



Monitoring & Evaluation Efforts: How do they influence resource allocation?

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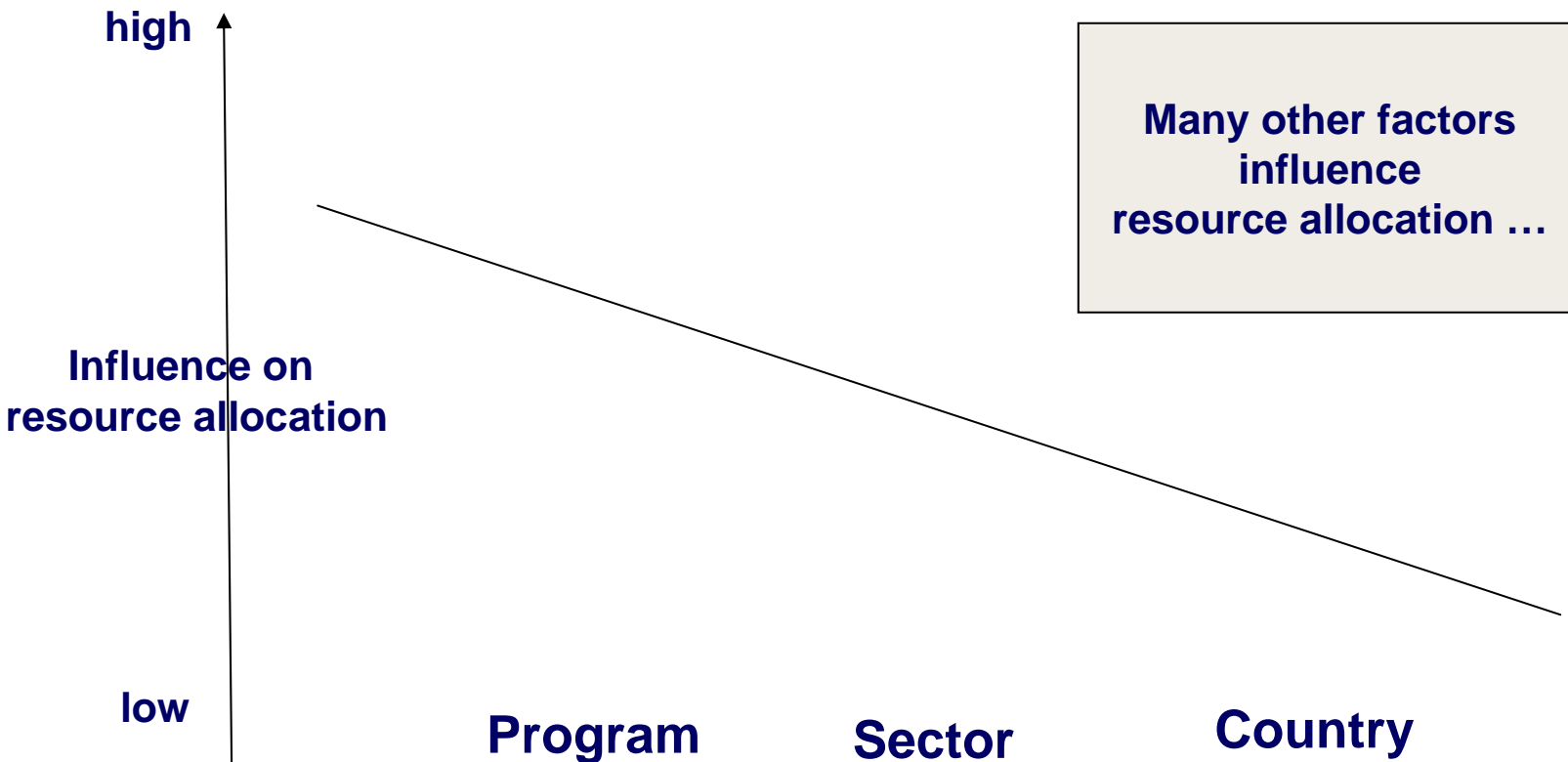


Content

- **Hypothesis**
- **How does GTZ monitor and evaluate?**
- **How does Monitoring and Evaluation influence resource allocation in GTZ's work?**
- **What are the challenges for M&E and resource allocation?**



The highest influence of GTZ's M&E on resource allocation is at program level





Objectives of GTZ's Monitoring and Evaluation

- **Accountability**
towards contracting body (i.e. BMZ) and the public (tax payers)
- **Management, Decision taking**
of individual projects or the whole portfolio
- **Learning**
as project team and as an organisation

Purposes: Improving quality of results and impacts



Clarification on terms

Monitoring and Evaluation: In what way are they different?

Monitoring

- Systematic and continuous observation of a process with regard to results and impacts

Evaluation

- At a certain point in project cycle - description, analysis and assessment of a process or organisation, results and impact

→ *Monitoring data are an important basis for evaluations*



M&E – Organisation and Instruments

Self-Evaluation

managed by operational departments

Project Progress Review (PPR)
(at the end of each project phase)

Independent Evaluation

managed by independent Evaluation Unit

Interim Evaluations
(2. phase and min. 2 years continuation)

Final Evaluation
(6 months, before or after project completion)

Ex-post-Evaluation
(2 - 5 years after completion)

External Evaluation

managed by external institutions; i.e. ministry

Evaluation by BMZ (ZEP)

Assessment by auditing firms on behalf of BMZ

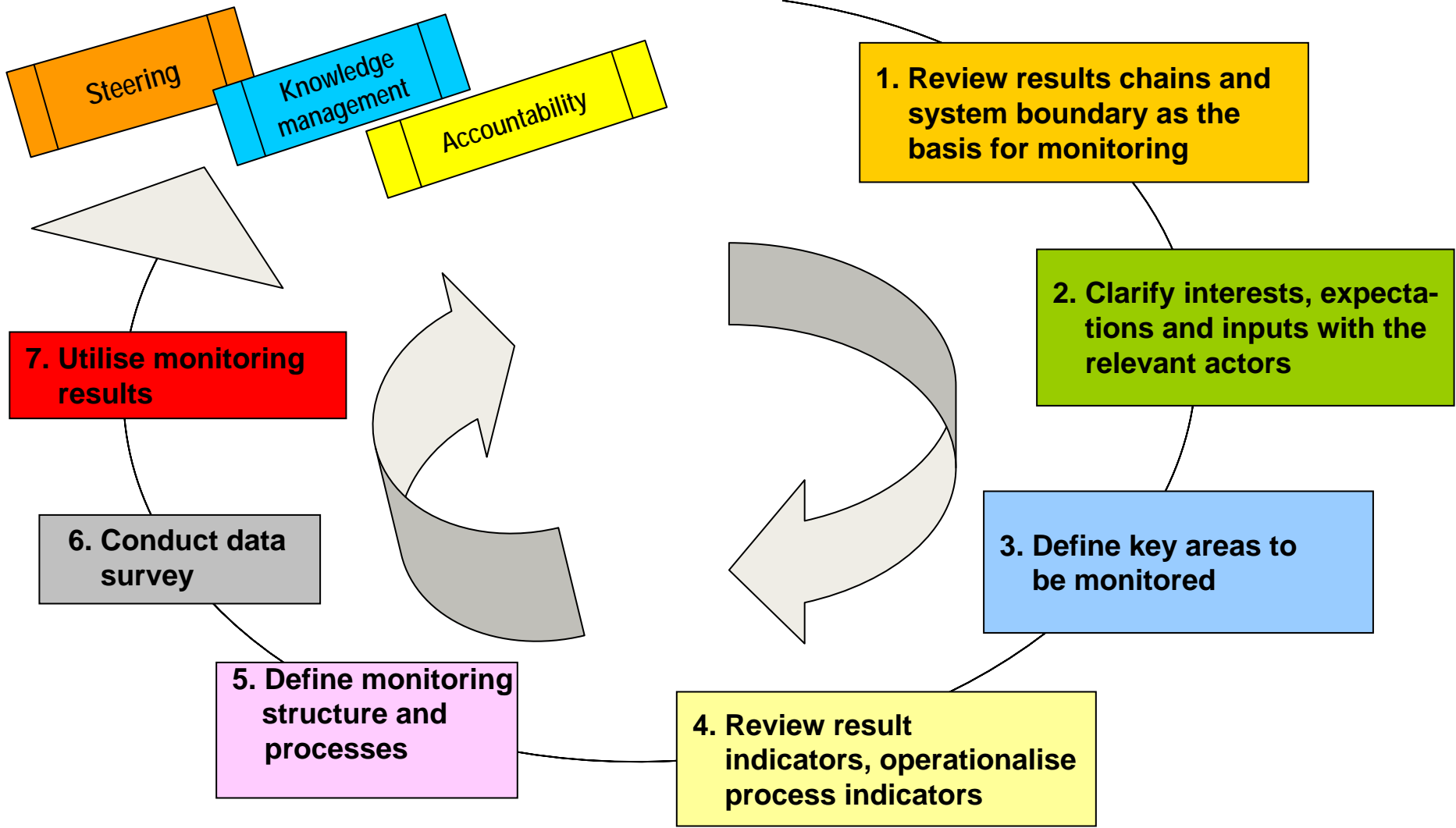
Assessment by German Federal Court of Auditors



**Results Oriented Monitoring
in every project / programme**



7 Steps to establish Results-based Monitoring





How do evaluations influence learning and resource allocation in GTZ?

1. Related to the project:

- A systematic follow up of the implementation of the evaluation results and recommendations

2. Related to other projects and departments in GTZ (instruments):

- Meta-evaluations constitute an important basis for learning
- Evaluation results are an integral part of GTZ sectoral network conferences
- Evaluation results are systematically considered for development of GTZ-products
- Lessons learnt from evaluation will be discussed in GTZ Body for the Approval of Project Concepts



Challenges for GTZ M&E and Resource Allocation

- Create a learning culture within GTZ as well as Partner Organisation (learning from failure)
- Implement or further develop more systematic Impact Monitoring Systems with our Partners
- Assess impact (quantitative and qualitative)
- Assess efficiency



Thank you very much for your attention!