

❑ Monitoring Information Sheets on each measure;

❑ List of key monitoring questions

❑ Detailed plan with selected measures for direct monitoring

According to selection criteria, the list of projects/measures for direct monitoring should include:

❑ Selected measures in each domain;

❑ Measures in advanced stage of implementation;

❑ Projects and/or measures with a considerable delay;

❑ National and County level projects/ measures.

Finally, the team of core monitors outlines a detailed plan for the next phases of the monitoring.

Operational tasks at Step 2:

Central M&E Unit:	Regional and County M&E Units:
• Draws up a list of key monitoring questions; • Selects several measures for the direct monitoring on the spot; • Plans in detail the next steps of the monitoring.	• Provide information on selected regional / county measures by request to the Central M&E Unit

Monitoring of the National Strategy
Phase 2: Request data from the implementing institutions

Step 3:
Gather information from implementing institutions

The Central M&E Unit needs information about the current progress of planned measures from the implementing institutions (ministries and state agencies) and their partners. In fact, the regular flow of this type of information should be agreed while setting up the channels and rules for an exchange of information between the network of M&E Units and the members of the WGPPR. (The engagement of NAR during the inception stage of the M&E System for setting up these channels will be substantial.)

Relying on established partnerships, the Central M&E Unit sends out **reminder letters** to the implementing institutions (ministries and state agencies) and to the key partners involved in the measures, with a request for information about the current progress of planned measures with concrete deadlines. The information is expected to reach the Central M&E Unit in the form of brief reports and tables, (following a standard model) and observing the deadlines agreed in advance. In the case of delays, the Central M&E Unit can again address NAR and the WGPPR for back-up.

The monitors analyse the information and supporting documents received from the implementing organizations and update the list of key monitoring questions.

Step 4:
Meetings with project implementers

The monitors of the **Central M&E Unit** discuss with the implementers of the National Strategy how the monitored measures are progressing, compared to initial planning, the performed activities, what kind of difficulties are met, and what kind of solutions are found.

Meetings are carried out with:

• Implementation units in the institutions at central level;

• Officials at policy level, responsible for the performance of large scale National Strategy measures (state secretaries, directors of state agencies, etc.).

- In parallel, the monitors meet with the partners involved to get their feedback on the implementation of the respective measures.

In preparation for the local monitoring activities, the Central M&E Unit provides the Regional and County M&E Units with information and instructions for the next steps.

Each Regional and County M&E Unit will receive the **package of monitoring documents,** developed by the Central M&E Unit, namely:

- List of particular National Strategy measures, planned for implementation in the current year;

- List of projects / measures selected for direct monitoring

- Monitoring information sheets for these projects/measures, selected for direct monitoring and which are implemented in the respective region / county;

- List of identified key monitoring questions;

- Instructions for conducting meetings with the local implementers of the National Strategy measures.

The **Regional and County M&E Units** have meetings with the local implementers involved in the National Strategy implementation, to obtain information about the projects or measures actually performed in this region, county and/or municipality.

The list of institutions and the agendas for these meetings depend on the profile of the measures implemented in different counties. In order to make a specific list, the County M&E Units need concrete information. They can contact the members of the MWG and they can also use previously collected information about the interventions in the county (The summary tables for the projects, in Template B.7, are likely to be completed by that phase of the monitoring.)

Meetings targeted to verify the actual implementation of the National Strategy at local level are carried out by the Regional and County M&E Units:

- At regional level – with ARD, SOPHRD, regional authorities involved in the implementation of the Structural Funds;

- At county level – with Prefectures and County Councils, county structures of decentralized national institutions, School Inspectorates, CALFE, APH, etc.

- At local level – with Local Councils, mayors, municipal administration, schools, etc.).

Products of Phase 2 are:

❑ County reports: Review of the National Strategy implementation in County X

❑ Preliminary draft monitoring report

As a result of the meetings, consultations and analysis of available project documentation, **each County M&E Unit** writes a **review of the current measures** being implemented locally within the framework of the National Strategy. This review report does not coincide with the Annual Reports prepared by the BJR about the implementation of the National Strategy at County level, because there are differences in the focus of the documents, period, issues covered.

At this phase, **the monitors of the Central M&E Unit** prepare a **preliminary draft monitoring report** based mainly on information from the implementing organisations. Analysing information provided, the monitors specify existing gaps and sensitive issues that should be tested and verified directly in the targeted Roma communities. If found necessary during Phase 2 of the implementation, the list of selected measures needs to be updated by adding other measures for on the spot monitoring.

Operational tasks at Phase 2 (Steps 3 and 4):

Central M&E Unit:	Regional and County M&E Units:
• Requests information from the implementing institutions; • Holds meetings with implementing institutions and their partners at central level; • Provides the Regional and County M&E Units with information and instructions for their tasks; • Prepares a preliminary draft monitoring report.	• conduct meetings with relevant institutions assigned to carry out the measures at county and municipal level; • elaborate county reports - reviews of the current measures being implemented locally within the framework of the National Strategy.

Monitoring of the National Strategy
Phase 3: Direct monitoring of selected measures

The M&E Units monitor directly the implementation of several selected 'test' measures, as selected in Phase 1, and updated with other measures during Phase 2 of the overall monitoring. The activity schedule follows the steps for the direct monitoring of each measure (as described in the next paragraph).
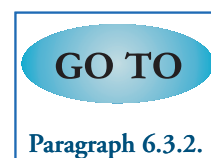
The whole network of M&E Units is involved in this direct monitoring – the tasks are coordinated by the Central M&E Unit and implemented on the spot by the Regional and County M&E Units.

Step 5:
Monitoring of selected projects/ measures

In order to make on the spot checks of the information, provided by the implementing institutions, the M&E Units carry out monitoring visits to the project locations to see what has actually been done, to organize meetings with the beneficiaries and stakeholders, and to collect field data to verify whether reported services and products have actually been delivered to the target Roma beneficiaries.

The Central M&E Unit organises and coordinates these direct monitoring activities, examining in depth the progress of the selected 'test' projects/ measures. The Regional and County M&E Units are involved in the direct monitoring activities in the country, according to the plan developed by the Central M&E Unit.

Preparing the network for the monitoring at local level, the Central M&E Unit disseminates the following previous products of the monitoring:

- The updated list of the projects/measures selected for direct monitoring;

- Basic information about these selected projects/measures which are being implemented in the respective county;

- When completed, the units will receive also the preliminary draft monitoring report.

Step 6:
Getting feedback from the stakeholders

In parallel to the direct monitoring activities, the monitors of the Central M&E Unit need to outline a larger picture of opinions for the current implementation of the National Strategy. Of particular importance will be the opinions shared by other stakeholders and by Roma community representatives.

The monitors can choose between various methods and the available opportunities for obtaining such information. Simple questionnaires are just one of the possible options.

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Information Plus

The Central M&E Unit can also conduct **simple questionnaires**. For instance, a questionnaire (with 7 to 10 open questions) can provide comments on the current implementation of selected particular measures. It can be e-mailed directly to a number of sustainable Roma and non-Roma NGOs, and also disseminated through existing virtual networks.

Such a questionnaire is not representative. Nevertheless, it can bring some indicative information about the opinions of civil society, and also about the openness/willingness of the civil society to comment on the performance of the National Strategy. (It goes without saying that this questionnaire can only apply to the part of civil society that has regular access to the Internet.)

Step 7:
Ad-hoc observation of problematic activities

As noted above, the reports and meetings with the project implementers may simply impose the need to verify some particular activities without conducting a comprehensive monitoring of the whole measure. Such problematic activities or problematic areas of intervention can often be identified by the project implementers themselves while sharing together the difficulties met up to that point. In some cases, the information (written and narrative) presented by the project implementers is not sufficient to convince the monitors that these planned activities have actually been implemented. Also, the direct monitoring can reveal serious problems in the implementation of certain measures.

In these cases the monitors need to hold additional meetings with the implementation units of these 'problematic' measures to clarify the issues of concern. It is up to the monitors to organize ad hoc observation of identified problem areas of activities. The Central M&E Unit has 3 options to get the additional feedback needed:

- Visiting the project sites directly;

Products of Phase 3 are:

❑ **Individual monitoring reports about selected projects and ad-hoc observation**

- Instructing the Regional and County M&E Units to make such visits in 'their' locations;

- Making phone calls or asking for information through e-mail.

Monitoring reports for each monitored individual project or observed activity are prepared by respective teams from the M&E Units.

Operational tasks at Phase 3 (Steps 5, 6 and 7):

Central M&E Unit:	Regional and County M&E Units:
• coordinates and supervises the direct monitoring actions in the country; • provides support to the Regional and County M&E Units; • obtains the necessary feedback from the stakeholders at central level; • organises ad-hoc observation of problematic activities; • drafts out individual monitoring reports on selected projects /measures.	• implement direct monitoring of selected projects on the spot; • obtain feedback from the stakeholders at county and local level; • carry out ad-hoc monitoring visits in their locations; • elaborate monitoring reports on the local implementation of selected measures.

Monitoring of the National Strategy
Phase 4: Finalise the monitoring report

Step 8:
Final report writing

Once the direct monitoring tasks are completed and the reports from the Regional and County M&E Units have been provided, the monitors of the Central M&E Unit finalise the Overall Monitoring Report. This task necessitates a consultation process focused on clarification and justification of the main findings, conclusions and recommendations regarding the current implementation stage of the National Strategy. (See Annex A.4) At least four rounds of discussions will take place:

- First, internal team discussions within the Central M&E Unit;

- Second, comments and discussions with the NAR experts assigned to supervise the M&E System;

- Third, preliminary discussions with the institutions responsible for the National Strategy and, in particular, with those involved in the implementation of the measures monitored in-depth;

Products of Phase 4 are:

❑ **Final Monitoring Report approved**

- Forth, the Overall Final Monitoring Report is open for comments and feedback from the policy-making level in NAR.

Operational tasks at Step 8:

Central M&E Unit:	Regional and County M&E Units:
• elaborates comprehensive Monitoring Report;	• provide comments and feedback on the Draft Monitoring Report.
• organises team discussions for testing and justifying of key conclusions and recommendations;	
• carries out consultations and preliminary discussions with institutions involved and other relevant stakeholders;	
• finalises the Final Monitoring report and submits it for final comments and approval.	

Monitoring of the National Strategy
Phase 5: Communicate monitoring results

Step 9:
Early warning

In fact, there are two cases when communicating the monitoring results to the institutions, responsible for the implementation of the National Strategy can start even before the Monitoring report is finalised.

- The team of core monitors issues early warning reports about emerging serious problems in the implementation of a particular measure, at the very moment when the problem is detected.

- At the last stage of the report writing, the monitors of the Central M&E Unit can conduct clarification discussions with institutions, which have been negatively assessed in the Monitoring Report and need radical changes in their approach to the National Strategy implementation.

Step 10:
Disseminate the report

The Central M&E Unit plans the dissemination of the Final Monitoring Report in line with the agenda of NAR. The Regional and County M&E Units also provide the support requested by the monitors of the Central M&E Unit for the dissemination of the Final Monitoring Report.

All the national and local institutions, involved in the implementation of the monitored particular measures, are included in the list for dissemination. This list should be finally approved by NAR no later than the approval of the monitoring report itself. Any delays will reduce the opportunities for the institutions to react and find solutions to detected problems.

Products of Phase 5 are:

❑ **Final Monitoring Report disseminated**

6.3. How External Monitoring Of A Particular Project Is Carried Out?

6.3.1. Approaching The Project Monitoring

The selection of the concrete projects and measures to be monitored by the M&E Units takes place during the operational planning of the M&E network. This operational plan also outlines the main objectives of the monitoring.

In consistency with the general planning of the M&E network, three types of projects will be monitored following the phases and steps outlined below:

- Projects / measures selected for in-depth monitoring within the framework of the overall monitoring of the National Strategy (as outlined in Phase 3 in the paragraph above);

- Other nationwide projects, not included in the National Strategy but considered important for measuring the influences on Roma conditions for the period and selected by the M&E Units during the annual operational planning (such as the Access to Education of Disadvantaged Groups Phare Project of the Ministry of Education.)

- Small-scale 'individual' projects and programmes focused on Roma problems and implemented by public institutions.

Final result of this activity is:

Final Monitoring Report on the selected project:

❑ Stage of implementation assessed;

❑ Results produced and Roma beneficiaries actually reached till now measured;

❑ Risks and emerging problems identified;

❑ Recommendations for improvement of the project implementation.

As outlined in the previous paragraph, the **Central M&E Unit** coordinates the overall monitoring of the National Strategy, Roma Inclusion Action Plans launched within the framework of the Roma Decade and other nation-wide measures. The **Regional and County M&E Units** are involved in the following monitoring activities:

i) Monitoring of selected national projects (included or not included in the National Strategy), coordinated directly by the Central M&E Unit and in which the Regional and County M&E Units play a supporting role;

ii) Monitoring of 'individual' local, county or regional projects, coordinated and carried out by the Regional and County M&E Units. For these monitoring tasks they will assume the role of the Central M&E Unit in their county, implementing all the steps and procedures, as described above. The logic of the local project monitoring is the same, and the Regional and County M&E Units will need just to shift the scale: from national to county level and, once more, from the county to local and community level. In this case, the Central

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Paragraph 6.2.2.

M&E Unit will assume the role of a 'supporter' to the Regional and County Units – it can provide relevant data, helping the regional and county monitors to analyse the monitored local project in the broader context of the current nation-wide social processes.
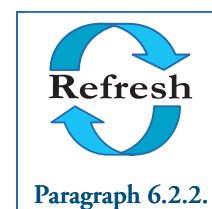
Therefore, the M&E Units have to change their roles in the monitoring of individual projects depending on the type of project monitored. Accordingly, the operational tasks below are described in general for the M&E Units and some particular tasks are specified for the Central or County M&E Units only if related to the monitoring of measures included in the National Strategy.

6.3.2. Practical Steps In The Project Monitoring Action

The secret of effective monitoring seems simple: formulate the exact questions important for measuring the progress of the project, find the answers, outline and justify the findings and recommendations in a written report, and then release it to the right people and/or institutions, who can take decisions and utilize the results of the monitoring process.

Once a particular project is selected for monitoring and included in the annual operational plan, the M&E Units proceed to implement the task. The monitoring process includes the following **phases and steps**:

Monitoring a project
Phase 1: Planning and preparation

Step 1:
Set monitoring objectives;
Identify specific monitoring questions

The first task of the M&E Units is to identify the specific issues to focus on and to specify the **concrete objectives** for the monitoring of this particular selected project. The list of objectives should also reflect what kind of recommendations and proposals are expected to follow from the monitoring work.

The monitoring experts from the M&E Units start with initial desk research of the main documentation for the selected project to order to:

- Identify the specific **issues of interest** to focus on during the monitoring;

- Specify the concrete **monitoring objectives**;

- Outline a comprehensive **list of clear monitoring questions**, covering all important aspects to the parts of project progress – in particular the delivering of results and services and the progress indicators for the current stage of implementation of activities.

Additional monitoring questions are formulated, taking into account:

i) the likely input of this particular project to the overall implementation of the National Strategy;

ii) the current needs for information on the part of the implementing organizations and

iii) specific topics of interest for the funding (budget or donor) institutions.

A Sample List of standard monitoring questions:

- Which activities are currently being implemented in comparison with those foreseen in the initial project planning?

- How is the project timeline being followed with regard to the current implementation stage identifying delays and risks?

- What are the reasons for the delays (if some delays have been detected)?

- Has the project succeeded in achieving the scheduled direct results?

- What do the beneficiaries think about the implemented project and its results?

- To what extent the target groups are involved in the project?

- How have the target groups reacted to the activities and services delivered?

- To what extent are the partners and stakeholders involved in the project?

- How effective is the organisational structure in supporting project implementation?

- What changes need to be made with regard to improving the project management?

- What risks for successful project completion can be identified?

- How these risks should be reduced / diminished / overcome?

These are typical monitoring questions. Usually there are many more than listed here. In practice, once a project is selected, the monitoring questions are re-formulated specifically reflecting the content and progress indicators of the project.

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Information Plus

The monitors have to be specific, using the indicators and estimated concrete numbers for the direct project results.

For example: How many of the planned 10 courses have already started?

Did the project reach the planned number of 209 children, estimated to get involved in extra-curricular activities up until June?

Step 2:
Select methodology

Selected methodology makes clear how to do the work and how to find the answers to identified monitoring questions. Furthermore, the planning of each monitoring activity determines the scope/type of required data and how to collect it.

The monitors of the M&E Units outline the design and select the methodology to be used for the monitoring including:

i) Determining the scope/type of information needed;

ii) Identification of potential sources of information;

iii) Selection of specific methods and tools for data collection, depending on already identified monitoring questions;

iv) Particular methods used for field surveys, monitoring visits, the format of community meetings and public discussions, etc.

Step 3:
List main monitoring activities

In line with the determined monitoring questions, objectives and methodology, the M&E Units then outline the main activities to be carried out.

The action plan for the monitoring envisages a detailed breakdown of activities specifying the scope of fieldwork, number of meetings, type of surveys, etc., arranged in a timeline presenting an order of activities and the estimated

duration of each one, and also the clearly defined responsibilities of the teams, experts and partners involved. The appropriate period for conducting the monitoring activities is selected in line with the project schedule for planned key events.

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Information Plus

Practical experience shows that the success of monitoring often depends on selecting just the right period for the conducting of the monitoring activities.

For this purpose, the project timeline needs to be checked for key events –milestones that mark important, visible stages of the project progress: completion of vocational training course, a conference, etc. Such events provide the monitors with opportunities to get extra information and feedback from the project beneficiaries.

Step 4:
Allocate tasks among M&E teams

The M&E Units will carry out the bulk of the monitoring. Once the tasks are clear, the responsibilities of the teams and the expertise required can be specified.

The whole of the planning and preparatory phase up until that moment has been carried out by the monitoring expert in the respective M&E Unit – in the Central M&E Unit for the monitoring of nation-wide projects, or in the County M&E Unit for the monitoring of local projects. Taking into account the number of projects foreseen for in-depth monitoring in the General Action Plan, the Central M&E Unit has to involve in the direct monitoring tasks most of the team members.

There are usually **at least 3 roles for the members of the M&E Units:**

1) **Coordinator**, responsible for the coordination and logistics of the monitoring process and for elaborating TORs and tenders and for communication with the supporters at local (or central) level;

2) **Analyst-monitors** (a person or a team), responsible for elaboration of methodology, a substantial part of the fieldwork, including preparation of questionnaires for direct data collection from the field, and writing the monitoring report;

3) **Supporters**, involved in direct data collection from the field, following the instructions and questionnaires given by the analyst. In the course of the in-depth monitoring of the selected National Strategy measures, these supporters are allocated from the County and Regional M&E Units.

Products of Phase 1 are:

❑ Monitoring questions identified;

❑ Methodology and action plan;

❑ Allocated monitoring team

Delegation of tasks among the M&E Units and between the members of each unit is not merely saying who does what. It is important to ensure that each participant understands how to do the job and how to apply selected common methods.

If there is a need to bring in external expertise, then a tender has to be prepared, funds allocated and a subcontractor selected.

Operational tasks at Phase 1 (Steps 1, 2, 3 and 4):

Central M&E Unit:	Regional and County M&E Units:
• specifies the objectives of this monitoring;	(not involved at this phase)
• makes a list of clear tangible monitoring questions;	
• outlines the methodology and action plan for the monitoring;	
• disseminates the tasks and prepares tender procedures for services or research (if planned).	

Monitoring a project
Phase 2: Data collection

Step 5:
Desc research

The monitors start with collecting all available relevant documentation about the project planning and implementation, namely: the initial project application, operational plans, documents verifying the implemented activities and interim progress reports. Project documents should normally be provided by the implementing organisation by request of the M&E Units.

The assigned analyst-monitors do their desk research with the available project documentation and summarise the basic project data in a Monitoring Information Sheet (Template B.15). This is important for a better understanding of the project planning and implementation stage. Usually research into the project documentation raises further questions related to the progress of the monitored project. As a result, the monitors may extend the list of monitoring questions, incorporating more concrete, tangible issues.

Step 6:
Carry out fieldwork

The monitoring process needs various types of data concerning the progress of the current project. Collected information helps to find concrete answers to specified monitoring questions.

The monitors are particularly interested in the current stage of actual implementation of activities, keeping the project timeline and detecting delays, and the number and profile of the target beneficiaries.

Fieldwork provides shared feedback and opinions about the project from the Roma communities, NGOs, local authorities, and project partners; also about the difficulties met and the solutions proposed, and any risks to the project completion.

Most common fieldwork techniques during the monitoring visits are: observation, meetings, structured interviews, informal and/or structured discussions. In the target community the monitors can organize community meetings, individual conversations and meetings with the beneficiaries, as well as joint and individual discussions with the project team members and partners.

Monitoring visits are also carried out in the project locality, in the municipal and county centre for interviews and meetings with public administrators, and discussions with stakeholders and NGOs.

However, during the in-depth monitoring of the selected National Strategy measures, the fieldwork will be implemented by the monitors of the Central M&E Unit.

Supporters from the Regional and County Units should assist their work at community level by organising the field visits, community meetings and interviews with local Roma leaders and NGOs and providing 'entry points' for the monitors in the Roma communities. In addition, the Regional and County Units will organise the logistics of all the meetings with the public administration and NGOs at local and county level.

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Just a reminder

Field work and data collection steps:

In the context of the proposed monitoring process there is no definite 'border' between the field work and the other data collection activities. There is no need to separate them artificially. Both are focused on data collection.

The distinction between them relates to:

i) different types of gathered data due to diverse methods;

ii) the people involved: field work is mainly the responsibility of the analyst-monitors; the other data collection activities are implemented by supporters from the M&E Units or by subcontractors.

Step 7:
Collect additional data from the field

The monitoring of large scale complex projects or measures requires collecting additional data, mostly about the quantitative indicators for the estimated results and services delivered. According to the operational planning it is collected directly by the M&E Units or by subcontractors. Grassroots data is provided by the M&E Units through fieldwork and surveys.

Refresh
Paragraphs 1.5.5. and 5.2

The collection of the necessary additional data is coordinated by the Central M&E Unit and implemented by subcontractors or by the Regional and County Units.

The direct data collection foreseen in the monitoring plans for national projects usually includes field visits to the target communities, door-to-door surveys in Roma communities, and filling in questionnaires designed by the monitors and disseminated at county and local levels for implementation.

+ + +
Information Plus

The **monitoring data** indicates the stage of implementation of a particular project. It is intended to give the answers to clear, tangible questions, such as: 'How many unemployed Roma were included in the vocational courses up until the end of July this year?' Or: 'What part of the renovated streets is inside the Roma communities in the town?'

All these concrete questions / topics for data collection are formulated in advance by the experts responsible for the monitoring of the respective project (in the Central M&E Unit). Instructions and clarifications are given to the direct data collectors in the Regional and County M&E Units with all the necessary details: who is implementing the project, what kind of activities is planned, and who are the beneficiaries to ask for feedback.

Some concrete components of data collection should definitely be subcontracted to research organisations. Conducting the tenders and selecting the subcontractor for these surveys must start during the planning phase in order to be finalized in the desk research phase.

Products of Phase 2 are:

❑ **Monitoring information about the project progress collected**

When a subcontracted organisation is conducting the survey, the Central M&E Unit has the tasks of observing the process, providing support, if necessary (especially by providing 'entry points' for assisting the communication with Roma communities), and receiving and approving the reports of the subcontractor.

Once collected all monitoring data on the project progress is summarised in the last section of the Monitoring Information Sheet (Template B.15)

Operational tasks at Phase 2 (Steps 5, 6 and 7):

Central M&E Unit:	Regional and County M&E Units:
• collects basic project documentation from the implementing organisation and other sources;	• Collect data from local level through field surveys, community meetings, questionnaires, etc.
• carries out desk research;	• Send the data to the Central M&E Unit;
• delivers instructions to the County M&E Units for the fieldwork needed;	• Assist the monitors from Central M&E Unit and/ or external experts in their fieldwork at local level;
• conduct monitoring visits on the spot;	
• analyses all data obtained from national and grassroots level;	• Provide logistics and support to the monitors;
• conducts ad-hoc observations, phone calls and meetings for clarification and additional data collection;	• collect additional data from the field.
• inserts the data into the Monitoring Information Sheet.	

Monitoring a project
Phase 3: Analysis and report writing

The monitoring teams analyse all information collected on actual activities and resources invested. They then compare the direct results and services pro-

Step 8:
Analyse collected data

vided with the initial project planning. The M&E Units hold team discussions on the preliminary findings and conclusions about the progress in the implementation of measures and current achievements in Roma conditions.

At this stage, clarification meetings with the implementing institution on the monitoring results are only carried out as an exception, if serious problems have been identified putting at risk the overall project implementation.

Step 9:
Write monitoring report

Assigned analyst-monitors take responsibility for the report writing. The structure of the report is developed and approved in advance by the Central M&E Unit. Initially, a draft report is prepared and presented for discussion in the M&E Units. Monitoring reports on nation-wide projects and measures are discussed in the Central M&E Unit, with the participation of the supervising experts on M&E from NAR. Comments from some of the Regional and County M&E Units can be requested when the monitored project has a particular influence in the respective region. If the County M&E Unit carries out the monitoring of a local project, the discussion will involve the Regional M&E Unit as well.

Products of Phase 3 are:

▶ **Completed Final Monitoring Report**

Finalising the monitoring report follows the comments and feedback from NAR and the M&E teams on the draft report. Its recommendations are essential for making use of the monitoring. Through warning about unexpected problems or failures in the project implementation, the monitoring reports can then lead to an improvement or an ad hoc revision of a project.

Monitoring a project
Phase 4: Communicating the results

Step 10:
Early warning

In order to strengthen the project management, any indications of emerging problems need to be passed on quickly to all interested parties so that the overall project performance will not be jeopardized. Identified problems and proposed solutions can be communicated by the Central M&E Unit even before completing the monitoring process or finalizing the report, in order to provide timely information to the interested parties and implementing organizations.

Early warning reports give real opportunities for immediate reaction to a problem, thus diminishing the risk for a project to fail.

Who are the early warnings for?

It depends on the character of the detected problem and who can deal with it. The implementing organization is informed, if there is a problem is caused by unexpected changes in the social environment.

When the detected problem concerns the lack of skills or motivation of the implementing organization, it is usually admissible to inform the funding organization as well.

NAR takes the decision on the dissemination of early warning information, based on proposals submitted by the Central M&E Unit.

Step 11:

Disseminate final report

Once the monitoring report is ready, the M&E Units have to communicate the results among the stakeholders. For this, outreach activities are carried out to disseminate the monitoring findings, conclusions and recommendations – firstly to the organisations involved in the project's implementation, and then to the public at large. Only in this way does monitoring make sense.

The Central M&E Unit starts the preparation of the outreach activities before finalising the monitoring process. In fact a list of institutions, organisations and officials, due to receive the report needs to have been previously drafted by the Central M&E Unit and then approved by NAR. The Final Monitoring Report can then be disseminated.

Operational tasks at Phases 3 and 4:

Central M&E Unit:	Regional and County M&E Units:
• analyses all collected data and elaborates the monitoring report (report writing is a task of the analyst-monitors); • gives comments and feedback on the draft; • provides early warning to relevant institutions (if necessary); • prepares the outreach activities agreed with NAR; • Final Monitoring Report is completed; • disseminates the Final Monitoring Report.	• participate in the outreach activities and dissemination of monitoring results at local level following the instructions of the Central M&E Unit.

Products of Phase 4 are:

❑ **Monitoring results disseminated**

Communicating the monitoring results among the stakeholders in an effective way should lead to a strengthening of the project management. The recommendations included in the Final Report are of key significance for utilizing the monitoring. The monitoring reports can help improvement or an ad hoc revision of a project, after identifying unexpected problems or failures in the project implementation.

Chapter 7. Evaluation

Evaluations are a substantial component of the M&E System. The results of the on-going monitoring, the collected information and created databases will be utilized in drafting out comprehensive evaluations for the progress of the National Strategy, and for thematic evaluation reports and assessments of particular projects or measures.

7.1. What Issues Are Raised By Evaluations?

7.1.1. Nature And Types Of Evaluation

Evaluations are mostly focused on the resulting process of change in the social environment, assessing the effects and long term qualitative changes brought about by the completed project action.

The project implementation is analysed in order to **understand what will happen after the project** and what will actually remain for the target groups after the project completion. Based on these findings, the evaluation reports give recommendations for improvement of future policies and strategies.

In practice, there are **many types** of evaluations depending on the topics of key interest raised by the people (institutions) who will make use of them.

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Just a reminder

Evaluations are focused on the process of change provoked by a completed project action.

The evaluators analyse and assess:

❑ actual benefits for the target groups;

❑ the extent to which the project objectives are met and the effects are sustainable;

❑ the quality of the process of change – how much the delivered direct results have benefited the target groups;

❑ the impact of the project on the situation of the target group, and in a broader context;

❑ the intervention logic and the linkage between objectives and activities.

+ + +
Information Plus

The M&E System allows for various types of evaluations with regard to:

• **Scope of the evaluation** – comprehensive, thematic or issue based, and assessment of a particular project/measure;

• **Stage of the evaluated programme/measure** – there are final and interim evaluations. Evaluations are usually carried out after the project completion,

assessing completed projects/measures. Exceptionally, interim evaluations take place before the end of the programme, assessing on-going complex interventions;

- **Project level** – cluster evaluations; programme and policy-making evaluations, evaluation of an individual project;

- **Specific tasks of the evaluation** – reports focused on identification of good practices and lessons learned. (These are an integral part of all types of evaluation reports, but there are cases when an evaluation is focused mainly on good practices and recommendations for future programmes.)

- **Relations between the evaluators and the organisation implementing the evaluated project** – there are internal and external evaluations. Evaluations are internal when the evaluator is hired directly by the organisation implementing the evaluated project (or is even part of its team). Experts hired by another institution make external evaluations.

Most often these institutions are: i) the donor/funding organisations providing financial support for the evaluated project, or ii) an external organisation assigned to observe and/or control how the overall programme or public policy is implemented.

Different types of evaluations are designed to produce exactly the specific information that policy makers and programme designers need to know. Taking these issues into consideration the M&E Units determine the type of evaluation actions to be carried out, and the type of reports in which the findings and conclusions will be presented.

+ + +

Information Plus

Some examples:

Overall comprehensive evaluation reports can cover multiple interventions, such as the National Strategy, and other related projects focused on Roma conditions, in order to measure the contribution of each intervention for a particular period.

Detailed impact evaluation reports are written on one selected measure or large scale programme (such as the Access to Education of Disadvantaged Communities PHARE Programme of the Ministry of Education), assessing the project achievements in depth.

Thematic evaluation reports consolidate and summarise the effects achieved in a specific domain (health, education, housing, etc.) or issue (such as access to pre-school education or vocational training of long term unemployed people of Roma origin).

Early warning evaluation reports enable the revision of a particular project/ measure in the course of its implementation. Usually such reports are conveyed informally during the evaluation process, informing the stakeholders or supervising authorities at the earliest possible moment of major problematic issues that require immediate attention.

7.1.2. What Distinguishes Evaluations From Monitoring Actions?

In order to be effective, the M&E Units have to fully understand the difference between monitoring and evaluation. As seen below, evaluation activities may look very similar to those of the monitoring process, but the content is different.

Table 4: Key points of difference between monitoring and evaluation

Issues	Typical for Monitoring	Typical for Evaluation
Object: What is being monitored or evaluated?	On-going project, measure, public policy	Completed project or completed stage of a programme / measure
Objectives / Benefits	Improvement of programme management: to make a difference in the way projects are being implemented	Improvement of programme / policy design: to make a difference in the way projects are designed and formulated
Which are the key issues of interest to focus on?	Implementation process of the project Actually implemented project activities Progress in achieving the direct results	What remains for the communities (target beneficiaries) after the project is ended Benefits and long-lasting effects of projects Impact – socio-economic changes brought about by the project
Timing: When is it carried out?	During the whole process of the project implementation	After the project completion (As an exception, interim evaluations are carried out at an earlier project stage)

7.2. How To Evaluate A Particular Project Or Measure

Evaluations require specific skills and professional experience. In the context of the step by step increase in the capacity and skills of the M&E network, experienced evaluators will initially carry out a large part of the evaluations.

In reality, at the start of the M&E System implementation, the Central M&E Unit will be involved rather more in administrating than in direct evaluating activities.

The annual tasks for evaluation activities are determined during the overall action planning process. The objectives and required products of M&E actions are selected to meet the identified current needs at programming and policy decision-making level for the particular period.

In line with the general objectives of this M&E System the M&E Units will be mostly involved in conducting impact evaluations of particular projects or measures.

The evaluation process has **five phases**:

Final result of this activity is:

Final Evaluation Report on the project:

❑ Real changes in Roma communities brought by the project assessed;

❑ Actual benefits for Roma target groups evaluated;

❑ Quality and appropriateness of the intervention logic assessed;

❑ Recommendations (general for pro-Roma interventions and specific for the domain addressed by the project)

- Phase 1 – Setting up objectives of the evaluation;
- Phase 2 – Planning and preparation for evaluation;
- Phase 3 – Research and survey;
- Phase 4 – Analysis and evaluation report writing;
- Phase 5 – Dissemination of evaluation results.

The Central M&E Unit is directly responsible for the implementation of Phase 1, but after Phase 2 it only provides control and support to the external expert selected to carry out the evaluation. The involvement of the Regional and County M&E Units in evaluations is focused on data collection from county, local and grassroots levels.

Evaluation
Phase 1: Setting up objectives of the evaluation

Step 1:

Formulate evaluation objectives

Evaluation objectives are formulated in conformity with the actual needs for the designing of upcoming programmes, taking into consideration what the policy makers and programme designers need to know with regard to future interventions and policy measures. Defining the main evaluation objectives and required products is part of the overall action planning of the M&E network.

Consultations and questionnaires will produce a general list of priority issues. On the request of NAR, the involved institutions should provide this information to M&E Units.

Refresh

Paragraphs 4.1.2. and 4.3.2

However there is room for specifying the evaluation objectives of the particular project selected for impact evaluation. The Central M&E Unit then continues the discussions and consultations with the potential beneficiaries of the evaluation, to clarify what kinds of products are expected from the evaluation: type and focus of the evaluation report, topics of recommendations to deliver and required deadlines with regard to the agenda for formulating new programmes and measures.
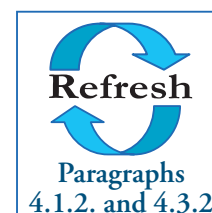
Step 2:

Identify the specific evaluation questions

As a first step towards the evaluation design, the M&E Units outline the general topics to focus on during the evaluation (relevant to the project domain, objectives, and desired impact), and set the evaluation questions. As a result of team discussions and document research the Central M&E Unit defines the main evaluation questions.

A Sample List of common evaluation questions:

- What are the long term effects that will last after the project completion?
- Has the project really changed the living conditions of the target communities?
- What direct results have really reached the target groups in comparison to the initial project planning?
- What benefits have really reached the target groups?

- How have the direct results been achieved?

- What do the beneficiaries think about the completed project and its results, and the benefits provided?

- What new skills have been acquired by the target groups?

- What new capacities and skills have been acquired by the project implementing team and by the partners involved?

- What lessons have been learned about the initial planned program design?

- What good practices have been identified and how they can be multiplied in other situation / environment / region?

- What strategies have been successful in encouraging the Roma community participation and involvement? Which have been unsuccessful?

- How did the different project components interacted and fitted together to form a coherent whole?

- What project components have been the most important to project success?

Products of Phase 1 are:

❑ Evaluation objectives defined

❑ Evaluation questions specified

Designing an evaluation process, the evaluators have to reformulate and transform the general evaluation questions into specific questions addressing the real issues of the concrete evaluated project.

All the terms used in an abstract way in the sample list above (like effects, direct results, target groups, activities) might be specified and replaced by the specific project contents. The target groups and beneficiaries should appear as specified in the project; the estimated benefits, effects and direct results should be specified according to the project outline.

Operational tasks at Phase 1 (Steps 1 and 2):

Central M&E Unit:	Regional and County M&E Units:
• defines the main evaluation objectives through consultations with NAR and relevant stakeholders; • elaborates the initial list of evaluation questions.	(not involved at this phase)

Evaluation
Phase 2: Planning and preparation for evaluation

Step 3:
Select the evaluators' team or organisation

The planning process starts with specifying who will do the work. When the objectives and estimated products of the evaluation are known, it is necessary to specify the expertise required and to assess whether the M&E Units have sufficient skills to complete the task. As noted above, experienced evaluators can initially carry out the main part of the evaluations.

If a need to involve experienced evaluators is identified, the Central M&E Unit elaborates the TOR and provides the necessary documentation to the

Economic Department of NAR for the conducting of the tender procedures and selection of the subcontractor (external expert or organisation).

Step 4:
Select methodology

Evaluators propose the specific methodology with regard to the stated priorities and objectives for the evaluation. They also identify the potential sources of information and select the appropriate methods and tools to collect the data. Different analytical methods and tools are then selected to analyse the information. Useful for M&E tasks are the statistical methods, models, benchmarks, etc. Moreover, general evaluation questions are 'translated' into clear, tangible questions, specific to the most important topics and success indicators of the evaluated project.

Following team discussions and feedback, the Central M&E Unit and the evaluators reach agreement on the methodology for the evaluation.

Step 5:
Outline action plan and timeline

Based on specified evaluation objectives and selected methodology, the evaluators and the Central M&E Unit agree on the main activities to be carried out. The action planning includes a detailed breakdown of activities, specifying the scope of the fieldwork, the number of meetings, type of surveys, etc.

Tenders for the subcontracting of surveys are planned, and the duration of tender procedures is taken into account in the timeline of the evaluation activities. Specific tasks are then allocated among M&E Units to support the work of the evaluators' team.

Products of Phase 2 are:

❑ Evaluators selected

❑ Methodology and action plan for the evaluation developed and approved

Operational tasks at Phase 2 (Steps 3, 4 and 5):

Evaluators:	Central M&E Unit:	Regional and County M&E Units:
• develop the methodology of the evaluation; • propose detailed action plan and timeline.	• Selects the evaluators together with NAR (tender procedures); • makes comments and approves the proposed methodology; • approves the action plan; • prepares tenders (with NAR) for subcontracting surveys (if planned).	(not involved at this phase)

Evaluation
Phase 3: Research and survey

Step 6:
Desk research

Evaluators start with desk research on the project documentation (initial project application, Logframe table, operational plans, and documents verifying the implemented activities, interim and final reports). The support of the Central M&E Unit can be essential for obtaining the necessary documents from the implementing organisation.

A desk research on existing surveys and published books also helps for the gathering of broader initial information relating to the issues/processes addressed by the evaluation.

Step 7:
Carry out field work

In most cases the evaluators start the fieldwork combined with a Rapid Community Needs Assessment. This helps to verify the appropriateness of the project objectives and to determine how relevant to the community problems the implemented project activities are. The evaluators then focus on obtaining as much feedback as possible from the target community about delivered services and benefits.

The most common fieldwork activities for the evaluators include:

- Field visits for observation of the situation in the community, and informal community meetings to check prevailing attitudes and opinions;

- Group discussions and meetings with beneficiaries involved in the project;

- Structured interviews and in-depth interviews with beneficiaries from the target group, representatives of the Roma community and with other people not involved in the project;

- Focus groups, providing qualitative data about the attitudes and opinions in the community addressed by the project.

In parallel, the evaluators need to check the opinions of the direct project implementers and the local stakeholders.

The evaluators carry out:

- Joint and individual discussions with the project team members and with the project partners;

- Public discussions and meetings with the public institutions and other local stakeholders for getting their feedback and opinion about the completed project.

Step 8:
Collect specific data

Comprehensive evaluations often require additional subcontracted services for conducting quantitative and/or qualitative surveys to collect the information needed about the quantitative and qualitative progress indicators. In this case, other subcontractors, following the approved methods, implement the surveys, aggregate the data and pass it to the evaluators and the Central M&E Unit.

Products of Phase 3 are:

❑ Data on the impact of the project on Roma communities collected

❑ Grassroots dimension to the evaluations ensured

The Regional and County M&E Units get involved in direct data collection from the targeted communities, following the proposed methodology. Their involvement is similar to the monitoring activities, except that the character of the collected data is different. Gathered information for the needs of the evaluation is focused on the benefits and long term effects of completed projects. A substantial part of it is qualitative data, indicating to what extent qualitative changes have appeared.

For this reason, the evaluators need to specify the type of information required (character of data, locations, breakdown by specific targets, etc.) and to prepare questionnaires, templates and clear instructions to County M&E Units for collecting the data.

Operational tasks at Phase 3 (Steps 6 - 8):

Evaluators:	Central M&E Unit:	Regional and County M&E Units:
• desk research; • carry out fieldwork and research in target Roma communities; • conduct meetings, interviews, etc. with implementing institutions and relevant stakeholders; • supervise subcontracted research organisations in carrying out the planned large-scale surveys.	• supports evaluators in collecting basic project documentation from relevant institutions; • provides logistics (if needed) and coordinates the interaction between the evaluators and Regional and County M&E Units.	• assist the evaluators in their fieldwork; • collect necessary grassroots data as requested by the evaluators; • transfer collected data to Central M&E Unit.

Evaluation
Phase 4: Analysis and evaluation report writing

Step 9:
Analyse collected data

All types of evaluation need to follow the general evaluation criteria, namely: relevance, efficiency, effectiveness, impact and sustainability. Depending on the specific task, one or several of these criteria is given a priority. (See also Annex A.4)

With constant reference to the evaluation criteria, the evaluators analyse all the information collected from the documents and directly from the field and outline the preliminary findings and conclusions. At this step, the

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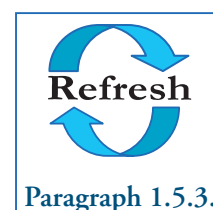
evaluators provide a draft of the preliminary findings to the Central M&E Unit.

Step 10:
Writing final evaluation report

Writing the evaluation report is the responsibility of the evaluator (expert or organisation). The Central M&E Unit is involved in several discussions and also in providing comments on presented documents and reports. The process has three main phases.

- Initially the evaluator presents a **concept document** about the report, covering the report structure, the most important findings of the research and a draft outline of key recommendations to be presented. The Central M&E Unit makes comments, discusses the proposal together with the evaluator and approves the concept.

- A **draft evaluation report** is submitted for discussion and comment from the Central M&E Unit. Representatives of the organisation (institutions) implementing the evaluated programme (project or measure) and other stakeholders are involved in the discussion and invited to deliver comprehensive feedback on identified findings, conclusions and proposed recommendations.

Product of Phase 4 is:

❑ **Final Evaluation Report approved**

- The **evaluation report** is then **revised** according to received comments. The Central M&E Unit team responsible for the evaluation again discusses the revised draft and then the report is **finalised.** (A second broad discussion on the revised draft can be organised if this draft does not meet the expectations of the Central M&E Unit.)

Finally the Central M&E Unit officially approves the **final evaluation report.**

Operational tasks at Phase 4 (Steps 9 - 10):

Evaluators:	Central M&E Unit:	Regional and County M&E Units:
- summarise and analyse all information gathered; - present initial concept document on the report; - develop draft evaluation report; - revise and finalise the evaluation report; - submit Final Evaluation Report for final approval.	- provides comment and feedback on developed documents and drafts of the Evaluation Report; - organises discussions and consultation with NAR and stakeholders on the Draft Evaluation Report; - approves the Final Evaluation Report.	- provide comments on the Evaluation report by request of the Central M&E Unit.

Evaluation
Phase 5: Dissemination of evaluation results

Step 11:
Communicate
evaluation results

Communicating the evaluation results is assigned to the Central M&E Unit, but general policy decisions are expected to be made by NAR. It is the responsibility of NAR to say who will be informed about the evaluation findings, conclusions, and recommendations, and to what extent; and when and how this will happen.

A detailed plan, prepared by the Central M&E Unit, for the dissemination of the evaluation results, (including proposals for presentations and public discussions on the evaluation findings and recommendations and a list for the dissemination of the final report) is discussed, agreed and approved by NAR.

Product of Phase 5 is:

❑ **Final Evaluation Report disseminated**

Along with the dissemination of the final evaluation report, the M&E Units can address relevant stakeholders through organized presentations of main evaluation findings and conclusions. As a rule, the outreach activities following an evaluation address a larger circle of stakeholders and raise more discussions than the monitoring results.

7.3. Comprehensive Evaluation Of The National Strategy

The comprehensive evaluation of the National Strategy is a key task for the M&E units and, at the same time, the key challenge for the M&E System.

The implementation steps look rather similar to the evaluation of a particular measure, but the contents have a broader scope and wider objectives. The National Strategy is more complex, even in comparison to some of the public policies focused on a specific domain or issue. It covers almost all domains and involves most of the public institutions.

Some special features that distinguish the evaluation of the National Strategy from an evaluation of a particular measure or project need to be noted. Different to the programmes focused on one domain, and to individual projects, the evaluation of the National Strategy requires:

i) **Finding the answers to a longer list of evaluation questions**. However, this list is not simply a 'grand total' of possible evaluation questions for individual measures included in the National Strategy, but a summary of the key questions relating to the level of the main objectives;

Final result of this activity is:

Final Comprehensive Evaluation Report on the National Roma Strategy:

❑ Long-term benefits and effects assessed;

❑ Comparative analysis of achievements in different domains of the Strategy;

❑ Good practices and lessons learned identified;

❑ Clear recommendations for improvement of pro-Roma policies and Strategies;

❑ Institutional capacity for initiation and management of pro-Roma public policies assessed.

ii) **A strategic approach.** Besides the assessment of direct achievements/failures during the evaluated period, the evaluation of a complex strategy is focused on general strategic issues.

For example, some of the evaluation questions of key interest are:

- Which strategic approaches have been successful? Which have been unsuccessful and why?

- Which measures have mainly contributed to reach the overall goals of the National Strategy?

- How do the different components of the National Strategy interact and fit together to form a consistent intervention?

- How effective is the implementation mechanism and the cooperation between the different institutions involved? What changes need to be made?

- Which good practices can be multiplied at the next stage and how can this be brought about?

- Which lessons learned have to be considered during the continuation of the Strategy?

- How efficient are the institutions and structures responsible for the implementation of the National Strategy? What institutional and administrative capacity needs to be developed?

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iii) **Broader and more diverse information**. Measuring the overall effects and impact of the National Strategy is grounded on broad, consistent data which has to be collected, processed and analysed.

Large scale representative surveys to assess the qualitative changes in the Roma situation (such as a nation-wide survey on Roma exclusion) should be planned every three years. Meanwhile, well-focused questionnaires can be carried out annually to check how particular sensitive indicators have been influenced by the recently implemented measures.

Refresh

Paragraph 6.2.
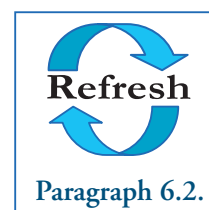
In fact, the evaluators of the National Strategy will have the advantage of being able to use the Monitoring Report for the National Strategy, due to be finalised before the start of the evaluation.

iv) **More resources** than the overall monitoring of the National Strategy needs.

The evaluation of the National Strategy shall be carried out on an annual basis, after the evaluated period is finished. At the same time, the evaluators will have to address completed measures as well as on-going activities, and together to apply the methods and approaches of the final and interim evaluation.

The overall responsibility for this task is assigned to the Central M&E Unit but it will not be the sole implementer. Evaluating the National Roma Strategy requires high level skills and professional experience. For that reason it is most likely that initially the Central M&E Unit will rely on experienced evaluators, subcontracted for this task.

So there is now a reversal of roles, compared to the *monitoring* of the National Strategy, where the core monitors are detached from the Central M&E Unit and supported by experienced experts for particular domains or tasks. For the *evaluation* the team 'leader' will actually be an external expert (or from a

subcontracted organisation), supported by the Central M&E Unit experts with logistics and assistance.

In this context the direct involvement of the **Central M&E Unit** in the following activities is rather limited when compared to the monitoring activities.

These include:

- Formulation of the evaluation objectives and key evaluation questions;

- Preparation of TOR and tender procedures;

- Control on the activities of the team of evaluators;

- Logistics and coordination and other type of support for the evaluators team;

- Coordination of the data collection carried out by the Regional and County Units;

- Communicating the results and dissemination of the Comprehensive Final Evaluation Report.

The involvement of the **Regional and County M&E Units** in the evaluation of the National Strategy is similar to their tasks and inputs to the impact evaluation of a large scale measure of project (as described in Paragraph 7.2).

7.4. Communicating M&E Findings And Recommendations

An efficient M&E System is usually combined with an efficient and flexible mechanism for transparency and outreach of the findings and recommendations.

At this point users of the Handbook should be familiar with this mechanism through the description of the M&E action planning and implementation and the key issues only need to be summarised.

This M&E System strongly recommends that defining the targets and forms for communicating the M&E results is integrated within the general operational planning of the M&E network, as well as being an integral part of the planning of each particular

> **! ! !**
> **Just a reminder**
>
> Formulated conclusions and recommendations of the monitoring and evaluation action can make a difference to the quality of pro-Roma public policy, only when the right decision-makers and stakeholders are reached.

monitoring or evaluation action. Finally, when the comprehensive evaluation reports are developed, the M&E Units will disseminate the results among relevant stakeholders.

First and foremost the M&E results should reach the policy makers, institutions, stakeholders, experts, who are responsible for the development of public policies and programmes and who can change for the better the upcoming policy measures and programmes.

However, the results of the M&E process are also of great interest to other stakeholders, institutions and civil society organisations. The assessments, conclusions and recommendations have to reach the Roma communities – the people for whom these programmes were created. Initiating open discussions with Roma NGOs and with formal and informal Roma leaders can produce their feedback, and justify the proposed programme changes. In this way, communicating the M&E results to society in general ensures the transparency and accountability of the public policies for Roma.

Figure 7: Contribution of the M&E System to improving Public Policies and Programmes
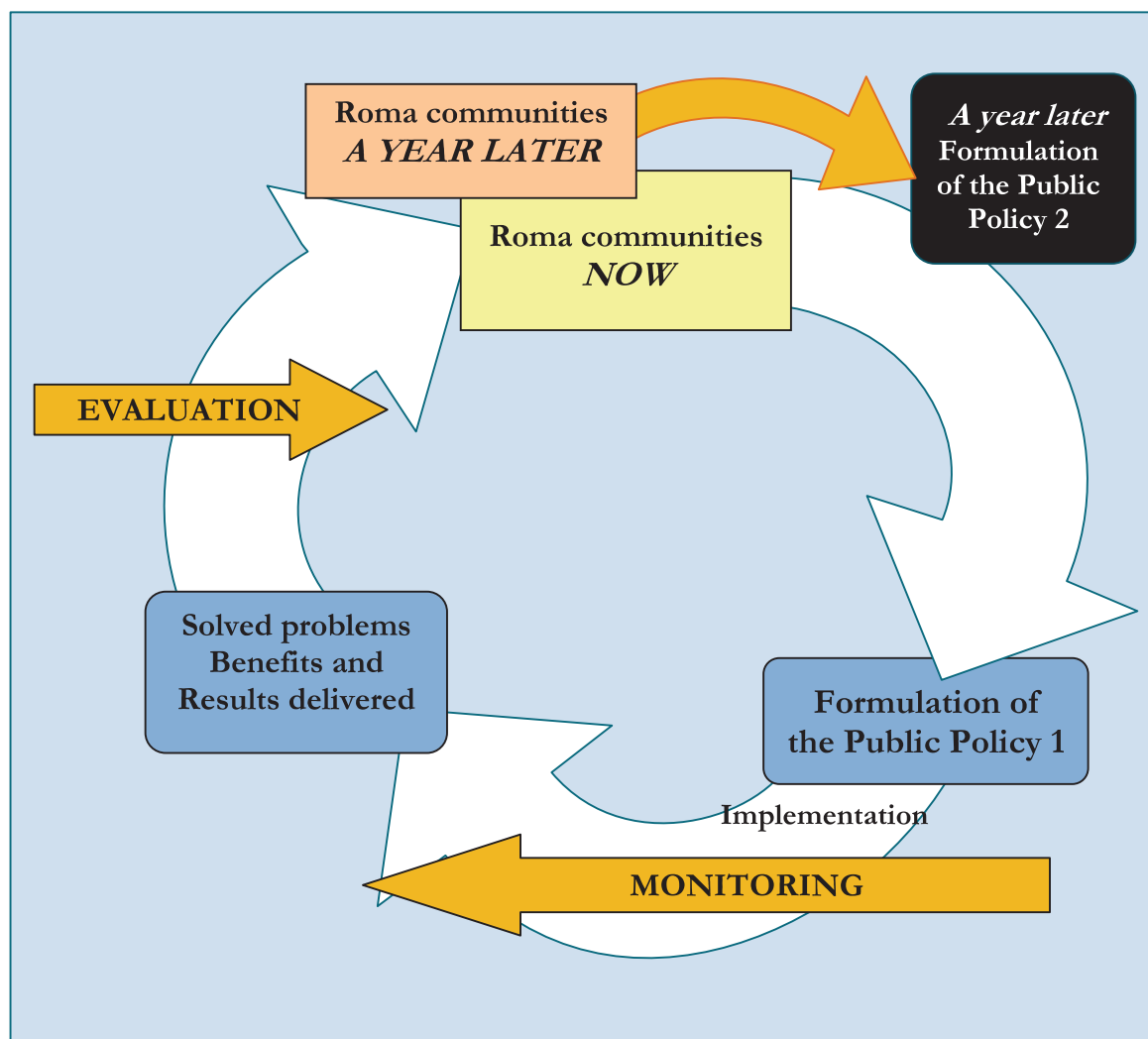
Choosing the appropriate ways and forms for dissemination of achieved M&E results to society at large is determined by the stated objectives and the targeted audience selected. The M&E System foresees various optional activities, such as:

- Presentations of the key results to a selected group of stakeholders;

- Round Table discussions on M&E findings, conclusions and recommendations;

- Moderating public discussions at conferences with a wide-ranging profile of participants;

- Initiating public debates through the media.

The **Central M&E Unit** coordinates the dissemination of M&E results at national level involving the **Regional and County M&E Units** in outreach activities at regional, county and local level. In close coordination with the Central M&E Unit they can prepare presentations of the M&E results, with a special focus on the practical recommendations to the County and Municipal authorities on how to improve the local pro-Roma strategies and how to develop feasible, result-oriented Action Plans.

Communicating the evaluation results among the stakeholders is the first step only. The next steps 'belongs' to the decision-makers: to utilise the results and multiply the M&E benefits, by following the recommendations and improving pro-Roma policies.

Additional Points

Approaching the practical implementation of this M&E System, the users of the Handbook have to consider the likely further updating of the M&E System and the importance of their own experience and common sense.

This M&E System is open for further development, since society itself is changing, new challenges face the targeted Roma communities, and new strategies and programmes are being promoted in response to the changing social context.

Considering the dynamics of the institutional framework of current public policies for Roma, the M&E System envisages the opportunity to involve different actors in the M&E Units in future. The possible re-design of the National Strategy may change the structures for its implementation. That is why the M&E teams are presented in the Handbook according to their M&E tasks and roles rather than according to their particular appointment in public administration departments. Some differences between the regions and the counties may appear due to local specifics.

Proposed instructions are not recipes forever. No Handbook can give in advance all the answers to any concrete question raised during the practical implementation of the M&E System. During the actual process the best advisor of the evaluators and the monitors will be their own common sense and understanding of the processes of social change.

To make a road map, the M&E implementers always need to rely on ever increasing participation and open dialogue with the Roma beneficiaries – with those people, for whom the National Strategy and Social Inclusion policies have been designed.

In other words, the M&E implementers will need to get mud on their shoes, and they will only get rid of it when the mud itself disappears from the Roma neighbourhoods in Romania.

Part Three: Annexes And Templates

Contents

Section A. Annexes

A.1. Annex: Members of the WGPPR and NCSI

GD no. 750/2005, GD no. 430/2001 Regarding the Strategy for Improving Roma Situation, GD 522/2006 regarding the adjustment and completion of GD 430/2001	Decision no. 1217/06.09.2006 Regarding the constitution of the national mechanism for social inclusion in Romania
Members of the Work Group for Public Policies for the Roma The Work Group for public policies for the Roma is formed of the state secretaries from the ministries that are in charge with the strategy:	**Members of the National Committee for Social Inclusion** The National Committee is formed of one representative , state secretary or president, from each ministry, authority, agency and other governmental institutions with authority in the field of social inclusion:
➤ The State Minister for the coordination of the activities from the fields of culture, education and European integration	➤ Ministry of Justice
➤ The delegated Minister for coordinating the General Secretariat of the Government or a person appointed	➤ National House of Health Insurance
➤ The Minister in charge with the supervision of the implementation of international financed programmes or a person appointed	➤ Ministry of Agriculture and Rural Development
➤ Head of the Chancellery of the Prime Minister – the Minister or a person appointed	➤ Ministry of Communications and Information Technology
➤ **President of the National Agency for Roma**	➤ **National Agency for Roma**
➤ President of the Agency for Governmental Strategies	➤ National Antidrug Agency

➤ **The Minister of Interior and Administrative Reform or a person assigned by the Minister**	➤ **Ministry of Interior and Administrative Reform**
➤ The Minister of Labour, Family and Equal Opportunities or a person appointed	➤ National Agency for Labour Force Employment
➤ • **Minister of Education, Research and Youth or a person appointed**	➤ **Ministry of Education, Research and Youth**
➤ The Minister of Culture and Cults or a person appointed	➤ National House of Pensions and Other Social Insurance Rights
➤ **The Minister of Public Health or a person appointed**	➤ **Ministry of Public Health**
➤ **Minister of Development, Public Works and Housing or a person appointed**	➤ **Ministry of Development, Public Works and Housing**
➤ **The Minister of Economy and Finance**	➤ **Ministry of Economy and Finance**
➤ The State Secretary of the Department for Inter-ethnic Relations or a person appointed	➤ National Agency for the Development of the Mining Zones
➤ President of the National Council for Combating Discrimination or a person appointed	➤ Ministry of Environment and Sustainable Development
➤ **The President of the National Agency for Equal Opportunities or a person appointed**	➤ **National Agency for Equal Opportunities of Women and Men**
	➤ National Authority for Children's Rights Protection
	➤ National Authority for the persons with Disabilities
	➤ National Agency for Family Protection

A.2. Annex: Status Indicators Table

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
1. Main indicators - Demographic trends (The changes in the demographic trends make visible the long term impact of the actual changes in the living conditions, increase of income, improvement of healthcare services for Roma. Also, the demographic trends are indicative for the processes of modernization of traditional pre-modern communities)							
1.1.	Life expectancy in the Roma community (Corresponding[1] SI, EU, 1.9.)	Definition: Average life expectancy of Roma population (general definition –SI, EU[2], **1.9.**)	Total; Total Roma M / F Urban / Rural	Statistic data for Total Representative surveys for Roma, ethnic data	Target: Increased average life expectancy of Roma population compared to the average levels for Romania (primary indicator SI,EU,1.9.)		
1.1.1.	Roma population over 60 years	Definition: Percentage of Roma population over the age of 60 years	Total, M / F Urban / Rural Breakdown by age: 60-64; 65-70; over 71	Representative surveys for Roma – every 3-5 years Annual Statistic data from NIS	Remark: Important indicator-secondary for actual sustainable change in Roma living conditions The indicator is 'positive' if combined with a decreased mortality rate in children and a birth rate non substantially changed in Roma population	2006: Roma over 65 are 3,3 – 4%, compared to 13% average for the country	

1 Reference to corresponding indicators for Social Inclusion Indicators - covering the same field or connected issues.

2 SI, EU – reference to the Table for Primary and Secondary Social inclusion indicators approved by EU.

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
1.2.	Teen-age mothers in Roma community	Definition: Percentage of Roma women who become mothers while they are younger than 18 from total number of Roma mothers in selected locations	Total Roma; Urban / Rural Breakdown by the current age of the respondents: under 18; 19–25; 25–30; 31–45; over 45 (age at the moment of the survey)	Survey for Roma – representative for selected locations (with working health mediators) Data for Roma collected by the health mediators, BJR, LRE	Compare to data for teen-age mothers collected through previous surveys (total percentages and for the same locations)	Research 2007[3]	
1.2.1.	Children born by teen-age mothers	Number of children born by mothers under the age of 18 per 100 children born in the same year (SI, RO[4], **5.3.1**)	Total, Urban / Rural; Region (Compare with the next indicator)	Statistic data – general Annually collected	This SI indicator gives general data for the whole population. Presumably the larger parts of these children are from Roma origin.		
1.2.2.	Children born by teen-aged mothers in Roma community (Corresponding SI, RO, 5.3.1.)	Share of Roma children from the Number of children born by mothers under the age of 18 per 100 children born in the same year (SI, RO, **5.3.1**)	Urban / Rural; Region Representative data for the selected control locations Breakdown by ethnicity	Quantitative surveys for selected control locations with breakdown by ethnicity Annual	The data has to be compared with the general data (SI, RO, 5.3.1) for total population. Proves or not the assumption that the larger parts of these children are of Roma origin.		
1.3.	Families with many children (for Roma community - 4 and more than 4 children)	Definition: Percentage of Roma families with 4 and more than 4 children from the total number of families (incl. legal marriages and unofficial marriages)	Total; Urban / Rural Breakdown by age group of the head of the family: between 20–30; 31–40; over 41	Representative surveys for Roma (self-identification of the head of the family)	Compare with Statistic data for the total population	Research 2007	

3   The remarks 'Research 2007' indicate the availability of baseline data on the respective indicator in the research Roma in Romania Inclusion 2007 carried out under Component 2 of the Phare project (implemented by the TA in 2006 – 2008).

4   SI, RO – Tertiary Social Inclusion Indicators, developed and approved for Romania

1.4.	Early marriages	Percentage of marriages of Roma under 18 compared to the percentage of all the marriages in the community in the respective year	M/ F; Urban Rural Legalized / unofficial marriages; Both under 18, or 1 only (husband or wife); Age groups: under 14; 15; 16-17	Annual data Surveys	Criteria: 1) Ethnicity: accepted the self-identification of the head of the family; 2) Age group – at least one of the couple to be under 18	

2. Income, Resources (Indicators measuring levels of Poverty, Employment / Unemployment rates)

2.1. Income, Resources – Main Indicators

2.1.1.	Level of extreme poverty in Roma (Corresponding SI, RO, 1.1.1.)	Definition: Percentage of Roma households (persons) living under the threshold of severe poverty (following the definition in SI, RO Tertiary indicators - 1.1.1.)	Households: Total, members of the household; Urban / Rural; Regions Individuals: Age, M/F, Number of children in this households, Education level	Social Observatory data (providing breakdown by ethnicity): Additional surveys[5], statistic data with breakdown by ethnicity	Compare: Roma – non-Roma Roma – average for Romania; Roma in detached neighbourhoods / Roma living in mixed environment (Severe poverty is the lack of resources to satisfy the absolute minimal living needs of a person: food, shelter, clothes)	Data from the Research 2007
2.1.2.	Poverty rate of Roma (Corresponding SI, RO, 1.1.2.)	Definition – accepted definition in the Tertiary indicators for Romania – (SI, RO, 1.1.2.)	Households: Total, members of household; Urban / Rural; Regions Individuals: Age, M/F, Education level Number of children,	Social Observatory: Surveys, statistic data with breakdown by ethnicity	Compare poverty rate[6]: Roma – non-Roma Roma – average for Romania; Roma in detached communities / Roma in mixed neighbourhoods	**2004:** poverty level of 18.8%, and extreme poverty rate level up to 5.9%

5 These additional surveys will follow the methodology selected by the Social Observatory in order to achieve comparable results.
6 Methodology for measuring the poverty level – elaborated by the NIS, WB and the Anti-Poverty and Social Inclusion Commission (Justification of SOP Human resources development)

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
2.1.3.	Unemployment rate of Roma	Percentage of unemployed Roma from the total active Roma population (between 17-60) – registered and unregistered unemployment	Total, regions; M/F Urban / Rural Breakdown by registered and unregistered unemployment	NALFE Social Observatory data Additional surveys	This data can cover the registered unemployment. Additional surveys can provide approximate data on unregistered unemployment of Roma		
2.1.4.1.	Long-term unemployment rate (Corresponding SI, EU, 2.6.)	Percentage of unemployed Roma for longer than 12-24 months from total number of unemployed Roma	Total, regions; M/F Urban / Rural Duration of unemployment	NALFE regularly data for Ro total. Social Observatory data with ethnic breakdown	Compare: Roma – Total active population (Important to find out statistic data on active Roma population)	Research 2007	
2.1.4.2.	Extremely Long-term unemployment rate (Corresponding SI, EU, 2.7.)	Percentage of unemployed Roma for longer than 24 months from the total number of unemployed Roma	Total, regions; M/F Urban / Rural Duration of unemployment	NALFE regularly data Social Observatory data with ethnic breakdown		Research 2007	
2.1.5.	Employment rate in Roma communities	Definition: Percentage of employed Roma from the total active Roma population (between 17-60)	Total; M/F Urban / Rural	NALFE regularly data Social Observatory data with ethnic breakdown		Research 2007	
2.1.5.1.	Women employment rate in Roma communities	Percentage of employed Roma women from total number of employed Roma	Total; Urban / Rural	Representative surveys Local data			
2.1.5.2.	Level of involvement of Roma in informal economy	Percentage of employed Roma who work without social insurances from the total number of Roma that declare incomes different from social benefits	Total; M/F Urban / Rural	Representative surveys Local data	This indicator can provide some idea about the share of the grey and black economy in the sources of income for Roma active population	Research 2007	

2.1.6.	Roma dependency to social benefits	Percentage of Roma households depending on social benefits as the only regular income for the family from total Roma	Total; Urban / Rural; Regions; Individuals: Age, M/F, Education level Number of children,	MLFEO Representative surveys Local data		Research 2007

2.2. Access of Roma to Income and Resources (Access Indicators, Showing the extent of overcoming deficits for the Roma community compared to average levels of non-Roma in Romania (national / local)

2.2.1.	Level of professional qualification of Roma	Percentage of adult active Roma population only with skills and /or certificate for professional qualification from all Roma active population: men (age 18-65); women (age 18 – 62)	Total; M/F; Urban / Rural; Age groups: 18-29; 30-45; 45-65 (62) Breakdown: practical skills only / obtaining a certificate; Employed or not	NALFE data plus Representative quantitative surveys on Roma	Considered – skills and/or certificate for 1 profession at least (the cases for people with more than 1 profession are important but initially can be ignored)	
2.2.2.	Young Roma admittance at the labour market	Percentage of young Roma (between 20 – 28) who had never been employed: (1) from total active Roma population of that age (20-28); (2) from the unemployed Roma at that age	Total, regions; M/F Urban / Rural; Age	Representative surveys Local data	Remark: Very important indicator for assessing the groups with high risk of marginalization	

3. Education

3.1. Education - Main Indicators

3.1.1.	Completed Educational level of adult Roma population	Percentages of adult Roma with completed education levels from the total adult Roma population (over 19): compulsory (primary, secondary school), post	Total adult Roma (age over 19) Breakdown by age, gender, Rural / Urban Breakdown by	Statistic data Representative surveys Data MERY	Target: Reach the average indicators for educational level of the population in Romania	Research 2007, Social Barometer 2006

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
		compulsory and higher education	education level: grade and Diploma				
3.1.1.1.	Illiteracy rate of adult Roma population	Percentage of illiterate adult Roma (incl. Roma who never attended school and those who abandoned school after the 1st, 2nd grades) from all adult Roma (over 19)	Total adult Roma (age over 19) of pilot schools Breakdown by age, gender, Rural / Urban	Statistic data Representative surveys Data MERY – data base of Phare programme for selected pilot schools		Research 2007, Social Barometer 2006	
3.1.2.	Participation rate of Roma in compulsory education	Percentage of Roma children participating in school from all Roma children at school age (6-16) for compulsory education	Total (Roma children 6-16 – school age group); M/F, Urban / Rural Age groups (6-7; 7-10; 11-15; 15-16) and by type of the school (primary, secondary)	Data MERY Information from Inspectors for Roma education in County Inspectorates Annual	Compare to gross participation rates for Romania for the same years	Research 2007, Social Barometer 2006	
3.1.3.	Roma participation rate in post-compulsory education	Percentages of young Roma (ages 16-20) participating in upper secondary school from: (1) all Roma of that age; (2) all Roma of that age that graduated compulsory secondary schools; (3) from all students in respective grade / age attending school	Total M/F; Urban /Rural Age groups	Data MERY Information from Inspectors for Roma education in County Inspectorates Annual	Compare to average data for Romania	Research 2007, Social Barometer 2006	

					Research 2007, Social Barometer 2006
3.1.4.	Roma participation rate in university education	Percentage of Roma students participating in university education (age of 19–25) from: (1) all University students; (2) from all Roma	Total M/F; Urban /Rural Age groups	Statistic data Data from MERY Annual	Target: A rated increase of young Roma that continue education Compare to average data for Romania	
3.2. Access of Roma to Quality Education (Access Indicators)					
3.2.1.	Enrollment of Roma in preschool education	Percentage of Roma children at preschool (age 5-6) enrolled in early education forms from all Roma children at preschool age	Total M/F, Regions; Urban / Rural Big city / small town	MERY data Annual Data from Inspectors for Roma education in County Inspectorates, BJR, LRE, NGOs NIS annual data with breakdown by ethnicity	Compare to gross enrolment rates in preschool education in Romania, Roma – Non-Roma. Target: 100% of Roma children (at 5-6) to get enrolled in early education forms	
3.2.1.1.	Roma children attendance of Kindergartens (Corresponding SI, RO, 4.1.2.)	Percentage of Roma children (age of 3-6 years) enrolled in kindergartens from total Roma preschool population of 3-6 years	Total; M/F, Regions; Urban / Rural Big city / small town	Social Observatory – total data for RO MERY database; Data for Roma collected by Inspectors for Roma education, BJR, LRE school mediators; NGO		

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
3.2.2.	Coverage of Roma neighbourhoods with School mediators	Percentage of schools with hired school mediators from all schools meeting the criteria (percentage of Roma children at school age for enrolment).

(This indicator measures the availability of human resources in school for overcoming the social isolation and language barriers of Roma children) | Total schools Urban / Rural (If possible to make a breakdown by number of children for 1 school mediator) | Surveys compared to need assessments in Roma education - The initial data will not be representative for the country Data from MERY Roma inspectors in school inspectorate Roma NGOs | Remark: A complex criterion is necessary to be determined by carrying out a need assessment for school mediators. The complex criterion should cover: 1) percentage of Roma children at school age from all children for enrolment in the area of a particular school; 2) percentage of Roma pupils in that school; 3) the rate of school enrolment of the Roma in the location | | |
| 3.2.3. | Roma School dropouts rate (Corresponding mainstream indicators of SI, RO, 4.2.1; 4.2.2.) | Percentage of Roma children who drop out from school from all Roma children enrolled in school of respective age (school grade) | Total; M/F; Urban / Rural; Breakdown by age groups and school grades | Data from MERY Roma inspectors in school inspectorate; school mediators, BJR, LRE, Roma NGOs | This category includes the children that have abandoned school – not attending school at all for 2 consecutive years | Research 2007, Social Barometer 2006 | |
| 3.2.4. | Duration of absenteeism of Roma pupils | Rate of Roma pupils who have absences above the school acceptable limits from all pupils of that age/ grade; from all Roma pupils enrolled at school | Total; M/F; Urban / Rural; Breakdown by age groups and school grades; by number of absences / by duration of absenteeism | MERY – data on pilot counties; Data for Roma collected by Inspectors for Roma education, BJR, LRE school mediators; NGO | This category determines the high risk group for dropout of school (which is declared officially after a two-year absence.) | | |

				Research 2007, MERY, Phare project database
3.2.5.	Reintegration of Roma dropout children of school (Early school leaving)	Percentage of Roma dropout children reintegrated at school from all Roma children who have not attended school for 1 year and more	Approximate data on selected locations Breakdown by M/F; Age; duration of school dropout (years, educ. level); school grade of enrolment; Breakdown by mainstream class and Second chance programme	The data will be representative only for these locations. Data from School inspectorates and from NGOs on selected locations	The age group for each school grade is X (normal age for that class) plus 3 years
3.2.6.	Rate of School participation in 'traditional' Roma subgroups / communities	Percentage of Roma children (6-16) of Roma subgroups with high percent of illiteracy of adults who are enrolled in school from all children (6-16) of respective age of the same community	Total for selected control locations / communities M/F, age Urban / Rural Age groups	Survey focused on 15-20 neighbourhoods of 'traditional' Roma subgroups (selected from all regions) Every 2 years. (Subcontracted by NAR or data collated by County M&E Units)	Detects the changes in attitude to education in specific Roma subgroups Remark: The focus is on the Roma communities with identified higher levels of illiteracy
3.2.7.	Level of Reintegration of adult Roma in education system	Percentage of adult Roma graduated in Second Chance Programmes from the total adult Roma with lower than compulsory education (age over 19)	Total – for selected locations included in the Phare Programme; M/F; Urban / Rural; Breakdown by completed educ. grade;	Data updated by the School inspectorates (Roma Inspectors)	Compare with the representative data from the Survey (Comp.2) for educational level of Roma Important to compare between included beneficiaries and graduated

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
3.2.8.	Roma children in special schools	Percentage of Roma children enrolled in special schools from: 1) all Roma children; 2) all children in special schools	Total; M/F; Age groups; Urban /Rural; Type of stated disability	NGOs, BJR, LRE, MERY, MPH, CNCD need to get involved	This is a key indicator for social exclusion; for level of discrimination; for attitude to education (See indicator 8.3.2.)	Baseline data – Research 2007	
4. Living Conditions - Housing, Infrastructure							
4.1. Living Conditions (Housing, Infrastructure) – Main Indicators							
4.1.1.	Quality of the houses / dwellings (Corresponding indicator SI, RO, 3.1.1)	Percentage of Roma households living in houses built of inadequate construction materials from: (1) all houses of Roma; (2) from total population	Total Households Urban / Rural Breakdown by Number of members (if data is available)	General data from Social Observatory; Data on Roma – from the proposed: Mapping of legal / illegal Roma communities (4.1.2.)			
4.1.2.	Roma population (households) living in inadequate housing conditions (Corresponding indicator SI, RO, 3.1.2)	Percentage of Roma individuals (households) living in houses with 3 and more housing deficits from total population / from Roma population	Total Households Urban / Rural Breakdown by Number of members of the households (if data is available)	General data from Social Observatory; – provided by County administration Proposal for collecting data on Roma - Mapping of legal / illegal communities to be made by the relevant offices in Counties and Municipalities.	Remark: SI, Ro defines as housing deficits the lack (or insufficiency) of space, light, heating, defective installations; roofing, windows, etc. (SI, RO, 3.2.1)	Initial data – Research 2007	

No.	Indicator	Description	Breakdown	Data Source	Notes	Source
4.1.3.	Existence of safe water sources for Roma communities (Corresponding indicator SI, RO, 3.2.2)	Percentage of Roma households with ensured access to safe water source from total number of households	Total Households Urban / Rural Breakdown by Number of members (if data is available)	Data provided by County administration: Mapping of legal / illegal Roma communities (4.1.2)		Euro barometer Survey 2006, Research 2007
4.1.4.	Electricity connections of Roma houses	Percentage of Roma households which are legally connected to electricity network from total Roma households	Households Urban / Rural Breakdowns by regulated and non regulated neighbourhoods	Data provided by the Mapping of Roma communities (4.1.2.) Data from regional electricity providers on number of electrometers in quarters inhabited by Roma		Euro barometer Survey 2006, Research 2007
4.2. Access of Roma to Standard Housing, Infrastructure, Utilities (Access Indicators)						
4.2.1.	Regularized (Legal) Roma neighbourhoods according to urban regulation standards	Percentage of legal / regulated Roma neighbourhoods: under regulation, build on regulation, build on regulated residence land from all detached Roma communities	Urban / Rural Region / County Breakdown by Number of inhabitants per community (up to 300; 300 – 1000; up to 2500; over 2500 inhabitants)	Data provided by the Mapping of legal / illegal communities (4.1.2.)		
4.2.2.	Legalization of the houses built by Roma in Roma neighbourhoods	Percentage of legalized houses of Roma: (1) from the houses in regulated Roma neighbourhoods; (2) from the total number of houses / dwellings built, and/or inhabited by Roma (including non-regulated neighbourhoods)	Urban / Rural Regions / Counties Breakdown by the ownership of the land for the houses	Survey on housing and infrastructure – Update of data provided by relevant depts. in municipalities / prefectures To make every 5 years	Regarding households with a Roma being head of the household. Special focus on detached urban Roma communities and on all Roma houses in rural areas. Focus on dwellings that have no other declared owner (municipal property houses are excluded)	Baseline data - Research 2007

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
4.2.3.	Access of Roma to water source – level of deficits in Roma neighbourhoods (Corresponding indicator SI, RO, 3.2.2)	Percentage of Roma households / neighbourhoods which declare to use a water source different from the sources used by the total population in the location / in the region	Total Households neighbourhoods Urban / Rural (number, age groups)	Data from Social Inclusion (general for the country). Surveys - Data on Roma communities and data from Mapping of Roma communities (4.1.2.)	Coinciding with the Social Inclusion indicator, but there the data with ethnic breakdown is not foreseen.	Euro barometer Survey 2006, Research 2007	
4.2.4.	Quality of infrastructure of Roma neighbourhoods	Group of indicators measuring: • Quality of roads • Streets inside • Street lightening • Public Phone • Phone network • Sewerage • Access to public transport • Shops and markets • Kindergartens, schools • Playgrounds for children	Compare: Data for detached Roma neighbourhoods with: Conditions for the majority in the same location; Roma – Roma (different neighbourhoods and/or subgroups in the same location) Data for the country	Mapping of the neighbourhoods (4.1.2.) Surveys	These indicators provide also data for the residential segregation of Roma communities	Euro barometer Survey 2006, Research 2007 – partial data	
5. Health							
5.1. Health – Main Indicators							
5.1.1.		Main Health condition indicators applied for the Roma population	Children; Adult; Elder People with disabilities		To formulate the particular indicators with the MPH		

5.1.2.	Cases of TBC among Roma (Corresponding indicator SI, RO, 5.2.1)	Share of TBC cases within Roma population from the general index for the country (Number of TBC cases registered per 100000 inhabitants (5.2.1.)	Proportion (calculated on approximate data of selected locations) Urban / Rural	Data on Roma collected by health mediators and family doctors in a number of selected locations in Romania. Methodology should be developed with the MPH	Compare with Social Observatory collects total data for the country (Ind. 5.2.1.) The data on Roma will be representative for selected locations.
5.1.3.	Cases of hepatitis among Roma (Corresponding indicator SI, RO, 5.2.2)	Share of hepatitis cases within Roma population from the general index for the country (Number of hepatitis cases registered per 100000 inhabitants (5.2.2.)	Proportion (calculated on approximate data of selected locations) Urban / Rural	Data on Roma collected by health mediators and family doctors in a number of selected locations all over Romania. Develop the methodology with MPH	Compare with Social Observatory collects total data for the country (Ind. 5.2.2.) The data on Roma will be representative for selected locations.
5.1.4.	Infant mortality rate in Roma communities (Corresponding indicator SI, RO, 5.2.3)	The approximate share of Roma children in infant mortality index for Romania (Number of children deceased under 1 year per 1000 children born alive – SI, 5.2.3.)	Total; Urban / Rural M / F Detached communities / Roma living in mixed environment	MPH Health mediators data Social Observatory will provide Data on tertiary indicator for Social inclusion	The expected data will be approximate (it is not standard statistic data); it can cover the communities with health mediators only, but it can present the main trends.
5.1.5.	Rate of Roma children inoculation	Definition: Percentage of Roma children who have received the inoculation according to standards from total Roma children of respective age	Total children, registered with family doctors; M/F; Urban / Rural; Age groups: 0-3; 3-6; 7-16	Annual data provided by family doctors, APH, Data collected by the health mediators	Research 2007

No	(2) Indicator	(3) Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8) New Data YEAR: Reached level - For Roma - for Romania
5.1.6.	People with disabilities	Share / Percentage of Roma with disabilities from: (1) the total Roma population; (2) from total people with disabilities	Total; M/F; Urban / Rural Breakdown by age: 0-18; 19-62 (65 for men); over 62 (65 for men)	Representative survey for Roma; Comparison with national statistic data MPH, MLFEO data		Data about Roma (Research 2007)	
5.2. Access of Roma to Healthcare (Access Indicators)[7]							
5.2.1.	Registration with family doctors	Percentage of Roma who have registration with family doctors from total Roma population	Total Urban / Rural Age groups (1-5; 6-18; 19-59; over 60)	Data from health mediators; MPH, APHs CNAS		Research 2007, Social Barometer 2006	
5.2.2.	Rate of Health insurance of Roma	Percentage of Roma who have health insurances from total Roma population	Total; M/F; Urban / Rural; Age groups	Data from health mediators; MPH, CNAS		Research 2007, Social Barometer 2006	
5.2.3.	Rate of dependence of the health insurances of adult Roma to social benefits system	Percentage of adult Roma who have health insurances as social beneficiaries (under Law 416) from all health insured adult Roma (over the age of 18)	Total; M/F; Urban / Rural; Age groups	Annual; Data from MLFEO and the municipal offices for social beneficiaries	Remark: This is an important indicator for an early warning on potential problems that can arise from changing the law for social protection		
5.2.4.	Coverage of the Roma neighbourhoods with health mediators	Percentage of Roma communities benefiting of health services mediators from all Roma communities in need	Total communities; Urban / Rural; Breakdown of the neighbourhoods by approximate number of people; detached/mixed	Data from health mediators; MPH, APHs NGOs	Remark: A Need assessment survey for health mediators has to identify the number / the map of communities in need	Research 2007 – partial data	

5.2.5.	Access of Roma to emergency medical aid	Percentage of the Roma living in neighbourhoods with bad infrastructure which makes the access of the ambulance very difficult or impossible - from the total population	Total; Urban / Rural Region / County	Family doctors Health mediators, Municipalities	Percentage of Roma from whole population with difficult access of the ambulance
6. Social Protection, Public Services					
6.1. Main indicators for Roma inclusion in the Social Protection System					
6.1.1.	Roma inclusion in the Social benefits System	The percentage of Roma beneficiaries of social benefits from total beneficiaries	Total; Urban/ Rural Breakdown by type of services; benefits	Annual; MLFEO Municipal departments of MLFEO	
6.1.2.	Access of Roma to Social services	Percentage of Roma population included in other than Law 416 benefits and services	Total; Urban/ Rural Age groups: children, adult, elder. Breakdown by type of services; benefits	Annual; MLFEO Municipal departments of MLFEO	Research 2007
6.2. Access of Roma to Social Protection and Services					
6.2.1.	Coverage of Roma in need by the social protection System	Percentage of Roma unregistered in Social protection from the total Roma population in need	Total; Urban/ Rural Breakdown by reasons for lack of registration (choosing several most often reasons + other)	Annual; Municipal departments of MLFEO; BJR, LRE	There are various reasons for lack of registration, incl. lack of info, documents, etc. Focus on rejected applications and on people that have lost their registration

No	(2) Indicator	(3)Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8)New Data YEAR: Reached level - For Roma - for Romania
6.2.2.	Access to social services for Roma with disabilities	Percentage of Roma people with disabilities who benefit from social services from: 1) total Roma with disabilities; 2) from total disabled people	Total; Urban/ Rural Age groups: children, adult, elder Breakdown by type of services; benefits; category of disabilities	Annual; MLFEO Municipal departments of MLFEO			
6.2.3.1.	Distance of Roma neighbourhoods to the administrative offices for social and public services	Share of Roma population, living in communities located at a longer distance to the administration than the majority neighbourhoods in the locality, from total population	Total Urban / Rural Ethnic breakdown (Roma / non Roma)	Surveys	Remark: the indicator is focused on comparing the remoteness of Roma communities from social and public administration offices to the situation of majority / other minorities		
6.2.4.	Inclusion of Roma children in the measures for child protection	Percentage of Roma children benefiting from active measures for deinstitutionalization from all the beneficiaries (Children without parents care)	Total Roma; M/F Urban / Rural Age groups Breakdown by type of services	Child protection departments	Remark: to specify the indicators with the Child Protection agency		
6.2.5.	Roma beneficiaries of child protection services	Percentage of Roma from the total number of clients for the child protection services (Children living in family environment)	Total Roma; M/F Urban / Rural Age groups Breakdown by type of services	Child protection departments	Remark: Need to make a distinction b/n: 1) voluntary application of the parents for services and 2) protection measures for the child		

7. Legal issues, Identity documents

7.1.	Formal exclusion	Percentage of Roma without Identity documents from total Roma population (and from total Romanian population)	Total M/F; Urban / Rural Region;	Representative data from research (Comp.2) Updating the data – relevant departments (MIAR, Police)	A Breakdown by regulated / illegal neighbourhoods will be important for promoting solutions to the problem	Research 2007
7.2.	Legal marriages	Share of official (legal) marriages of Roma from all marriages (legal and marriages without papers – consensual unions)	Total, Urban /Rural; Region	Representative data from research (Comp.2)	Compare Roma – Non-Roma	Cercetare 2007

8. Perception /opinions and attitude's indicators

8.1. General issues: attitudes majority / minority

8.1.1.	Level of tolerance of Romanian society to Roma	Group of qualitative indicators	Total; M/F, Ethnicity Urban / Rural	Subcontracted Qualitative Surveys made annually	For comparing the data for different years the Qualitative Surveys have to follow the same methodology	Research 2007, Social Barometer 2006
8.1.2.	Attitude to inter-ethnic everyday inter-action	Group of qualitative indicators	Total; M/F, Ethnicity Urban / Rural	Subcontracted Qualitative Surveys		Research 2007
8.1.3.	Self-perception of Roma	Group of interlinked qualitative indicators	Total Roma/ subgroups Roma / non-Roma	Surveys – like Euro barometer 2006		Research 2007
8.1.4.	Attitude to mixed marriages	Group of interlinked qualitative indicators	Total Roma / subgroups Roma / non-Roma	Surveys – like Euro barometer 2006		Research 2007

8.2. Indicators on attitudes and discrimination issues for listed domains above[7]

8.2.1.	Labour discrimination	Level of discrimination towards Roma on the labour market	Total; M/F; Age groups; Qualification and educational level	CNCD information – annual surveys Monitoring reports on discrimination		Research 2007

7 The numbers for the Attitude and Perception Indicators include: i) 8 for the Attitude and Perception indicators group; ii) X – the number of the respective domain; iii) the consecutive number of the indicator. Example: 8.2.1. Means: 8 (attitude indicator); 2. (Indicator for Income generation domain) 1. (first indicator in the field)

No	(2) Indicator	(3)Definition of the indicator	(4) Level of aggregation Breakdown by specific groups / profile of groups	(5) Sources of Information Methods Period of verification	(6) Remarks & Target Target: Desired change in long-term perspective (if applicable)	(7) Baseline data (year & data source) - For Roma - for Romania	(8)New Data YEAR: Reached level - For Roma - for Romania
8.3.1.	Levels of Segregation and discrimination at school	Indicators for attitudes of Roma – majority; Roma – Roma (subgroups)	Specify by type of segregation M/F, age groups	Surveys	Considering relations b/n different actors: children; teachers; parents;	Research 2007	
8.3.2.	Roma Children without disabilities enrolled in special schools	Percentage of Roma children without disabilities enrolled in special schools from total number of pupils in special schools; from all Roma in special schools	Total; M/F; Age groups; Urban /Rural; Type of stated disability	NGOs, BJR, LRE, MERY, MPH, CNCD need to get involved	This is a key indicator for social exclusion; for level of discrimination; (See also indicator 3.2.8.)	Research 2007	
8.3.3.	Pupils in Segregated schools (schools with 30% and more than 30% Roma)	Percentage of Roma pupils studying in segregated school environment from total number of pupils; from all Roma pupils	Total; M/F; Age groups; Urban /Rural;	NGOs, BJR, LRE, MERY, MPH, CNCD need to get involved	Need to discuss and define 'the segregated school environment'[9]		
8.3.3.1.	Number of Segregated schools (schools with 30% and more than 30% Roma)	Percentage of segregated schools from total number of schools	Total; Urban / Rural	NGOs, BJR, LRE, MERY, MPH, CNCD need to get involved	Need to discuss and define 'the segregated school environment'		

					Remark	Source
8.3.4.	Number of segregated classes at school	Percentage of Roma children enrolled in segregated classes from total number of pupils of the respective school;	Total; Urban / Rural Age groups Breakdown by grade in the school	NGOs, BJR, LRE, MERY, CNCD need to get involved	Remark: Index for segregated classes need to be defined by NAR, NGOs and MERY Proposal: The existence of segregated classes in a school can be determined by the proportion between the percentage of Roma children in each parallel class compared to the average percentage of Roma pupils in all parallel classes of the respective grade	
8.3.4.1.	Rate of Roma pupils who attend segregated classes	Percentage of Roma pupils who attend segregated classes from total number of Roma children enrolled in school;	Total; Urban / Rural Age groups Breakdown by grade	NGOs, BJR, LRE, CNCD need to get involved		Research 2007

9 An option: Children with mother language different from majority – Romani mother language

A.3. Annex: Extract from the Overall Logframe of Interventions Focused on Roma

The Overall Logframe Table of the interventions focused on Roma is a key tool for implementing this M&E System, showing the logical links, coherence and interdependency between different interventions. An initial Overall Logframe Table has been designed during the elaboration of the M&E System and provided to NAR and to the participants in M&E trainings at local, county and regional level. It is a working document including: a developed main structure of the pro-Roma programmes and measures, hierarchy of objectives, sets of qualitative indicators for the long-term goals and for the specific objectives in the key domains of programme intervention.

As an M&E tool it needs to be developed and updated in line with the new information collected and with the new measures and programmes initiated. The further update of this Logframe Table will pass through two main phases. First, it is necessary to collect and insert concrete data in the table about the activity planning and estimated direct results of already included measures and this way – to specify the quantitative progress indicators. Second, the M&E teams can enlarge the Overall Logframe Table through inserting data about other relevant programmes and interventions implemented and/or recently initiated at national and local levels.

The initial Overall Logframe Table is a working document covering pro-Roma interventions and measures in the following domains:

- Domain **I.** Public Administration
- Domain **II.** Roma Civil Sector Consolidation
- Domain **III.** Housing and Infrastructure
- Domain **IV.** Health
- Domain **V.** Human Rights and Public Order
- Domain **VI.** Employment and Income Generation
- Domain **VII.** Social Policy
- Domain **VIII.** Education
- Domain **IX.** Culture

The initial Overall Logframe Table covers the National Strategy and the measures included in the Action Plans for the Decade of Roma Inclusion. The structure of the domains is based on the National Strategy with some rearrangement. The domains have a consequent numeration, which is included in the numbering of the specific objectives (SpO), sub-objectives (Sub Obj.) and the direct results (DR)/ actions (A) in each domain. The correlation of the Logframe with the National Strategy is visible in the letters and numbers in brackets ( ), showing the group (from 'a.' to 'f.') and also the number of the measure in the General Plan (2006 – 2008). Similar approach is used for the correlation with the Decade of Roma Inclusion Action Plans (using the indexes **RD – Roma Decade** and **E** for Education; **S** for *Sanatate* – health; **M** for *Munca* – employment; and **L** for *Locuinte* – housing).

For a better understanding and **visibility,** the different inputs / "ingredients" included in the Logframe are '**painted' in colours:**

- the **Dark Blue** marks the text closely corresponding to the **National Strategy;**
- the incorporation of the **Roma Decade Action Plans** – objectives, activities, indicators is visible in the **brown** text;
- the **Red** text shows the **question marks** and the need of information to add about the concrete planned activities and expected direct results of the included measures;
- The **Green** text marks the M&E experts' added texts, which require additional attention

See below an **extract from the Education domain** of the initial Overall Logframe Table in order to illustrate the elements of this tool.

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions (and pre-conditions needed)
	Overall broader objectives, to which the Strategy will contribute. Impact level: The broad development impact to which the Strategy contributes at a national / sectoral level for improvement of Roma conditions. (Provides the link to the policy and sector programme context)	**Key indicators related to the overall objectives. Measures the extent to which a contribution to the overall objective has been made (including quantity, quality, time) The OO level includes selected key "status" indicators for Roma conditions and some indicators for the level of stakeholders' commitment. (It is preferable to determine concrete expectations for a 5 years period of action.)**	**Sources of information and methods used to collect the data and report the findings (including who and when/how frequently).**	
Overall objectives	**The overall objective of the National Strategy is:** Meaningful improvement of Roma conditions in Romania, through the promotion of social inclusion measures **In the long-term the National Strategy is aiming at:** ⇑ Ensuring the actual involvement and commitment of the government and public authorities on central and local level in application of concrete measures improving the Roma conditions in Romania; ⇑ Enhancing the formation of intellectual and economic elite within Roma communities; ⇑ Creating conditions for overcoming the extreme poverty in Roma communities through access to income generation and employment opportunities; ⇑ Creating conditions for equal access of Roma children/ youth to quality education; ⇑ Eradicating the institutional discrimination and all other forms of discrimination towards Roma;	**Status indicators for Roma conditions:** ▪ Level of Reduction of the pockets of poverty and the extremes in the risks of non-reversible marginalization of Roma communities & families (relative assessment based on surveys) ▪ Reduction with ?? percent of the long-term unemployment rate in Roma population till ?? year, compared to the level of ?? year ▪ Increased average Education level of Roma up to average indicators for Romania ▪ Increased school participation rate of the Roma up to the average level for Romania ▪ Reduced early school leaving of Roma children ▪ Poverty rate indicators for Roma compared to average for Romania **Indicators for Roma representation and involvement in decision making & in central and local administration:**	- National statistics data - Regularly updated databases of related Ministries and Agencies (MERY, MSP, MLFEO, CNCD, MAIR, RDA, etc.) - National and regional surveys carried out by state institutions - annual data on tertiary indicators for Romania with breakdown by ethnicity - Analytical reports by external and Romanian experts, - Policy reports, concerning the related topics, delivered by Ministries and state institutions - A national survey on social exclusion & poverty levels in Roma communities is needed for each 5-year period	

Specific Objectives (SpO) & Sub Objectives (Sub Obj).	The Specific Objectives, which the Strategy/ the Action is intended to achieve. The effectiveness level: Direct benefits to the target groups. (The development outcomes at the end of the Action – more specifically the expected direct benefits to the target groups) Regarding the complexity of the System, Specific Objectives (SpO) are clarified by introducing Sub-objectives (Sub Obj.) when necessary.	Indicators clearly showing and measuring that the Specific Objectives of the Strategy / the Action have been achieved. (Helps answer the question 'How will we know if the Specific Objective has been achieved' including Quantity, Quality, Time) On the SpO level there are included: ▪ Progress (or performance) indicators - qualitative and quantitative ▪ Access indicators, measuring the level reached by the planned/ completed measures.	What are the sources of information that exist or can be collected? What are the methods required to get this information?	Factors and pre-conditions (under the management's control) those are necessary to achieve the Specific objectives.
SpO	**VIII. Education** **OO VIII.** To create conditions for equal access of Roma children/youth to quality education. **Early education participation:** **SpO VIII.1.** Increasing the enrollment and participation of Roma children in preschool education **SubObj. VIII.1.1.** Increasing the capacity of the system - making more flexible system and improving the conditions for including bigger number of Roma children in preschool education. **SubObj. VIII.1.2.** Attracting bigger number of Roma children in the existing and recently settled new flexible forms for preschool education **SubObj. VIII.1.3.** Improving the Roma children chances for equal start up in school through participation in preparatory classes in the kindergartens **School participation and attendance:** **SpO. VIII.2.** Encouraging the school participation of Roma children / youth in compulsory education (1-10 grades) and in the upper secondary education (11-12 grades) ...	**VIII. Education** ▪ Increased school participation rate of Roma up to the average for Romania ▪ Reduced early school leaving of Roma children **Early education participation:** ▪ Enlarged system for early education by created new forms and flexible services in conformity with the Roma children needs ▪ Increased coverage rate of Roma children in preschool education in 2007 with ?? % and achieved ??% in 2015 ▪ The number of Roma children (at age 3-6) enrolled in early education intervention programme increased with ?? % until ... year ▪ Increased percentage of Roma children prepared for successful start up at school through preparatory classes and / or Summer kindergarten **School participation and attendance:** ▪ Increased percentage of Roma children and youth in school age who regularly attend school with ?? % each year – reaching the average for Romania in 3 or 5 ? years ▪ Increased average school scores of Roma pupils ▪ Reduced level of absence of Roma pupils to the standards accepted by MERY in a period of 3 years	- Annual reports and Info provided by BJR & local Roma leaders to NAR Regional offices - Surveys, opinion polls conducted by NGOs and/ or private companies - Statistic data of the MERY, Educational inspectorates - Progress / final reports of implemented programmes - Reports of County Ed Inspectorates - Statistic data of the MedC, Educational inspectorates - Progress / final reports of implemented programmes - Reports of County School Inspectorates	To specify: The risks that should be taken into consideration Assumptions /external factors that may influence the specific objective - overall objective linkage.

SpO	**Second chance school programmes:** SpO VIII.3. Promoting new educational opportunities to adults and school aged children who have never attended school or have dropped out of school to continue education ... **University education:** SpO VIII.4. Encouraging young Roma to attend lyceum and University Education ...	**Second chance school programmes:** ▪ Percentage / Number of young Roma reintegrated in the education system ▪ Percentage / number of Roma children successfully reintegrated in school environment University education: ▪ Increased admission results of Roma youth applying for University education ▪ Increased percentage of Roma with University education with ?? for a period of 5 years	- Surveys on educational issues - NGOs reports - Summaries of the Progress / final project reports - Annual Information data provided by Universities to MERY
	Inclusive School environment: SpO VIII.5. Creating inclusive education environment Sub Obj. VIII.5.1. Eradicating the segregated classes and segregated schools until 2008. Sub Obj. VIII.5.2. Increasing the network of the school mediators Sub Obj. VIII.5.3. Promoting an education which is non discriminatory and inter-culturally inclusive SubObj. VIII.5.4. (F4) Revising the education curricula in order to promote within the school environment a favourable climate for social inclusion of disadvantaged groups, including Roma.	**Inclusive School environment:** Indicators for the desegregation process: ▪ Eliminated segregated classes and schools until 2008 ▪ Existing desegregation plans in schools with Roma pupils ▪ Increased percentage of Roma communities with hired school mediators ▪ Number of trained / hired school mediators ▪ Increased professional qualification for multicultural education of the teachers working with Roma children ▪ Revised school curricula and textbooks	- Data from Roma NGOs - MERY data - data base with Roma teachers, Romani language teachers, school mediators - data base with Roma pupils in kindergarten, school and universities
SpO	**Promotion of Roma culture at school:** SpO VIII.6. Promoting the value of the Roma culture and traditions **Roma community involvement in education:** SpO VIII.7. Encouraging the active involvement of Roma community in education issues on local level	**Promotion of Roma culture at school:** ▪ Ensured teaching in Roma language, culture, history for all Roma pupils who have applied for it. Roma community involvement in education: ▪ Increased share of Roma parents demonstrating interest in the education of their children (participating in school initiatives and in regular teachers – parents meetings) ▪ Increased number of active Parents' committees that involve Roma parents (special focus at schools with over 25% of Roma pupils)	- meetings with the communities -information provided by LRE, Roma inspectors in the School inspectorates

Ex-pected Direct Results	The Direct results are the outputs envisaged to achieve the specific objective. Enumerated tangible products or services delivered by the Action (which are largely under project management's control)	What are the indicators to measure whether and to what extent the Action achieves the expected results? How the direct results are to be measured including quantity, quality, time. The indicators for the Direct results should be linked definitely to the estimated direct results. This can be done only if there is available detailed information about the objectives, activities and estimated direct results for each measure / action listed at the activity level of the Logframe.	Sources of information for these indicators. Methods used to collect and report information about action progress (including who and when/how frequently)	External conditions that must be met to obtain the expected direct results on schedule.
DR	**VIII. Education** **Early education participation:** DR-VIII.1.1-A1.1. Number / type of new forms for early education set up DR-VIII.1.1-A1.2. Number of created ?? early education groups per year DR-VIII.1.2-A1.1. **(RD,E, I.1.2.)** Number of Roma children (age, 3-6) included in early education programmes and intervention DR-VIII.1.2-A2.1. **(RD,E, I.1.3-4.)** Number of ??Children in the created ?? bilingual groups per year DR-VIII.1.2-A2.2. **(RD,E, I.1.3-4.)** Created ??number / capacity of groups with mother language education programme until 2015 DR-VIII.1.2-A3.1. **(RD,E, I.1.1.5.)** ?? Number of children (3-6 age) from rural/poor urban areas in kindergartens with extended programmes DR-VIII.1.2-A4.1. **(RD,E, I.1.1.6.)** Number of ?? children (3-6 age) in „Family Kindergarten" programme in isolated regions DR-VIII.1.3-A1.1. **(RD,E, I.1.2.1.)** Number ?? of children (5 to 6/7 age) involved in Summer kindergartens Programme will be ??? in 2007. **School participation and attendance:** DR-VIII.2.1-A1.1.……	**VIII. Education** **Early education participation:** ▪ Number of children in early education programmes ▪ Number of new forms for early education set up ▪ number of new groups opened for early education ▪ Number of bilingual groups with ?? children; ▪ Number of groups with Roma language programme; ▪ Number of children enrolled ▪ Number of children in Summer kindergarten groups **School participation and attendance:** ▪ …	- Information (reports) provided by school managers at the end of the first semester and at the end of the school year – submitted to Education Inspectorates - Summaries of the Progress / final reports for the projects implementation, provided by the implementing organizations (ministries, county councils, NGOs, municipalities, etc.)	(Assumptions /factors outside action's management's control that may impact on the direct result-specific objective linkage)

				Conditions required for
				Assumptions (activity-result linkage)

DR	**Inclusive School environment:** DR-VIII.5.1-A1.1. **(31)** Concrete Results from effective measures supporting desegregation and prohibit ethnic segregation in schools - **(RD,E, IV.1.)** DR-VIII.5.2-A1.1. **(RD,E, II.2.3.7.)** Number ?? of hired School mediators DR-VIII.5.3-A1.1. **(32)** -**(RD,E, IV.4.2.2.)** At least 800 non-Roma teachers per year involved in training programmes in cultural diversity DR-VIII.5.4-A1.1. Number of training modules created by the end of the Roma Decade will be minimum … DR-VIII.5.4-A1.2. **(33)** Updated school curriculum; DR-VIII.5.4-A1.3. **(33)** Discrimination prevention issues included in education plans **Promotion of Roma culture at school:** …	**Inclusive School environment:** ▪ Number of "de facto" segregated schools where Roma are integrated ▪ number of desegregated classes / schools ▪ Number of training programmes for additional qualification of teachers ▪ Number of training modules created ▪ Number of teachers trained	Project Data presented by the institutions implementing the projects - Information (reports) provided by school managers at the end of the First semester and at the end of the school year – submitted to Education Inspectorates	
Activi-ties	Measures, key activities, tasks that need to be undertaken in order to produce / deliver the expected direct results	**Means, required to implement these measures Responsible institutions: Presented according to the type / level of responsibilities: implementing institutions, subcontractors, partners** **Making the distinction between:** **Column 1: Foreseen under current Strategy documents** **Column 2: Necessary & possible partners to involve**	<u>**Costs of the measures** What are the approximate costs of the measure? Expected / planned sources of funding</u>	<u>**Conditions required for**</u>
A	**VIII. Education** **Early education participation:** A-VIII.1.1-A1. Measures and activities for setting up the new forms for preschool education – changes in regulation (central / local), construction and hiring additional staff, etc. A-VIII.1.2-A1. **(RD,E, I.1.2.)** Enrolment in priority by parents request of Roma children (under 7) in early education and intervention services by providing them food, healthcare and assistance for free (nurseries, early education groups and multi-functional day-care centres).	<u>**Foreseen under current Strategy documents**</u> — (RD,E, I.1.2.) MERY <u>**Necessary & possible partners to involve**</u>	(RD,E, I.1.2.)– 2.205.000 USD /per year and MERY budget and SIP	<u>**Assumptions** (activity-result linkage)</u>

A		Foreseen under current Strategy documents	Necessary & possible partners to involve
	A-VIII.1.2-A2. (RD, E, I.1.3-4.) Creation of bilingual kindergartens with: Romanian / Romani language, Hungarian /Romani language and Romani as mother language in the communities with at least 10 requests are registered.	RD,E, I.1.1.3-4.)	
	A-VIII.1.2-A3. (RD,E, I.1.1.5.) Enrolment of Roma children (by parents request) from rural and poor urban areas in kindergartens with extended programme and food for free	(RD,E, I.1.1.5.)	(RD,E, I.1.1.5.) 4,725,000 USD and contribution from MERY Budget and other local sources – 300 000$ per year,
	A-VIII.1.2-A4. (RD,E, I.1.1.6.) „Family Kindergarten" programme in isolated regions where 1 parent takes care of the children from 5 families maximum	(RD,E, I.1.1.6.)	(RD,E, I.1.1.6.) 630,000 USD /per year and Local resources
	A-VIII.13-A1. (RD,E, I.1.2.1.) Preschool classes for children (5 to 6/7 age) in Summer kindergartens Programme.		(RD,E, I.1.2.1.) 105..840 USD /an and Budget MERY - 25.200 USD /an
	School participation and attendance: **A-VIII.2.1-A1.** …		
	Inclusive School environment: **A-VIII.5.1-A1. (31)** (RD,E, IV.1.) Measures to support desegregation and prohibit ethnic segregation in schools – Release of Order of MERY and application in all schools	(31) MERY, Prefect Offices	
	A-VIII.5.2-A1. (RD,E, II.2.3.7.) Measures for involvement of school mediators		
	A-VIII.5.3-A1. (32) Training programmes for teachers in cultural diversity, multiculturalism, history and knowledge of other's history. (RD,E, IV.4.2.2.): Continuation of the 'Multiannual National Training Programme for non-Roma teachers working with Roma pupils'	(32) MERY, CNCD	(32) MERY budget
	A-VIII.5.4-A1. (RD, E, IV.4.2.3.) Including in the teachers training curricula chapters regarding diversity, multi-cultural, inter-cultural issues, remedial and inclusive education		
	(33) Including discrimination prevention issues in the education plan, the main curriculum and textbooks	(33) MERY, CNR, CNCR, CNCD	(33) MERY, CNCD budgets
	Promotion of Roma culture at school: …		

A.4. Annex: Structure of Final Reports of Monitoring and Evaluations

There are no universally determined formats or structures for final reports produced by the monitors or evaluators. Reports are presented in a variety of formats – they can be narrative, table format or a combination of both. Experts can follow a different structure and format in writing final reports taking into account:

i)   The type of the conducted monitoring /evaluation;

ii)   Selected monitoring and/or evaluation objectives;

iii)   Required products and results of the monitoring / evaluation;

iv)   The users of the monitoring and/or evaluation reports. The most important requirement is that the final reports should meet the needs of the principal stakeholders intended to make use of the monitoring and/or evaluation findings, conclusions and recommendations.

Still, there are components and elements of the final reports that are 'obligatory' for presenting a clear, logical, well-grounded and understandable outline of the monitoring/evaluation results. For instance, these are:

- **Executive summary** of the report, covering most important topics of the report and all key conclusions and recommendations. The Executive Summary can be circulated as a separate document.

- **Introduction** presenting the nature and the objectives of the monitoring/evaluation; the project (issue) monitored/evaluated, the experts (M&E Units, teams) who have conducted this monitoring and/or evaluation.

- **Outline of the methodology:** presentation of the selected research methods and tools for data collection and for analysis of the collected information; which project documentation has been provided to the M&E teams; information about the surveys, meetings, fieldwork carried out.

- **Description and analysis** of the findings from the monitoring / evaluation work. The structure of this part is flexible depending on the contents and on the type of the monitoring and/or evaluation. In both cases the findings are compared to relevant elements of the initial project planning.

- **Conclusions** of the monitoring/evaluation, corresponding to main findings.

- **The recommendations** can be outlined either in the beginning or at the end of the report: it is highly important to provide clear recommendations, structured by topics and by stakeholders addressed.

A.5. Annex: How to Collect Data in the Community

Preparing the visit

In order to ensure our success, the visit in the community needs to be prepared in detail.

How do we prepare the first visit?

a)   we set the objectives and the expected results;

b)   according to these, we make a list of people we need to meet;

c)   we establish the date, time, duration and the location of the first meeting, so that all the people we want to talk to are available;

d)   we explain our visit's objectives;

e)   we collect as much information as possible about the community we are going to visit;

f)   we prepare a folder with all necessary materials.

Making a contact with all key stakeholders in the community

We need to be sure that the list of people to meet during our visit in the community includes:

- the Mayor;

- the Local Roma Expert;

- the leaders of NGOs and Community Initiative Groups;

- Other Roma representatives (formal or informal leaders);

- Local counsellors (elected Roma counsellor, if there is one);

- Health and school mediators;

- The priest or the religious leader existing in the Roma community;

- The doctor or the nurse;

- The school director and teachers;

- Representatives of the municipal departments (investments, acquisition, strategy development, other).

Different methods can be used for making the initial contact with the stakeholders community: individual discussions, small group meetings or a joint session – depending on the topics of the discussion and people involved.

Methods for data collection in the community:

➤ **Walk around the locality or in the Roma community** together with 1 or 2 Roma representatives.

This gives the data collector an opportunity to see life in the community and to introduce him/her. He/she can inform the community members about the purpose of the visit and,

at the same time, he/she will have the chance to collect data, to get a grasp of the potential problems of the community.

Other methods are: observation, community map, semi-structural interview, door to door interview, distribution of informative materials, ad-hoc meetings.

➤ **Collecting official data** (from the institutions): taking into account the type of information needed, the data collector should allocate time for official data collection from relevant institutions (for example, data on education can be requested from the school, demographic data – from the Municipality, etc.)

> **TIP**
>
> Reports (monitoring, evaluation, other type) are based on summarised official data in correlation with the information gathered from the community through meetings, interviews and personal observation of the data collector.

➤ **Community map**

It is a very useful instrument when the profile of a community is being outlined. Making the community map is maybe the best method to start the process of data collection in a community.

How can the map be elaborated?

a) Step 1:

After walking around with the community representatives, an initial map of the place can be made. This map will be a simple graphic presentation - a drawing including the main streets, existing institutions and their location, the location of the Roma community, the existence or non-existence of basic infrastructure (electricity, water, sewage, gas, etc.)

b) Step 2:

From this drawing there can be extracted information regarding:

- The distance from the Roma community to local institutions and to the utilities (this indicates the degree of accessibility of Roma to services and utilities);

- The existence or lack of infrastructure in the community, the type of utilities accessible in the community and/or all of these in comparison to the rest of the locality where no Roma live;

- Do Roma live in compact communities or spread in the town?

- Where are Roma communities located – in the centre or in the outskirts of the town?
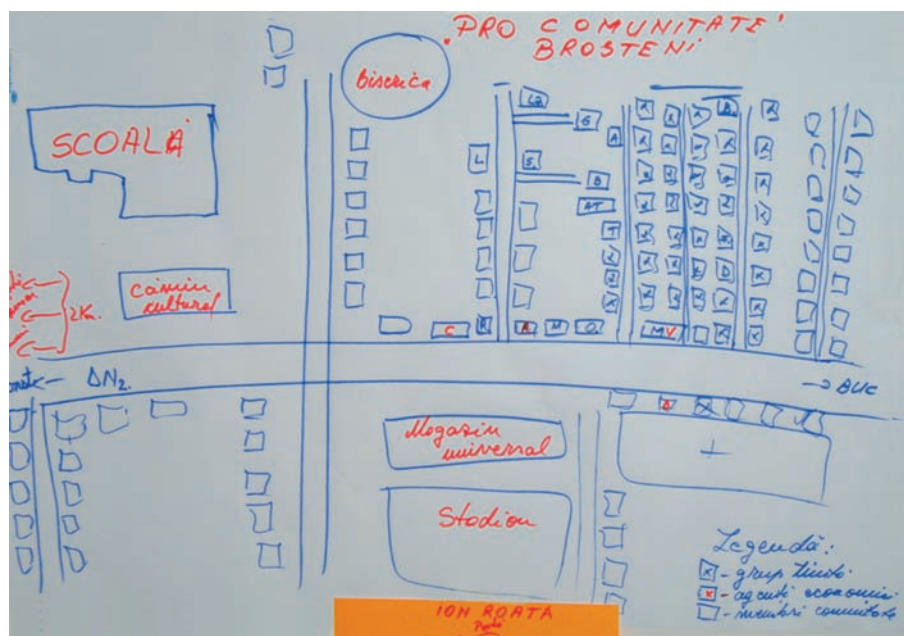
➤ **Group discussions**

The members of the community may have different opinions and they may not be ready to speak openly with outsiders or in front of other community representatives. In such a case, separate discussions can be carried out with the different smaller groups in the community (e.g. Roma, the unemployed, youngsters, mothers, students) as well as with the stakeholders (such as economic agents and local authorities, etc).

This method is relevant for obtaining information about specific opinions, perceptions, attitudes, etc.

➤ **Interviews at home or 'door-to-door'**

If we want to understand the actual mood in the community, the 'door-to-door' method is the best way to succeed. According to a brief definition, the interview at home is an individual, short discussion with a significant part of the members of the household focused mainly on gathering information about the actual mood and prevailing attitudes in the community.

Various instruments can be used for structuring the information collected (charts, tables, etc.). This method can also be used for filling in questionnaires regarding specific issues: number of persons in a household, level of education, age, level of professional qualification, etc.

TIP

During the 'door to door' interviews:

- Do not exceed 15 minutes per person;

- Ask open questions that cannot be answered by 'yes' or 'no';

- Use a simple language to make yourself easily understood by your interlocutor;

- Avoid using words that have more than one meaning.

➤ **Ad–hoc discussions**

This method is often used especially in the rural / Roma communities. Usually, when outsiders or unknown people appear in such a community, people ask themselves who they are and why they are here. It is more than enough to greet them and ask a question and many community people will gather and form an ad-hoc group for discussion.

These are open discussions and people feel free to share their opinions and needs. This method can be used to feel the 'humour' of the community, the relations between Roma and institutions, the problems perceived by the members of the community and to know the leaders identified/recognised by the community. The typical atmosphere for such meetings is easy and informal, therefore it is better for the data collector to outline beforehand the type of information needed.

This practice is also used during the monitoring visits of a specific project / programme implemented in the community.

➤ **Organising community meetings**

Community meetings can be carried out in different situations or for different purposes. Depending on the purpose of the meeting, the participants can belong to various categories of persons from the community. Often such meetings are organised during the monitoring/ evaluation visits on a specific project or programme.

The monitors/evaluators can organise:

a) meetings with the project beneficiaries;

b) meetings with the people in the community that were not direct beneficiaries of the project (for comparing collected information and shared opinions);

c) meetings with the team that implemented the project in the community;

d) meetings with local authorities;

e) joint meetings with representatives of all the categories listed above.

The data obtained during these meetings is extremely useful for assessing the project results from the point of view of all people involved, directly or indirectly.

When preparing the meeting, the data collectors have to:

- Set the purpose of the meeting and its objectives;

- Set the date, the hour and the place of the meeting;

- Set the work agenda;

- Announce the participants;

- Carry out the meeting following the agenda.

When the meeting is over, the data collectors have to summarise the obtained information elaborating detailed reports.

Section B. Templates And Formats

B.1. Format: Long Term Plan Of The M&E Network

1. **Period Planned:** 3 years {2008 – 2010}

2. **Background Information**

    • Review of the current and planned interventions focused on Roma conditions;

    • General trends and expected changes in the political / institutional environment for initiation and implementation of projects and interventions for Roma.

3. **M&E Priorities for Planned Period**

Specified priority tasks	Key Topics of Interest M&E Priority Results	The priority task is identified by …
Which are the priority measures / projects for monitoring *{List of key projects, planned for next period that will need monitoring and feedback for the providing adequate project management}* - Annual monitoring if the National Strategy - Other projects: for example in the domain of Health - …	*{Specify which are the key topics of interest for the users of the M&E System with regard to expected new programmes which will be launched, and regarding the update of the policy needed.}* Report on effectiveness and recommendations for improvement of the National Strategy implementation mechanism - Estimated update of the National Strategy – middle of the 2nd year	WGPPR, NAR MPH
Which are the priority measures / projects for evaluation {List of policies, projects, specific topics, programme approaches to be assessed} - Impact Evaluation of the Mainstream early education programme	{List of evaluation reports, findings, recommendations, etc.}	MERY, NAR, BJR

Priority domains and status indicators for baseline data collection - Housing: Number of Roma communities - …	{List of priority data required from the M&E System in line with the general agenda for updating policies and launching new programmes.}	

4. Optional M&E Activities for the next 3 years

M&E Activities	Activities description (Specify which are the obligatory or optional activities)	Key M&E Results and Products	Timeframe			M&E Units involved
			Year 1	**Year 2**	**Year 3**	Inputs from partners needed
M&E Activities Corresponding to the identified priority tasks						
Monitoring						
Evaluations						
Data collection						
Other Activities						
Update of M&E Tools						
Capacity building of the M&E teams						
Other…						

5. Assumptions and Risks. Expected difficulties and possible solutions.

B.2. Format: General Annual Plan Of The M&E Network

Year: ………..

1. Background Information

- Review of the current situation;

- Summary information about the consultations carried out in preparation for the M&E planning

- Recent / expected changes in the political / institutional environment for initiation and implementation of projects and interventions for Roma;

2. Annual Priorities for M&E during the Year ….. :

(*More detailed than in the Long-term plan and focused on planned period*)

Priority tasks	Activity objectives	Priority M&E results /products	To be used by… for… (*Designed for the following users of the product*)
List the key M&E tasks identified as a priority for the planned year (grouped by activity types)	Specify M&E objectives for each identified priority task for the planned period	Specify the priority final M&E results and products for the planned period	Identify who needs this M&E product: List of institutions (department or persons if applicable) that will use the products, specifying the purpose (such as update of the policy measure X; management of the project Y, etc.)
Monitoring of the National Strategy with a special focus on … {domains, problem issues}			
Impact evaluation of the educational project, completed in April			
Priority indicators for baseline data collection are: Poverty levels Health insurances			

3. Operational Outline of Planned Activities of the M&E Network

No	Activity	Final M&E Result / Product	Timeframe Deadlines	Coordinator	M&E Units involved	Partners involved	Resources needed
EXPLANATION OF THE COLUMN CONTENTS	Name of the activity such as: monitoring of project X, survey of poverty levels in Roma communities, etc. (Include the exact name and ref. number of the projects selected for monitoring or evaluation.) **Activity description:** Short description of each activity with details about the phases, steps and sub activities for implementation (such as preparation, field work, communicating M&E results, etc.) Specified selected methods and tools (where applicable)	Clarify the purpose of the activity and the type of the M&E product (report, list of recommendations, analysis or table with data) Notes on the format of the document, product (more detailed explanation can be included separately)	Estimated duration of activity; Period of implementation (in which months it will be implemented) Deadline for delivering the final products	Responsible person from the Central M&E Unit;	Which M&E Units will implement the activity	Specify the institutions involved; Input of stakeholders needed	Human resources, Equipment Include estimated amount for each activity in the financial plan of the M&E System
Main M&E Activities							
1. Data collection activities							
2. Monitoring activities							
2.2.	Monitoring of the National Strategy	Final Monitoring report on the National Strategy progress	May – September Deadline for the Final Report – 30 Sept.	Person			
2.2.1.	Preparation – • detailed planning of the monitoring, • identification of monitoring questions		April-May	Person	Central M&E Unit		
2.2.2.	Review of the implementation of the measures	Collected information about…	May - June	Person	Central M&E Unit	Institutions providing Information	
2.2.5.	Fieldwork	Feedback from beneficiaries…	June - July	Persons	County M&E Units: Alba, Arad	Local partners and networks	

	Direct Monitoring of Measure No 26 (Health project) from the National Strategy, implemented by …	Monitoring report on the measure No 26	May – August Deadline for the Final Report – 31 August	Person	Central Unit' County M&E Units in Counties A., D., and P.	APH, MPH Health mediators
2.3.						
3. Evaluation activities						
4. Other M&E activities (Include here other specific tasks, update of M&E tools,)						
Supporting Activities						
Establishment / enlargement of partnerships, national and local networks, support from the stakeholders						
Tender Procedures						
Capacity building of M&E teams						
Other supporting or administrative activities (add what considered necessary)						

4. Explanatory Notes Including:

- Detailed explanation of some activities (when necessary)

- Clarifications on estimated M&E results and products with regard to the contents, format of the reports, etc.

5. Annual Financial Plan – Budgeting M&E Activities of the M&E Network

The financial planning will follow the accepted models of the administrative system of NAR and institutions involved – specifying the human resources involved – teams and external experts, costs for surveys, operational costs, etc.

6. Assumptions and Risks. Expected Difficulties and Possible Solutions

B.3. Format: Annual Action Plan Of A M&E Unit

M&E Unit: ……………………..

Year: ……………

1. Summary of the Annual Priorities for M&E during Year ….., specified in the General Annual Plan of the M&E Network

- list already identified Annual M&E Priorities of the M&E network relying to the tasks of this M&E Unit (from Format B.2)

- list already identified key M&E objectives for the planned period (from Format B.2.)

2. Identified Local M&E Priorities (if applicable)

3. Summary of the M&E Tasks for the Year.

In addition, it is possible here to include more detailed explanation of some activities (when necessary) and clarifications of estimated M&E results and products with regard to the contents, format of the reports, etc.

4. Allocated Resources for the Activities of the M&E Unit

(Reference to the Financial Plan of the M&E Network)

5. Operational Outline of Planned Activities of the M&E Unit ....:

No	No and Name of the Activity	Activities: Description of activities assigned to this M&E Unit	M&E Result / Product delivered by this M&E Unit	The result is designed for…	Timeframe Deadlines	Coordinator from this M&E Unit	Partners involved	Resources needed for the M&E Unit
EXPLANATION OF THE COLUMN CONTENTS	Name of the activity corresponding to the General Annual plan of the M&E network. (Specify the work phase for involvement of the M&E Unit)	Description of each activity with details about the steps and sub activities for implementation (such as preparation, field visits, analysis of data, report writing, etc.) Specified selected methods and tools (where applicable)	Make a Distinction between interim and final results Clarify the purpose of the activity and the type of the M&E product (report, analysis or data) Notes on the format	Specify who will receive the product: • List of institutions for the final products • Other M&E Unit for the interim results, products	Estimated duration of activity; Period of implementation Deadline for delivering the products	Responsible person from this M&E Unit;	Specify the institutions involved; Input of stakeholders needed Estimated input from Informal Local Networks	Include estimated amount in the General financial plan for the activities of this M&E Unit
Main M&E Activities of the M&E Unit								
1. Data collection activities								
2. Monitoring activities								
2.2.	Monitoring of the National Strategy 2nd Phase							
2.2.1.								
2.2.2.1.	Preparation for the Reviewing of the implementation of the measures in the County	Collected data from county institutions			May – June	Person	Prefecture, Local Council…	
2.2.2.2.	Review of the implementation of the measures in the County	Review Report	For the Central M&E Unit		30 June	Person		
3. Evaluation activities								

4. Other M&E activities (Include here other specific tasks, update of M&E tools,)

Supporting Activities of the M&E Unit						
Establishment / enlargement of partnerships, national and local networks, support from the stakeholders						
Tender Procedures (applicable for the Central M&E Unit only)						
Capacity building of M&E teams						
Other supporting or administrative activities (add what considered necessary)						

6. Assumptions and Risks. Expected Difficulties and Possible Solutions

7. Detailed Timeline Table

No	Activity	Timeline of Activities												Responsible person
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	
	The number and the name of the activity are corresponding to the Table above													

B.4. Sample: List Of Stakeholders

Local Level	County level	Regional level	National level
Local administration Mayor, deputy-mayor or secretary	Prefecture Prefect, deputy prefect (chairperson of the MWG)	Agency for Regional Development	Ministries, agencies and authorities responsible for the National Strategy
	MWG		WGPPR
Local Roma Experts	BJR (Roma expert)	Regional offices of NAR	NAR
Local Council and the Local Councillors	County Council		MPs
	The institutions involved in the MWG		MCR
	County Commission for Social Inclusion		NCSI, SUI
NGOs and Initiative Groups in Roma communities	NGOs	NGOs	Civil society
Informal Roma leaders	Roma leaders		Roma leaders
Medical dispensary, family doctor, medical assistant			Other ministries and agencies
School, the school director, teachers	County School Inspectorate		
School, health and social mediators, community assistants			Implementers of pro-Roma projects at national level
	County structures of the National Statistics Institute, other		National Statistics Institute, other research organizations
The Church, Priests			

The stakeholders can have different roles in the M&E process, such as:

- Partner
- Supporter
- Provider of resources (human, logistics, information, expertise, conference rooms, etc).

A detailed analysis of the stakeholders is needed for defining their role and potential contribution to the M&E process. (See Template B.5)

B.5. Template: Table For Stakeholders Analysis

M&E Unit: ………………………..

No	Stakeholder	Level of involvement	Role in M&E	Contribution to M&E	Type of motivation	Type of document for involving
1	Municipality of Arad	• county • municipal	Resource institution	Provider for Roma Baseline Data	They need also this data for future projects	Signed agreement
2						
3						
4						
5						

B.6. Template: Contact List of Participants in Local Networks

County: ……………………

Person: …………………….. (Responsible for this Local Network in the M&E Unit)

No	Name	Position Occupation /profession	Contact details Address, locality of residence, phone, e-mail	Possible inputs to data collection	Assumed responsibilities in the local network[10]	Remarks[11]
1						
2						
3						
4						
5						

B.7. Template: Summary Table – List of Projects and Measures

No	Completed by the M&E Unit:		Summary list of pro-Roma Measures, Projects, Programmes and Interventions				
	Project Title	Title of the policy measure (if the project is part of such a measure / programme)	Implementing authority	Sources of funding	Project domain	Project scope: national / regional projects; location of local projects	Project Duration (No of months and the dates of the project)
1							
2							
3							
4							
5							
6							

B.8. Template: Project Information Sheet

A) General Information

Project Title	
Title of the policy measure	Filled in, if a local project is part of a national-wide or regional programme/measure
Implementing authority	
Partners	
Sources of funding	Name of donor organization, budget line; amount of funding (if applicable)
Project domain	Such as education, health, community development, etc. and/or integrated projects
Project scope	Nation-wide, regional, local projects

Project Location	Locality of project implementation
Project duration	Duration of the project (number of months), start up & closing dates

B) Project Planning (Project Synopsis Outline)

Project Objectives	Overall goal and specific objectives
Target Groups	Project target groups, estimated direct / indirect project beneficiaries
Planned Key project activities	
Expected results and effects	
Indicators for the project	Qualitative and quantitative indicators, specified in the project documents
Sustainability	Expectations about sustainability & follow up activities after the project completion

C) Implementation data on the progress of the project

	Specify the date / Stage of the project implementation the data refers to		
	Stage of implementation 1 …………..	**Stage of implementation 2 ……………**	
Achieved Project Objectives			
Reached target groups			
Implemented project activities			
Achieved results and effects of the project			
Indicators for the project			
Sustainability (activities for sustainability of the project)			

D) References:

List the attached copies or extracts of the project documentation if available (such as project application documents, Logframe, project progress and/or final reports, data on project beneficiaries).

- For Printed documents: **List the names of the documents:**

- For Electronic documents: **List the names of the documents:**

E) Comments:

B.9. Sample: Schedule for Data Collection on Specific Indicators or Issues

Level	Institution	Type of Data	Timeline	Responsible
Central	MERY	Measures/programs/projects Ex: 1. Mainstream measure – 'Money for high school' 2. Program – 'Access to Education for disadvantaged Groups'	Six month (depending on the timeline of the measures/program/project)	X.
		Information on education at national level	Once a year	Y
		- Enrolment rate	November	
		- Rate of drop out	July	
		-Number of schools with school mediator	October	
		- Average school grades	July	
County	ISJ Alba	Measure/program/project Ex. 1. Roma pupils beneficiaries – 435 2. Project – 'Together for quality Education'	Six months	Inspector for programs
		Information on education at county level	Once a year	ISJ-Inspector for Roma/ minorities School managers
		- Enrolment rate	November	
		-Number of schools with school mediator	October	
		- Average school grades	July	
		- Number of Romani Language teachers	October	
		- Number of ‚Second Chance' classes	November	
		- Rate of school drop-outs	July	

B.10. Format: Sources for Data Collection

M&E Unit: County M&E Unit Suceava

Data Collection Period: January – March 2008

No.	Type of Data / Information	Source of information	Methods used for data collection
1	Number of Roma students from Suceava enrolled in 'second chance' classes	- School County Inspectorate - Schools (school mediators, students and teachers)	- interviews - visits in the communities - official records of the schools and of the School County Inspectorate Suceava
2			
3			
4			
5			
6			
7			
8			

B.11. Template: List of the Roma Communities in the County

County: IAŞI

a) List of the Roma Communities in Urban Areas

No	Town	Name of the Roma Community	Location (Describe the location of the Roma community choosing the appropriate type)			Approximate number of		Completed Profile of this Roma Community Yes / No
			Detached Roma area (Specify: in which part of the town is the area: centre, inside, at the outskirts, outside the town)	Street in the town (Specify: in which part of the town is the street, i.e. centre, outskirts, etc.)	Mixed area Specify: (1) Most of the people are Roma; (2) Most of people are Romanians or others; (3) Approx. equal (Roma and non-Roma people)	Roma people	Roma households	
1	Iaşi	Păcureţ	-	-	1	1340	114	no
2	Iaşi	Şes-Bahlui	outskirts	-	-	568	88	no
3	Tg. Frumos	Tg. Frumos	-	outskirts	-	900	87	yes
4								
5								

b) List of the Roma Communities in Rural Areas

No	Name of the Commune	Name of the village	Name of the Roma community	Location (Describe the location of the Roma community choosing the appropriate type)				Approximate number of		Completed Profile of this Roma community Yes / No
				Roma village (Specify the distance to the commune centre)	Area in the village (Specify: in which part of the village is the street, i.e. centre, outskirts, etc.)	A street in the village (Specify: in which part of the village is the street, i.e. centre, outskirts, etc.)	Mixed area (Specify: (1) Most people are Roma; (2) Most people are Romanians or others; (3) Approx. equal)	Roma people	Roma households	
1										
2										
3										
4										
5										
6										

B.12. Template: Door-To-Door Data Collection

Sheet for collecting data used by the individual data collectors

County: ....

Town / Commune ....   Name of the Village (if applicable) ....

Name of the Roma Community ....

Name of the data collector ....   Period of data collection ....

No	Address / Location of the house / household	Total people		Age groups in the household									Kindergarten / School attendance Number of children attending educational forms				Remarks of the data collector
		M	F	0-6	7-11	12-15	16-18	19-30	31-45	46-60	61-	0-6	7-11	12-15	16-18	
1																	
2																	
3																	
4																	
5																	
TOTAL																	

B.13. Template: Summary Of Door-To-Door Collected Data

County: ....

Period of data collection: ....

Sheet for summarizing the collected data for the Roma communities in the County

No	Name of the Roma community Town / Commune (Village)	Number of households	Total Roma people		Age groups in each Roma community								Kindergarten / School attendance Number of children attending educational forms				Name of the data collector
			M	F	0-6	7-11	12-15	16-18	19-30	31-45	46-60	61-	0-6	7-11	12-15	16-18	
1																	
2																	
3																	
4																	
5																	
TOTAL																	

B.14. Format: Profile of the Roma Community

PROFILE OF COMMUNITY ....

Date completed: ....

M&E Unit: ....

County	Municipality / Locality	Community

I. General data about the locality (town, village)

1. Total number of population

2. Total number of households

3. Population breakdown by gender   Male   Female

4. Population breakdown by age:

Age groups	Number
below 7	
7 - 15	
15 – 18	
18 – 30	
30 – 45	
45 – 60	
over 60	
TOTAL	

5. Breakdown of the population by level of education:

Level of education	Number
illiterate	
Primary education	
Secondary education	
Post compulsory secondary education	
University education	
Post-university studies	
TOTAL	

6. Breakdown of the population by religion:

Religion	Number
Orthodox	
Catholics	
Neo-protestants	
other	

7. Breakdown of the population by ethnicity:

Ethnicity	Number
Romanians	
Roma	
Hungarians	
Other	

8. Existing institutions in the town / village

List:

9. NGOs

List:

10. Economic structures and business organisations:

List

11. List of educational institutions in the locality

Type	Number and names
Kindergartens and pre-school education	
Primary schools	
Secondary schools	
Lyceums	
University	
TOTAL	

12. Cultural institutions and organisations in the locality:

List

II. DATA ABOUT THE ROMA COMMUNITY

1. Number of Roma according to the Census (2002) [ ]

2. Number of Roma according to Roma leaders [ ]

3. Number of households in the community [ ]

4. Roma Population breakdown by gender Male [ ] Female [ ]

5. Roma Population breakdown in the community by age:

Age groups	Number
below 7	
7 – 11	
12 - 15	
16 – 18	
19 – 30	
31 – 45	
46 – 60	
over 60	
TOTAL	

6. Breakdown of the adult Roma population (over 18) by level of education:

Level of education	Number
illiterate	
Primary education	
Secondary education	
Post compulsory secondary education	
University education	
Post-university studies	
TOTAL	

7. Breakdown of Roma population in the community by religion:

Religion	Number
Orthodox	
Catholics	
Neo-protestants	
other	

8. School participation of Roma children and youth (below 18):

Age group	Number of Roma children	How many of them attend school or other form of education NR:
0-6		
7 – 11		
12 – 15		
16 – 18		
	Total:	Total number of children attending school or other form of education:

9. Existing institutions in the Roma community

List:

10. Roma working in county or local institutions:

Institution	Position

11. Roma NGOs in the locality:

List:

12. Community map: (See Annex A.5)

13. Description of the most important problems of the community:

```



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14. Other comments and observations:

```



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B.15. Template: Monitoring Information Project Sheet

Clarification: The Monitoring Information Project Sheet for a particular project is based on the Project Information Sheet. Additional information is required for the needs of the monitoring activities.

I. Outline of the Monitoring Tasks

Include information about the monitoring task as specified during the planning:

•   Objectives of this monitoring

•   Identified list of monitoring questions

•   Planned monitoring products and results (type of reports, recommendations, etc.)

•   Period of the monitoring and deadlines for the final products

II. Basic Data about the Monitored Project

A) General Information (Take the data from the Project Information Sheet)

Project Title	
Title of the policy measure	Filled in, if a local project is part of a national-wide or regional programme/measure
Implementing authority	
Partners	
Sources of funding	Name of donor organization, budget line; amount of funding (if applicable)

Project domain	Such as education, health, community development, etc. and/or integrated projects
Project scope	Nation-wide, regional, local projects
Project Location	Locality of project implementation
Project duration	Duration of the project (number of months), start up & closing dates

B) Project Planning (Take the data from the Project Information Sheet)

Project Objectives	Overall goal and specific objectives
Target Groups	Project target groups, estimated direct / indirect project beneficiaries
Planned Key project activities	For the entire duration of the project
Expected results and effects	For the entire duration of the project
Indicators for the project	Qualitative and quantitative indicators, specified in the project documents
Sustainability	Expectations about sustainability & follow on activities after the project completion

III. Collected Data about the Project Implementation

C) Implementation data on the progress of the project

	Comparing the planning and actual implementation at the moment of the monitoring		
	Initial Project Planning with regard to the stage of project implementation when the monitoring is carried out	**Reported Data on Project Progress** According to the reports / information presented by the implementing authority	**Verified Data on the Project Progress** According to the data collected directly from the field (indicate methods, sources of data)
Project Objectives	Planned	Level of achievement	Level of achievement
Target Groups Target beneficiaries	Planned / project timeline	Reached	Reached
Implemented project activities	Planned / project timeline	On-going / Completed	On-going / Completed

Direct results, products and services	Planned	Reached / Delivered	Reached / Delivered
Indicators for the project	According to project timeline	Reached	Reached
Level of involvement of the target groups	Estimated	Reached	Reached
Level of involvement of the partners in the project	Estimated	Actual	Actual

D) References:

List the collected project documentation (attached copies or extracts of the project documents such as project application, Logframe, project progress and/or final reports, data on project beneficiaries, etc.)

- For Printed documents: **List the names of the documents:**

- For Electronic documents: **List the Filenames and the path:**

E) Comments:

- Initial findings
- Other

B16. Useful Links and Contact Data

WEB PAGE OF PHARE PROJECT 'Strengthening Capacity and Partnership Building to Improve Roma Condition and Perception'	www.sper.org.ro
AGENCY FOR COMMUNITY DEVELOPMENT "ÎMPREUNĂ"	www.agentiaimpreuna.ro
DECADE OF ROMA INCLUSION	www.romadecade.org
FOUNDATION FOR CIVIL SOCIETY DEVELOPMENT	www.fdsc.ro
GENERAL SECRETARIAT OF THE GOVERNMENT	www.sgg.ro
MINISTRY OF LABOUR, THE FAMILIES AND EQUAL OPPORTUNITIES	www.mmssf.ro
NATIONAL AGENCY FOR ROMA	www.anr.ro
NATIONAL COUNCIL FOR COMBATING DIS-CRIMINTION	www.cncd.org.ro
OPEN SOCIETY INSTITUTE	www.soros.org
PACT FOUNDATION	www.fundatiapact.ro
RESOURCE CENTRE FOR ROMA COMMUNITIES	www.romacenter.ro
RESOURCE CENTRE FOR ETHNOCULTURAL DIVER-SITY	www.edrc.ro
ROMA CENTRE FOR SOCIAL INTERVENTIONS AND RESEARCH	www.romanicriss.org
ROMA EDUCATION FUND	www.romaeducationfund.hu
ROMANIAN GOVERNMENT	www.gov.ro
ROMANIAN SOCIAL DEVELOPMENT FUND	www.frds.ro
WORLD BANK	www.worldbank.org

Monitoring and Evaluation System

For Interventions Focused On Roma In Romania

human
dynamics
public sector consulting

Hilfswerk Austria

'Împreună' Agency
for Community Development

Business & Strategies
in Europe S.A.

EUROPEAN CENTRE
FOR
MINORITY ISSUES

European Centre for Minority Issues

ROMANI CRISS

Roma Center
for Social Intervention
and Studies