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New thoughts on knowledge transfer: Using GIZ experiences for a results-oriented monitoring system for AFROSAI

September 2015, by Julia Bastian

Background: Results-orientation in development cooperation

Using scarce resources wisely is a challenge for most organisations. Acting strategically is an essential part of development cooperation. Strategic plans contain organisations' long-term goals and often a set of results to be reached within a certain timeframe. With the development of the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008), development and donor countries have jointly committed to **focus on the delivery of measurable results** of development cooperation. Pressure is high to achieve the results planned on paper.

At the same time, this stronger results-orientated approach translates into a greater operational flexibility allowing organisations to change between activities as long as the planned result is achieved.

Results-orientation of good financial governance networks

Monitoring skills are needed to equip development actors with the ability to assess whether they are on track and achieve their objectives. This shift not only affects development cooperation in general, but also GIZ's partner organisations such as the **African Organisation of Supreme Audit Institutions (AFROSAI)**, a regional network with 54 members supported by the Good Financial Governance in Africa programme.



Since October 2014, the AFROSAI General Secretariat is officially hosted by the Supreme State Audit Office (Services du Contrôle Supérieur de l'État - CONSUPE) of Cameroon.

In 2014, the regional programme commissioned by the German Federal Ministry for Economic Cooperation and Development and co-funded by the European Union supported AFROSAI in the participatory development of an overall Strategic Plan 2015 - 2020 that carves out three strategic priorities with specific results linked to each priority:

1. Capacity building of AFROSAI members,
2. Knowledge management and sharing,
3. AFROSAI, a model international organisation.

As part of this process, interest of the Secretariat grew to orient its reporting towards the **achievement of the results** put forward in the **Strategic Plan 2015 - 2020** instead of simply listing activities that were undertaken. As a result, AFROSAI requested the GIZ programme to support the design of a **results-oriented monitoring system** that could make the progress made measurable.

Designing a results-oriented monitoring system for AFROSAI

From 2 to 4 September 2015 AFROSAI and GIZ organised a workshop for the General Secretariat's Directorate for Strategic Planning (DSP), the unit responsible for coordinating the monitoring of AFROSAI's different organs such as the Technical Committees or Language Subgroups of the organisation.



The participants discuss with Dr Katharina Noussi whether their expectations for the workshop have been met.

Julia Bastian, responsible for the Good Financial Governance in Africa programme's monitoring and evaluation, introduced the DSP members to the principles of results-based monitoring based on GIZ's own expertise and concrete examples of other Good Financial Governance networks such as the African Tax Administration Forum (ATAF) or the Organisation of Latin American and Caribbean Supreme Audit Institutions (OLACEFS).

The DSP, supported by Ms Bastian and the programme's technical advisor on external audit, Dr Katharina Noussi, developed a system that includes two levels of monitoring:

1. **Results-oriented monitoring** with formulated indicators and milestones for each of the results proposed in the Strategic Plan, as well as an
2. **Operational monitoring** of the status of implementation of activities planned by the various organs of the organisation, providing the information to assess whether the milestones of results-oriented monitoring have been achieved.

Results and next steps

The workshop resulted in a better understanding of the different levels of monitoring and the links between them within the DSP of AFROSAI. This includes the relationship between the indicators formulated to make results measurable and the milestones defined for the years of implementation of the Strategic Plan 2015-2020. The DSP also came up with different formats to bridge the existing information gaps between the General Secretariat, the Technical Committees and the Sublanguage Groups so that in the future the monitoring system can support knowledge management and internal reflection processes. Moreover, the participants designed a reporting template focusing on achieved results.

As a concrete result, the AFROSAI General Secretariat has already tasked a monitoring officer within the DPS to follow-up on the implementation of the system. As a next step, the monitoring concept developed in the workshop was presented and discussed at the AFROSAI Board of Governors Meeting that took place in Maputo from 21 to 23 September, 2015.

For more information on the programme please visit

<https://www.giz.de/en/worldwide/15725.html> or contact: Dr Matthias Witt (matthias.witt@giz.de) and Dr Katharina Noussi (katharina.noussi@giz.de)