



Experiences of GIZ with the DCED Standard in BMZ-funded Projects

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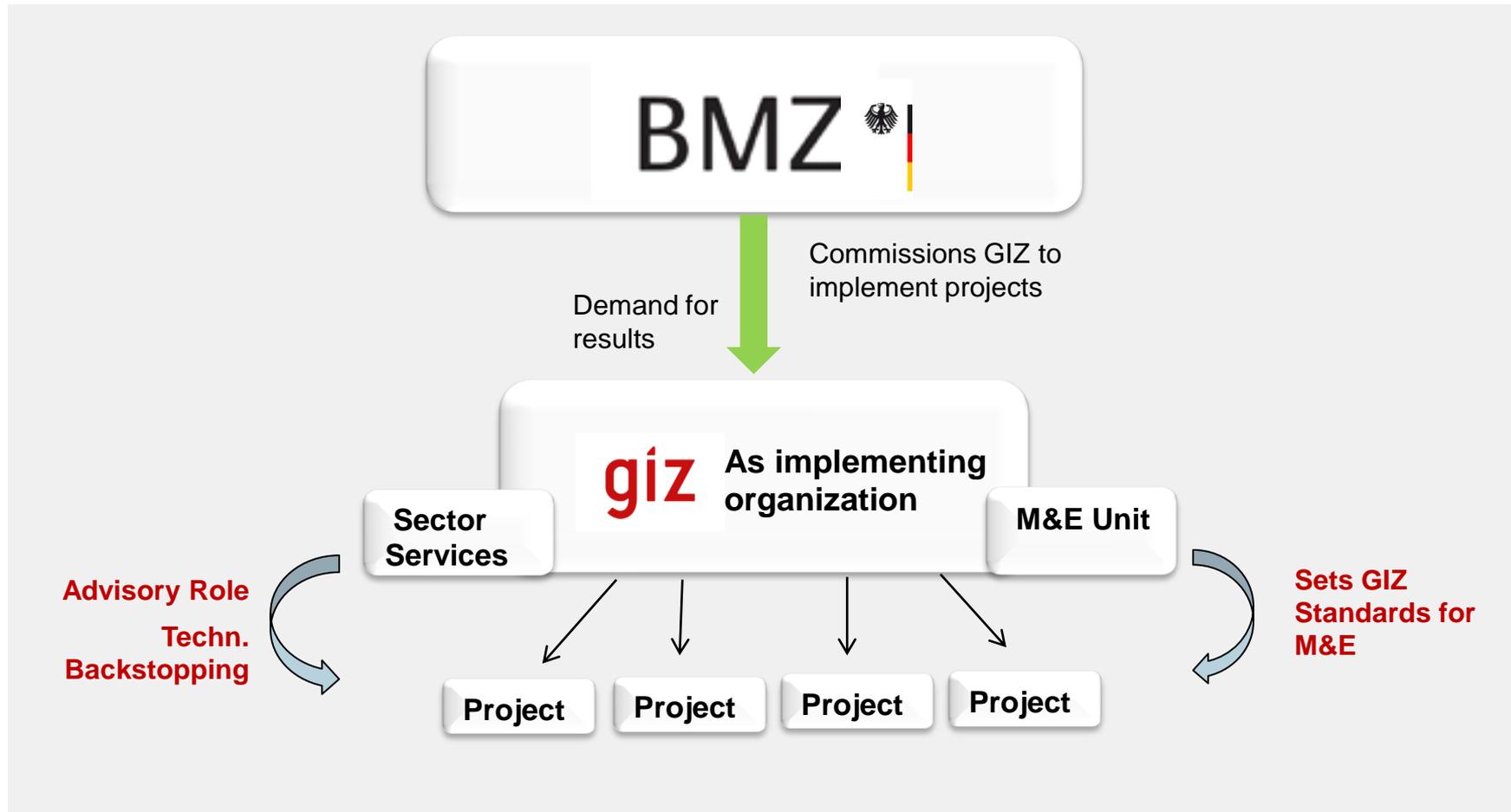
Overview

1. Background: The demand for results
2. How has GIZ used the DCED Standard in its work?
3. Current developments within GIZ's M&E work
4. The way forward with the Standard



1.

Background: Institutional Set-up





1.

Background: The demand for results

- History of strong results orientation of BMZ:
 - Project proposals based on results to be achieved – not outputs; reporting on results
- Political focus on effectiveness: Independent Evaluation Institute founded
- International development agenda (Busan, Post-Busan) puts aid-effectiveness to the fore





1. Background: The demand for results

- GIZ translates political orientations into internal guidelines on monitoring & evaluation
- GIZ faced with increased political pressure
 - to show contribution of German technical cooperation projects to overarching development results
 - to report on results with facts and figures that can be used for communication
 - to be in a position to explain: Which approaches work, which don't?
- Independent evaluation of GIZ PSD programs hinted to weaknesses in monitoring systems

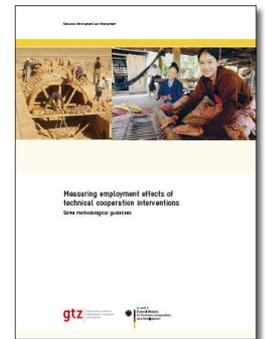




2.

How did we promote the DCED Standard and good practices in monitoring?

- Communication on Standard started in 2009 – encouraging German DC projects to use **Standard as benchmark**
- Systematic **information** on Standard at technical meetings, workshops & conferences
- **M&E trainings** for GIZ staff along DCED Standard (~90 HQ and project staff trained)
- Web-Based **M&E Toolkit** along DCED Standard with guidelines and good practices
- **Advisory services** to support set-up of M&E systems
- Development of **methodological guidelines**, e.g. on measuring employment effects
- **Field based initiative** of projects in MENA region to benchmark monitoring system against the Standard





2. Value added of DCED Standard

Communication-wise

- Due to large overlap between DCED Standard and GIZ/BMZ requirements, Standard supported very much internal processes to improve monitoring systems
- DCED Standard as int'l Standard provides legitimacy/ adds authority both towards own staff and partners

Content-wise

- Provides very practical orientation to projects
- DCED Standard asks to systematically monitor up to the impact/ target group level – often neglected in GIZ projects in the past
- Puts more focus on attribution in project monitoring system
- Draws attention to capturing wider changes/ systemic effects and systematically mapping them



2. Comparison DCED Standard – GIZ Guidelines

- ✓ 1. Articulate **Results chain**
- ✓ 2. Define **indicators** for each step in the results chain
- ✓ 3. **Measure changes** in indicators
- ➔ 4. **Attribute** those changes to the program
- ➔ 5. Capturing **wider change** in the system or market
- ✓ 6. Relating impacts to **programme costs**
- ✓ 7. **Report** on results
- ✓ 8. Manage the **results measurement system**



2.

Voices from GIZ project staff on the Standard

- *“The fact that the Standard is an internationally agreed framework implemented also by other donors motivated our staff members further to engage in the monitoring work.”*
- *“The work on the Standard has brought us to formulate Results Chains per intervention, to review them regularly and to use them as a strategic planning tool. This has made the results chains a very efficient management tool in our project.”*
(Kirsten Schüttler, GIZ Tunisia)





2.

Challenges – Open questions



- Attribution:
 - How rigorously should we deal with attribution in each and every project?
 - How to deal with attribution in projects working at policy level?

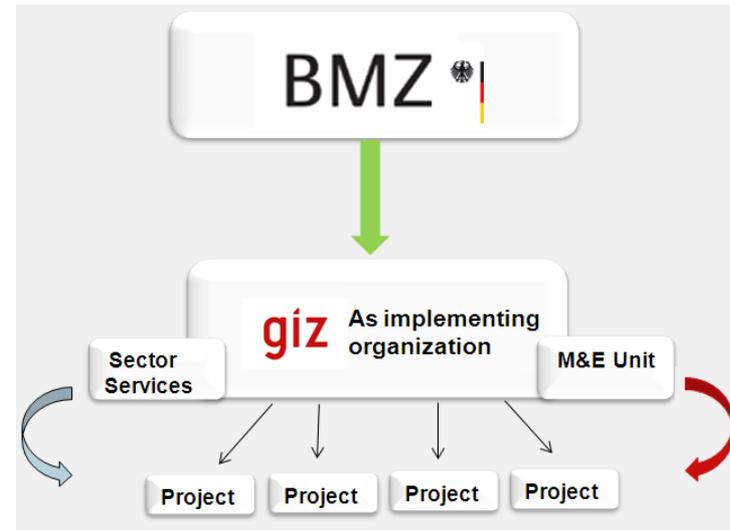
- How to involve partners in monitoring?
 - *“The Standard lacks clear guidance on ways to incorporate, adapt and build on partner systems that already exist on the ground “ (GIZ PSD Project Yemen)*



2.

Lessons learnt

- Compatibility of DCED Standard with GIZ Guidelines was pre-condition for promoting Standard
- Greatest leverage over M&E Unit – thus cooperation with M&E Unit key





3. Current developments within GIZ's M&E work ... a boost for more rigorous results orientation

- Organizational Changes:
 - Monitoring section merged with Evaluation Department and equipped with additional manpower
- Recent initiatives to strengthen monitoring systems/ results orientation within GIZ projects
 - Clearer orientation: New guidelines, revision of results chain model
 - M&E qualification concept (project staff, consultants)
 - Standardized IT-Tool
 - New requirements: more disaggregated Results Model as Annex in planning documents, reporting along Results Model



3.

Strengthening the use of Results Models in the Project Cycle



- Results model used as **tool for elaborating & discussing project strategy with partners**
- **Essential part of project proposal**
- RM used as basis for **strategic and operational planning**
- Monitoring System based on RM
- Reporting based on RM
- Cause-effect hypotheses of RC reviewed
- RM used as basis for assessing effectiveness and impact of project
- RM used to plausibly explain contribution of project to changes on impact level



3. Trend towards reporting on aggregate results

Example: Key Indicators Labour Market & TVET

- **Scale:**
 - **Trainees (initial/further training)*:** How many persons of the target group are reached by the activities of the project, e.g. persons, that benefit directly (e.g. pilot classes) or indirectly (e.g. through new curricula, examination regulations etc.) from measures?
 - **Teaching, management and consulting staff*:** How many intermediaries are reached by the activities of the project, e.g. teachers, trainers, management of TVET providers, curriculum developer, career advisors (in a specific region or a specific sector, where appropriate)?
 - **Institutions:** How many institutions are reached, e.g. schools, examination/assessment centers, centers for continuing education, career counseling agencies, employment agencies, companies providing continuing vocational training?



3.

Example: Key Indicators Labour Market & TVET

- **Employment rate***: How many persons of the target group found a job (in %)? Analysis of the net impact available?

- **Areas for reform:**
 - Legal framework
 - central vocational training institution (see BIBB)
 - capacity development of ministries, authorities
 - decentralization, centralization, structural reforms
 - associations, networks
 - cooperation with the private sector
 - financing system
 - employment services and counseling
 - vocational training and labour market research
 - OTHERS

1=very small contribution made
5=significant contribution made
0=no contribution planned

* gender differentiation



4. The way forward with the Standard

- Current developments in GIZ's M&E work lead to further coherence with Standard
- Standard as voluntary benchmark for BMZ-funded PSD projects
- Focus on improving M&E systems in PSD projects, so that
 - all of them comply with GIZ/BMZ Standards
 - selected projects fully comply with DCED requirements
- First Mock Audit in PSD project in March 2012

