

**Evaluations at the  
Deutsche Gesellschaft für Technische Zusammenarbeit  
(GTZ GmbH)  
German Technical Cooperation**

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## 0. The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ GmbH) – company profile

The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH is a federally owned international cooperation enterprise for sustainable development with worldwide operations. It was founded in 1975 as a company under private law and works on a public-benefit basis. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, the governments of other countries and international clients, as well as on behalf of private enterprises. GTZ's development projects and programmes cover a wide spectrum of themes and tasks. These include technical, political and process advisory services at state and local level, and the promotion of interaction between the state, civil society and the private sector. GTZ is currently implementing some 2,300 projects in over 130 countries.

### 1. Reviewing success in development cooperation

Projects in development cooperation (DC)<sup>1</sup> deal with complex reforms and change processes whose effectiveness is often difficult to visualise. The actual success of DC is often discussed. The public, politicians and partner countries all expect reliable statements on the effectiveness, sustainability and efficiency of DC. Not only when budgets are tight, DC is required to provide credible proof that it uses available funds effectively, efficiently and thereby making a relevant contribution to the economic and social development of partner countries. The first line of questioning concerns the impact of projects and the extent to which successful development in a given country is directly or indirectly related to the supported projects and programmes. To provide well-founded answers to such questions, the results and success of DC need to be continuously examined and made transparent. For this purpose, GTZ began early on to use instruments and methods to monitor and assess its activities, and has consistently geared these instruments and methods towards results monitoring in recent years.

By continuously examining its work, GTZ accounts for its use of public money to its contracting authorities and the general public. Beyond this, the transparent representation of the results of cooperation promotes its credibility in the eyes of partners<sup>2</sup> and beneficiaries in the partner countries.

The systematic, results-based performance review also helps GTZ to observe and learn from the positive and negative changes in target groups, institutions and the environment of the project. In this way, the company learns for example which intended or unintended changes happen and can examine how and why they happened. This examination of its work provides GTZ with the necessary insight to *manage* the projects and supports *individual and institutional learning*. Both aspects significantly enhance the *quality and effectiveness* of GTZ's work.

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<sup>1</sup> The term “project” comprises both type of development measures: projects and programmes

<sup>2</sup> Partners include institutions, and organisations in the partner country These are the beneficiaries of the GTZ outputs.

## 2. Managing for development results: Success of DC is determined by results

Since the formulation of the Millennium Development Goals and the *Paris Declaration*<sup>3</sup>, the discussion of the quality and effectiveness of DC has taken on new importance. The development of standardised procedures and instruments for measuring and attributing the results of DC play an increasingly important role in this context. At GTZ, managing for development results is nothing new - in fact, the company has always employed a range of instruments and procedures to assure the quality of its work.

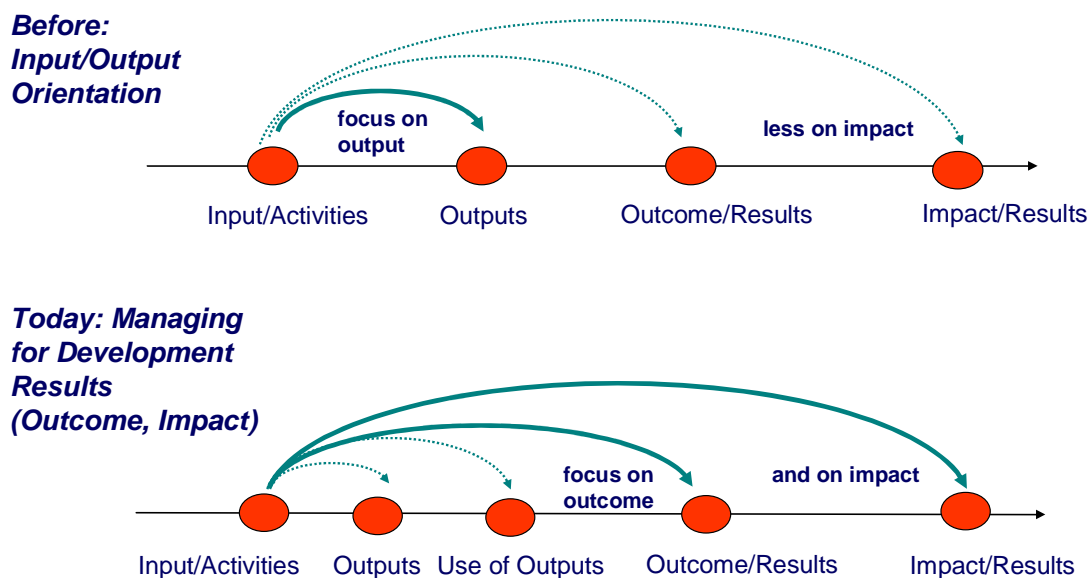
However, the greater emphasis on results in DC concerns not only the procedures and instruments used. It also involves their correct application, which calls for a change in attitude and modes of conduct. The main insight is that development cannot be precisely planned and risks are not always foreseeable.

Until a few years ago, GTZ's quality assurance was still based on detailed, goal-oriented and logical project planning (*quality at entry*) combined with performance monitoring based on comparisons of the actual situation with targets. The assumption was that detailed situation analysis and goal-oriented planning automatically led to quality and success. In subsequent years though this assumption was increasingly contradicted by project practice. Meanwhile it is evident that this kind of rather input-oriented project planning and implementation does not necessarily correlate with the economic and social development processes in the partner countries. This paradigm-shift has led to a stronger focus on development results. Consequently managing for development results has been enhanced at all levels of project work.

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<sup>3</sup> In 2005, some 100 donor countries committed themselves in the Paris Declaration on Aid Effectiveness to align their cooperation with the strategies and structures of the partner countries and to achieve greater harmonisation in order to increase the effectiveness of development cooperation.

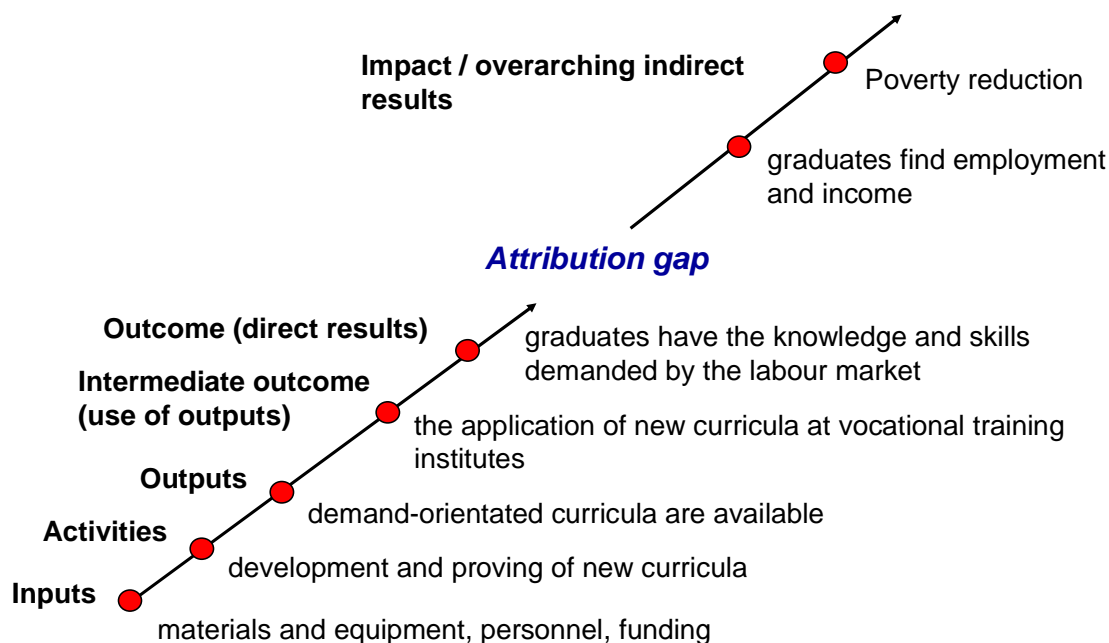
**Figure 1: Managing for development results at GTZ**



All monitoring & evaluation activities at GTZ are therefore geared towards results. The project environment is examined from two perspectives: First, the effect the environment has on the project, and second, the extent to which the project contributes to the changes in the environment. Typical questions in results-based monitoring & evaluation are:

- Which areas may be affected by the project's activities and outputs?
- Is the project about to achieve its intended results?
- Are there any unintended (positive or negative) results that need to be addressed?
- What changes can be observed in the project environment and can be plausibly attributed to the project?

**Figure 2: The GTZ results model (results chain taking the example vocational training)**



The planning of a project is usually based on cause / effect hypotheses, i.e. assumptions of the relationship between intervention and result. The GTZ results model represents the results of project outputs on different levels:

- **Use of outputs:** This level describes whether and how the outputs of a project are used by the beneficiaries (e.g. the application of new curricula at vocational training institutes).
- **The direct results level** describes the direct results achieved through the use of outputs (e.g. graduates have the knowledge and skills demanded by the labour market). The overall objective of the project is located at this level (outcome).
- **The overarching indirect results** describe the changes of higher aggregated development progress (impact) to which GTZ's work aims to contribute via the direct results (e.g. graduates find employment and income possibly leading to poverty reduction).

It is generally difficult to attribute development progress at higher aggregated levels because this concerns comprehensive and complex changes in the environment of the project, in which several actors are often involved. It is methodologically challenging to clearly attribute the contribution an individual project to changes on higher levels. GTZ therefore speaks of an "attribution gap". Although it is difficult to establish an unambiguous causal relationship between the project and the changes in its environment, a plausible attribution should be attempted. After all the real

purpose of project work lies in achieving development progress beyond the attribution gap (e.g. poverty reduction).

### **3. The GTZ evaluation system: Instruments and procedures**

In view of the growing importance of performance reviews, GTZ has examined and optimised its evaluation system in past years.

#### **3.1 GTZ's Evaluation Unit**

An important innovation has been the establishment of an independent evaluation unit at GTZ Head Office. This unit, which was set up in January 2006, is clearly separated from the operative departments and reports directly to the Office of the Managing Directors. Most of the eleven staff members of the Unit have wide-ranging experience both in project work in the field and at GTZ Head Office. The Evaluation Unit operates with an overarching focus that is aligned with the overall portfolio and corporate strategy. Its tasks include activities within the unit itself, to ensure that the evaluation system works according to international standards. It also participates actively in external processes concerned with the strategic and methodological design of evaluations within DC.

As part of its corporate tasks, the Evaluation Unit

- develops evaluation concepts, procedures and instruments
- advises the operative GTZ departments on self-evaluation
- manages the independent evaluations performed on its behalf and
- is responsible for the cross-section analysis and its publication in the brochure "Erfolgreiche Zusammenarbeit – nachhaltige Wirkungen" (Successful Cooperation - Sustainable Results).
- conducts evaluations within GTZ, usually on behalf of the Office of the Managing Directors. The object of these evaluations is corporate policy themes and strategies, such as the GTZ *gender strategy*.

A further task of the Unit is the controlling of so-called strategic projects<sup>4</sup>. The six-monthly controlling reports are presented to GTZ's Committee of Executives. Beyond these duties, the Unit supports BMZ in planning and managing its Central Evaluation Programme and in its efforts to harmonise the evaluation procedures of German DC.

The Unit's external activities comprise a series of cooperative arrangements and alliances with national and international partners of DC evaluation. At national and international forums, the Unit plays an active role in the debate on the

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<sup>4</sup> Strategic projects are supradepartmental corporate projects, such as the introduction of knowledge management or quality management.

methodological, conceptual and institutional developments in the field of evaluation. A regular exchange on evaluation activities and experiences takes place at the following events, inter alia:

- *DAC Working Party on Development Evaluation*: representatives of the GTZ Unit accompany BMZ to meetings of this DAC working party
- *D-A-CH meeting*, attended by representatives working in evaluation units of German-speaking governmental DC institutions (Switzerland, Austria and Germany). Colleagues from the Netherlands and from Belgium have also joined this group. On the German side, the annual meetings are attended by representatives of BMZ, the Kreditanstalt für Wiederaufbau (KfW) and GTZ.
- *Meetings of the evaluation units of German DC organisations* (governmental and non-governmental), including BMZ. The organisers take turns in hosting the meeting, at a different venue each year. In 2007, the meeting was held by GTZ in Eschborn and focused on the theme "Learning from evaluations".
- Meetings of the Development Policy Working Group of the German Evaluation Society (DeGEval). The 2007 spring meeting of the working group took place at GTZ Head Office in Eschborn.
- Working relationships are also maintained with the evaluation units of BMZ, KfW, DED (German Development Service) and InWEnt (Capacity Development International, Germany), as well as several research institutes.
- Experience on various topics is periodically exchanged with various institutions such as World Bank, Swiss Agency for Development and Cooperation (DEZA), Swiss Evaluation Society (Seval), American Evaluation Association (AEA), JICA (Japan International Cooperation Agency), Food and Agricultural Organisation (FAO), and Korean International Cooperation Agency (KOICA) among others.

### 3.2 Evaluation standards and principles

Since 2005 GTZ's evaluation system is aligned even more consistently than before with the internationally accepted standards and principles of the Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD-DAC).<sup>5</sup>

The foremost principles when planning and implementing evaluations are:

- **usefulness**: The interests of officers responsible for projects and of decision-makers are expressed in the selection of the projects/programmes and in Terms of Reference. The evaluation findings are transmitted to all stakeholders and flow into GTZ's knowledge management.
- **participation**: The partner institutions in the partner country are involved in all

<sup>5</sup> cf <http://www.oecd.org/document>

steps, from formulating the *Terms of Reference* to the conclusion of the evaluation.

- **credibility:** The evaluation system and evaluation programme are transparent, and the findings, both positive and negative, are published. The GTZ Evaluation Unit and the companies, institutes and appraisers in charge of evaluation are independent.

### 3.3 Evaluation criteria and issues<sup>6</sup>

Evaluations are meant to provide well-founded statements on key criteria of project assessment based on sound empirical data. In accordance with the OECD-DAC evaluation criteria, GTZ evaluations look into the following aspects:

- **Relevance:** Are we doing the right thing?
- **Effectiveness:** Are project objectives/direct results being achieved?
- **Efficiency:** Are outputs and results produced cost-efficiently?
- **Impact:** Does the project contribute to achieving overarching indirect objectives?
- **Sustainability:** Are the results durable?

Beyond this, evaluations are intended to provide information on selected corporate-policy and development-policy issues. This particularly concerns the contribution of projects to:

- poverty reduction and achieving the Millennium Development Goals
- gender equality
- sustainable development.

### 3.4 Evaluation structure and instruments

#### 3.4.1 Evaluation structure

The GTZ evaluation system is based on the two elements of *self-evaluation* and *independent evaluation*. Both comprise an array of evaluation instruments that are used in conjunction and can be employed to pursue different objectives.

*Self-evaluation* is the systematic review of a project by the unit responsible for the project. Self-evaluations make a special contribution to corporate and individual learning, because experience has shown that stakeholders are more willing to learn from this type of evaluation owing to their strong involvement in preparation of the evaluation<sup>8</sup>. Self-evaluations tend to be more cost-saving than independent evaluations.

<sup>6</sup> definition of evaluation criteria for German DC is agreed in binding form between BMZ and the German implementing organisations (KfW, GTZ, DED, InWEnt), cf Section 3.5.2.

*Independent evaluations* involve the independent review of projects where the responsibility lies with GTZ's independent Evaluation Unit. Independent evaluations serve particularly to account for the use of allocated funds, but also to promote better project management and learning, both in the project and within the company as a whole.

External evaluations: Apart from those evaluations assigned by GTZ's independent or project-managing departments additional assessments are carried out by external authorities, such as the BMZ or auditing firms. External evaluations serve - as well as independent evaluations - to prove the appropriate use of funds and support project management and learning.

**Figure 3: Self-evaluation and independent evaluation at GTZ**

3 Types of Evaluation	3 Purposes		
	Accountability	Management Decision Taking	Learning
Self-Evaluation	✓	✓✓✓	✓✓✓
Independent Evaluation	✓✓✓	✓✓	✓✓✓
External Evaluation	✓✓✓	✓✓	✓✓✓

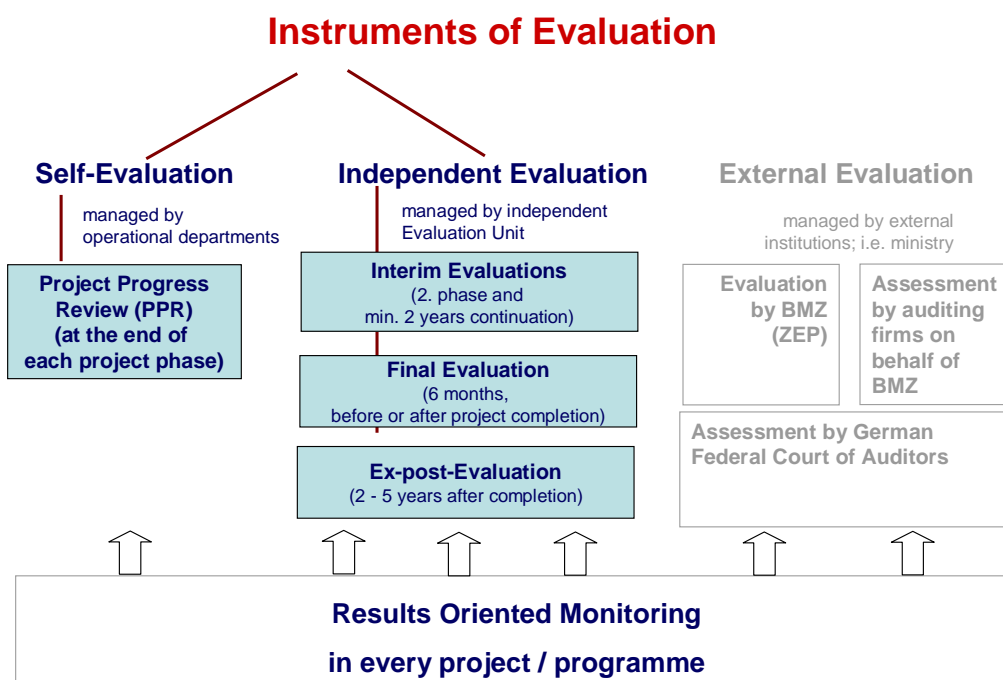
The use of external appraisers is an essential component of the various types of evaluation. External appraisers are also involved in self-evaluations. However, there are also good reasons for assigning in-house employees (who must be independent of the project, though) to perform evaluations: their technical knowledge, the willingness to learn of project stakeholders and the low financial outlay. Partners and local appraisers are regularly involved in self-evaluations and independent evaluations (four-eyes principle). This is not just a means of increasing the quality and acceptance of evaluations (ownership), but also makes a crucial contribution to building and enhancing national evaluation capacities and to promoting an "evaluation culture" among institutions in the partner countries.

### 3.4.2 Evaluation instruments at GTZ

GTZ has a wide range of instruments for conducting self-evaluations and independent evaluations projects. These concern both formative evaluations whose

findings give direct feedback for optimising the project undergoing assessment, and summative evaluations, which are expected to provide a concluding assessment of the direct and indirect results and their sustainability.

**Figure 4: Evaluation instruments at GTZ**



### **Self-evaluation instruments**

#### **(1) Project progress review**

The project progress review (PPR) is the most important self-evaluation instrument at GTZ. It is a critical review with external support of the status and results of a project. The PPR is employed on a standard basis to plan a new implementation phase and is mandatory towards the end of each project phase. Where appropriate, a PPR can also be carried out at any other stage. The responsibility lies with the unit responsible for the project. The partners involved are the lead executing agency and the relevant implementing organisations in the partner country. The PPR analyses the results of the project and assesses the achievement of objectives and their relevance to overarching development results (since 2007 on the basis of DAC-criteria). It examines the design and strategy of the project in order to stimulate learning and change processes among all stakeholders. Data from results-based monitoring and *e-VAL* interviews<sup>7</sup> provide the basis for internal reflection and future outlook. *e-VAL* interviews are conducted prior to each PPR in order to systematically take into account the subjective views of the stakeholder groups. Independent appraisers add an external point of view. These broad-based PPR findings can therefore be used to continue the project and contribute to GTZ's knowledge management and product development.

<sup>7</sup> See statements on *e-VAL* in this section.

(2) *Cross-section analysis*

Since 1994, GTZ has been conducting an annual cross-section analysis of ongoing and completed projects. These analyses serve to systematically monitor the quality and development results of the projects. They form the basis for the biannual brochure *Erfolgreiche Zusammenarbeit – nachhaltige Wirkungen* (Successful Cooperation - Sustainable Results), in which GTZ accounts for its project work to the general public.

***Instruments of independent evaluation***

(1) *Evaluations on behalf of the GTZ Evaluation Unit*

An important new feature of GTZ's evaluation system is the extended use of independent evaluations. Since 2005, GTZ has employed independent research institutes and consulting companies to carry out evaluations on its behalf. The GTZ Evaluation Unit bears responsibility for implementation. Some 30 independent evaluations are carried out each year. These evaluations fall into three categories that meet the requirements of accountability, management and learning in different ways:

- *10 evaluations of ongoing projects*: The selected projects are at least in the second project phase and have a remaining term of at least two years. The advantage of this type of evaluation is that the findings can be used directly for managing the project. Furthermore, the results serve to promptly develop applicable promotion concepts. However, statements on the anticipated success of a project and especially on its sustainability can only be made from the current perspective.
- *10 final evaluations*: These are carried out several months before or after completion of a project. Final evaluations are conducted at the end of the project. In contrast to the evaluation of ongoing projects, they permit a final assessment of goal achievement and of the results that have occurred. They also enable a good assessment of the chances of sustainability. Recommendations for management, e.g. follow-up, are only possible to a limited extent.
- *10 ex-post evaluations*: These are carried out two to five years after completion of a project. The advantage of ex-post evaluations is that they not only allow assessment of the general success of the project, but also furnish statements on the actual sustainability of the direct and indirect results. The usefulness of the findings for further development of project approaches at this point is restricted, since the approaches may already have changed in the meantime.

(2) *Selection of random samples*:

GTZ intends to learn systematically from evaluations, i.e. on a level that transcends individual projects. That is why the independent evaluations are placed under two

thematic and/or regional priorities each year. This makes it possible to compare different approaches in a priority area and recognise success or failure patterns. The themes are selected according to development-policy and corporate policy aspects and take into account the interests of GTZ's operative departments. The themes determined in the BMZ working group "Evaluierung aus einem Guss"<sup>8</sup> (*harmonisation of evaluation*) and by German governmental DC organisations are also considered. The theme in 2008 was "decentralisation", a joint evaluation focus of BMZ, GTZ, KfW, DED and InWEnt.

*Methodological approach:* Besides the specified OECD-DAC criteria, questions and incorporation of e-VAL findings, the so-called *funnel approach* and *triangulation* are obligatory elements of independent evaluations managed by the Evaluation Unit. No other methodological specifications are made to the appraisers.

The *funnel approach* involves two steps. First, the changes in the environment of a project - the intervention area - are registered irrespective of the project objective. This enables a largely unconstrained approach that can also cover the unintended positive and negative results of the project. Examination of which of the established changes can be causally or plausibly attributed to the project does not take place until the second step.

*Triangulation* is binding in order to obtain credible statements. Data and assessments obtained by different methods and from different sources are combined. This avoids a one-sided or unrepresentative rating.

The planned methodological procedure is described in an *Inception Report* prior to departure and the method actually applied in the field is presented in the evaluation report.

### (3) *Joint evaluations with other DC partners:*

Where expedient, GTZ performs evaluations together with other German governmental DC organisations. Since 2005 GTZ jointly conducts evaluations and related assessments with DED and KfW. With KfW joint ex-post evaluations of cooperative projects<sup>9</sup> were carried out, using the jointly established evaluation concepts and formats (cf Section 3.5.2). There are plans to extend joint evaluation activities not just to KfW, DED and InWEnt, but also to other international DC partners (joint evaluations), wherever appropriate.

## ***Instruments of external evaluation***

### (1) *Central Evaluation Programme of BMZ*

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<sup>8</sup> Working group created by the BMZ to harmonise and coordinate evaluation activities among its members. These include representatives of the evaluation departments of BMZ (lead), KfW, GTZ, DED and InWEnt.

<sup>9</sup> Where financial and technical development cooperation projects are directly related to each other, and their nature and scope or specific technical knowledge makes joint implementation expedient, they are jointly implemented as cooperative projects by the responsible implementing organisations (e.g. KfW and GTZ).

GTZ-supported projects continue to be evaluated within BMZ's Central Evaluation Programme (CEP). BMZ evaluations are comprehensive, systematic reviews of projects, instruments and country portfolios. They provide general information to BMZ management and serve the project -steering BMZ divisions as the basis for deciding on development policy. Beyond this, they are an important accountability instrument towards parliament and the general public. The findings of the evaluations are used for the conceptual, organisational and institutional further development of the German DC system and support its favourable positioning at international level.

*In terms of content*, BMZ evaluations *focus* on strategic and overarching programme issues of relevance for current national and international development-policy discussion. All evaluations follow the principles and guidelines of OECD-DAC.

Planning is performed according to a two-yearly schedule. GTZ's Evaluation Unit supports BMZ in this planning, for example by identifying joint evaluation topics and selecting projects, and in implementing and assessing its evaluation programme.

(2) *Evaluations by auditors on behalf of BMZ*

Since 2001, the GTZ Evaluation Unit has had a random sample of some 75 ongoing projects examined each year by an audit firm, on behalf of BMZ. The selected projects are reviewed on the basis of existing project documentation. Ten of the projects are additionally examined in the field. The examinations focus on the quality of planning and implementation. Important criteria for the examination are

- goal achievement or the plausibility of goal achievement
- observing the development-policy directives of BMZ during planning and implementation
- possible improvements in working method and utilisation of funds by the projects

***e-VAL – New impetus for evaluation within development cooperation***

Results cannot always be quantified, and this is particularly true of so-called "soft" indicators. Whereas the result can be determined via the number of people provided with water in a water sector project, for instance, this is much more difficult when it comes to rating advisory services on good governance. The difficulty is compounded by the fact that not all themes relevant to success can be objectively measured, such as the degree of ownership by a partner organisation or the participation of target groups in the project. That is why the subjective opinions of project stakeholders play a growing role, in addition to the objective facts surveyed during results-based monitoring. These opinions are necessary for learning within projects and can also serve accountability purposes.

The computer-based e-VAL procedure is a new instrument employed for self-evaluations and independent evaluations. It was developed by GTZ together with a management consulting firm and has been tried out under practical conditions since 2003.

Since the beginning of 2006, GTZ has employed this tool as a regulatory instrument in its extended evaluation system for project progress reviews and independent evaluations contracted by the Evaluation Unit.

#### *Methodological foundations*

e-VAL is based on an interviewing method that is part of the *repertory grid* developed by American psychologist G.A. Kelly<sup>10</sup>. The interview centres on the personal experience of the interviewee. Unlike questionnaires, the e-VAL responses are not dictated in advance, but use the original statements of the people interviewed. The only thing that is pre-determined is the structure of the interview. The partner in the interview is asked about the development of the project, the "recipes for success" of those involved, and their contributions. Each interviewee broaches all topics of personal relevance and rates the degree of goal achievement in each statement on a three-tier scale: "goal largely achieved", "goal partially achieved" or "goal largely not achieved". A software programme converts the data into a graphic model of the perception of individual interviewees. At the end of the interview, the model is examined to see whether it correctly renders the interviewee's perception. e-VAL is available in German, English, French and Spanish. The interview can also be conducted in any language that can be represented on a computer. The original statements can be entered in the computer in the national language. In order to compare statements, the interviewer allocates them to an established list at the end of the interview and records the themes about which the interviewee has spoken. This makes it possible to draw up profiles for specific themes during subsequent analysis.

Between 12 and 60 interviews are conducted for each project with partner organisations, intermediaries or target groups, GTZ employees and where appropriate, other stakeholders. The criterion for the selection of interviewees is good knowledge of the project. Even where only four people are interviewed per group, it becomes obvious whether they have similar or divergent views.

When all interviews have been completed, the individual statements are compiled on a central server and compared. The findings provided by the server are available only minutes after the interview in the field. They are interpreted and compiled into a report. To allow a quick overview, the original statements, that can be consulted at any time, are aggregated into overall assessments of topics at the project, with ratings between 0 percent (only negative statements) and 100 percent (only positive statements). These results are discussed with partners and other stakeholders, where appropriate, and help to recognise the need for action within the project. At the same time, they are useful for drawing up the Terms of Reference for the appraisers of a subsequent evaluation.

Despite entries in different languages and the differences in assessment content, the use of a standardised procedure does enable a worldwide comparison of projects. e-VAL provides compiled findings at regional and sector level. With these, managers can gain a rapid overview of the status of the project even in a decentralised company like GTZ.

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<sup>10</sup> cf G.A. Kelly (1955): The Psychology of Personal Constructs

## 3.5 Future challenges

### 3.5.1 Establishing learning from evaluations

By extending the evaluation system, GTZ has a tool that complies with international standards and gives officers responsible for projects a wide range of instruments for measuring and monitoring success.

Although GTZ conducts more than 130 evaluations per year and the established evaluation instruments and methods offer sufficient bases for learning from evaluations, these opportunities have not been adequately tapped so far. Frequently, the evaluation findings and lessons learned are only prepared for use by those directly involved in the project and rarely passed on to other people or work units. To enable better use of lessons learned from evaluations, a company-wide working group has developed systematic learning processes and interfaces for knowledge management at GTZ. Learning orientation extends from the preparation of evaluations (e.g. orientation of Terms of Reference to identified learning requirements, establishment of cross-departmental learning groups to the assessment of evaluation findings (examination of the relevance of recommendations and reports to actions) and their discussion (e.g. in learning dialogues among sector networks) and application (e.g. in developing the products of the *GTZ-Planning and Development Department*, the design of new projects or the development of sector strategies and concepts). The innovations are to be tested in a two-year introductory phase. To ensure ownership, the responsibility for the process lies with the operative units of GTZ. The Evaluation Unit acts as a partner during this process and examines the quality and findings of the learning process.

### 3.5.2 Harmonisation of Evaluation

A central component of current debate within DC is the harmonisation of donor activities both at international and national level. Against this background, a working group steered by BMZ has been set up in recent years to address the topic of harmonisation of evaluation ("Evaluierung aus einem Guss"). The findings of this working group so far include a joint understanding of the results model (cf. Section 2) as well as a uniform grid of evaluation criteria in line with OECD/DAC criteria (cf. Section 3.3). Future discussion on harmonisation and coordination of evaluation will concern, inter alia, the development of a *joint evaluation programme* by BMZ and the governmental implementing organisations, a common theme of a *joint evaluation report*. The joint evaluation programme and report are expected to enhance the visibility and relevance of evaluation within German DC.

*Form and content of the joint evaluation programme:* Programme planning over a time frame of one to two years is to be coordinated in terms of content and time frame, and to have a joint thematic overlap (one to a maximum of three joint priority areas). The themes should be relevant to all members, of strategic interest to all members and useful for colleagues involved in implementation. In addition, sufficient material suitable for assessment must be available at all organisations. Joint evaluation priorities were established for the 2007/2008 evaluation programme. The priority areas are to be dealt with by means of agreed, specific key questions (apart from the evaluation criteria) that are applicable to all the organisations.

The idea of a *joint evaluation report* is currently under discussion. This report is meant to be an "honest" stocktaking that focuses on knowledge management and learning, rather than a promotional leaflet of the individual organisations, with an emphasis on the points which the organisations have in common. The intended readership of the report is the German public with an interest in development policy, but also the international professional public (German Committee on Economic Cooperation and Development (AWZ)<sup>11</sup>, members of the German parliament, trade journalists and other DC organisations).

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<sup>11</sup> AWZ: Ausschuss Wirtschaftliche Zusammenarbeit