

Information sheet on results-oriented monitoring in higher education

In the context of international discourse on the effectiveness of development cooperation and a global agenda for sustainable development, the DAAD – as a non-governmental organisation and recipient of funding from the Federal Ministry for Economic Cooperation and Development (BMZ) and other funding bodies – faces the challenge of continuously reflecting on and improving the results of its work, as well as making statements on the impacts of its programmes. For that reason, work on developing a results-oriented monitoring system (**RoM**) for DAAD programmes began in 2014 in coordination with the BMZ and with the involvement of university representatives, using funding from the BMZ.

The results-oriented monitoring system consists of **three core elements**:

- ✓ a programme-specific **results framework** that describes the programme's funding logic (inputs, activities, outputs, outcomes, impacts);
- ✓ a **set of indicators** that makes it possible to measure the achievement of objectives at the various impact levels; and
- ✓ **data collection tools** with which data for checking the indicators is generated (usually the report from the higher education institutions; evaluation sheets if applicable, DAAD scholarship holder surveys).

The system provides an essential basis for evaluations and also **supports the DAAD in**

- ✓ facilitating continuous learning about the DAAD programmes and funded projects in informed dialogue with higher education institutions, funding bodies and partners;
- ✓ planning, managing and further developing its programmes with a focus on outcomes;
- ✓ effectively communicating the impacts of the DAAD programmes and increasing transparency with regard to funding bodies, partners and the public;
- ✓ facilitating DAAD accountability vis-à-vis its funding bodies, particularly with regard to proving the effectiveness of its programmes.

The continuous collection and evaluation of monitoring data ensures the DAAD is better able to introduce supporting measures for higher education institutions and/or scholarship holders if there is a risk to the achievement of a project's objectives or if circumstances change significantly. If gaps emerge in the effectiveness of existing programmes, conclusions can be drawn regarding a new funding phase and, if necessary, additional/other funding provided.

The introduction of results-oriented monitoring places **new requirements** on universities in terms of applications and the planning and implementation of projects:

- ✓ specification of programme results logic and indicators for the respective project;
- ✓ results-oriented planning of the project;
- ✓ continuous collection of relevant monitoring data;
- ✓ meaningful, results-oriented reporting to the DAAD.

At the same time, **added value is created for the supported higher education institutions** in the following ways:

- ✓ results-oriented planning facilitates cooperation between the partners, as a clear definition of the intended impacts and ways to achieve the objectives promotes a shared understanding of the project;
- ✓ monitoring makes it easier to identify deviations from the project plan and take steps to counter them in good time, meaning there is a greater chance of increasing the effectiveness of the particular project and achieving the intended objectives;
- ✓ learning processes for the management of existing projects or design of new projects are promoted; and
- ✓ documenting and communicating the individual impacts and reporting to the DAAD are made easier.