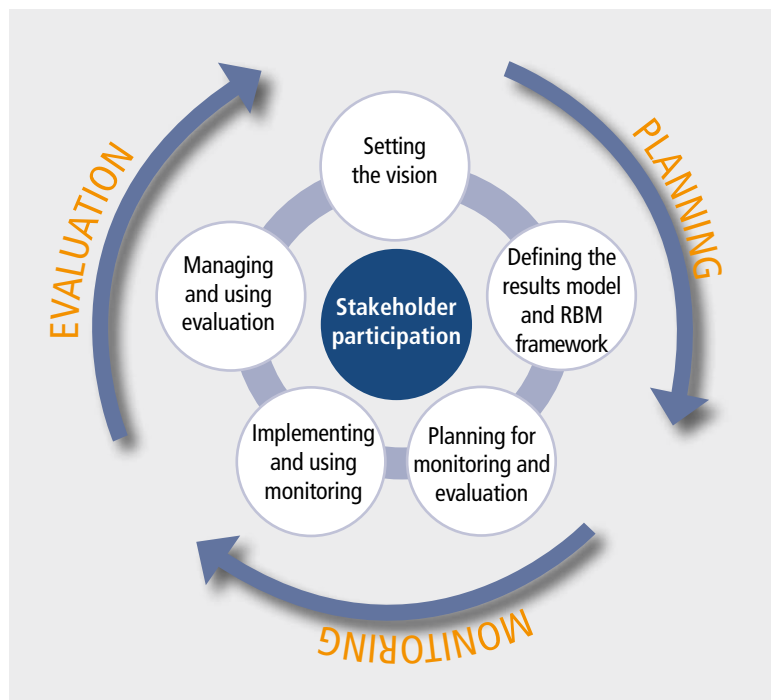




# MONITORING AND EVALUATION



Life-cycle approach of results-based monitoring

## CHALLENGES

Tightened budgets and an increasingly critical public opinion in donor and recipient countries regarding the effectiveness and efficiency of development cooperation in recent years have put policy makers and donors under pressure for results.

This pressure introduced a paradigm shift – the so called Aid Effectiveness Agenda. It refers to five principles: ownership for developing countries, alignment to partner countries' objectives and local systems, harmonization of donors' action, managing for results and mutual accountability.

Progress has been made since the Paris Declaration in 2005. But monitoring and evaluation reports on the implementation of aid effectiveness principles show that concentrating on clear results and how to measure these is still a challenge. Participatory and comprehensive monitoring and independent evaluations founded on baseline data cannot yet be taken for granted. In many fields, it is still not known what works in which context and why. On top of that, the effectiveness of capacity development interventions is generally hard to measure as it is difficult to quantify and measure this on an impact level. Establishing a culture of learning from evaluations and considering evaluation recommendations consistently in future programming is probably the most difficult part.

Building on the efforts already undertaken to achieve the best possible development results, planners and practitioners in development assistance are more than ever challenged to achieve a roll-out of result orientation in their everyday work.

## GFA CONCEPT AND SERVICES

Implementing development cooperation is GFA's core business. Therefore, managing for results is one of the five principles for aid effectiveness we are most experienced with. Learning, delivering value for money and ensuring accountability for our projects is our prime concern. Quality management and monitoring is an integral part of GFA's projects. The performance of our project teams is measured against actual results achieved.

At the same time, we provide specific monitoring and evaluation (M&E) services. For more than 15 years, GFA has been appointed by different bilateral and multilateral donors to provide M&E related expertise. Our services comprise mid-term and final evaluations of projects and programs, design and implementation of M&E systems, complex and strategic evaluations at sector or country level, and the development of M&E methodologies and tools.

GFA's strength in focusing on results is founded in a wide range of project implementation and M&E experience as far as donors, regions and sectors are concerned. We master the differences in donors' understanding of M&E. In addition, we have excellent contacts to M&E experts all over the world and can provide specialized in-house and external experts for almost any sector.



[www.gfa-group.de/projects](http://www.gfa-group.de/projects)

## CONTACT

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# GFA AT WORK



## SUPPORT TO DESIGN, MONITORING AND RESULTS REPORTING, EU, 2009 – 2021

GFA supports the EC Directorate-General for International Cooperation and Development (DG DEVCO), specifically the Unit on results and evaluation, and provides methodological and analytical support to the improvement of the quality of and the accountability for external assistance provided by the EC. GFA advises the EC along the whole project cycle. The GFA team revises programming tools, supports Action Document formulation and indicator definitions. GFA experts offer methodological support for internal and external monitoring as part of the ROM system.

**Contract value: € 11,821,229**

## IKI EVALUATION MANAGEMENT, GERMAN MINISTRY OF ENVIRONMENT, 2017 – 2021

GFA ensures the management and quality control of the evaluation system of the International Climate Initiative (IKI) of the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU). GFA is responsible for planning and managing up to 300 individual project evaluations, six impact evaluations and four cluster evaluations. GFA tasks include methodological backstopping, revising the methodological handbook, calibration and re-evaluations of evaluations, coordination of evaluators, comprehensive analysis, and reporting.

**Contract value: € 1,742,360**

## M&E MECHANISM FOR PARTNERSHIP AGREEMENTS EU, 2015 – 2021

The purpose of this intervention is the development and application of an M&E mechanism for Framework Partnership Agreements (FPAs) adopted under the EU Civil Society Organisations and Local Authorities Thematic Programme 2014-2020. The project's mission is to design, test and adapt a

mechanism for monitoring five FPAs and related Specific Grant Agreements (SGAs) with regional and international associations of local authorities. In addition, it is to provide support to DEVCO on the follow-up and daily management of the FPAs and SGAs, and to design, test, and adapt a methodology to evaluate FPAs.

**Contract value: € 2,852,328**

## STRATEGIC EVALUATION OF TRANSFORMATION PARTNERSHIPS, GERMAN FEDERAL FOREIGN OFFICE, 2017 – 2018

GFA has been carrying out a strategic pilot evaluation, analyzing the Foreign Office's Transformation Partnerships with Jordan, Morocco and Tunisia between 2012 and 2017, focusing on the promotion of the rule of law and civil society. The pilot project aims at increasing the Ministry's use of strategic evaluations as a steering tool, and improving institutional learning. The GFA evaluation team analyzes the Ministry's setting of strategic priorities, and their follow-up as well as implementation in politically volatile contexts.

**Contract value: € 373,113**

## CASE STUDIES: EVALUATION OF THE BMZ ACTION PLAN FOR THE INCLUSION OF PERSONS WITH DISABILITIES, DEVAL, 2016

DEval conducted an evaluation of the implementation of the Action Plan for the Inclusion of Persons with Disabilities (2013-2017) of the Federal Ministry for Economic Cooperation and Development. GFA contributed two case studies to the evaluation that aimed at identifying results related to right-holding persons with disabilities. A case study in Indonesia addressed a GIZ project on strengthening social protection. A case study in Bangladesh referred to a GIZ project on social and environmental and production standards in the garment industry.

**Contract value: € 119,037**

## SEWOH – Innovation Centers for the Agriculture and Food Sector (GIAE) – Global Baseline Study, GIZ, 2015 – 2016

GFA implemented a baseline study in twelve countries to set up a standardized cross-country monitoring and evaluation system. The baseline study entailed secondary data collection, a socio-economic household survey targeting about 500 small-scale farming enterprises per country, and supplementary focus group discussions with farmers, women and youth. The team developed a mobile data collection system based on the World Bank's SurveySolutions CAPI using tablets.

**Contract value: € 1,966,732**