

Managing multi-purpose evaluations: A Thailand case study aiming for accountability and learning

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1. Background

- **GIZ** is a German government owned company that provides services in the field of international development cooperation worldwide.
- **Corporate Unit Evaluation:** conducts internal evaluations that contribute to decision-making, organisational learning, accountability
- Instrument **Corporate Strategic Evaluations (CSE):** focuses on strategic relevant change processes and their resulting information needs
- Management Board decides on CSE-program. Corporate Unit manages evaluation process. Evaluation is commissioned to **external evaluators**. Involvement of key-stakeholders through **reference groups**

2. The Two Purposes

- 1st purpose: Summative Evaluation for Accountability

Thailand important partner country: Over six decades GIZ and its predecessor organisations have implemented more than 200 projects in Thailand. → ex-post evaluation

- 2nd purpose: Formative Learning for Strategy Development

Thailand's development towards a newly industrialised country. Consequence: GIZ's main commissioner BMZ phased out of its bilateral assistance. New modes of cooperation emerged. GIZ had to adapt and innovate its processes and structures.

TOR: Aim of the evaluation

- Appraisal of sustainability of GIZ implemented projects
- Identification of major framework conditions (success factors)
- Inquiry into GIZ's ability to adjust

3. Challenges

- **Connection points** between both purposes limited
- Distributing **resources** on both purposes adequately
 - Application of methods
 - Amount of data collection
- Difficulties by specifying the **evaluation object(s)**
 - Ex-post: → What to evaluate against?
 - Formative Learning: → What are the points of reference? Where to draw the line?



4. Observation

- **Pragmatic:** If evaluations are supposed to serve more than one purpose – pragmatic compromise between them has to be found
- **Transparent:** Challenges and compromises should be addressed and handled in a transparent manner
- **Communication:** Requires clear communication between commissioner and implementing party. Beginning with ToR and over the whole process.
- **Utilization:** Multi-purpose evaluations become more important as they increase their acceptance and utilization among stakeholders



5. Questions

- *What are your experiences regarding multi-purpose evaluations?*
- *Do you share our observations?*
- *What are your lessons learned from multi-purpose evaluations?*

Thanks for your attention!

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