

Corporate Unit Evaluation | Central project evaluations

KNOWING WHAT WORKS

GIZ's evaluation system

Central project evaluations in BMZ business

Publication details

As a worldwide service provider in the field of international cooperation for sustainable development and international education work, GIZ works with partner organisations to devise effective solutions that offer people prospects and make a lasting improvement to their living conditions. GIZ is a public-benefit federal enterprise and supports the German Government and a host of public and private sector clients in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security.

The Corporate Unit Evaluation reports directly to the Management Board. This organisational structure safeguards its independence vis à vis the company's operational business. On the basis of agreed evaluation questions, the Unit is independent in the steering of central evaluations and in delivering advisory services on decentralised evaluation activities. The Corporate Unit Evaluation has the mandate to generate evidence-based findings and recommendations. It ensures that evaluation findings are transparent and encourages the company to make active use of these findings.

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Introduction

These guidelines provide an overview of the central project evaluation system of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and explain the overall process. They are targeted at those responsible for conducting the evaluations or providing support, those who have their own information interests and those who are interested in the findings of the evaluation and make use of these findings. In particular, these stakeholders include the teams whose projects are being evaluated, the independent evaluators, the partner organisations involved in implementing the projects, the parties commissioning the projects (BMZ divisions) and the various GIZ departments.

GIZ's evaluation system

GIZ evaluations are an important part of our efforts to maximise the effectiveness of our work. They systematically analyse and assess quality and benefits, thus supporting the targeted and needs-based implementation of development measures of the German Federal Government and other commissioning parties and helping to continuously improve our service delivery processes.

GIZ pursues an evaluation approach that is results-based and centred on usability. By results-based, we mean that we measure the success of our work not only in terms of activities performed and services rendered, but most importantly in terms of the changes achieved through our work. Usability means that the evaluation findings and recommendations must generate an added value for decision-makers in our partner organisations, at our commissioning parties and clients, and here at GIZ.

GIZ evaluations are independent, as they are conducted by external evaluation teams and steered by a corporate unit that is separate from operational business and reports directly to the Management Board. The Corporate Unit Evaluation is mandated to deliver evidence-based findings and generate recommendations, to provide credible evidence of results and to increase the transparency of findings.

Each commissioning party generally determines the reference framework for GIZ evaluations. For development cooperation conducted on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ), these are the mandatory BMZ guidelines **Evaluierung der Entwicklungszusammenarbeit** (Evaluating German Development Cooperation. BMZ Evaluation Policy, in German). Other frameworks of reference include the requirements of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) as set out in its **Evaluation of development programmes**, the cross-cutting **Standards für Evaluation** (Evaluation standards, in German) of DeGEval – Evaluation Society and the **2030 Agenda** and its Sustainable Development Goals (SDGs) adopted by the world's heads of state and government in September 2015.

Central project evaluations	Corporate strategic evaluations	Cross-sectional analyses
<p>In BMZ business</p> <ul style="list-style-type: none"> • Evaluation of a representative random sample • Rating based on mandatory criteria for evaluating development cooperation <p>Steered by the Corporate Unit Evaluation Reports published</p>	<p>On behalf of the Management Board on issues relating to</p> <ul style="list-style-type: none"> • Service delivery • Corporate development <p>Steered by the Corporate Unit Evaluation Reports published</p>	<p>Of evaluation products</p> <ul style="list-style-type: none"> • Evaluation syntheses for company-wide learning • Meta-evaluations for information on the quality of evaluations <p>Steered by the Corporate Unit Evaluation Reports published</p>
Commissioned evaluations	Evaluation of co-financing arrangements	Rigorous impact evaluations and other evaluative studies
<p>For external and internal parties</p> <ul style="list-style-type: none"> • Object of the evaluation • Evaluation criteria <p>In consultation with the commissioning party</p> <p>Steered by the Corporate Unit Evaluation or the operational units</p> <p>Reports published with the approval of the commissioning body</p>	<ul style="list-style-type: none"> • Evaluation of co-financed parts of a project or of the project • In line with DC evaluation criteria <p>In consultation with the commissioning party</p> <p>Steered by the Corporate Unit Evaluation or the operational units</p> <p>Reports published with the approval of the commissioning body</p>	<ul style="list-style-type: none"> • For specific information requirements in the course of implementation • Flexibility regarding the object of the evaluation and evaluation criteria, process and methods • No rating <p>Steered by operational units</p> <p>Results communicated on an ad hoc basis</p>

Figure 1: GIZ's evaluation system

Reporting, monitoring and evaluation in BMZ business

The procedures agreed with BMZ give GIZ the following instruments and mechanisms within the commissioning procedure:

- brief assessment and appraisal of new and follow-on measures;
- monitoring and reporting at project level;
- annual reporting at module level;
- ongoing results-based monitoring at module level;
- decentralised evaluative studies (to meet specific information requirements);
- central project evaluations (random sample);
- programme evaluations (as of 2022).

Together, these instruments constitute a comprehensive mechanism that ensures that all BMZ-commissioned TC modules¹ are examined carefully and on an ongoing basis to determine their effectiveness, quality of implementation and cost-effectiveness.

Under the provisions of the **BMZ Guidelines for bilateral Financial and Technical Cooperation with cooperation partners of German development cooperation**, GIZ is required to conduct evaluations on its own responsibility for an informative random sample of completed and also, if appropriate, ongoing development measures in

¹ Modules are the specific technical cooperation measures that GIZ implements independently on behalf of BMZ. The module is commissioned as a complete measure. In technical cooperation, however, a module is generally one phase of an intervention planned over a longer period in a given priority area. Modules are generally part of overarching programmes. 'Project' is used synonymously here and is the overall term used for all commissions in BMZ business, such as TC modules, global, convention and sector projects, projects on international cooperation with regions, special initiatives, etc.

order to assess the lasting development effectiveness of development measures.

Central project evaluations account for the large majority of GIZ evaluations. GIZ uses central project evaluations to evaluate the results, cost-effectiveness and sustainability of projects. This meets the requirements set out in the BMZ guidelines **Evaluierung der Entwicklungszusammenarbeit** (Evaluating German Development Cooperation. BMZ Evaluation Policy) and the monitoring provisions of Section 7 of the German Federal Budget Code (which requires systematic and comprehensive monitoring of results achievement, efficiency and economy). Evaluations must also meet the central principles laid down in the BMZ guidelines on evaluations (usefulness, credibility, independence, partnership and ethical standards taking account of human rights principles).

Evaluative studies are also conducted at decentralised level to meet specific information needs. They are carried out in the course of project implementation and offer greater flexibility in terms of the object of the evaluation and the evaluation criteria, process and methods. They are initiated and steered by GIZ's operational units.

Development cooperation programmes will also be evaluated as of 2022. Development cooperation programmes embrace several modules and are seen by BMZ as the operational steering instruments of German development cooperation. They provide the framework within which technical and financial cooperation projects are commissioned that are to achieve joint results in the relevant priority area in the partner country.

1 Functions

GIZ uses central project evaluations to regularly and systematically investigate the results, cost-effectiveness and sustainability of projects that it implements with partner organisations on behalf of BMZ. Central project evaluations in BMZ business assess projects that GIZ implements on behalf of BMZ either to support the partner organisations' change projects or to address sector and global issues.

GIZ's evaluations of projects commissioned by BMZ are essentially designed to serve three main purposes: ensuring transparency and accountability, providing support for evidence-based decision-making, and contributing to knowledge management and organisational learning. GIZ structures the planning, implementation and practical application of evaluations to optimise the contribution made by the evaluation process and the evaluation findings to these three basic functions.

1.1 Transparency and accountability

If the system is to be credible, the process of generating evaluation findings must be independent. Evaluations are conducted by external evaluators and steered by GIZ's independent Corporate Unit Evaluation in line with mandatory, standardised quality standards. The reports solely reflect the opinion and assessment of the external evaluators. The clarity of the analysis, conclusions drawn and assessment must, however, be guaranteed and is reviewed by the Corporate Unit Evaluation.

In the interests of transparency and accountability, GIZ's evaluation managers ensure that the project evaluation reports are submitted to BMZ and their findings communicated to cooperation partners and the general public. They are published on our website in the relevant language (English, French, Spanish or German) at www.giz.de/knowing-what-works. It is also standard practice to produce and publish a seven-page summary that sets out the most important findings and recommendations in the form of a brief report, as well as a one-pager entitled 'At a glance'. A German translation of these two papers is always provided.

As a rule, all main reports are published, unless there are valid concerns that preclude this. In consultation with BMZ, GIZ will forego the publication of a project evaluation report only in one of the following cases:

- Publication would infringe the rights of third parties.
- The anonymisation of personal data cannot be guaranteed.
- The report contains business secrets.
- Publication could prejudice ongoing national or international negotiations or could be critical in terms of foreign or security policy.

The reports are ideally published in full to ensure transparency. Where valid concerns preclude full publication of a report, an informative summary, produced independently by the evaluation team or authorised by the team, will be published in German as a brief report in line with the BMZ guidelines **Evaluierung der Entwicklungszusammenarbeit** (Evaluating German Development Cooperation. BMZ Evaluation Policy). The full reports will be provided on request.

1.2 Support for evidence-based decision-making

Central project evaluations are designed to support evidence-based decision-making at the following three levels:

- steering of follow-on projects (project level) and further development of the portfolio;
- orientation and implementation of the supported political and administrative reforms of partner organisations (partner level);
- basic orientation of policies in the area of intervention (commissioning party/BMZ level).

To enhance the usefulness of the evaluation at these three levels, GIZ's evaluation managers and project officers ensure that

- decision-makers in the responsible BMZ divisions, partner organisations and projects can voice their own specific information interests at the planning stage of an evaluation;
- the knowledge generated by the project evaluations and the recommendations drafted on this basis are ideally relevant at all three levels and promote strategic reflection among all stakeholder groups;
- there is close interaction between evaluators, sector experts and decision-makers during the project evaluations.

1.3 Contribution to knowledge management and organisational learning

GIZ's knowledge management aims to enhance the quality and impact of the services we offer. Some of the knowledge is available in a documented form, but much of it is held in people's heads, making them the main focus of knowledge management at GIZ. This is why GIZ's knowledge management system is community-based, with collaborative work and dialogue within communities. The approach consists of three interlinked areas:

- user-centred information provision (collect);
- networking and exchange (connect);
- collaborative, results-oriented working and learning processes (co-create).

Topics constitute one of the pillars of knowledge management. They summarise the key issues and methods at GIZ. The topics help position GIZ in specific sectors and are the basis for project design and implementation, external communications, cooperation and acquisition. For this reason, all evaluation reports are fed into the

relevant topics. The topics are designed to ensure the co-creative development of technical and methodological issues with all knowledge holders within in-person and online communities: staff of all GIZ organisational units relevant for the topic, sector networks, conventions, forums on particular themes and innovations, cooperation partners, external experts, etc. Evidence generated by evaluations represents an important source of information for them.

2 Determining the evaluation portfolio

BMZ-commissioned projects with a volume of three million euros or more constitute the body of evaluable projects. All budget items are included, i.e. the main budget item, Bilateral Technical Cooperation (2301 896 03), and the small budget items (Climate Action and Environmental Protection, Development Partnerships with the Private Sector, Agricultural Research, Hydrogen Strategy, Foreign Trade), the budget item for Crisis Management, Reconstruction, Infrastructure in the Context of Crises and the Special Initiatives One World – No Hunger, Stabilisation and Development in the Middle East and North Africa (MENA), Displacement, and Training and Job Creation. For co-financed projects, the minimum commission value of three million euros refers only to the part financed by BMZ.

2.1 Representative random sample

In the central project evaluation system, GIZ works with a representative random sample agreed with BMZ. From a body of projects that is determined on an annual basis (all BMZ-financed projects with a volume of three million euros or more that are scheduled for completion in the following year), a random sample of about 40 per cent is selected. To ensure budget clarity, the sample must be taken separately for every individual budget item. Within the main TC budget item, the random sample is also taken proportionally from projects under the responsibility of the different operational departments:

- the Africa Department;
- the Sector and Global Programmes Department (GloBe);
- the Asia, Latin America, Caribbean Department (APLAC), subdivided into Asia and Pacific, and Latin America and Caribbean;
- the Europe, Mediterranean, Central Asia Department (EMZ), subdivided into Europe, Caucasus and Central Asia, and Middle East and Maghreb.

The fact that the stratified random sample includes some 40 per cent of measures allows us to make statistically representative statements about the success rates of all projects completed within a two-year period. The success rate is held to include the percentage of projects achieving an overall score of 1, 2 or 3 (successful) on a scale of 1 (top score) to 6 (lowest score). In the assessment of the success rate, the confidence interval is also stated (precision of assessment).

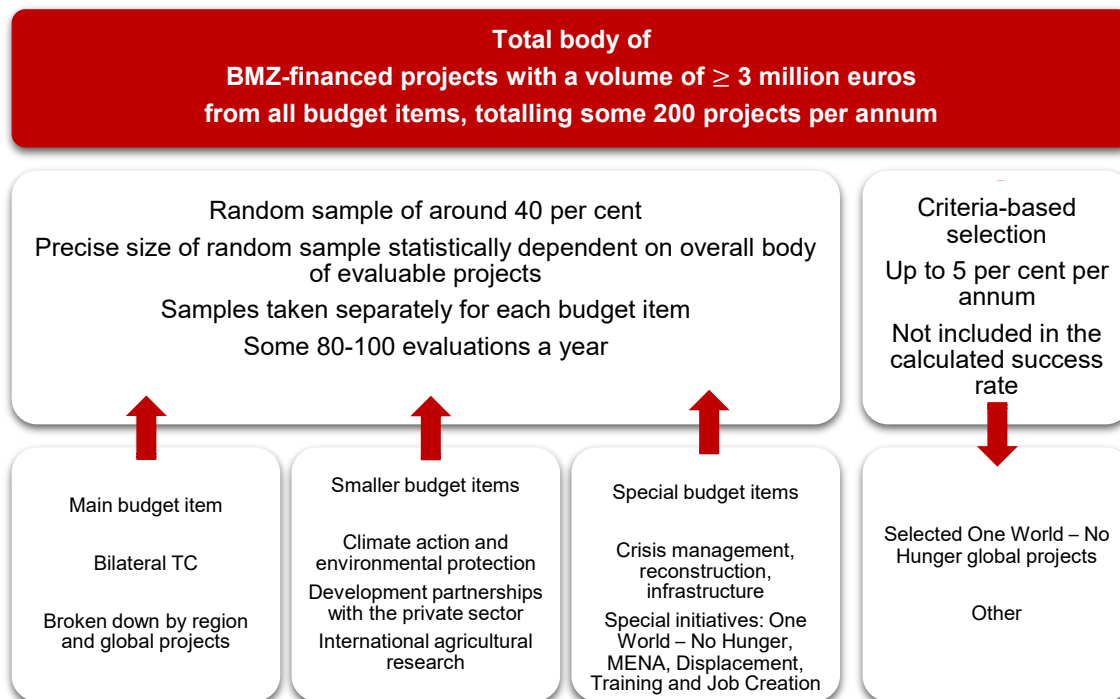


Figure 2: Breakdown of the evaluation portfolio

All projects included as part of the random sample are evaluated. To ensure that the random sample is reliable and statistically representative, changes to the random sample are only made in consultation with BMZ either where there are weighty political reasons for doing so (suspension of cooperation with a partner country, for instance) or if a comparable evaluation is already planned by another agency. This is designed to prevent unnecessary duplication.

If parallel evaluations are planned, for instance within the scope of combined financing arrangements, the projects should inform the Corporate Unit Evaluation, which will determine in each case whether one of the two evaluations can replace the other, on the basis of the following criteria: investigation of the BMZ-financed part of the project as the object of the evaluation, use of the OECD/DAC criteria, existence of an assessment system, parallel timing of the two planned evaluations, minimum methodological quality and independence of the evaluation as set out in the BMZ standards.

Timing and timeframe of evaluations

Analyses and assessments always focus on the project included as part of the random sample and its specific project term. The reasons for this clear attribution relate partly to pricing law (attributing costs to the entity that causes the costs) and partly to eligibility to be included in the calculation of the success rate.

Central project evaluations are designed to record results and are thus conducted in the form of final evaluations. They are carried out towards the end of the project term, which is generally three years. If the term of a project is extended by up to one year, the time at which the evaluation is carried out is also pushed back. If the term originally commissioned is extended by more than one year, the evaluation is carried out at the time it would have been conducted if the three-year project had ended as planned. This means that in these cases the evaluation also serves as an interim evaluation, the findings of which can be used directly in the steering of the ongoing project and, if appropriate, for planning a follow-on project.

Because of a ruling by the Bundesrechnungshof (Germany's supreme audit institution), project managers may only be informed as late as possible, i.e. only a few months before the start of the evaluation, that their project is part of the random sample.

If projects require evidence for project steering or for preparations for a follow-on project during the project term, they are free to conduct evaluative studies in the form of an interim evaluation at any time on their own responsibility.

Financing evaluations

Evaluations of projects implemented under the Bilateral Technical Cooperation budget item (2301 896 03) are financed using a procedure under which all projects under this budget item that meet the definition to be included in the body of evaluable projects share the costs. Every project pays a contribution once in the course of the project term and this fund is then used to finance all evaluations. Evaluations of projects covered by other budget items are paid directly by the projects evaluated, because the number of projects under each budget item is too small to operate a cost-sharing system.

2.2 Criteria-based selection

The central project evaluation portfolio also includes projects selected for their particular strategic, political or methodological relevance. Projects may be proposed by our main commissioning party BMZ or by GIZ organisational units, including the Corporate Unit Evaluation. The minimum volume of three million euros does not apply in this case. The criteria-based selection of BMZ-financed projects takes into account:

- the project's strategic importance;
- political scrutiny and relevance of the use of the evaluation findings;
- the potential offered by the project for widescale replication;
- the risk potential;
- the innovative potential of the project.

Projects selected on the basis of these criteria can account for around 5 per cent of the body of evaluable projects in an evaluation portfolio.

These evaluations cannot be included in the calculation of average values in line with OECD/DAC criteria as they are selected deliberately, not randomly, and their inclusion would distort the average values and success rates calculated.

3 Design and implementation

3.1 Evaluation criteria

Central project evaluations encompass a critical, analytical review of a project's results and implementation. To this end, GIZ bases evaluations on six criteria for German bilateral development cooperation:² relevance, coherence, effectiveness, impact, efficiency and sustainability. They provide the conceptual foundation for assessing the success of bilateral German development cooperation measures. Use of these criteria is mandatory for all implementing organisations. Across all six evaluation criteria, the evaluation questions are grouped around individual assessment dimensions.

Relevance: Is the measure doing the right things?

This criterion looks at the design of the measure. It explores the correlation between the objectives and design of the measure and the (global, country- and institution-specific) needs, political agendas and priorities of the individuals, groups, organisations and development partner organisations involved and affected. It also examines the conceptual adaptability of the measure in terms of changes over time. Relevance is always assessed both in terms of our view today and in terms of the situation at the time the project was designed.

Coherence: How well does the measure fit?

Coherence looks at how the measure fits against the backdrop of international norms and standards and of other interventions in a country, sector or institution. Internal coherence relates to the division of labour and synergies of the measures with other German development cooperation measures and the extent to which a measure complies with international norms and standards that German development cooperation has undertaken to uphold. External coherence refers to the complementarity and coordination achieved by the measure in its interaction with partner organisations, other donor organisations and international organisations. Coherence relates to both the design of the measure and the results achieved.

Effectiveness: Is the measure achieving its objectives?

Effectiveness relates to the degree to which the measure has achieved its objectives (at outcome level) or is likely to do so, including any divergent impacts on different groups that are involved and affected. Effectiveness looks at the achievement of objectives in the form of direct short- and medium-term results, the specific contribution of the project to achieving the objectives, the quality of implementation and possible unintended positive or negative impacts.

Impact: What difference does the measure make?

Taking verifiable overarching development changes (at impact level) as the basis, this criterion looks at the

² BMZ (2020): [Evaluierungskriterien für die deutsche bilaterale Zusammenarbeit](#) (Evaluating German Development Cooperation. BMZ Evaluation Policy). BMZ guidelines on working with OECD/DAC evaluation criteria when evaluating bilateral German development cooperation, no place of publication given: German Federal Ministry for Economic Cooperation and Development (BMZ), Division GS 22, Evaluation and development research, German Institute for Development Evaluation (DEval), German Institute of Development and Sustainability (IDOS).

extent to which the measure has had or is likely to have significant positive or negative, intended or unintended impacts at a higher level (contributions to changes identified), including any different impacts on different actors involved or affected. This criterion relates to the results of the measure.

Efficiency: How economically are resources being used?

Efficiency looks at the extent to which the results of the measure are achieved in an economic and timely manner (relations between inputs and outputs, outcome and impact levels). The assessment dimension of production efficiency explores the relationship between input and output and determines whether it is appropriate. Allocation efficiency looks at the relationship between inputs and results achieved by the measure and determines whether it is appropriate (project objective/development-policy objectives; outcome/impact levels). Efficiency relates to both the design of the measure and the implementation/results achieved.

Sustainability: Will the results last?

Sustainability examines whether the results achieved will last (outcome and impact levels) or whether the results are likely to last, taking into account risks that have emerged or appear likely to emerge, particularly after the measure has been phased out. The capacity of actors involved and affected and the contribution made by the project to build sustainable capacity are also examined as the basis for assessing the sustainability of results.

Summary: What contributions is the measure making to implementing the 2030 Agenda?

The summary of contributions to the 2030 Agenda is based on the principle of universality, shared responsibility and accountability, on the interaction of economic, environmental and social development and on inclusiveness. The summary shows how results relate to one another using evaluation questions concerning different evaluation criteria and presents overarching findings with respect to contributions made to the 2030 Agenda.

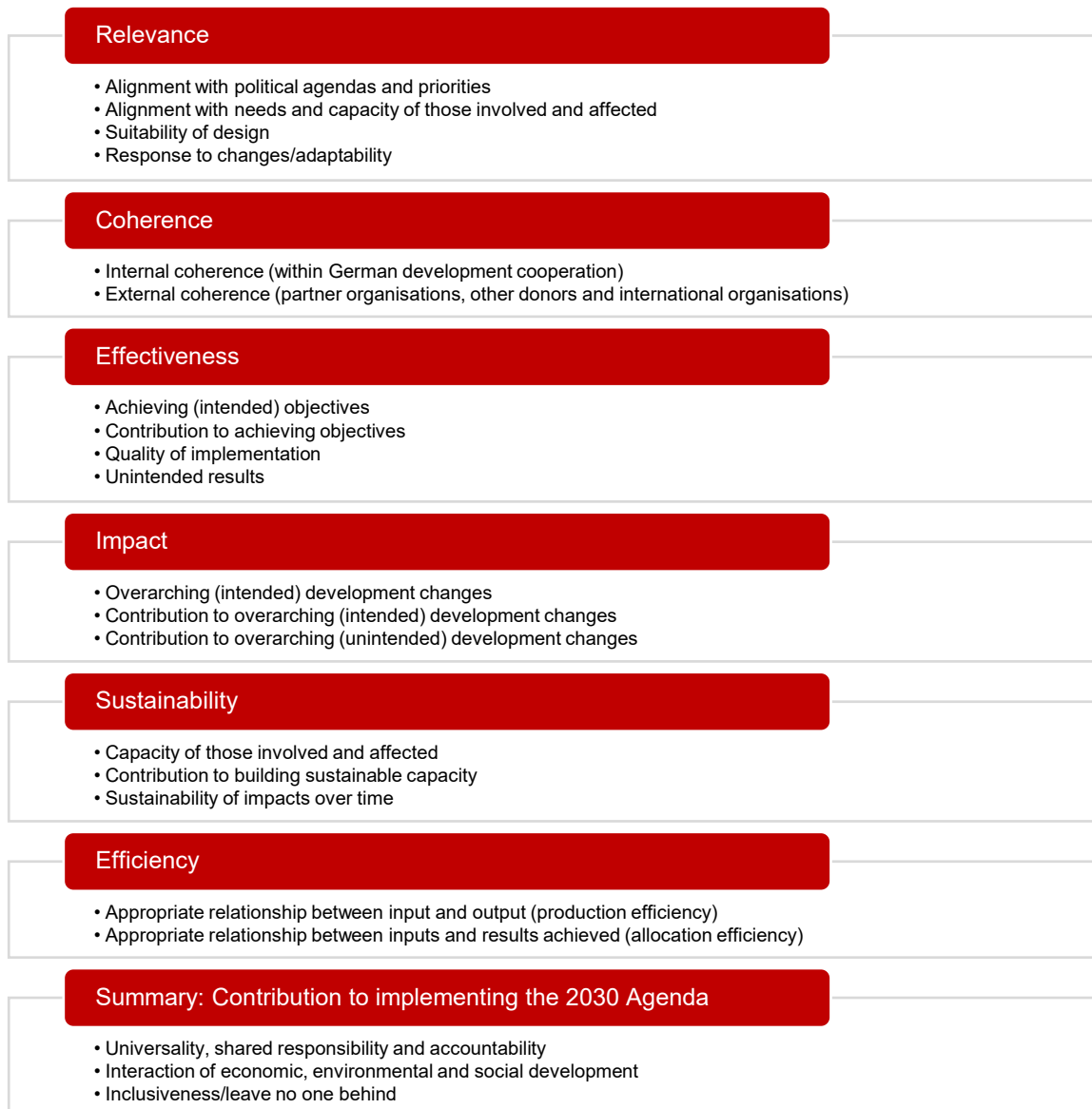


Figure 3: OECD/DAC evaluation criteria and criteria relating to the 2030 Agenda

These criteria and dimensions apply to all of GIZ's project types (bilateral projects, transitional assistance projects, regional and global projects and sector projects) provided that they include measurable objectives. The evaluation criteria can be modified for the different types of projects at the level of the analysis questions. Transitional assistance projects, for instance, will understand and assess sustainability (lasting results) as the ability to build on existing structures.

For all projects in fragile and conflict-affected contexts, additional questions must be answered on context and conflict sensitivity and on human rights, and links must be established to GIZ's **Safeguards+Gender management system**. Evaluators are also required to conduct project evaluations in a context- and conflict-sensitive manner.

Partner orientation and the human rights principle of non-discrimination and equal opportunities are intended to take appropriate account of two of the key principles of the 2030 Agenda ('ownership' and 'leave no one behind'), as set out in the BMZ guidelines on evaluation.

To make evaluations more useful for all stakeholders, initial interviews conducted at the start of the evaluation

during the inception phase are used to identify the information interests of the project, the partner organisations and BMZ alongside these standardised evaluation questions. Information interests can include specific regional or thematic factors from the standpoint of the stakeholder group. They are incorporated into the inception report (interim report on design and methodology) and are added to the list of questions where they are to be included in the evaluation.

Central project evaluations assess the projects selected randomly. However, for all projects that build on a predecessor project, any longer-term impacts from these predecessor projects should also be recorded in order to generate valuable lessons learned. The main questions here seek to establish which results of predecessor projects have been maintained, which lessons learned from the past have been incorporated into the ongoing project (sustainability of the predecessor project), and which overarching results have developed over time (impact of the predecessor project).

3.2 Assessment and ratings

Central project evaluations are conducted by external evaluators on behalf of the GIZ Corporate Unit Evaluation. Evaluation reports solely reflect the opinions and assessments of the external evaluators. The aim of involving stakeholders (project, partner organisations, BMZ) in discussing the draft report is not to have the draft approved by these stakeholders, but to provide an opportunity to check the factual accuracy of the presentation and ensure that the assessment is clearly comprehensible. The evaluators must guarantee the factual accuracy and the comprehensibility of the assessment, but are independent in their decision whether to incorporate comments made by stakeholders into the report.

Both the assessment dimensions within the OECD/DAC criteria and the determination of the overall score using a points system serve to increase the transparency of ratings and ensure better comparability between individual projects.

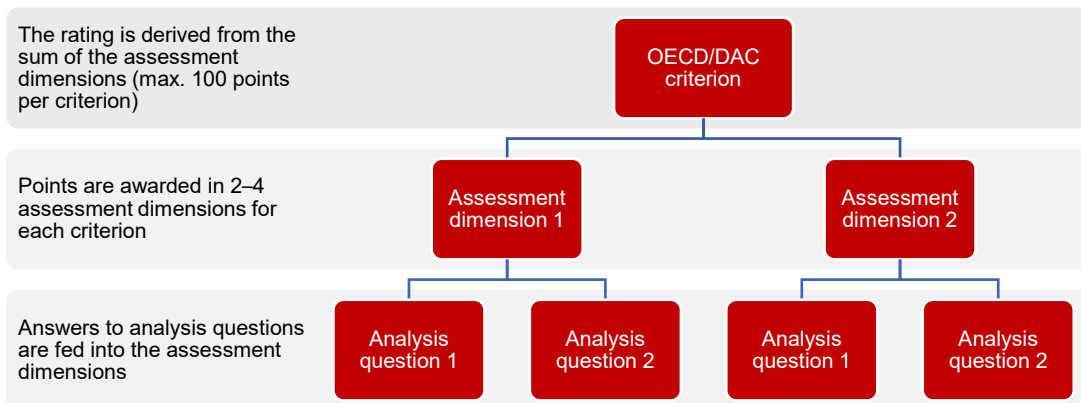


Figure 4: Levels of assessment

The assessment system provides for a maximum of 100 points that can be awarded per criterion. The points are awarded for the individual assessments of sub-dimensions and added up. The project's overall score is derived from the average points awarded for the individual DAC criteria. The average value for the overall score is rounded according to mathematical convention. All projects achieving an average score of between 1 and 3 are considered to be successful, while an average score of 4 or less is deemed to be unsuccessful. Under BMZ guidelines, if a project is rated 4 (i.e. achieved less than 67 points of a possible 100) in one of the three criteria effectiveness, impact or sustainability, it cannot be rated as successful overall.

100-point scale	6-level scale (assessment)
92 to 100	Level 1: very successful
81 to 91	Level 2: successful
67 to 80	Level 3: partially successful
50 to 66	Level 4: fairly unsuccessful
30 to 49	Level 5: largely unsuccessful
0 to 29	Level 6: completely unsuccessful

Figure 5: Points and assessment scheme

3.3 Quality requirements

Central project evaluations are conducted in line with international and national quality standards, as set out in particular in the OECD/DAC's [Quality standards for development evaluation](#), the BMZ guidelines [Evaluierung der Entwicklungszusammenarbeit](#) (Evaluating German Development Cooperation. BMZ Evaluation Policy), the [Standards für Evaluation](#) (Evaluation standards, in German) of DeGEval – Evaluation Society and the paper on the basic aspects of GIZ's evaluation system. They are aligned specifically with standards set for usefulness, credibility and independence.

In addition to the fundamental requirements of process and product quality set out in the DeGEval standards, the DAC standards lay down specific requirements for development cooperation, including partnership and capacity building in partner countries.

Utility	Accuracy
<p>Stakeholder Identification: Persons or groups involved in or affected by the evaluand should be identified, so that their interests can be clarified and taken into consideration when designing the evaluation.</p> <p>Clarification of the Purposes of the Evaluation: The purposes of the evaluation should be stated clearly, so that the stakeholders can provide relevant comments on these purposes, and so that the evaluation team knows exactly what it is expected to do.</p> <p>Evaluator Credibility and Competence: The persons conducting an evaluation should be trustworthy as well as methodologically and professionally competent, so that the evaluation findings achieve maximum credibility and acceptance.</p> <p>Information Scope and Selection: The scope and selection of the collected information should make it possible to answer relevant questions about the evaluand and, at the same time, consider the information needs of the client and other stakeholders.</p> <p>Transparency of Values: The perspectives and assumptions of the stakeholders that serve as a basis for the evaluation and the interpretation of the evaluation findings should be described in a way that clarifies their underlying values.</p> <p>Report Comprehensiveness and Clarity: Evaluation reports should provide all relevant information and be easily comprehensible.</p>	<p>Description of the Evaluand: The evaluand should be described and documented clearly and accurately, so that it can be unequivocally identified.</p> <p>Context Analysis: The context of the evaluand should be examined and analyzed in enough detail.</p> <p>Described Purposes and Procedures: Object, purposes, questions, and procedures of an evaluation, including the applied methods, should be accurately documented and described, so that they can be identified and assessed.</p> <p>Disclosure of Information Sources: The information sources used in the course of the evaluation should be documented in appropriate detail, so that the reliability and adequacy of the information can be assessed.</p> <p>Valid and Reliable Information: The data collection procedures should be chosen or developed and then applied in a way that ensures the reliability and validity of the data with regard to answering the evaluation questions.</p> <p>Systematic Data Review: The data collected, analyzed, and presented in the course of the evaluation should be systematically examined for possible errors.</p>

Propriety	<p>Analysis of Qualitative and Quantitative Information: Qualitative and quantitative information should be analyzed in an appropriate, systematic way, so that the evaluation questions can be effectively answered.</p> <p>Justified Conclusions: The conclusions reached in the evaluation should be explicitly justified, so that the audiences can assess them.</p> <p>Meta-Evaluation: The evaluation should be documented and archived appropriately, so that a Meta-Evaluation can be undertaken.</p>
<p>Formal Agreement: Obligations of the formal parties to an evaluation (what is to be done, how, by whom, when) should be agreed to in writing, so that these parties are obligated to adhere to all conditions of the agreement or to renegotiate it.</p> <p>Protection of Individual Rights: The evaluation should be designed and conducted in a way that protects the welfare, dignity, and rights of all stakeholders.</p> <p>Complete and Fair Investigation: The evaluation should undertake a complete and fair examination and description of strengths and weaknesses of the evaluand, so that strengths can be built upon and problem areas addressed.</p> <p>Unbiased Conduct and Reporting: The evaluation should take into account the different views of the stakeholders concerning the evaluand and the evaluation findings. Similar to the entire evaluation process, the evaluation report should evidence the impartial position of the evaluation team. Value judgments should be made as unemotionally as possible.</p> <p>Disclosure of Findings: To the extent possible, all stakeholders should have access to the evaluation findings.</p>	Feasibility
	<p>Appropriate Procedures: Evaluation procedures, including information collection procedures, should be chosen so that the burden placed on the evaluand or the stakeholders is appropriate in comparison to the expected benefits of the evaluation.</p> <p>Diplomatic Conduct: The evaluation should be planned and conducted so that it achieves maximal acceptance by the different stakeholders with regard to evaluation process and findings.</p> <p>Evaluation Efficiency: The relation between cost and benefit of the evaluation should be appropriate.</p>

Figure 6: DeGEval's evaluation standards

Involving partner organisations and target groups

One explicit quality objective of central project evaluations is to make the evaluation process as participatory as possible, with a view to enhancing the practical applicability of findings. This applies, in particular, to involving partner organisations and target groups in the evaluation, which should be actively promoted. Partner orientation is reflected in the different phases of project evaluation and in evaluation management. Wherever possible, partner organisations should be involved during the inception phase (to voice their information interests), during implementation (through interviews and debriefing) and in the subsequent practical application of the evaluation findings.

Target groups too should be taken into account and involved in the questions, analysis, findings and recommendations. Where possible and appropriate, target groups should be surveyed or data collected on the basis of control groups. If target groups are not directly available, representatives of civil society organisations can be interviewed, for example, so that the perspectives of the target group can be incorporated at least indirectly. To support this goal, a team is put together for every evaluation that includes an evaluator from the country or region. They must be familiar with the project context, but to ensure independence and impartiality they must not be directly involved in the planning and/or implementation of the project to be evaluated.

3.4 Quality assurance

When conducting central project evaluations, the Corporate Unit Evaluation uses the following instruments to ensure compliance with quality standards.

Clarification of the mandate

Comprehensive clarification of the mandate with the external evaluators and the project managers sets the

scene for a successful evaluation. It clarifies the expectations of all stakeholders in the evaluation process, prevents conflicts and fosters acceptance of the evaluation findings. Evaluation managers must thus ensure that the mandate is clarified so as to make it as clear and unambiguous as possible.

Methodological approach and annotated structure of the report

Precise guidelines are available for producing evaluation products – the evaluation matrix, inception report, evaluation report and short reports – in the form of annotated report structures and publication standards. These guidelines specify the content and structure of the individual products and the quality expected. The evaluation matrix breaks down the evaluation criteria, dimensions and questions and sets out how they correlate with data collection and analysis. The annotated report structures also specify the methodological steps required to describe, analyse, assess, draw conclusions and produce recommendations.

Inception report

An inception report summarises the findings on the project to be evaluated as established from document analyses and initial interviews conducted during the inception phase. It also specifies the evaluation design and sets out the empirical methods to be used. It sets out the focus and scope of the evaluation, taking into account the additional information interests voiced by commissioning parties, partner organisations and the project team, and conducts a critical analysis of the quality of available information sources. Within the scope of this report, the evaluators contracted to conduct the evaluation also develop the data collection instruments to be used (such as interview guidelines). A carefully crafted inception report is indispensable for a successful evaluation that covers all important aspects of the project and perspectives of the stakeholder groups and ensures good methodological quality. Consultation on the inception report is a key quality assurance instrument in project evaluation. If an inception report fails to comply with these minimum quality requirements even after contractually agreed revision loops, the contract with the evaluator will be terminated.

Quality checks

Both the inception report and the evaluation report are reviewed by the Corporate Unit Evaluation in line with a mandatory quality grid. The grid covers the methodological quality (the factual accuracy of the draft reports is verified by the officers responsible for the commission) and is based on the quality criteria of previous meta-evaluations. Both reports must score a minimum of 60 out of 100 points before they can be accepted by the Corporate Unit Evaluation.

Compliance with quality standards regarding feasibility and propriety is systematically analysed and assessed during the planning and implementation of evaluations with the help of checklists. An internal monitoring system in the Corporate Unit Evaluation establishes the usefulness of evaluations and how they are used.

Meta-evaluations of quality

The quality of GIZ's central project evaluations is reviewed on a random sample basis within the scope of meta-evaluations conducted by the German Institute for Development Evaluation (DEval). DEval then publishes the reports in the [DEval evaluation database](#). In addition, GIZ can commission its own meta-evaluations for certain purposes, such as determining the strength of the evidence in evaluations with a view to using them in evaluation syntheses.

Requirement: Ensuring evaluability by the projects

As the quality of an evaluation depends partly on the project design and monitoring, it is extremely important to safeguard the evaluability of projects. This includes the availability of a results model with the pertinent results

hypotheses, SMART indicators,³ baseline data and an appropriate monitoring system. In addition to indicator-based monitoring, the results of the open documentation of perspectives of partner organisations, target groups and other stakeholders using qualitative survey methods (KOMPASS) should be made available.

3.5 Evaluation methods and design

Evaluations must be based on clear results. The intersubjective verifiability and accuracy of the findings are of pivotal importance. They are based on data collected and analysed in line with accepted methods of empirical social research. The design and methods used should be suited to the objective of an evaluation, the questions to be addressed and the object of the evaluation and should be feasible within the available budget. The integrated use of both quantitative and qualitative methods has proved valuable in this context. Appropriate validation of the results must always be guaranteed, in particular by triangulating methods, cross-checking data and information sources and adopting the 'four-eyes' principle.

In the increasingly important impact evaluations, the aim is not just to record results. The key challenge is to clearly establish a causal link between measures and results (attribution) or to plausibly demonstrate the contribution made by the measure to achieving the results. This is premised on the ability to isolate the contribution of the project under evaluation from other influencing factors (e.g. public policy agenda in the partner country or projects of other donors). In order to tackle the challenge of attributing results, theoretically sound and verifiable methodological procedures – referred to as rigorous – are needed. GIZ understands this as covering not only experimental or quasi-experimental evaluation designs, but any evaluation approach that systematically addresses the issue of attributing results to measures.⁴

The crucial factor in selecting an evaluation design is that the design chosen is appropriate for the specific object of the evaluation and the questions to be addressed. GIZ projects are characterised by complex capacity development approaches, with which bilateral projects achieve their results by dovetailing activities at different levels (individual, institutional, societal). Other projects are regional or global in reach and implement activities in more than one country. To record the results achieved on completion of a project, partly for accountability purposes, (quasi-)experimental approaches tend not to be suitable as they a) measure only individual, specific questions over time and b) cannot use a control group in line with requirements in most of the above-mentioned contexts. (Quasi-)experimental approaches offer major benefits if they are used in the context of the ongoing measurement of results, for example.

In central project evaluations, GIZ stipulates that a theory-based approach must be used as the minimum standard for robust evidence. Building on GIZ's results model and its results-based monitoring system, the indicators set out in the offer and the results hypotheses outlined in the results model can be used as a basis for the assessment and can be checked to establish whether they are plausible. Contribution analysis has proved well suited when it comes to identifying the contribution made by a project to the results achieved.⁵ But other theory-based approaches, such as realist evaluation or process tracing, can also be used. (Quasi-)experimental data collection methods can be used as supplementary designs for selected aspects where this is possible and appropriate.

Special procedures are needed to identify unintended results. To this end, approaches such as the most significant change approach or outcome harvesting can be used. Alternatively, qualitative methods (KOMPASS) can be used to record the perspectives and views of partner organisations, target groups and other relevant stakeholder groups.

³ SMART: specific, measurable, achievable, relevant, time-bound

⁴ Befani, Barbara (2020): *Choosing Appropriate Evaluation Methods. A Tool for Assessment & Selection (Version 2)*, no place of publication stated: Centre for the Evaluation of Complexity Across the Nexus (cecan).

⁵ Cf. John Mayne 2001, 2008, 2012.

Contribution analysis

Contribution analyses aim to collect empirical evidence of whether and to what extent a project can be said to have contributed to the changes observed. This is designed to answer the questions concerning the contribution made by the project in the sections on effectiveness and impact. Moreover, the analyses are intended to enhance our understanding and knowledge of what works and why things do not work. The contribution analysis in central project evaluations comprises the following elements:

- a results model that provides a visual representation of the pathways from inputs to activities, outputs and intended results, as well as illustrating expectations concerning the project's cause-and-effect relationship;
- the results logic (theory of change) that underlies the results model with detailed results hypotheses, which must be verified and analysed within the scope of the evaluation;
- what is termed a 'contribution story', in which selected key hypotheses are reviewed iteratively, collecting comprehensible and reliable evidence in order to prove the contribution made by the project to the changes observed. To this end, alternative explanations (such as contextual factors or third-party activities) must also be analysed;
- an evidence table setting out evidence related to each individual results hypothesis, showing whether and to what extent the hypotheses have proved to be correct or have been refuted.

Efficiency analysis

In central project evaluations, the efficiency analysis is based on cost-to-output ratios, which are analysed using a 'follow the money' approach.⁶ In contrast to the purely descriptive methods and subjective assessments that were formerly used, this allows for an efficiency analysis based on figures and data. The approach aims to use an input-output analysis to establish data for further analysis and assessment and to identify the potential for improvement.

The analysis follows both the minimum principle (economic use of resources) and the maximum principle (maximising results). It essentially explores whether the outputs or outcome could have been maximised using the same inputs and conversely whether the same outputs or outcome could have been achieved with fewer inputs. These two perspectives illustrate two sides of the same coin. The analysis thus focuses on a discussion of alternative approaches and on achieving results efficiently overall.

4 Practical application of findings

The German Institute for Development Evaluation (DEval) makes a distinction between usefulness, use and benefits of evaluations.⁷ GIZ takes this as its basis too.

- Usefulness is seen as the potential for use and can embrace different aspects of an evaluation, including conducting the evaluation on time, involving stakeholder groups, and formulating, disseminating and making available findings and recommendations.
- Use, or practical application, is seen as the direct response to the contents of an evaluation (once the evaluation has been concluded), such as addressing the recommendations set out in the evaluation report.

⁶ BMZ (2011): *Tools and Methods for Evaluating the Efficiency of Development Interventions*. BMZ Evaluation Division: Evaluation Working Papers.

⁷ DEval (2021): *Metaevaluierung von (Projekt-)Evaluierungen in der deutschen Entwicklungszusammenarbeit*. Inception-Bericht, Bonn: Deutsches Evaluierungsinstitut der Entwicklungszusammenarbeit gGmbH (DEval) (not published)

- The benefits are the actual advantage accruing as a result of an evaluation, for instance through concrete improvements to specific project measures on the basis of evaluation recommendations. An evaluation can also have benefits for other actors involved and affected (such as the global evaluation and research community).

4.1 Project level

Regardless of when the final report is completed, a central project evaluation can provide important findings for decision-making even during the ongoing evaluation process. During the inception phase, the evaluators already verify the plausibility of the results logic and the quality of indicators. A workshop held as a standard procedure right at the outset of the evaluation process in particular – designed for reflection and, where appropriate, to reconstruct the results model – offers the project team and partner organisations scope for learning during the process. In the case of final evaluations, a follow-on measure is often already ongoing when the evaluation is conducted. Findings from the ongoing evaluation can then be used directly in the steering of the follow-on measure or the planning of any further follow-on module.

Project evaluation findings are processed and used so as to facilitate learning within the project, in partner organisations, at GIZ and at BMZ, for instance within the framework of the following:

- Reflection forums with partner organisations: A dialogue on the evaluation findings is intended to encourage the incorporation of relevant experience into partners' own decision-making processes.
- Reflection forums with BMZ: The findings and recommendations of the evaluation report are discussed with the project-managing division at BMZ and, where appropriate, the relevant sector division and the BMZ evaluation division. These discussions are designed to determine the need for action on the part of the project and in the area of intervention and to identify the lessons learned in terms of development policy.

The findings are incorporated into the planning of new projects. When module proposals are drawn up for BMZ, evidence from evaluations must be taken into account and presented.

4.2 Cross-project level

The results of all central project evaluations are fed into corporate knowledge management. GIZ uses the following instruments to encourage evaluation findings to be used not only at the level of individual projects:

- Reflection forums at technical/sectoral level: The findings of evaluations, especially the overarching issues, are discussed and analysed in in-person and virtual communities (staff of all GIZ units relevant to topics, sector networks, conventions, topic-specific forums).
- Internal GIZ dialogue and information events and those open to the public: These events offer a platform for cross-sectoral exchange on evaluation findings. They address not only the people directly involved and responsible, but anyone who might benefit from the findings.

GIZ also uses cross-sectional analyses to ensure that the findings of project evaluations can be harnessed for company-wide learning and discussions with stakeholder groups. Cross-sectional analyses in the form of evaluation syntheses bring together existing knowledge and evidence from evaluations. To this end, project evaluations on a given topic, sector, region or country are analysed and factors influencing success or failure are identified, along with good practices.

In addition, analysis of the impact of a project contributes to the assessment of the overarching programme, thus also supporting decisions on the design of the area of intervention at programme level. Programme evaluations and DEval's evaluations also draw on project evaluations and their findings.

Finally, monitoring the action taken on recommendations set out in evaluations provides information on their usefulness. The recommendations of all central project evaluations are recorded in a database and evaluated along thematic lines. The Corporate Unit Evaluation monitors action taken on the recommendations. The units responsible for implementing recommendations thus provide updates on implementation status. The aim is to digitise implementation monitoring as part of introducing the audit management module.

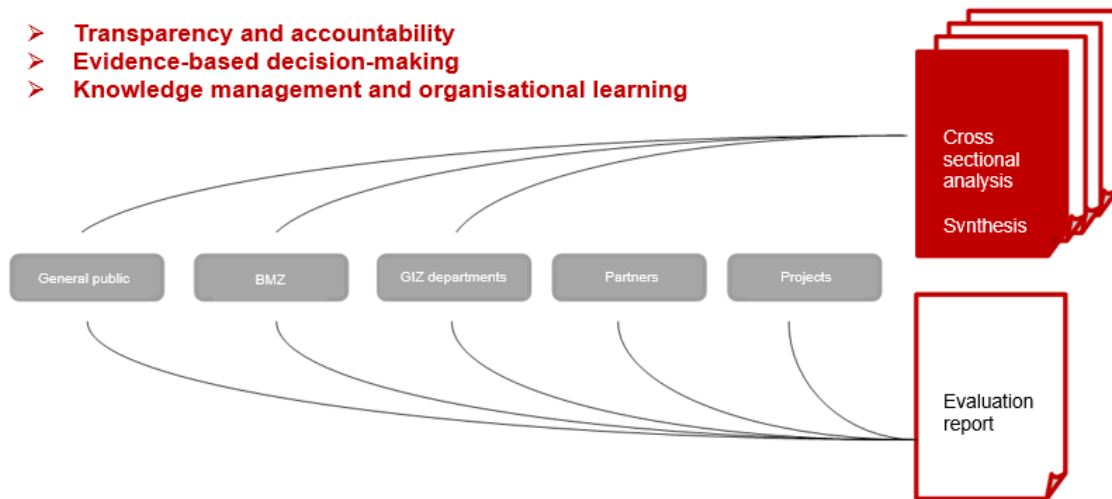


Figure 7: Communication and practical application of the findings of central project evaluations

5 Process and responsibilities

Evaluation management is a key element of GIZ's evaluation system. Evaluation managers in GIZ's Corporate Unit Evaluation shape this process in dialogue with the actors involved in the evaluation and the intended users of the findings (especially decision-makers and other actors within the change process). The officers responsible for the commission liaise with the partner organisations.

5.1 Actors involved and their roles

BMZ

BMZ is both the commissioning party of the projects evaluated and the addressee of the evaluation findings. The essential elements of central project evaluations are based on agreements with BMZ (evaluation criteria, assessment system, size of sample, financing procedures, reporting formats). During the evaluation process, the project-managing divisions are given the chance to voice their specific information interests, comment on draft reports, reflect on evaluation findings with the evaluators and project managers and make decisions regarding the publication of results.

Partner organisations

Partner organisations play an important part throughout the central project evaluation process. The implementation agreements between GIZ and the partner organisations generally provide for evaluation of projects

implemented. When the evaluation is being prepared, the project teams collect information interests and decision-making requirements, and these are reflected in the terms of reference for the evaluation. Partner systems and capacity must be taken into account when considering what data is necessary and available. During the implementation phase of the evaluation, relevant views of partners are recorded. Partner organisations can comment on the evaluation findings but have no influence over the independent reports or the publishing of these reports. Partner organisations are also key addressees when it comes to disseminating and utilising evaluation findings and recommendations. Elements include dialogue and reflection forums (in particular briefing and debriefing sessions).

External evaluators

In line with the terms of reference set out by GIZ, and in consultation with the GIZ Corporate Unit Evaluation, the evaluation team is responsible for preparing and conducting the individual evaluation, including reporting. It is responsible for the contents of evaluation reports; this promotes independence with regards to accountability.

The evaluation team generally consists of two evaluators (one international and one local or regional evaluator). Their responsibility within the team can vary depending on their skills profiles and location. Local/regional evaluators are particularly expected to support the participatory design of the evaluation by giving more room to the information interests and perspectives of partner organisations and target groups and by harnessing data available in local monitoring and evaluation systems. For sector projects where services are not delivered in the partner country, the evaluation team consists of two (inter)national evaluators.

GIZ operational units

Within GIZ's operational departments, the officers responsible for the commission play a particularly important role. They support preparations and implementation of project evaluations and are ultimately responsible for ensuring that results and recommendations are used within the context of the project.

Specifically, support by the project at local level primarily includes providing relevant information, involving partner organisations, identifying important interview partners, helping organise workshops, contributing to briefing and debriefing sessions and providing logistical support in the process of preparing and implementing in-country missions. The officers responsible for the commission and their teams check the draft inception report and evaluation report for factual accuracy and contents. If a project has already been completed when the evaluation is conducted and no follow-on measure is ongoing, these tasks are organised via the country office, where appropriate with the involvement of neighbouring projects.

GIZ Sectoral Department

The Sectoral Department plays a key role in ensuring the evaluability of projects by advising on the results model, the development of SMART indicators, baseline studies and results-based monitoring, as well as checking the quality of offers. It also has a central part to play in knowledge management and organisational learning on the basis of evaluations. All evaluation reports are available on online information and dialogue platforms (especially in the topics). The specialist competence centres and the sector networks discuss evaluation results with the Corporate Unit Evaluation and prepare thematic cross-sectional analyses. The aim is to synchronise planning, monitoring and evaluation effectively, with evidence incorporated into the appraisal of new projects, for example.

GIZ Corporate Unit Evaluation

At GIZ, the Corporate Unit Evaluation is the main contact for all issues relating to evaluations. It reports directly to the Management Board and is separate from GIZ's operational business. This organisational structure strengthens its independence. It carries out the following tasks during central project evaluations:

- drawing up the portfolio for central project evaluations (drawing a random sample and including criteria-based evaluations);
- managing the clearing cost unit and coordinating the contribution procedure for projects financed under the Bilateral TC budget item;
- conducting tendering and managing the pool of evaluators;
- steering implementation of central project evaluations and quality assurance;
- communicating evaluation findings to BMZ and all stakeholders within GIZ with subsequent publication;
- taking part in activities to promote the practical application of evaluation findings;
- fine-tuning the procedures, instruments and standards for project evaluations to ensure that these evaluations always comply with current national and international standards.

5.2 Process overview

Evaluation management at GIZ includes the design and steering of three phases of the evaluation process: (1) concept and design, (2) implementation and reporting and (3) communicating evaluation findings. The process of determining the evaluation portfolio comes before these stages. The process presented here is followed by the process of promoting the practical application of the evaluation findings, which comprises learning activities for individual evaluations and options such as the cross-sectional analysis of a series of evaluations.

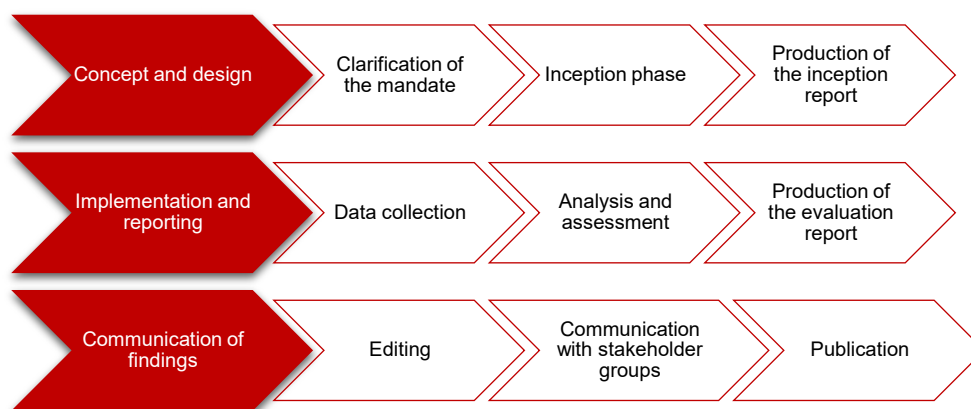


Figure 8: Overview of standard processes in a central project evaluation

Evaluations begin towards the end of the project term. The precise timing and course of an evaluation will depend on the length of the project term, whether there is a follow-on project, and how the evaluation and any in-country mission can be supported.

In the central project evaluation process, some time will elapse between the inception phase and the following phases. During the inception phase, the goal is to ensure evaluability, which means analysing the results logic (theory of change) of a project, recording evaluation questions from the standpoint of partners and target groups and finally reviewing the data available, including data from the partner systems. In some cases, it may be appropriate to conduct an inception mission in the partner country.

Deviations are possible depending on the evaluation in question. Depending on the scale and complexity of projects, longer on-site missions or trips to several countries might prove necessary, for example. In other cases, no travel is needed and all steps can be conducted remotely.

Semi-remote evaluations

Both on the basis of cost-benefit considerations and from the point of view of sustainability, a critical look should be taken at whether evaluators actually need to travel to collect data. Under certain circumstances (pandemic, security situation on the ground), it is possible to dispense with business trips in connection with evaluations. A semi-remote procedure has proved appropriate under these circumstances. International evaluators work remotely and do not travel. Local evaluators take on the task of data collection and direct communication under the given circumstances, thus assuming greater responsibility. The challenge is that coordination becomes more complex and that information and communications technology (ICT) infrastructure must be available for certain forms of virtual data collection (focus group discussions, workshops). Identifying the perspectives of target groups also becomes more complex. On the other hand, the mission saves time and money by not travelling.

For every evaluation, an assessment is made of whether an in-country mission is necessary and feasible, and whether the additional cost is proportionate to the information interests. Identifying results is generally complex, which is a point in favour of undertaking an in-country mission. In-country missions can help better comply with requirements such as research triangulation, identification of the project context, building trust in discussions and ensuring access to indirect target groups. Evaluations can only be conducted remotely as a general practice for certain types of projects, such as sector projects where no measures are being implemented in the partner country and all stakeholder groups have access to ICT infrastructure. In these cases, the evaluation team collects all data remotely.

5.3 Process description

Evaluations are conducted in line with the standardised process description set out below. The timeline is specified for every evaluation and is an integral part of the terms of reference. The remarks and checklists provide additional detailed information. No links have been provided here. Standards can be modified for individual process steps and this is sometimes necessary in practice, for instance with regard to the division of labour within the evaluation team or between the Corporate Unit Evaluation, the project and the country office. The officer responsible for the commission is responsible for the division of labour within the project and the delegation of tasks to the project team.

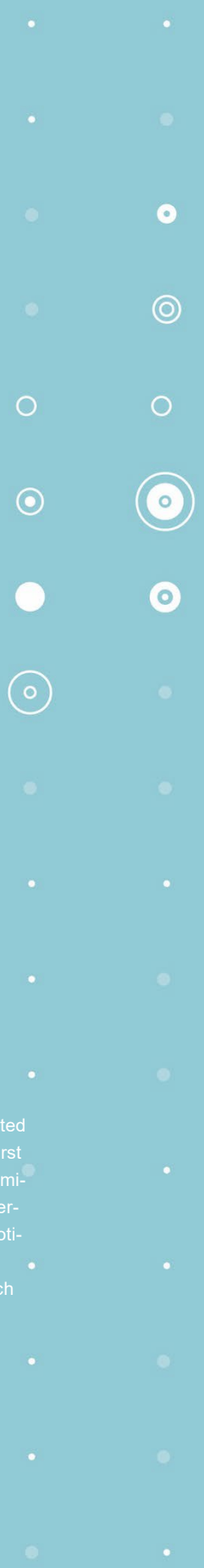
Process step	Responsible	Contributors	To be informed	Timeline	Remarks
1. Preparing for the central project evaluation					
Conduct initial clarification with project	Corporate Unit Evaluation	Officer responsible for the commission		At least 1 month before the contract is signed with evaluators	Topics: process and timeline
Draw up ToRs with timeline	Corporate Unit Evaluation	Officer responsible for the commission			
Individual call-off request for evaluators from pool	Corporate Unit Evaluation	Contract Management	Corporate Unit Evaluation		
Contract with evaluators	Procurement and Contracting Division	Corporate Unit Evaluation	Officer responsible for the commission		
Recruit and contract local evaluator	International evaluator	Corporate Unit Evaluation Procurement and Contracting Division	Officer responsible for the commission		Part of the terms of reference (ToRs)

Process step	Responsible	Contributors	To be informed	Timeline	Remarks
Set up MS Teams channel	Corporate Unit Evaluation	Officer responsible for the commission	International evaluator		
Provide project documents	Officer responsible for the commission	Corporate Unit Evaluation	International evaluator Local evaluator		Remarks on provision of documents in MS Teams channel
Meeting to clarify the mandate	Corporate Unit Evaluation	International evaluator Local evaluator	Officer responsible for the commission		Checklist
Kick-off meeting	Corporate Unit Evaluation	Officer responsible for the commission International evaluator Local evaluator Any partner organisations			Topics: information interests, process and roles
Formally announce the evaluation	Corporate Unit Evaluation	Officer responsible for the commission Country office International evaluator Local evaluator	Country manager or GloBe representative Evaluation officer Sectoral Department		Specimen standard letter
2. Inception phase					
Review and analyse documents	International evaluator	Local evaluator			
Conduct exploratory interviews	International evaluator	Local evaluator	Officer responsible for the commission		Including obtaining evaluation questions from BMZ, partner organisations, project team and Sectoral Department
Ensure evaluability	International evaluator	Officer responsible for the commission Local evaluator			(Re)construct the results logic Review available data
3. Producing the inception report					
Draft inception report	International evaluator	Local evaluator			Annotated report structure Including plans for data collection
Quality assurance (QA) of inception report	Corporate Unit Evaluation	Officer responsible for the commission			Officer responsible for the commission verifies factual accuracy Corporate Unit Evaluation verifies quality of methodology and of evaluation approach based on quality grid
Revise inception report	International evaluator	Local evaluator			
Accept inception report	Corporate Unit Evaluation		International evaluator Local evaluator Officer responsible for the commission	At least 3 months before the start of the evaluation mission	60 of a possible 100 points must be obtained based on quality grid
4. Collecting data					

Process step	Responsible	Contributors	To be informed	Timeline	Remarks
Formally announce the evaluation mission	Corporate Unit Evaluation	Officer responsible for the commission Country office	International evaluator Local evaluator Country manager or GloBe representative		Specimen standard letter
Arrange organisation and travel logistics	International evaluator	Officer responsible for the commission Country office Local evaluator			Note: take account of travel regulations, risk management
Elaborate interview plan	International evaluator Local evaluator	Officer responsible for the commission	Corporate Unit Evaluation		
Coordinate interview plan	International evaluator Local evaluator	Officer responsible for the commission Corporate Unit Evaluation			Contact high-ranking interview partners through GIZ
In-country briefing	International evaluator	Officer responsible for the commission Local evaluator	Country director Embassy (economic cooperation officer) Partner organisations		Binding requirements regarding course of evaluation, participants (embassy, country director, partner organisation) and PowerPoint presentation
Collect data in partner country	International evaluator	Local evaluator	Officer responsible for the commission		
5. Analysis and assessment					
Analyse data collected	International evaluator	Local evaluator			
Compile and triangulate findings	International evaluator	Local evaluator			
Elaborate preliminary findings and recommendations	International evaluator	Local evaluator			
Hold debriefing in partner country to validate findings	International evaluator	Local evaluator Officer responsible for the commission	Country director Embassy (economic cooperation officer) Partner organisations		Binding requirements regarding course of evaluation, participants (embassy, country director, partner organisation) and PowerPoint presentation
Final assessment	International evaluator	Local evaluator			
6. Producing reports					
Draft main report	International evaluator	Local evaluator		4 weeks after the end of the evaluation mission at the latest	Annotated report structure
Conduct QA on main report	Corporate Unit Evaluation		Officer responsible for the commission		Verify quality of methodology and comprehensibility of assessment based on quality grid
Verify factual accuracy	Officer responsible for the commission	Partner	Corporate Unit Evaluation		

Process step	Responsible	Contributors	To be informed	Timeline	Remarks
Finalise contents of main report	International evaluator	Local evaluator			In line with GIZ comments
Finalise formal aspects of main report	International evaluator	Local evaluator			In line with GIZ publication standards
Produce brief reports	International evaluator	Local evaluator			Summary (seven-pager) and 'At a Glance' (one-pager) Annotated report structure
Accept main report	Corporate Unit Evaluation		International evaluator Local evaluator Officer responsible for the commission		60 of a possible 100 points must be obtained based on quality grid
7. Editing					
Editorial changes and corrections	External service providers	Corporate Unit Evaluation			
Formatting and layout	External service providers	Corporate Unit Evaluation			
8. Communicating reports to stakeholders					
Submit report to BMZ	Corporate Unit Evaluation		Country manager or GloBe representative		Distribute to relevant divisions in line with BMZ procedural information Remarks regarding any objections to publication
Communicate to stakeholders within GIZ	Corporate Unit Evaluation		Officer responsible for the commission Country director Country manager or GloBe representative Evaluation officer Sectoral Department		
Submit report to partner organisations	Country office	Officer responsible for the commission	Corporate Unit Evaluation		Summary and one-pager ('At a Glance')
9. Publication					
Post on IDA	Corporate Unit Evaluation				DMS file Information from organisational units
Post on GIZ website	Corporate Communications Unit	Corporate Unit Evaluation			Publications database Evaluations database German National Library
Post on OECD/DAC	Corporate Unit Evaluation				DAC Evaluation Resource Centre (DEReC)
10. Dealing with recommendations					

Process step	Responsible	Contributors	To be informed	Timeline	Remarks
Record recommendations	Corporate Unit Evaluation				Recommendations database
Thematic evaluation of recommendations	Corporate Unit Evaluation				
Implement recommendations and monitor action taken	Addressees of recommendations	Corporate Unit Evaluation			Audit management module



Sources

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