



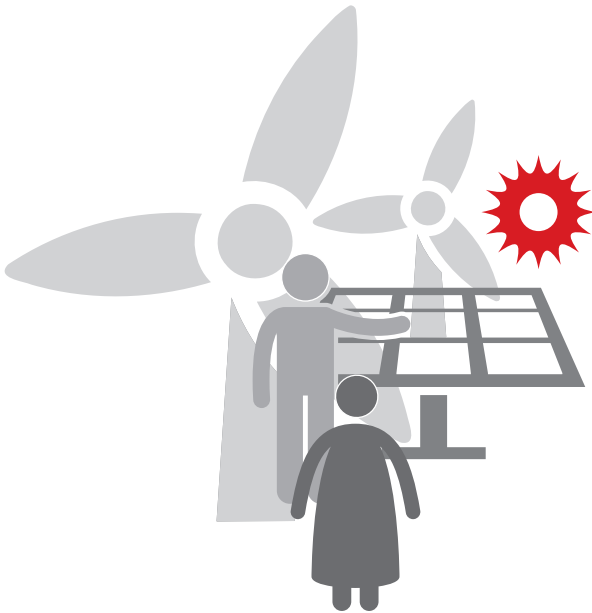
MEASURING RESULTS, CONTRIBUTING TO RESULTS

Findings and conclusions from monitoring and evaluation 2012 – 2014

MEASURING RESULTS, CONTRIBUTING TO RESULTS
giz

With support from GIZ, around
one million farmers

around the world have increased
their incomes since 2010.



As a contribution to climate protection, GIZ supports the expansion of renewable energies in over **30 countries**. The amount of **solar power and wind energy** produced in Brazil, India and Africa alone since 2005 would be enough to supply **eight million German households** for a year.

In 2012 and 2013 alone, GIZ helped to improve the working conditions of more than

half a million workers worldwide. Improvements included **higher wages, asserting the freedom of association** and the abolition of forced labour.



With our support, over
100 million people
have for the first time received
health insurance protection –
in the past three years, something a lot of people
take for granted.

KNOWING WHAT WORKS AND WHY

GIZ'S MONITORING AND EVALUATION SYSTEM

From results-based monitoring and project evaluations to corporate strategy evaluations – GIZ's work undergoes constant scrutiny. We can only learn from successes and failures and work more effectively in future if we know what works well and what doesn't. GIZ fine-tuned its monitoring and evaluation (M&E) system in 2014 to enhance this learning process even further. In future, relevant information will be collected and assessed in a more structured manner; monitoring and evaluation will be more consistently aligned with results, quality and efficient workflows. The new M&E policy reflects GIZ's corporate purpose. The policy is also GIZ's response to Germany's membership of the International Aid Transparency Initiative and to the establishment of the German Institute for Development Evaluation (DEval).

Systemic results model as the basis

GIZ's systemic results model is the basis and starting point for the M&E system. It serves as a reference for assessing projects in evaluations and presents the objective that has been agreed with partners and commissioning parties, as well as the results to be attained to achieve it (hypotheses). The results model also contains the changes that are required and the results that need to be achieved by external actors, as well as the necessary frameworks and factors outside our own sphere of responsibility.

Results-based monitoring

The results-based monitoring (RBM) system is based on this results model. It is an important component of all project management and acts as the basis for evaluations and for reporting to the commissioning party. RBM regularly examines whether the chosen path leads to the intended results and therefore enables ongoing critical reflection and adjustment of our work, based on solid data. Another feature of the system is that it openly records how key actors and stakeholders see the programme, in order to detect blind spots and question the programme's

results logic. This makes it possible to take imponderables into account and reflects the complexity of the programmes involved.

Project evaluations

The project evaluation replaces the project progress review upon completion of each project. It is binding for projects commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) with a commission volume of more than EUR 1 million and a term of at least three years. Where other commissioning parties and clients are concerned, GIZ offers both results-based monitoring and project evaluation as standard elements that are adjusted to the individual demands and evaluation objectives of the parties concerned. The findings are also used to prepare follow-on measures. Project evaluations are used for internal steering, planning and learning, and for reporting to our main commissioning party BMZ and the general public. Special emphasis is placed on the transparency of the ratings. The evaluations are commissioned on a local basis by the programme officers.

Corporate strategy evaluations

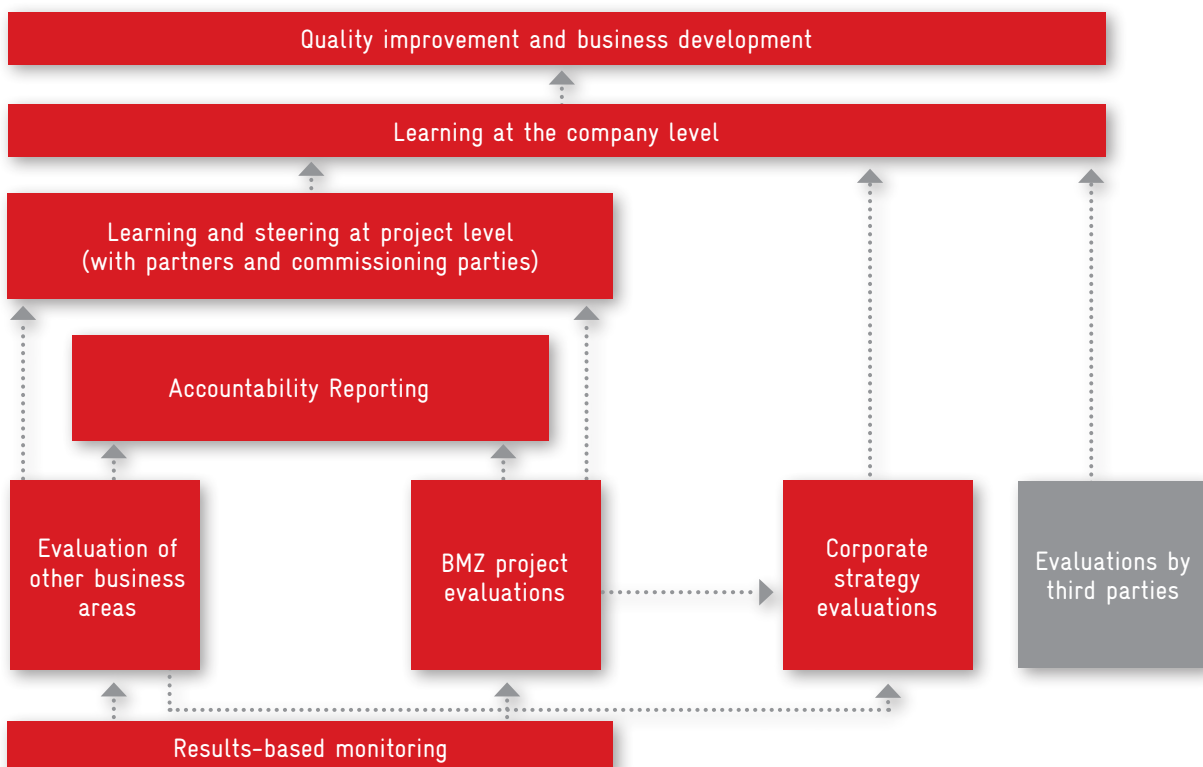
The issues on which GIZ commissions a corporate strategy evaluation depend on forthcoming decisions and change processes within the company. This may concern approaches, concepts, instruments or methods, or may have to do with the company's business policy, strategies and initiatives. Corporate strategy evaluations are therefore strongly geared to the given purpose and focus right from the design stage on the required findings and the specific information to be obtained, along with the implementation capacities of the actors involved. In addition, cross-section evaluations of project evaluations may be carried out, say of projects from all areas of work in a given country, as well as ex-post evaluations that examine the sustainability of results some time after the project has ended. The findings and recommendations provide GIZ with important information for business

development. Corporate strategy evaluations are carried out together with independent external evaluation experts and are centrally managed by the Monitoring Unit. A reference group is used throughout the entire process, from the definition of the evaluation questions up to agreement on change measures within GIZ.

The independent portfolio evaluations, which examined a random sample of 12 to 15 projects in a thematic priority area in each evaluation cycle, were discontinued in 2014.

External evaluations

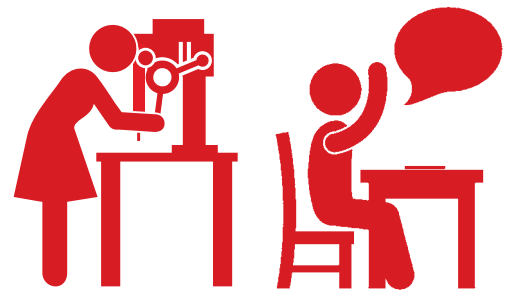
In addition to GIZ's own M&E system, commissioning parties or partners also conduct external evaluations to examine project results. The multi-annual evaluation programme (MEP) run by the German Institute for Development Evaluation (DEval) is of special importance in this context.



Aggregated reporting on results

As a rule, we are good at recording what GIZ has achieved in a specific country or project. But what overall level of impact does GIZ achieve through its global engagement? In all, how many people has GIZ helped gain access to solid, future-oriented vocational training, for example? To find the answers to these questions and communicate them succinctly to a broad section of the public, selected results are compiled for aggregated reporting on results. To this end, GIZ launched a company-wide initiative in 2014, with the programmes run by GIZ around the globe contributing data. The data collection is based on standardised indicators, so-called aggregate indicators, which are collected every two years using the same method and for the same period. This is usually done on a local basis in the partner countries.

Reliable drinking water supply and wastewater disposal: today, **105 million people** around the world benefit from the support provided by GIZ to more than **410 water and sanitation companies** worldwide.



Every five minutes, a young person in a developing country or emerging economy improves his/her prospects for the future with support from GIZ. In 2012 alone, GIZ helped some

100,000 young people attend a **vocational training** course.



With support from GIZ, in the past 10 years some **three million people** worldwide have for the first time received access to **electricity**, and some **10 million people** have gained access to **energy-saving cooking appliances**.

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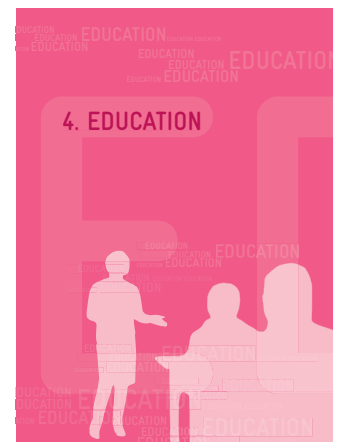
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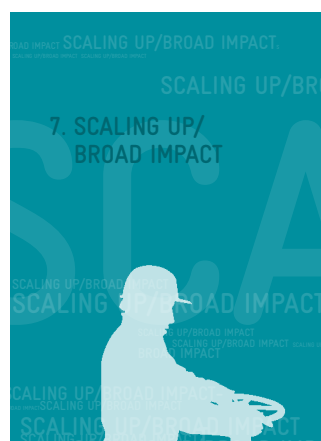


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FOREWORD

DEAR READERS,

For many years, it has been standard practice for GIZ to examine its own work using appropriate methodology and to publish the findings. By doing so, our intention is not just to find out whether our involvement in international cooperation is showing the intended results. We also want to inform the public about the challenges, strengths and weak points of our global engagement for sustainable development, and what we learn from it.

'Making joint efforts to mainstream monitoring and evaluation in a company policy is a key contribution to greater effectiveness, accountability and transparency.'

Cornelia Richter

GIZ carried out a total of 200 evaluations between 2012 and 2014. These included the last three cross-section evaluations that were part of the independent evaluation programme: health, education and rural development, as well as the first corporate strategy evaluation on scaling up

and broad impact. This report provides you with the findings. Examples from our project activities and methodological work provide an insight into our evaluation practice, backed up by data, facts and figures.

From decentralisation, renewable energies, vocational education and training to rural development: a random sample of some 15 projects and programmes has been evaluated in all the thematic areas in which GIZ operates. This evaluation in line with thematic priority areas has now come to an end. We have now started to evaluate all projects at the end of their term and to publish the findings on the internet, in accordance

with our transparency policy. In addition to this, we are carrying out a greater number of evaluations on corporate strategy issues.

One of the main tasks we faced from 2012 to 2014 was how to further develop the monitoring and evaluation system. The result is GIZ's new monitoring and evaluation policy, which sets out clear standards as well as institutional and process mechanisms for monitoring and evaluation. There is a good reason why GIZ specifies monitoring processes, not just binding evaluation processes, in the policy. Conceptually planned and professional monitoring is indispensable for subsequent evaluation that makes reliable statements. Making joint efforts to mainstream monitoring and evaluation in a company policy is a key contribution to greater effectiveness, accountability and transparency. This approach is increasingly becoming the norm in international cooperation.

Besides identifying external factors that are responsible for the success or failure of projects, monitoring and evaluation also acknowledges the internal reasons, and triggers a continuous improvement process. GIZ's Management Response System is the 'company's answer' to recommendations and ensures that these are incorporated into management decisions at programme and company level.



GIZ receives positive feedback on its monitoring and evaluation practice at both national and international level. Our results-based monitoring (RBM) system and our systemic results model, both of which form part of our Capacity WORKS management approach, have met with particular recognition in professional circles. They will be mainstreamed and further developed in close connection with our projects in the future.

Another new feature introduced from 2012 to 2014 was aggregated reporting on results. This answers questions with a global focus, such as: 'How many people received health insurance for the first time with GIZ support? How many received their first access to electricity? And how many people benefit from the support provided by GIZ to water and sanitation companies around the world?'

In recent years, we have continuously fine-tuned the way in which we measure results, but major tasks and challenges still await us in this field. In future, we will need to address the following questions: What contribution can evaluation make towards achieving the Sustainable Development Goals that the global community set itself in September 2015? How can it help to meet global challenges such as the elimination of inequality, fragility and climate change? And how can the interplay of new actors in the field of international cooperation be integrated into evaluation practice in order to enhance the overall effectiveness of our interventions?

Without a willingness to undertake a critical analysis, to take an honest and systematic look at the results of our own work, there can be no learning, further development or progress. Consolidating and securing what has already been achieved and tackling new challenges is the motto not just in 2015, the International Year of Evaluation. This was a good approach for GIZ in past decades. And that will also apply in future.

I hope you have a stimulating and informative read.

Yours sincerely,

Cornelia Richter
Managing Director

'Without the willingness to undertake a critical analysis, to take an honest and systematic look at the results of our own work, there can be no learning, further development or progress.'

Cornelia Richter

1. INTERVIEW: 'DERIVING MAXIMUM BENEFIT FROM EVALUATIONS'

INTERVIEW WITH MARTINA VAHLHAUS, DR RICARDO GOMEZ AND DR FRED BRANDL

In September 2015, Dr Ricardo Gomez took over as director of the Evaluation Unit. A good time to look back and to venture a glimpse into the future: Three minds, three directions? Or continuity amid transition? What are the outstanding features of evaluation at GIZ and what direction is it taking? Previous director Martina Vahlhaus, Dr Ricardo Gomez and the first director of the Evaluation Unit, Dr Fred Brandl, summed up the situation in March 2015.



Interview with Dr Fred Brandl, Martina Vahlhaus and Dr Ricardo Gomez

GIZ's Independent Evaluation Programme 2006 – 2014

Internal evaluation was introduced in the late 1990s. As part of the Strategic Corporate Development Unit, the section was meant to systematically examine the progress being made by projects and programmes, mainly using its own staff. The international debate on aid effectiveness and better proof of results prompted us to reform this evaluation system. The Independent Evaluation Programme developed in 2005 and introduced in 2006 was in line with international standards. It introduced independent evaluations carried out by external experts, with a focus on external accountability. The new programme complemented project progress reviews (PPRs), with their focus on inter-

nal learning. The growing importance of evaluation was also reflected in the organisational structure. GIZ's Evaluation Unit went into operation on 1 January 2006. Its first director was Dr Fred Brandl. Martina Vahlhaus took over as director in 2009 and drove forward the monitoring and evaluation system. The Independent Evaluation Programme came to a close with the new M&E policy which she launched following the merger that gave rise to GIZ.

'The key message was that we would have our projects evaluated by external experts.'

Dr Fred Brandl

Mr Brandl, what guided you when you set up the Evaluation Unit? Did you have a specific evaluation model that served as a template?

For us, the crucial requirement was to put together the right components from the existing evaluation models, to combine them well, adjust them to our circumstances and situation, and then to use them properly based on solid methodology. The OECD-DAC evaluation criteria were our gold standard.

Looking back, what motto would you choose for that period, Mr Brandl?

The key message was certainly that we would have our projects evaluated by external experts. Our aim was to close the gap between our internal learning approach and international accountability standards. Precisely because we repeatedly heard from our internal project progress reviews that GIZ only assessed itself, we set store right from the start on ensuring the greatest possible independence of the external evaluators. So we started off with a call for tenders on the internet. The enormous response came as a positive surprise. We then selected a few names from among the many prestigious bidders such as the Centre for Evaluation at Saarland University (CEval), which took on the assessment of our work in the Independent Evaluation Programme.

Mr Brandl, what were the reactions from the German development cooperation community at that time?

By way of a reply, let me refer to a comparative evaluation of the evaluation systems of German development cooperation institutions that was carried out by two independent institutes on behalf of BMZ in 2007. The report says: 'GTZ



Dr Fred Brandl

stands out because its understanding of evaluation, terminology, instruments and methods, procedures and instructions on action are very well documented and have met with considerable recognition and emulation within German development cooperation ...'.

Ms Vahlhaus, you introduced a large number of innovations in the period from 2009 to 2015. What was your motivation?

After my predecessor had introduced independent evaluations together with the essential processes, structures and instruments, the most important thing for me was to derive maximum benefit from the evaluations. That's why I put a lot of effort into making sure the evaluation findings weren't simply tucked away in drawers, but used as a basis for broad discussion inside the company. And, going one step further, that they influenced the decisions being made. Either in order to make changes, where needed, or to carry on in the same way if good approaches proved their worth. That's why we expanded the cross-section evaluations of existing evaluations and developed an assessment system that identified general or thematically specific factors that determined success or failure.



Martina Vahlhaus

That means you wanted to make sure findings really lead to insights, Ms Vahlhaus?

Yes! I have always asked myself what we can do to become even better. My predecessor held a mirror up to the organisation with his results. But the company itself is responsible for whether we actually learn from evaluations. So I found it important to facilitate that learning process. For example, by how we process findings or communicate them in an appropriate way to different target groups. And I wanted to institutionalise these learning processes throughout the company. That's why we introduced the learning cafés, for instance. That's where evaluation findings are broadly discussed and the sectoral and regional divisions are encouraged to share specific information. The Management Response System set up by the Unit makes sure the insights gained are also translated into binding management decisions for future planning.

Another subject that was important to me is transparency. All evaluations are now available to the public on the internet.

'The most important thing for me was to derive maximum benefit from the evaluations.'

Martina Vahlhaus

Ms Vahlhaus, you introduced the results model and results-based monitoring tools, established the Management Response System and gave GIZ a new monitoring and evaluation policy following the merger. Which was most important for you personally?

It's hard to choose because I put my heart into everything I did. But if I have to choose one element, it's the results model. This came straight after the merger and was the first new M&E project that belonged to GIZ, not to the former GTZ, DED or InWEnt. This complex, systemic results model that replaced the former linear results chain was a new shared development that strengthened GIZ's managing for development results approach. It has far-reaching consequences for project planning, monitoring and evaluation, and is joined up better with GIZ's management model Capacity WORKS. The development of the results model definitely helped to hone our identity as a Unit in the merger phase. Since then, people have stopped asking 'Which unit do you come from?'

Mr Gomez, now you are taking over as director of the Unit. What direction will evaluation take at GIZ with you at the helm?

Evaluation expertise that is state-of-the-art in terms of content and methodology, and has a very good reputation at national and international level – that is key for me. The results-based monitoring system and our colleagues' contributions to systemic evaluation approaches have been especially valuable in giving our work a professional stamp. The new M&E policy provides a company-wide frame of reference that clearly shows the role, objectives, benefits and

responsibility of monitoring and evaluation at GIZ. That gives us an excellent basis to work on.

A basis for what, Mr Gomez? Can you give us some examples?

I see four areas where the Unit can further consolidate its operations. Of course, we need to continuously maintain our evaluation expertise. We are facing new challenges, new themes and a very intense methodological discussion. The Unit must retain its innovative role within the German development cooperation community. For this I would also like to expand our cooperation with research bodies and the academic community.

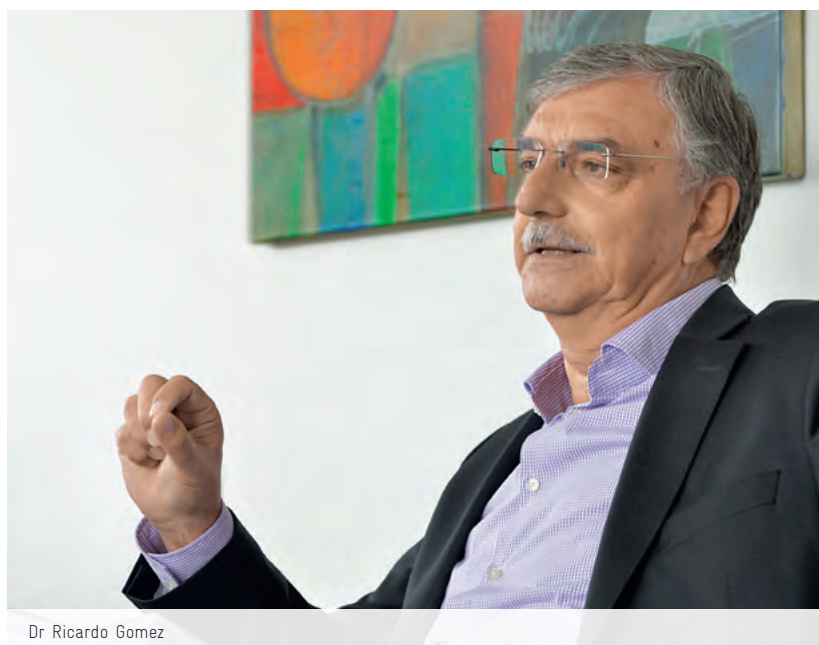
And I believe we need to do more to act as knowledge brokers and put findings from the evaluations of other donors, say on benefit-sharing, security or the Sustainable Development Goals (SDGs), to better use for GIZ. Finally, one of the major challenges I see is finding a way to ensure that recommendations from evaluations are reflected to a greater extent in management decisions. So far, we have had the problem that some recommendations based on highly complex evaluations sound trivial to management's ears. Certainly, we must endeavour to identify more substantial recommendations. But what we also need is better 'expectation management'. That means we must get better at communicating what evaluations are capable of achieving and what they cannot do.

Brandl: That is indeed an important point. We mustn't see 'learning from evaluations' as a simple process where we carry out a dozen evaluations on a theme, put the findings together in a cross-section evaluation and then obtain path-breaking insights along the lines of: 'So that's why it was so difficult to do that in the past.' That's not the way it works. There is no 'eureka' moment. What we learn from evaluations is more useful for fine-tuning and further developing concepts that have already proved their worth.

Vahlhaus: Yes, and we shouldn't lose sight of the fact that it is not a trivial matter if the same recommendations are made over and over again. If the umpteenth evaluation states once more that 'the M&E systems need to be improved', that is precisely the learning effect we are aiming at. M&E has to keep on getting better.

Mr Gomez, one final question to you: What will be the motto for your period in office?

I like the present one, 'Knowing what works'. I would like to develop everything else, a possible vision and objectives for the years ahead, together with the Unit team, and involve our stakeholders as far as possible.



Dr Ricardo Gomez

'We must get better at communicating what evaluations are capable of achieving and what they cannot do.'

Dr Ricardo Gomez

2. OVERVIEW OF EVALUATIONS

FINDINGS 2012–2014 AND ASSESSMENT OF PERFORMANCE 2006–2014

This report marks the end of one element of GIZ's previous evaluation practice. Since 2006, the Independent Evaluation Programme has evaluated GIZ's projects in selected sectors such as health, education or rural development. In 2014, the monitoring and evaluation (M&E) system was further developed with a stronger focus on corporate strategy issues. This overview therefore includes not only the findings from 2012 to 2014, the last period of the previous system, but also draws overall conclusions on all evaluations conducted between 2006 and 2014.

FINDINGS 2012–2014

GIZ carried out a total of 200 evaluations between 2012 and 2014, including three cross-section evaluations and three corporate strategy evaluations. 168 evaluations were commissioned at decentralised level by the organisational units with operational responsibility, and 32 evaluations and cross-section evaluations were centrally commissioned by the Monitoring and Evaluation Unit.

Regional distribution: Focus on Africa

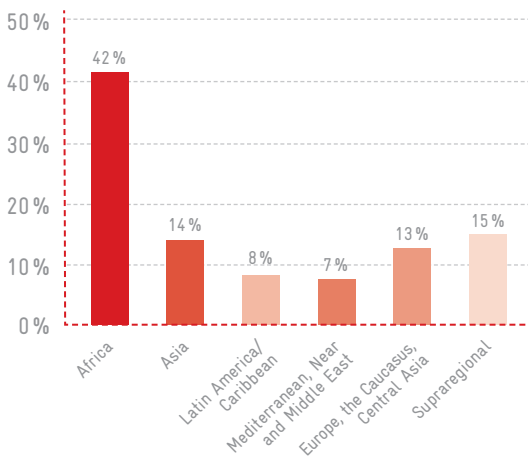
The regional distribution of evaluations from 2012 to 2014 showed a stronger focus on Africa (42%) than in 2010/2011 (32%). By contrast, there was a sharp drop in the evaluations of measures in Latin America/the Caribbean and Asia. The proportion of supraregional projects also rose significantly from 8.5 to 15%.

Slightly improved: average 2.2

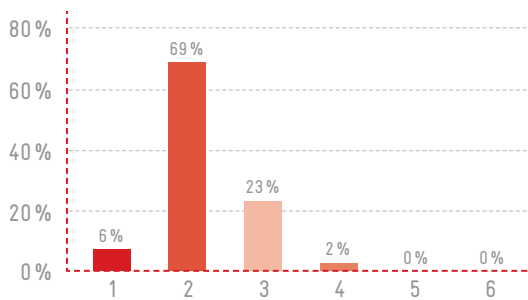
Altogether, three quarters of the projects evaluated in 2012, 2013 and 2014 received a particularly positive rating. Just over two thirds (69%) achieved a 'good rating, no significant defects', and 6% even a 'very good rating'. None of the evaluated projects was rated 'clearly inadequate' or 'useless'. The evaluated projects receive an average rating of 2.2. This marks a slight improvement as compared with 2010–2011, when the average overall rating was 2.4.

Evaluations 2012–2014					
Evaluation tool	2012	2013	2014	Number	Proportion
DECENTRALISED EVALUATIONS					
(commissioned by the operational organisational units)	58	59	51	168	84%
Project progress reviews	54	59	26	139	83%
Project evaluations	-	-	25	25	15%
Other decentralised evaluations	4	-	-	4	2%
CENTRAL EVALUATIONS					
(under the responsibility of the Monitoring and Evaluation Unit)	14	15	3	32	16%
Portfolio evaluations (Independent Evaluation Programme)	13	13	-	26	81%
Mid-term evaluations (during the project/programme term)	2	-	-	2	6%
Final evaluations (six months before/after completion)	4	7	-	11	42%
Ex-post evaluations (two to five years after completion)	7	6	-	13	50%
Cross-section evaluations	1	1	1	3	9%
Corporate strategy evaluations	-	1	2	3	9%
Total	72	74	54	200	100%

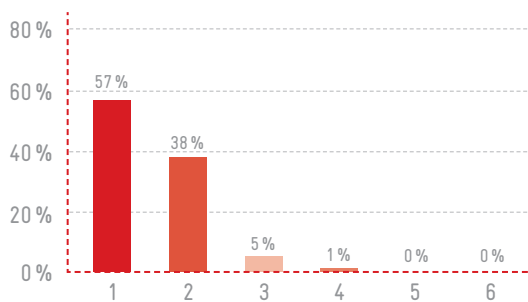
Regional distribution



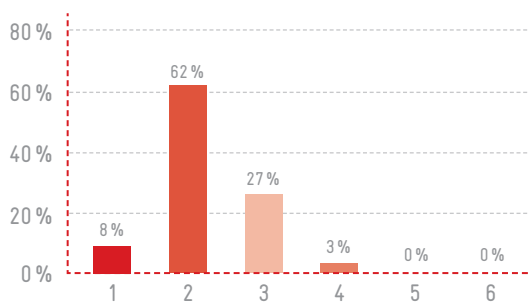
Overall rating 2012 – 2014 (average: 2.2)



Relevance 2012 – 2014 (average: 1.5)



Effectiveness 2012 – 2014 (average: 2.2)



Assessment of the OECD/DAC criteria 'relevance', 'effectiveness', 'overarching development results (impact)' and 'efficiency' on a six-point scale. An overall rating of 1-3 shows that a project or programme was 'successful', a rating of 4-6 shows it was 'unsuccessful':

- 1 very good rating
- 2 good rating, no significant defects
- 3 satisfactory rating; positive results predominate
- 4 unsatisfactory rating; negative results predominate despite identifiable positive results
- 5 clearly inadequate rating; despite several positive results, the negative results clearly predominate
- 6 the project/programme is useless, or the situation has deteriorated on balance

Assessment of the OECD/DAC criterion 'sustainability' on a four-point scale:

- 1 very good sustainability
- 2 good sustainability
- 3 satisfactory sustainability
- 4 inadequate sustainability

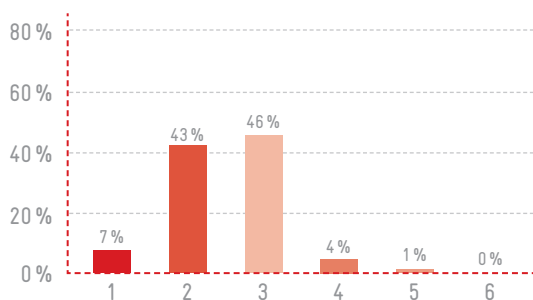
Slight increase in relevance

If we take a separate look at the OECD/DAC evaluation criteria, relevance receives the best average rating (1.5) of all criteria (2010–2011: 1.6). Over half of the evaluated projects are rated 'very good' (57%). A further 38% are rated 'good, no significant defects'.

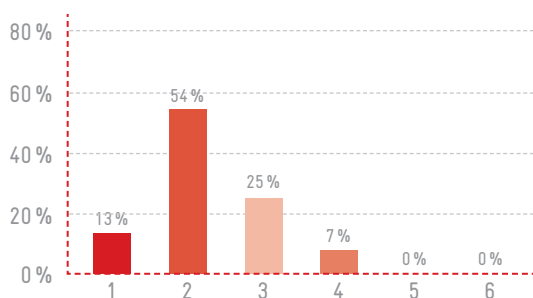
Further increase in effectiveness

The effectiveness of the evaluated measures receives an average rating of 2.2. (2010–2011: 2.4). The majority of the evaluated projects (62%) were found to have achieved the intended objectives.

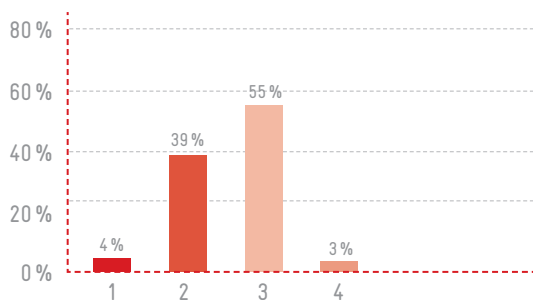
**Overarching development results (impact)
2012 – 2014 (average: 2.5)**



Efficiency 2012 – 2014 (average: 2.3)



Sustainability 2012 – 2014 (average: 2.6)



**Overarching development results (impact):
no change**

In terms of overarching development results, 43% received a 'good' rating and 46% a 'satisfactory' rating. 7% were rated as 'very good'. As in the 2010 – 2011 reporting period, the average rating is 2.5.

Enhanced efficiency

The projects receive an average rating of 2.3 for the efficiency with which they used their resources to achieve their objectives (2010 – 2011: 2.5).

No change in sustainability

Sustainability receives the same average rating of 2.6 as in the previous reporting period. Over half of projects are rated 'satisfactory'.

**OVERALL PERFORMANCE
ASSESSMENT 2006 – 2014**

GIZ carried out a total of 723 evaluations and cross-section evaluations between 2006 and 2014.

Evaluations 2006 – 2014		
Evaluation tool	Number	Proportion
DECENTRALISED EVALUATIONS		
(under the responsibility of project managers) 541 75%		
Project progress reviews	463	86%
Project evaluations	25	5%
Other evaluations	53	10%
CENTRAL EVALUATIONS		
(under the responsibility of the Monitoring and Evaluation Unit) 182 25%		
Portfolio evaluations	166	91%
Ex-ante evaluations (before project start)	2	1%
Mid-term evaluations	59	36%
Final evaluations	48	29%
Ex-post evaluations	57	34%
Cross-section evaluations	13	7%
Corporate strategy evaluations	3	2%
Total	723	100%

Decentralised evaluations

The decentralised project progress reviews, project evaluations and other decentralised evaluations conducted under the responsibility of the project managers using centrally set standards accounted for by far the largest share (three quarters) of evaluations, and refer to all regions and thematic priority areas.

Central evaluations

Almost a quarter (179) of evaluations were carried out centrally as part of the Independent Evaluation Programme.

Up to 2010, the Independent Evaluation Programme was carried out on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), and was then continued by GIZ without a commission. Each year, up to 30 development measures from BMZ priority areas were independently evaluated. Joint development projects were regularly implemented in cooperation with KfW. These reviews mainly took the form of final evaluations (six months before or after completion) or ex-post evaluations (two to five years after completion of the development measure), but also as mid-term evaluations (during the project term) and in individual cases, as ex-ante evaluations (at the start of a project).

Year	Sector	Overall rating (average)
2006	Resource management	2.5
2006	Public finance	2.6
2007	Renewable energies	2.5
2007	Private sector development	2.7
2008	Decentralisation	2.5
2008	Water	2.7
2009	Microfinance	2.8
2010/11	Vocational education and training	2.7
2010/11	Crisis prevention and peacebuilding	2.3
2011/12	Health	2.4
2012/13	Education	2.5
2013/14	Rural development	2.5

The findings of all evaluations of a priority sector are summarised in a synthesis report or a cross-section evaluation. From the cross-section evaluation of the health sector onwards, decentralised evaluations were also included to further expand the data base. Factors of success and failure were also identified as a contribution to learning within the company. The ratings ranged from 2: good rating, no significant defects, to 3: satisfactory rating; positive results predominate. The best ratings were received by peacebuilding and crisis prevention projects (2.3) and by health projects (2.4).

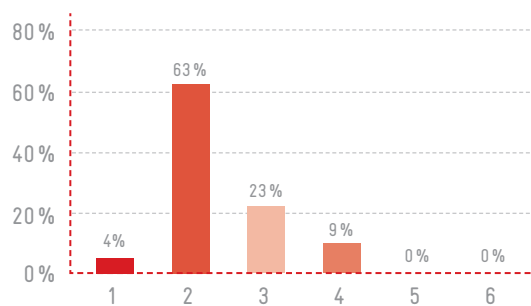
These evaluations were not rated.

In addition, in 2010 and 2011 a cross-section evaluation of the decentralised final evaluations of human capacity development (HCD) programmes was carried out in order to obtain cross-programme findings on the HCD instrument, and on the quality of the evaluations themselves.

GOOD OVERALL RATING 2006 – 2014

The overall ratings across all OECD/DAC criteria show that 63% of all projects evaluated between 2006 and 2014 achieve a 'good rating, no significant defects' (2) and that 4% receive a 'very good rating'. None of the evaluated projects was rated 'useless' (6); a total of 2 projects (0.3%) were rated 'inadequate' (5). The evaluated projects receive an average rating of 2.4.

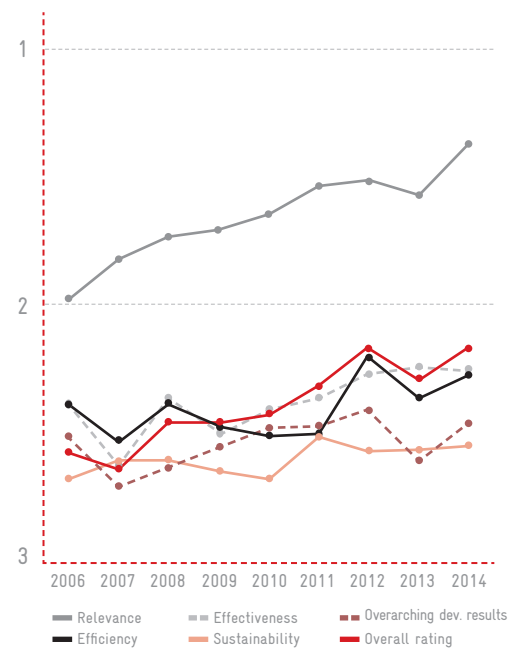
Overall rating 2006 – 2014 (average 2.4)



If we take a separate look at the OECD/DAC evaluation criteria, relevance receives the best average rating (1.6) of all criteria. The sustainability criterion receives the worst rating, with an average of 2.6. The criterion 'overarching development results (impact)' receives an average rating of 2.5; effectiveness and efficiency were each rated 2.4.

The overall rating has improved (almost) continuously over time. This is due in particular to the better rating achieved for relevance.

Average ratings of the OECD/DAC evaluation criteria in the period 2006 – 2014 (excerpt from the points scale)



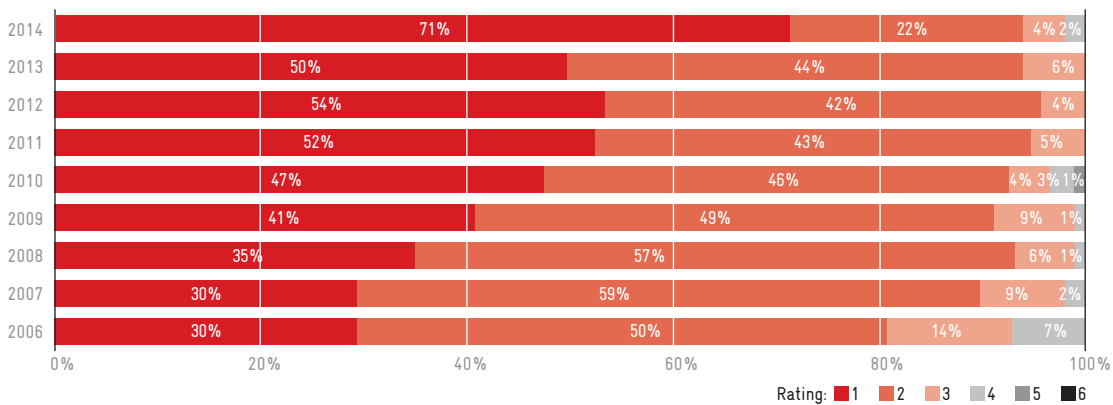
Relevance

The relevance criterion clearly shows how the very good ratings in particular improved constantly over time. Only in 2013 did the proportion of 'very good' projects show a slight drop. In 90% of cases, ratings of 1 and 2 were awarded (except in 2006). A rating of 5 was only given in 2010. Between 1 and 3% of projects received a rating of 4, with the exception of 2006. This rating was not given at all in 2011 to 2013. In these three years, the relevance of all evaluated measures was rated 'very good', 'good' or 'satisfactory'.

Effectiveness

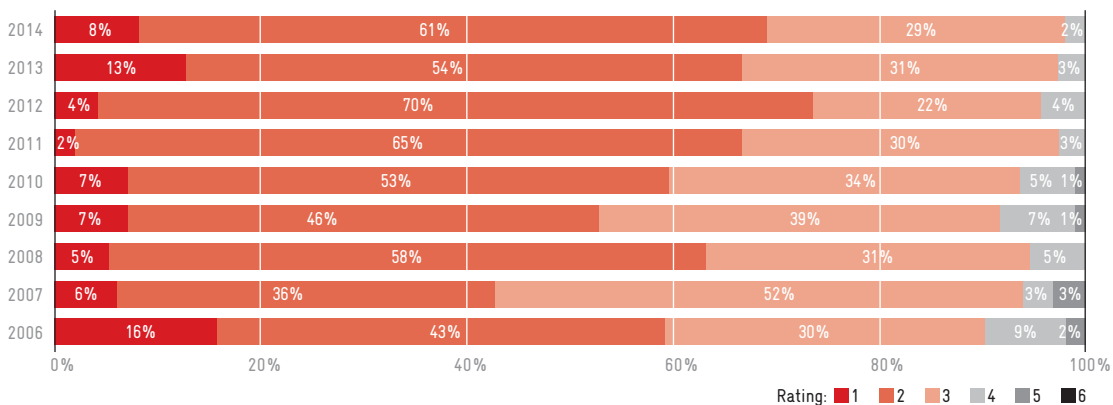
Unlike the relevance rating, the ratings for effectiveness, overarching development results and efficiency are very similar over the years, without a continuous pattern emerging. No project has received a 'clearly inadequate rating' (5) since 2011.

Relevance



Deviations from 100% are due to rounding errors.

Effectiveness



Overarching development results (impact)

The highest proportion of extremely positive ratings for overarching development results was achieved in 2006. A total of 61% of the evaluated measures were rated 'very good' or 'good'. The second-highest proportion of extremely positive ratings (57%) was achieved in 2014.

Efficiency

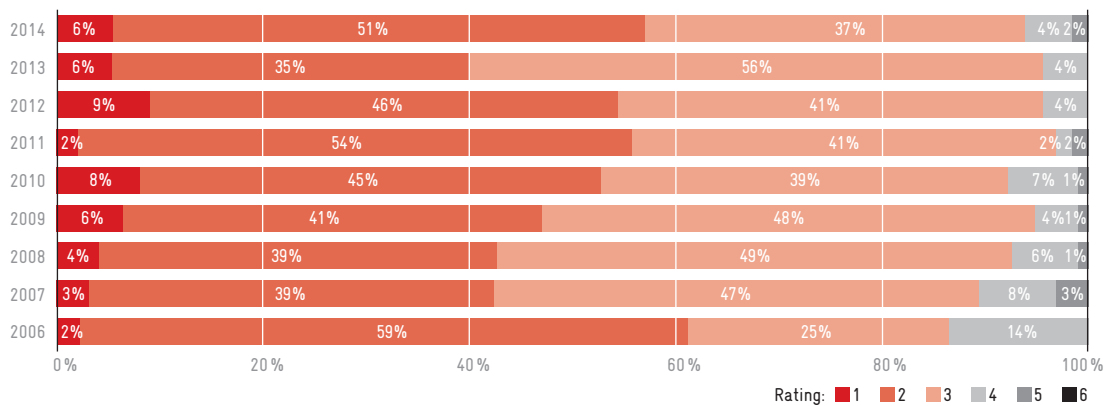
Following relevance, the highest proportions of 'very good' ratings are for efficiency, the highest value being 19% in 2012. A rating of 'clearly inadequate' (5) was only given in 2006, 2007 and 2009.

Sustainability

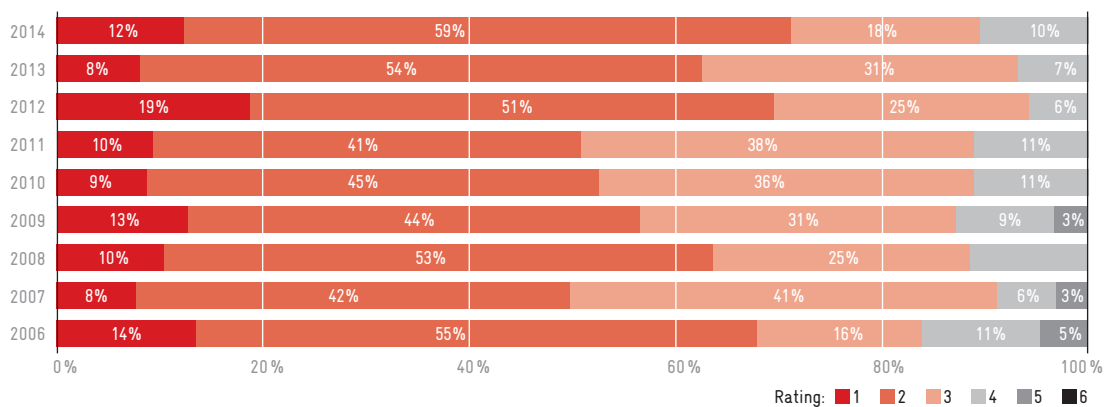
No truly continuous pattern over time can be detected for sustainability either. However, the proportion of the poorest rating 'inadequate sustainability' (4 on a four-point scale) dropped from 16% in 2006 to 8% in 2010 and has since been more than halved. The proportion of measures with a 'very good' rating was highest in 2014 (8%).

GIZ reports in greater detail on the evaluation findings since 2006 in the Evaluation report 2006–2007, the Evaluation report 2008–2009, the Monitoring and evaluation report 2010–2012 and in this report.

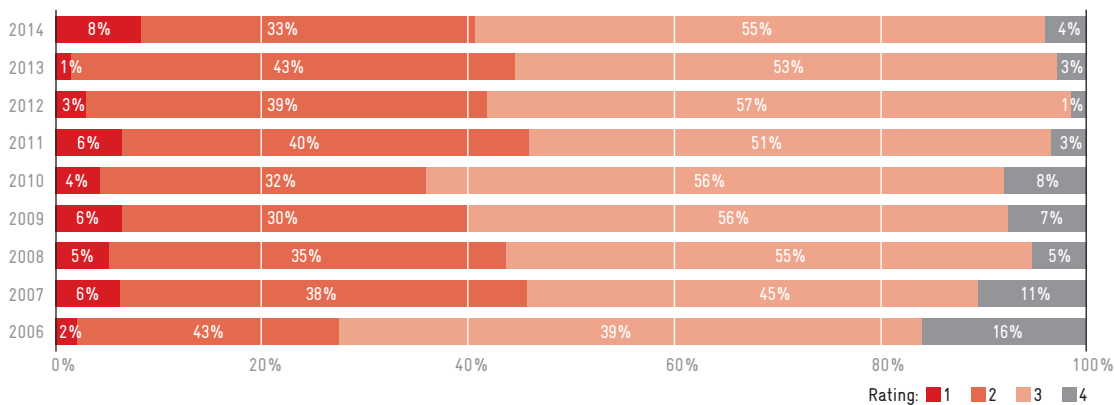
Overarching development results (impact)



Efficiency



Sustainability



Strengthening good governance through evaluation

Holistic approach to Evaluation Capacity Development (ECD)

BMZ entered new territory in German development cooperation in 2010 with its programme to support Evaluation Capacity Development (ECD). The objective was to support partner countries in examining the impact of state programmes in terms of good governance, and in building the local political, institutional and human capacities for evaluation. For this purpose, GIZ promoted two pilot measures in Costa Rica and Uganda on behalf of BMZ. Implementation by GIZ ended in 2014 and 2015 respectively.

Based on the lessons learned, GIZ developed an ECD approach whose core element is to consider evaluation holistically within the political context. To foster demand for evaluation findings, we need to create an awareness of the benefits offered by evaluation in society as a whole, and mainstream evaluations in policy and administration. To implement evaluations professionally, the next step is to build institutional and human capacities. The ECD approach is therefore based on a comprehensive capacity development strategy that envisages various measures at the three levels of the individual, organisation and society.

In Costa Rica and Uganda, the measures ranged from support in designing and conducting evaluations through to stakeholder networking and on to continuous process-based and policy advisory services for government agencies. Setting up training measures and university courses in both countries also played an important role.

The project was presented at international conferences in order to share knowledge across countries.

- Annual conference of the Gesellschaft für Evaluation (DeGEval) in Potsdam, 2012
- Conference of the European Evaluation Society (EES) in Helsinki, 2012
- Annual conference of the American Evaluation Association (AEA) in Minneapolis, 2012
- Poverty Reduction, Equity, and Growth Network's (PEGNet) Conference in Copenhagen, 2013

3. HEALTH

Altogether, integrated project approaches must be more systematically mainstreamed, especially in areas where HIV/AIDS overlaps with family planning, pregnancy and contraception. Projects where it was planned from the start to replicate best practices and successful health interventions from closely related health care areas also showed good results.



BETTER HEALTH CARE SERVICES/ MORE SKILLED HEALTH WORKERS

CROSS-SECTION EVALUATION HEALTH

What results did the evaluated health projects achieve? To find out, GIZ arranged for all evaluations of projects in the health sector from 2009 to 2012 to be evaluated. In a nutshell, it was established that the quality of medical services has improved in partner countries and GIZ made key contributions to that improvement. And there are more and better-trained skilled workers. Effectiveness, i.e. the achievement of the set objectives, therefore received a rating of 2.4, which was also the average overall rating of the 30 evaluated projects, in the joint assessment of all evaluations (the evaluation synthesis).

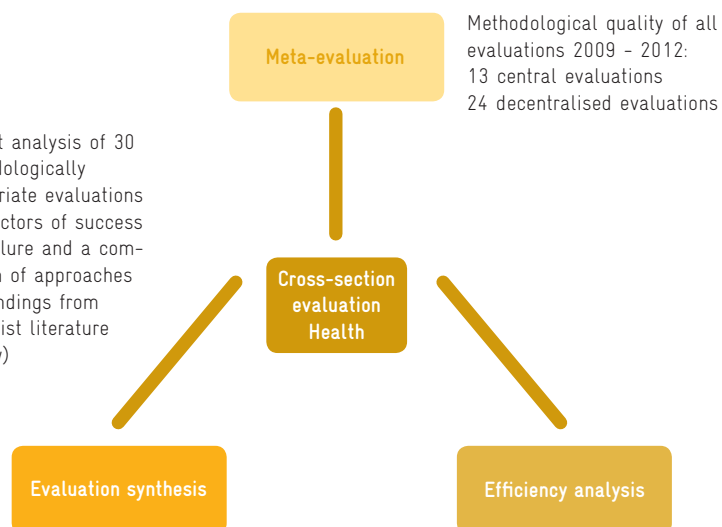
THREE PRIORITY AREAS: IMPACT, EFFICIENCY, EVALUATION QUALITY

The cross-section evaluation of the health sector consisted of three sections that built on each other:

1. a preceding meta-evaluation to assess the quality of the evaluation reports, which was intended to ensure that only reports of appropriate methodological quality were included in the evaluation of content. The meta-evaluation was also intended to make recommendations on how the methodology used in future evaluations can be improved;
2. an additional analysis of the projects' efficiency;
3. an evaluation synthesis on the effectiveness of the health projects.

The synthesis aimed to compare the design and findings of the projects with international findings from specialist literature and relevant studies on the health sector (review), and to identify key success factors of effective, sustainable and efficient projects. Sector-specific and cross-sectoral recommendations were then developed for future GIZ projects, based on the combined examination of individual findings.

Content analysis of 30 methodologically appropriate evaluations with factors of success and failure and a comparison of approaches with findings from specialist literature (review)



Efficiency of the 37 evaluated projects, cost structure and ratio of costs to achievement of objectives

FINDINGS

The overall rating in the health sector (2.4) corresponds exactly to the average rating of the sectors previously evaluated (2010-2012).

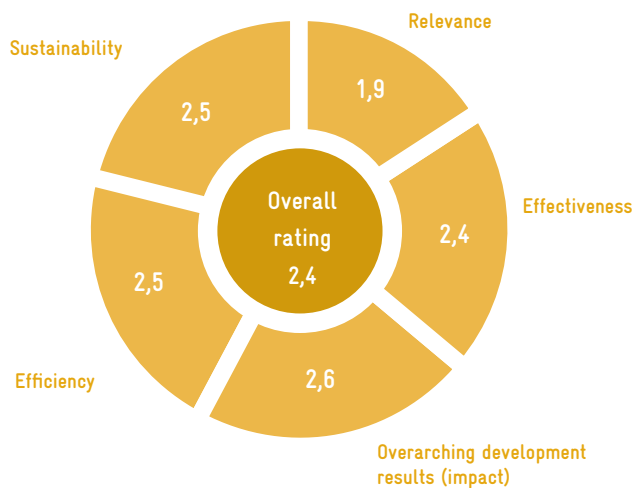
Cross-section evaluation and individual evaluation reports on the internet: www.giz.de/evaluation > Monitoring and evaluation > Findings > Health

Significant drop in child mortality

Successful involvement in Togo

The majority of Togo's mainly poor population has no access to health care services. The focus of the Promoting the health system in Togo project, which ran from 1994 to 2007, was therefore on cooperating with KfW to set up local health administrations and the required infrastructure, and to improve the health care system by enhancing cooperation among key actors in the health system. The project regions were the capital of Lomé and the central region, where poverty is rampant.

Five years after the end of the project, the evaluation clearly shows that the long-standing involvement in Togo was successful, although certain restrictions did apply as regards the implementation of an HIV/AIDS network and of a health insurance concept. Child mortality dropped significantly in the central region, and not a single case of cholera has been reported in recent years in the project regions. There are now also more health centres within easy reach and despite the same high prevalence of poverty in the central region, a larger proportion of people there use the existing health facilities than in other regions. In addition, individual concepts developed by the project have been adopted by other organisations, which has significantly strengthened the project's sustainability.



High relevance confirmed: focus on solving key problems

The health projects scored best in terms of relevance (1.9). 22 of the 30 evaluated projects were found to focus strongly on solving key problems in the partner country's health sector and to orient themselves to local needs. In terms of relevance, however, some projects received a critical rating for gearing themselves to the urban population and failing to give consideration to the underserved rural population. In another case, the fact that only a single health facility had been supported was criticised, which resulted in a lack of broad impact.

Especially good rating: strengthening health systems

Some of the objectives pursued by the evaluated projects were to improve access to medical services and contraceptives for disadvantaged population groups, to train health workers and to improve HIV prevention and the treatment and care of people infected with HIV. Projects designed to strengthen health systems received better ratings (an average of 2.1) than HIV/AIDS projects and projects to promote sexual and reproductive health and rights.

Assessment of effectiveness, sustainability and overarching development results (impact)

Overall, the evaluation synthesis came to the conclusion that the projects had largely achieved their objectives. The systematic strength of the projects was found to lie in the further training given to skilled workers and the improvement of medical services. Success was not as pronounced with regard to the third objective, of providing health insurance cover that would enable needy population groups to avail of medical services. The average effectiveness rating was therefore 'only' 2.4. The average overall rating for sustainability was 2.5. As regards the overarching development results however – rated as 2.6 – the data



Decentralised health care in Viet Nam | It now goes without saying that nursing staff in Yen Bai Province observe strict hygiene standards when administering injections.

collected make it difficult to clearly attribute the results established to the project interventions.

Good: programme designs in line with international standards

Comparison with the findings of relevant studies and literature in the health sector shows that the programme designs are in line with international standards. As well as gender, the projects also gave particular consideration to human rights. In Kenya, for example, the issue of violence against women and female genital cutting was linked with the general strengthening of the health system.

PRIORITY AREA 'VALUE FOR MONEY' – HOW EFFICIENT WERE THE PROJECTS?

What level of funds and resources were used? What was achieved with them? Is there an appropriate ratio between their use and the result

achieved? Using 'value for money' as an assessment criterion for development measures is the subject of intense international debate. However, it has been given little consideration so far in evaluation practice due to the methodological difficulties involved. Besides the qualitative content analysis of the DAC criterion 'efficiency', GIZ arranged for an additional quantitative analysis to be performed in the evaluation synthesis for the first time. This looked at how efficient the health projects were and which factors influenced efficiency or inefficiency. The separate assessment was designed to draw up recommendations on how project efficiency and its analysis can be improved.

Very good to weak: efficiency

The evaluation synthesis gave the evaluated health projects an overall rating of 2.5 for the DAC criterion 'efficiency'. Statements on the cost/benefit ratio were only cited in about half of the

The evaluation was presented in 2015 at the annual conference of the Gesellschaft für Evaluierung (DeGEval) in Speyer and at the conference of the Development Cooperation Committee of the Deutsche Gesellschaft für Gesundheitsökonomie (German association for health economics, dggö) in Bonn.

Beacon projects with broad impact

The German-Ukrainian Partnership Initiative to Fight HIV/AIDS

Ukraine has the highest HIV infection rate in Eastern Europe. On a global scale, it is one of the countries with the fastest-growing proportion of HIV infections. The German Federal Ministry of Health therefore commissioned GIZ to steer the projects of the German-Ukrainian Partnership Initiative (PI) to Fight HIV/AIDS from 2008 to 2011. The project addressed a variety of thematic components that were financed from a fund and consisted of seven unrelated individual projects and three other projects that were only promoted in the pilot phase. The objective was to improve the availability, accessibility and quality of the services offered in the fields of prevention, diagnostics and treatment, care and alleviation of impacts.

The conclusion: despite its short term, PI was able to achieve good results on the whole. That is particularly true of three projects that were rated as having acted as beacons with significant broad impact: cooperation between Freiburg Catholic University of Applied Sciences and the Chernivtsi teacher training institute for primary prevention at schools; the establishment of a homosexual network for prevention and early diagnosis, and cooperation between the HIV CENTER Frankfurt and Lavra clinic in Kyiv, to strengthen the latter's capacities as a national reference centre for the clinical treatment of HIV/AIDS. The evaluation also showed that the PI helped to reduce stigmatisation and improve the social inclusion of disadvantaged target groups, especially homosexuals and female prostitutes.

FC stands for financial cooperation by KfW; TC for technical cooperation by GIZ.

evaluations to justify the efficiency rating. In about six of ten cases, cost efficiency is rated good to very good, in the remaining cases as mixed or weak. However, the factors on which the ratings were based often differ.

Very difficult to attribute costs to results

The additional quantitative efficiency analysis was also designed to look more closely into the ratio of costs to the achieved objective. This turned out to be difficult and extremely time-consuming because the specific costs had so far not been attributed to the relevant outputs and results at the projects. The production efficiency, i.e. the question of the ratio that existed between the resources used (inputs) and specific outputs, e.g. workshops, could therefore not be measured retrospectively. The same is true of the allocation efficiency, i.e. the question of the ratio that existed between the resources used (inputs) and the direct results (outcome).

Success factor for efficiency: use of local resources

The evaluation synthesis found that programmes were particularly efficient when they made intelligent use of local resources and existing national structures to achieve their objectives. This included local staff, local academic institutions, experts and advisors as well as learning materials that had already been tested. Co-operation with other donors and synergies with other FC/TC projects also increased efficiency, since this prevented duplication and mobilised additional funds.

STRENGTHS AND WEAKNESSES OF THE HEALTH PROJECTS

So what exactly are the factors that made a health project achieve its objective, or fail to do so? Clear success factors were identified when all findings of the individual evaluations were jointly assessed. However, the evaluation synthesis also revealed impeding factors. One impediment that was identified was a weak monitoring and evaluation system that led to shortfalls in project steering; another was inadequate knowledge management. Sustainability was also impeded by a lack of follow-on financing.

Success factor: Integration of related health care services

The first essential success factor for the effectiveness of health projects is an integrative approach that is mainstreamed in the programme design. Projects where it was planned from the start to replicate best practices and successful health interventions from closely related health care fields also achieved good results. This made an effective contribution to improving the local situation. The conclusion of the evaluation synthesis was that altogether, integrative project approaches must be more systematically mainstreamed (especially in areas



Fighting HIV/AIDS in Eastern Europe | The TV broadcast of the 'Don't give AIDS a chance' concert reached over 23 million people in Ukraine and some neighbouring countries.

Key success factors in a nutshell

Impact is achieved by:

- using integrated service delivery and integrative approaches
- tapping into synergies with other international donors
- ensuring ownership and alignment, involvement in national programmes
- putting in place good monitoring and evaluation systems

Efficiency is achieved by:

- using local resources
- coordinating activities with other donors and partners (FC/TC projects)

Sustainability is achieved by:

- transferring know-how and skills
- integrating the project into national structures

where HIV/AIDS overlaps with family planning, pregnancy and contraception).

A strong M&E system has a great influence on effectiveness

Only projects that had a strong monitoring and evaluation system received an effectiveness rating of 1. Monitoring and evaluation (M&E) has a positive influence on a project's impact especially if it is also systematically used to steer and adjust the projects. The extent to which such steering is successful also depends on the quality of the M&E system. Conversely, it was also established that an inadequate M&E system leads to weak steering of projects and is therefore an impediment to achieving impact.

No durable impact without secure follow-on financing

The HIV/AIDS Project along the Abidjan-Lagos Transport Corridor

The project, which ran from 2004 to 2007, made a direct and significant contribution to a marked improvement in the quantity and quality of prevention services and treatment options for HIV/AIDS. Not only were 16 new counselling and test centres set up along the corridor, the number of voluntary HIV tests also rose from roughly 5,000 in 2005 to more than 27,500 at the end of the project in 2007.

However, the 2012 evaluation showed that this major initial success was not sustainable because the diagnosis and treatment services on offer were not sufficiently integrated into national programmes and therefore almost entirely dependent on external project funding. No continuing financing mechanisms had been developed and the achievements were unable to show a durable effect. That is why we now examine right from the design stage whether the partner contribution is sufficient or whether partners have the required performance capacity.

No comprehensive capacity development approach was in place (this was not yet a standard at the project, as it is today) to strengthen the performance capacity of existing health system structures on a durable basis. Today, a capacity development approach is systematically anchored at the projects.

Scope for improvement: knowledge management

Do projects make use of the knowledge and lessons learned by previous programme phases, other projects and local partners? The answer to this question also influences the success of projects, both in positive and negative terms. If no internal knowledge management system is in place and lessons learned and best practices are not systematically documented, relevant knowledge cannot be passed on. This was shown for example at a project where, although a regional pool of trainers had been set up, which strengthened the health information system, the experience gained was not passed on to other provinces that could have benefited from it. In another project, the innovative HIV prevention approach taken by the project could not be disseminated because the lessons learned by the HIV project were not adequately documented and not communicated to GIZ Head Office either.

The Monitoring and Evaluation Unit commissioned external evaluators to carry out final or ex-post evaluations. Decentralised evaluations, especially project progress reviews, were carried out under the projects' own responsibility.

Weakness: low sustainability in Africa

Analysis of the health projects shows that sustainable results could only be achieved if the measures were aligned with national strategies and integrated into national structures. Other factors conducive to success are close co-operation with other donors and local partners, and stronger ownership, i.e. involving partners to a greater degree in developing and adapting projects. Not having these conditions in place also constitutes a major impediment to durability. Sustainability was weakest in northern and sub-Saharan Africa. This is also because the African partners rarely succeeded in mobilising follow-on funding, which posed the biggest obstacle to sustainability.

APPROPRIATE METHODOLOGY? QUALITY OF EVALUATIONS

A meta-evaluation was carried out prior to the evaluation synthesis and efficiency analysis to examine the methodological quality of the evaluations. This was intended to ensure that only reports with the requisite methodological quality were included when rating the 13 central and 24 decentralised evaluations of health projects from 2009 to 2012. The methodology used in seven decentralised evaluations was found to be inappropriate and they were therefore not included in the evaluation synthesis. Another aim of the meta-evaluation was to identify general recommendations on how the methodology of GIZ evaluations could be improved so that the company as a whole could learn from the findings.

Mixed picture as regards quality

Apart from a few individual points, such as making a sharper distinction between effectiveness and overarching development results (impact), the methodological quality of the central evaluations was satisfactory. As regards the decentralised evaluations however, the



Sustainable health care structures in Malawi | Teaching students at a training hospital how to use equipment in local health institutions

meta-evaluation showed that fundamental quality standards had not been complied with in some cases. Less than half of the project progress reviews (PPRs) had used results chains and indicators as a basis for assessing progress in achieving objectives. Many of them had even combined analysis with assessment.

General finding: defects in efficiency analysis and methodological transparency

The central and decentralised evaluations gave a poor rating for addressing the DAC criterion 'efficiency'. There was also a frequent failure to discuss the pros and cons of the chosen methodology and to give reasons why the methods and processes used had been selected. There is a need to remedy these omissions in both areas.

CONCLUSIONS FOR FUTURE HEALTH PROJECTS

Based on the findings of the cross-section evaluation Health, GIZ developed and decided on specific binding measures for the design and implementation of future health projects at a learning café with officers responsible for sectoral and regional divisions and evaluations.

Strengthening the interaction of health services

To increase the effectiveness of projects, different areas of the health sector will make greater use of overlaps between them. This applies in particular to GIZ's three priority areas in the health sector: combatting HIV/AIDS, promoting sexual and reproductive health and rights, and strengthening health systems. Best practices and success factors will be widely discussed with other donors and partners, the integration of thematically related, tried-and-tested health services



HIV/AIDS prevention in Zimbabwe | The approach: young people advise and train their peers

30 years of Rwandan-German development cooperation in the health sector

External evaluation sums up progress

The first evaluation carried out by the German Institute for Development Evaluation (DEval) gives a good overall rating for German engagement in Rwanda, which set up a health insurance scheme in record time, incorporated the projects into the Rwandan health strategy, and made progress in family planning. According to DEval's findings, German development cooperation in Rwanda successfully combined various instruments: technical (GTZ/GIZ) and financial (KfW) cooperation; advisory services provided by development workers (DED/GIZ) and integrated experts (CIM) as well as human resources development (InWEnt/GIZ). Rwanda achieved remarkable progress as regards family planning and sexual and reproductive health, the report says, especially in the last phase of Rwandan-German cooperation in the health sector, which ran from 2004 to 2012. Between 2005 and 2010, the birth rate dropped from 6.1 to 4.6 children per woman, and the maternal mortality rate dropped from 1,300 mothers per 100,000 live births in 1990 to 487 per 100,000 in 2010. Overall, DEval gave a very positive rating for the reorientation of German development cooperation programme design since 2004 from project-based to more integrated forms of cooperation within a sector-wide approach, with additional advisory services at the national political level.

For more information, please refer to the DEval evaluation report at www.deval.org/en/evaluation-reports.html

will be mainstreamed as a strategy during design and the related conceptual knowledge will be processed.

Improving knowledge management

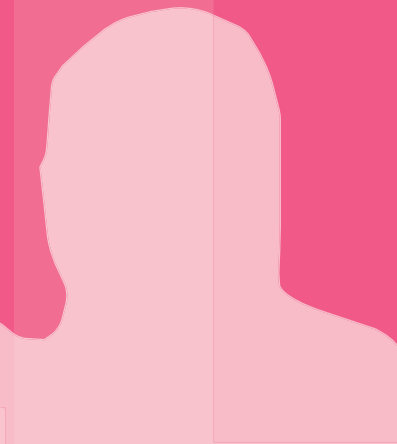
Knowledge management officers will be appointed both at the projects and at GIZ Head Office to document more systematically lessons learned and best practices from the health projects, disseminate them more rapidly and make them suitable for use. To present interesting project experience and results, the projects use the German Health Practice Collection process for the 'Healthy DEvelopments' portal (www.health.bmz.de).

Results-based monitoring as a standard

All evaluations showed the importance of a good monitoring system for steering a project and making any necessary adjustments. Results-based monitoring will therefore be mainstreamed as part of the design of all health projects. In addition, the results achieved are to be measured together with partners. However, this means that a common basis for assessment will need to be put in place and results indicators harmonised. M&E training measures will also be launched at the projects in order to train partners to carry out these monitoring activities.

4. EDUCATION

Sectoral expertise, the design of cooperation arrangements and the quality of monitoring and evaluation systems are recurring factors that determine the success of the education projects. This also includes a systemic multi-level approach, participatory methods and safeguarding of gender equality.



CONSISTENTLY LINKED UP: QUALITY OF EDUCATION AND ACCESS TO EDUCATION

CROSS-SECTION EVALUATION EDUCATION

In 2013, GIZ commissioned a Swiss university to examine how effective its engagement was in the education sector. For this, the key findings of individual evaluations of education projects were analysed in an evaluation synthesis. It was established that the majority of projects achieved most of their objectives and that the performance capacity of the supported educational institutions had also improved. The cross-section evaluation highlighted the professionalism and quality of the projects and the successful promotion of girls, especially in sub-Saharan Africa, as well as the fact that access to education was linked to better-quality education in all projects.

Priority area: basic education

Most of the projects addressed basic education, and aimed to improve access to education as well as the quality of the education provided. The data base for the synthesis was composed of 21 evaluations of education projects carried out from 2011 to 2013. These included both independent external evaluations and internal, decentralised project progress reviews.

The methodological quality of the evaluation had been examined in a preliminary step to ensure that only methodologically impeccable evaluation reports were included in the assessment of content. Three evaluations were then excluded since they did not meet the quality standards.

Cooperation with academia and research institutions

GIZ commissioned the Institute for International Cooperation in Education (IZB) and the Institute for the Management and Economics of Education (IBB) at the University of Teacher Education Zug in Switzerland to carry out the cross-section evaluation. The aim was to identify factors of success and failure in the education sector and to identify recommendations for future education projects.

FINDINGS

The education projects received the best rating for the relevance of their strategic orientation, with an average of 1.6. That means they were geared to the education themes and needs of their target groups and were in line with national policy for the sector.

Performance capacity strengthened

The projects also received a good average rating for effectiveness (2.4). The direct target group of the projects is mainly located at intermediary level, and includes managers at ministries, school authorities and continuing training institutions, or teaching and managerial staff at schools. The majority of projects achieved most of their objectives. The performance capacity of the supported educational institutions was strengthened.

Reservations in terms of efficiency

On average, the projects received somewhat poorer ratings when it came to how efficiently they had achieved the objectives (2.7). This was particularly true in cases where the project results lagged behind expectations in relation to the funds used, and specific results were not achieved or not sustainable.

Cross-section evaluation and individual evaluation reports are available on the internet: www.giz.de/evaluation > Monitoring and evaluation > Findings > Education



Promoting basic education and vocational training (Pro Educação) in Mozambique | Objective: to enable more children and young people, especially girls, to attend school.

Efficiency was positively rated, however, where measures were successfully harmonised with other donors and greater use was made of local resources. In general, though, it was hard to evaluate efficiency because the documentation of costs was too general at some projects to be able to attribute the project outputs to specific costs.

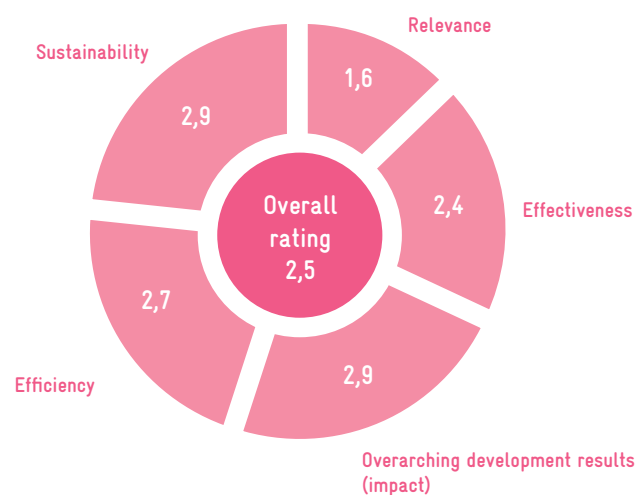
Need to expand substantiation of results to schoolchildren

Overarching development results (impact) and sustainability received the poorest ratings, with 2.9 each. No sustainable results could be shown for schoolchildren of both genders at most projects, with some exceptions. However, this evaluation finding can be explained mainly by the fact that the support measures were not specifically geared to schoolchildren, who were mostly considered an indirect target group. In addition, the monitoring systems of the projects and of partners alike were seldom able to monitor and record results among schoolchildren

in addition to results among their direct target groups (teaching staff, school management or administration).

Little impact at the system level

Even where projects helped reform the education system in the partner countries, these reforms were rarely sustainable due to upheavals at the



Innovative teaching aids - competent teaching staff

Educational skills for primary schools in Ghana

The new school textbooks and teaching materials that were developed relate to the daily lives of pupils, are based on active learning methods, enable pupil-centred teaching and are designed in a gender-appropriate manner. They also use simple language and are attractively designed and illustrated. Teachers now also have manuals that help them prepare their lessons. The evaluation came to the conclusion that the methods used to develop teaching materials had worked especially well in Ghana. The recipe for success? The project combined the materials and methods of the new teacher-training concept with organisational development and network-building measures. These materials and methods were also developed in close cooperation at different levels: with the teacher training institutions at local level and with the department of education at district level. Not only did this ensure political support for developing the teaching materials, key individuals involved in decision-making also received the required know-how to work effectively with the new materials.

partner organisations or unstable political conditions at national level. This is partly because some of the projects, such as those in Pakistan and the DR Congo, were operating in a fragile context and too optimistic a view was taken of how reform processes would proceed under difficult conditions.

STRENGTHS AND WEAKNESSES OF THE PROJECTS

What factors influenced success or failure? The team of Swiss experts identified the high level of sectoral expertise, the design of cooperation arrangements and the quality of monitoring and evaluation systems as recurring factors of success at the projects. The projects also received praise for their systemic multi-level approach, participatory methods and promotion of gender equality.

Consistently linked up: access to education and quality of education

The Swiss university team considered the linking up of two objectives, access to and quality of education, as a particularly crucial success factor for engagement in the education sector. In order to sustainably improve their education systems, partner countries need to guarantee general access to education and improve the quality of the teaching content and services offered. The evaluation synthesis concluded that these two objectives are interrelated and were consistently linked up at the projects, rather than being pursued in parallel or one after the other.

Successfully combined: teacher training and development of teaching materials

All projects focused on initial and in-service training for teachers. In-service training concentrates in particular on moving from strongly teacher-centred teaching to more pupil-oriented teaching methods. This also involves devising new teaching aids and materials. One success factor identified in this area was that the development and introduction of modern teaching materials was often combined with teacher training, and involved the training institutions.



Basic education in Guinea | Qualified teaching staff, good equipment and professional management are the basis for an effective education system.

Conflict-sensitive, innovative approaches

Some projects operated in fragile (post-) conflict situations. Here, approaches that adjusted activities in line with the difficult operating environment were successful. In DR Congo, this involved combining basic education with non-formal vocational training. In Pakistan, support was given to home schools for Afghan refugees.

Success in terms of gender equality

Promotion of gender equality was particularly successful in the sub-Saharan projects. Using constant awareness-raising activities, the programmes helped boost school enrolment rates and reduce dropout rates among girls. Approaches that consciously worked together with councils of elders, religious leaders, parent councils and decentralised education structures were especially effective. Small classes with a focus on special classes for girls, the targeted involvement of mothers and high-quality training for female teachers also helped secure success.

The crucial factor: designing cooperation arrangements

The political will in the partner country and the capacities of government partners at national level were considered crucial to success at all projects. Programme objectives were difficult to achieve where these factors were not in place. That also applied to programmes where some relevant actors were not involved in activities to a sufficient extent through participation in planning, or where partner motivation and intentions had not been adequately clarified in the lead-up to the project.

Particularly effective: multi-level approach

The evaluation synthesis clearly showed that even measures that were successful at the individual level had little or no effect on the education system if other levels did not support them. Working hands-on with a multi-level approach, ideally at



Reform of Central Asian education systems | Pupils switch roles and act as teachers: peer-to-peer training in Kyrgyzstan

local, provincial and national level, proved especially conducive to success.

Durably safeguarding results

The evaluation synthesis also showed that programmes that had put in place an exit strategy right from the start and prepared partners for the period after the programme ended were more sustainable than those without an exit strategy. Another factor of equal importance for sustainability was a prolonged programme term beyond the standard three years. The results achieved could then be consolidated on a more sustainable basis.

Education – useful for the future

Reform of Central Asian education systems

In concrete terms, sustainably improving the quality of education in the supranational project in Central Asia meant that pupils learn what is relevant to their own future and can be used in their professional career. To achieve this, job-based technology lessons and new scientific teaching methods with a pupil-centred approach were introduced at teacher-training institutions in the partner countries. The curriculum was designed in line with demand and adjusted to the sociocultural setting. To ensure sustainability all proposals were discussed with the partners. The project also received political support for the broad-based implementation of the pilot approaches, establishing a regional education dialogue at national level that takes into account the extent to which measures can be implemented at the political level. As a result, innovative models, concepts and procedures are now being integrated into national education strategies and reforms.



Peace education in Sri Lanka | Student theatre for peaceful coexistence in a multi-ethnic society

Need for improved monitoring

The cross-section evaluation reveals weaknesses in monitoring at most projects. A general methodological weakness lies in the fact that the expected results were often too ambitious, especially where projects operated in crisis and conflict countries.

The synthesis also identified room for improvement as regards proof of the education quality that had been achieved. Thus, the projects measure quality of education by means of the school certificates obtained and the transfer rates to secondary school or further training courses. But this does not always prove that pupils have gained key skills for a safe, healthy and productive life and that the educational content will stand to them in subsequent vocational training, for instance.

CONCLUSIONS FOR FUTURE EDUCATION PROJECTS

The findings of the cross-section evaluation confirm that GIZ should continue to closely interlink the promotion of greater access to education with better quality of education. In response to the findings of the cross-section evaluation of education projects, GIZ's management has decided on a specific package of measures in the three activity areas sectoral aspects, cooperation, and monitoring and evaluation in the education sector.

Addressing sectoral aspects in more depth: disseminating participatory approaches

The evaluation recommends that participatory approaches should be applied even more consistently, for example by involving parents or local communities at the school level. It is par-

The evaluation methodology and findings were discussed with the professional public at DeGEval's annual conference in Speyer in 2015.

ticularly important to involve all actors because this leads to 'high-quality, sustainable results'. For this purpose, GIZ is strengthening sectoral exchanges inside the company and compiling best practices that incorporate participatory and systemic approaches.

Stepping up cooperation with academia and research institutions

'Context matters' is a key finding of the evaluation synthesis because all findings – be they positive or negative – were always strongly influenced by the political and social context. To effectively replicate successful approaches the synthesis recommends examining the influence that contextual factors have on the effectiveness of education measures, and to come to a better understanding of these factors. GIZ therefore stepped up its cooperation with academia and research institutions.

Improving cooperation management: factor in exit strategies at an early stage

The cross-section evaluation showed that the mediocre sustainability rating for education projects also had to do with a lack of exit strategies, since the results achieved were inadequately anchored in partner systems once the programmes drew to a close. Future education projects will therefore examine at the preparation stage how exit strategies can be incorporated into offers.

Ensuring appropriate continuity

Another impeding factor identified by the synthesis report was that, in many cases, too optimistic a view was taken of how reform processes would unfold, and that too little time was frequently allowed for these processes (i.e. the project terms were too short). GIZ is therefore drawing up model concepts that ensure a long-term perspective to safeguard the required continuity. Rather than extending project terms in general, the aim

Educated girls achieve a lot

Promotion of basic education in Guinea

The 'Filles éduquées réussissent' (educated girls do well) approach was successfully used to achieve the aim of providing more education for girls who are socially disadvantaged and have learning difficulties. The evaluation confirmed that most of the girls who participated changed their personal attitude and behaviour. The girls surveyed were much more confident and keen on going to school. In addition to education, HIV/AIDS prevention was a central theme of the programme, which worked at local level. This played a role in securing the programme's success in a political crisis, a time when cooperation at national level was impossible.

is to align the anticipated results with the partner country's long-term sectoral plans in order to gear measures accordingly and finally to divide them into the usual three-year modules with which BMZ commissions GIZ.

Capturing the needs of all actors

To establish good cooperation arrangements, it is essential to get an in-depth insight of the motivation and needs of all participating actors at an early stage. Minimum standards for commission management have already been set out, and the corresponding guidelines revised in order to strengthen 'cooperation' as a success factor in project steering.



Education for social cohesion in Sri Lanka | Young people, their families and communities receive support in the form of education measures and psychosocial services.



Economic integration of disadvantaged young people and young adults in Maniema and South Kivu, Democratic Republic of the Congo | Women start by learning to read and write at the literacy centre.

Better performance at home schools

Basic education for Afghan refugees in Pakistan

Teachers with little or no training can also teach effectively. The home schools for Afghan refugees in Pakistan, which GIZ supports, bear out this statement. Mothers who have been trained to home school teach their children at home. The learning content of the six primary school grades that they teach corresponds to that taught in the formal primary schools in the refugee villages. However, the study plans are more flexible. On average, only 25 children receive tuition (in their national language). Pupils at home schools consistently show significantly better learning outcomes than children of the same age at other schools. One of the reasons is the informal and, as a result, more child-friendly setting, which is especially beneficial to girls.

Optimising monitoring and evaluation

In order to provide better proof of the results of measures to improve national education systems among target groups, the monitoring and evaluation capacities of partner institutions will in future be built when planning education projects.

Better measurement of the quality of education

When measuring results, both the quantity (access to education) and the challenge of recording the quality of education are important factors. Achieving better quality education is one of the key demands in international debate on the Post-2015 Millennium Goals and Sustainable Development Goals. Experience gained with innovative methods for measuring learning achievements are now systematically processed and discussed within the company.

RURAL DEVELOPMENT

GREATER PRODUCTIVITY, INCREASED INCOME

CROSS-SECTION EVALUATION OF RURAL DEVELOPMENT

Having examined the theme of rural development, GIZ will now discontinue its previous evaluation practice that involved taking random samples from selected sectors. All sectors have been evaluated and a cross-section of them assessed. In the final cycle of this evaluation programme, GIZ arranged for 15 projects to be evaluated by external experts. The project progress reviews from 2012 to 2014 were incorporated into the subsequent cross-section evaluation.

DESIGN AND DATABASE

The cross-section evaluation of rural development consists of an evaluation synthesis and a review of the current literature and was preceded by a meta-evaluation that examined the robustness of the reports available for analysis. It was found that of the total of 26 evaluation reports on 30 projects (four projects were evaluated in one evaluation but separately rated), 13 reports on

16 projects were deemed to be methodologically appropriate and taken into account in the evaluation synthesis.

The thematic priority areas of the random sample are the promotion of sustainable smallholder farming, the sustainable use of natural resources as a basis for production, and the conservation of ecosystem functioning. The projects worked with different results models and approaches. The



Promoting market-oriented agriculture in Ghana | Better processing increases competitiveness on national, regional and international markets.

emphasis was on training and on building institutional and human capacities, connecting up smallholders to productive value chains and using a multi-level approach to advise and support sector policy. Only one project was a 'classic bilateral' project for rural development in Africa (Sustainable Land Management). The statements made in this synthesis can therefore only be applied to a limited extent to the current portfolio, which is strongly geared towards Africa.

The findings of the evaluations were compiled in a synthesis report and processed with a view to identifying approaches for dealing with the challenges faced by future rural development projects. Given the mixed nature of the random sample, with regional priority areas in Latin America and Asia, the data base was not representative. As a result, no sectoral statements were made that could be generalised. Instead, the report highlighted promising lessons learned that the evaluations had identified.

FINDINGS

Most of the evaluated projects pursue the objective of reducing poverty in rural smallholder structures. The approaches centred on connecting up small producers to agricultural value chains, making sustainable use of natural resources as the basis for production, and conserving ecosystems. The other projects are more closely defined in terms of their thematic areas, e.g. with a focus on adapting agriculture to climate change.

Creation of employment opportunities / income generation / social inclusion

Many projects succeeded in increasing productivity and, as a result improving employment opportunities and income of smallholdings by giving them better access to markets, introducing resource-saving farming methods and expanding access to land, water, knowledge and funding.

In so doing, the projects contributed directly or implicitly to poverty reduction and food security at both the individual and national level. Special focus was placed on the responsible participation of women, young people and ethnic minorities.

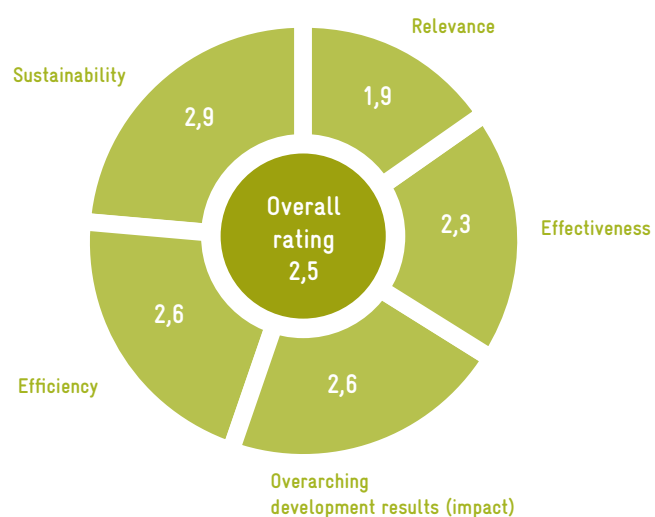
Average: 2.5

Altogether, the projects received an average rating of 2.5 for the DAC criteria. This means that the cross-section evaluation of rural development fits into a series of successful sectoral findings, such as those on education, decentralisation, renewable energies and resource management.

Promotion approaches suitable for transfer / appropriate capacity development

The projects were found to have strong relevance (1.9) and good effectiveness (2.3). According to the evaluation synthesis, these ratings were due to high-quality planning, strong compliance with governmental development priorities and strong acceptance of the programme objectives. Other factors conducive to success were the needs-based programme concepts, the clear-cut promotion approaches that were easy to transfer to other cultures, and the modular building of capacities in line with specific needs.

For more information on cross-section evaluation and evaluation reports on the internet, please go to www.giz.de/evaluation > Monitoring and evaluation > Findings > Rural Development



Adjusted to needs, cost-effective, broad impact Exemplary capacity development in West Africa

The objective of the Sustainable Cocoa Business project was to sustainably improve the competitiveness of small cocoa producers in West Africa. To do this, the programme applied a holistic approach that involved providing support to value chains. Key programme activities therefore included developing curricula and teaching materials for company training courses for some 170,000 smallholders at farmer business schools, and building capacities at partner organisations to open up access to loans in cooperation with microfinance institutions.

The programme did this in an exemplary manner. The farmer business course was developed after clarifying needs in precise detail together with a local partner. Trainers, master trainers and supervisors ensured that the courses were adjusted to the training needs of participants. Illiterate participants were involved in the group dynamics using familiar practices. The courses used simple language to explain basic concepts. Participants were able to apply the processes directly. Cost-wise, the measures were also within the reach of all participants.

Major strength: capacity development

The evaluation synthesis identified capacity development as one of the programme's major strengths. Capacity development builds capacities at the individual, organisational and societal level so that partners can negotiate and implement their own reform and development concepts. GIZ often mediates between the different governmental, societal and private sector actors, and acts as an intermediary to reconcile conflicting social interests. Most projects centre on two focal areas: target groups at the local level, and the partner ministry at national level, which receives advice on agricultural policy in order to strengthen capacities. At the intermediate level of the implementing organisations however, capacity development often faces difficulties. Where there is a lack of funding and especially of a willingness to mainstream approaches at institutions, the projects are often obliged to set up parallel structures with international experts so as not to jeopardise the success of the project as a whole. The evaluation synthesis also sees this as a risk. The resulting higher personnel costs, orientation towards international standards and the fact that activities are not fully geared to the given context reduce the

likelihood of sustainability, despite the high quality of the international experts deployed.

Differentiate approaches even further

One recommendation is therefore that GIZ, when applying its high-quality capacity development approaches, should focus less on ensuring that they are 'state-of-the-art'. Instead, it should differentiate them further and adjust them even more specifically to local conditions, which are not always ideal, and rely more heavily on local expertise.

Fluctuating: efficiency

The analysis shows a varied picture in terms of project efficiency, with an average rating of 2.6. A positive example was the self-help programme in water catchment areas, which was largely implemented by Indian partners and consultants, and which achieved broad impact at low cost. Responsibility for this programme was delegated to an Indian non-governmental organisation, which led to heavy involvement of national personnel and high cost effectiveness. This would not have been possible if capacity building had been carried out by international experts. The Cocoa Programme in West Africa was also found to have achieved very high efficiency with a pronounced focus on the cost-benefit ratio and mobilisation of the programme's own local resources.

Mixed findings with regard to overarching development results (impact)

In many cases, projects that provided direct policy advice were able to promote sector reforms in agricultural, environmental and regional planning policy, and thereby strengthen economic and social infrastructure. Individual governments have also integrated innovations from the projects into their systems and processes. In other programmes though, the cross-section evaluation came to the conclusion that this was not pos-



Promotion of Sustainable Use of Natural Resources and Local Economic Development in Honduras | Tending carefully to seedlings for reforestation

sible due to a lack of political willingness in the partner countries, financing problems or the lack of clear frameworks. 'Overarching development results (impact)' therefore received an overall rating of 2.6.

Not always feasible: the multi-level approach

The complex multi-level approach pursued by many projects was often difficult to implement in view of local power relations, political conflicts over goals, or a lack of transparency in government and administrative action. While the projects have made great efforts at political level to align their measures with national development priorities, and have often supported partners in drafting or adjusting the relevant policies, in many cases the link between levels has not been achieved, for example if the national government did not provide the regional level with adequate funds for implementation. The projects were then often unable to react flexibly enough to the com-

plexity of the political and institutional events in their environment.

Regional administration level weakest

Of the three levels (national, regional, local), the regional level proved most difficult. Regional administrations have very limited financial and human resources, and tend to be bottom of the list in terms of political priority. Reforms in the regional planning system are usually not linked with national planning. In many cases, this intermediate administrative level was only created as part of the programme. It was therefore seen as a 'foreign body' and was used by interest groups.

Focusing the multi-level approach at the intermediate level

It is therefore recommended to ensure that the multi-level approach is designed in a more targeted manner. A clearer focus is needed on the intermediate system level, especially on regional

New municipal planning system mainstreamed

Successful institutionalisation: German-Vietnamese cooperation to reduce rural poverty

The programme had an ambitious objective to give access to over half a million smallholders in the programme region, mainly ethnic minorities, to rural markets. The aim was to increase household income by generating added value in the economy in order to reduce poverty. A market-oriented municipal development plan was therefore to be set up and managed by local authorities.

The programme exceeded its objectives by far. Not only did it empower individual men and women to take part in local, participatory planning processes, it also achieved significant reforms at organisational level. A new municipal planning system was introduced and applied in all the municipalities of the programme region. State funding for local development is now channelled through these mechanisms, even if budgets have decreased since the end of the programme, and there are still problems linking up measures with state planning at the higher level.

Success factors for this strong institutionalisation included the determination of the authorities to implement effective decentralisation policies and promote local structures, the willingness of the government to introduce reforms and of local authorities to take risks.

authorities in rural areas. Here, GIZ should aim for the 'best fit' of local and regionally appropriate models, and establish how approaches need to be adjusted to regional conditions, which are not always ideal.

Achieving broad impact

Where projects were able to achieve broad impact, the evaluation synthesis found that this was due to the interplay between a number of success factors. Locally appropriate procedures, long project terms, a high level of state commitment and professional non-governmental organisations were key factors for implementation. This applied in particular to four projects: the small cocoa producer programme in West Africa, the introduction of a participatory planning system across several provinces in Viet Nam, beyond the programme region, village development in India and finally the adoption of value chain approaches by other donors in Central America.

Satisfactory sustainability

On balance, the individual assessment of the evaluation criteria shows that the sustainability of the projects receives the poorest rating (2.9), owing to a frequent lack of political and structural mainstreaming of programme outputs. However, the average sustainability rating is still satisfactory. Individual projects stood out because the state in question showed a high level of ownership, or due to successful technology and process innovations. Whether these innovations were institutionalised depended heavily on the partners. Too positive an assessment of their development potential may therefore lead to a situation where the new infrastructure that has been put in place is inadequately maintained, know-how is not updated and institutional networks disintegrate. The 2015 cross-section evaluation therefore confirms the findings of previous analyses in 2005 and 2012: many projects need to give equal weight to long-term sustainability and short-term results, and gear their approaches more closely to partners' real scope for action.

Longer terms required

Projects that aim to achieve political and institutional change need to run for longer in order to have a sustainable impact. Political change processes at sector level, and sensitive themes such as land rights call for political will on the partner side, and durable political processes. That cannot be achieved in short project terms. The cross-section evaluation also concluded that – if the term is too short or too unplannable – the prospect of low sustainability could impair the public's perception of the otherwise positive results achieved by rural development.

Positive: climate change adaptation and ecosystems

Rural development projects were not expected to be relevant to climate change adaptation until 10 years ago. The cross-section evaluation contains



Sustainable Land Management Ethiopia | Smallholder groups combat soil loss and depletion by building terraces.

successful examples for the post-adjustment of project design, with approaches to include climate-intelligent agriculture in project design (Ethiopia, Viet Nam, Bolivia), climate policy advice (Honduras), indirect proof of climate impact (protection of tropical forests in Brazil), or individual projects with a specific focus on climate (harvest insurance in Kenya). Several projects designed to promote the sustainable use of water resources (Mekong, Ethiopia, India, Bolivia) or to improve soils (Brazil, Bolivia, and indirectly the mountain regions of the Himalayas) show overlaps with the objectives of the Convention to Combat Desertification. They offer benefits both as regards the conservation of productivity at operational level, as well as positive impacts on ecosystems and biodiversity.

Stronger focus on environmental sustainability

Studies show that overall performance is better if the long-term impact on environmental sustainability is more consistently recorded, in addition to the usual political, institutional and economic sustainability assessments. One example is the highly positive effect that sustainable, resource-saving production practices have in the water catchment areas of Maharashtra, India. This is not sufficiently reflected though in the poor sustainability rating (due to a lack of institutional mainstreaming). It is recommended that GIZ gear its strategies more strongly to long-term environmental sustainability and adjust its measures from the perspective of relevance to climate change.

Significant contribution to climate protection

External evaluation of the International Climate Initiative

Since 2008, the International Climate Initiative (IKI) of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) has been financing climate projects in developing and emerging countries, as well as in transition states. The IKI receives funds from emissions trading revenues and reuses them directly for climate change mitigation. The German Federal Environment Agency has arranged for the relevance, findings and results of IKI to be examined on behalf of BMU. 115 climate protection projects were evaluated, including 42 that were implemented by GIZ and the overall programme.

The initial projects made a significant contribution to climate change mitigation, to increasing adaptability to climate change and to the conservation of biological diversity, even if they were not all equally successful. Some projects implemented in 2008 and 2009 set objectives that were too ambitious. In some cases, causal links between results had been insufficiently analysed, and objectives could not be realistically achieved as planned by the end of the project term given the available funds. However, a few particularly innovative beacon projects boosted the profile of activities in the partner countries and in the international climate change dialogue. 'Given that, during the initial stages, IKI found it difficult to launch a purposeful programme over a short space of time and to identify and commission projects, the largely positive findings are remarkable,' stated the evaluation report.

To view the report, please go to www.umweltbundesamt.de/en/publications > evaluation of the international climate initiative

IN FOCUS: PROMOTION OF AGRICULTURAL VALUE CHAINS

Since 2004, GIZ has placed special focus on the promotion of value chains. Of the 16 projects evaluated, seven applied an explicit value chain approach, and three did so implicitly (in part). In nine projects, a central element of the design was to link up small producers with value chains.

Access to markets – increased income

As the evaluation synthesis shows, the broadly applied approach gave small producers access to markets and increased the income they generated from rice, cocoa and honey, for example. However, the approach did not have the same effect on all target groups: small businesses with relatively well-trained management and fairly good access to resources benefitted to a greater extent than resource-poor microenterprises.

Value chains generally challenging

The cross-section evaluation stated that it was generally very challenging for small producers to link up with value chains because many aspects had to fit together, e.g. identification of the market potential, competitive risks, the focus on a few marketable products, dependence on stronger links in the chain (trade, transport, processing) and price fluctuations on global agricultural markets. A robust value chain analysis had not been carried out in the design phase of all the projects.

It had become apparent that, while the widely used approach of reinvigorating the economy in rural areas using value chains did frequently provide key market impetus and lead to an increase in income, it did little to reduce poverty for smallholder farms.

Assessment in the debate

GIZ's experience shows that the larger smallholdings, which have better equipment, capital and entrepreneurial know-how, often benefit faster from the value chain approach and increase their income to a greater extent than poorer farms. To boost the economy in rural areas using agricultural value chains, technical and institutional innovations are introduced that are not primarily geared to the poorest farms, but more towards the farms that are somewhat better off. This is desirable, however, because these farms act as role models and pioneers. They set important signals for poorer neighbouring farms, and sometimes offer job opportunities too. In this respect, GIZ does not agree with the evaluators. Even if it was not always possible to convincingly prove the direct poverty-reducing impact among poor target groups, or the results were not adequately monitored, different target groups are always involved in the complex promotion of value chains: poor (small-scale) farms, land workers, traders, employees at processing plants

and poor consumers of foodstuffs. In order to identify the poverty-reducing impact of the value chain approach, this impact must be specifically examined among the individual target groups involved.

Much was learned and developed in the space of 10 years

The projects examined in this evaluation were designed 10 years ago. Since then, GIZ has taken crucial steps to further develop its value chain approach and added poverty analysis, gender analysis and results monitoring modules to the internationally used **Manual ValueLinks** approach.

Today, value chain analyses must be carried out before the start of a **project**. Based on project experience, inclusive business models were developed that involve poor target groups in

enabling economic cooperation arrangements. That means, for example, that smallholders of both genders sell their products at predefined prices under a long-term supply contract **system**.

Good results among poor farmers

Compared with the projects examined in the evaluation, today's value chain projects have a better and more informative poverty and impact monitoring system. There are now many examples of projects that prove that poor rural farms with limited but productive resources and entrepreneurial thinking have risen above the poverty line with the help of value chains.

For this, since 2013, GIZ has set up a constantly growing community of practice to train trainers worldwide as multipliers for contract farming and to enable inclusive agricultural growth for poor smallholder farms.

www.valuelinks.org

GIZ's agricultural sector networks play a particularly important role in the learning process that involves continuously adjusting the approach to development-policy guidelines and developing it further.

Some objectives already exceeded Energising Development (EnDev)

By 2019, 18 million people in Africa, Latin America and Asia are to receive sustainable access to modern energy services. That has been the objective of EnDev since 2005. This global partnership was started up by the Netherlands and Germany, and is also financed by Norway, the UK, Switzerland and Australia. GIZ is responsible for implementing and coordinating the programme, with support from the Netherlands Enterprise Agency.

Highly relevant

The evaluation by external experts in 2014 rated EnDev as a highly relevant programme since it is clearly geared to the needs of target groups, is broadly backed in the partner countries and is designed to complement other international energy projects and initiatives. EnDev's results-based and bottom-up approach is also considered a crucial success factor. Using this approach, EnDev involves the local private sector and civil society in projects and only tops up funds if interventions are successful.

Energy services for millions of people

By the end of 2013, EnDev had given more than 12 million people access to modern energy services. This means that, so far, it has exceeded its objectives by four million. In addition, around 16,000 social institutions and over 28,000 small and medium-

sized enterprises have been provided with electricity and improved cooking stoves. The programme is rated as effective. In all, it offers potential for providing households, institutions and companies with sustainable access to energy.

Promising sustainability

The sustainability of most EnDev projects is rated as promising despite weaknesses in implementation in some country projects. The entire programme is found to have a pronounced awareness of sustainability. Some projects were advised to make stricter use of EnDev's own sustainability checklist.

Expanding the programme

The evaluation makes recommendations that are designed to make the energy partnership even more effective. These include stricter use of the monitoring system, the systematic implementation of baseline studies and greater institutionalisation of activities at country level. It would also be advisable to expand the successful market development approach, especially for cooking energy. The overarching recommendation is extremely positive: 'The intervention should be continued and expanded by adding further donors, programmes and initiatives.'

To view the report, please go to: www.endev.info/content/Downloads



'Poverty Alleviation in Rural Areas, Vietnam' | Small-scale livestock breeding is used for more than just domestic needs.

Even the poorest benefit in the medium term

The poorest of the poor, who own little or no land of their own, have no access to water, live on the margins of society and have no access to credit are not the primary target group for being linked up to value chains. What they need, first and foremost, is social protection and access to health services and education. In the medium term, though, they derive special benefit from a dynamic agricultural system in rural areas by finding employment on farms, in trade or in processing industries that are based on dynamic value chains.

Recommendation: consistently record poverty impacts, value creation and improvements in nutrition

The cross-section evaluation therefore recommends that poverty impacts and entrepreneurial value creation be more consistently recorded and more transparently communicated at all levels of the supported value chains in order to highlight all development results that are generated. The value chains to be supported should be selected so as to achieve broader impact, and should include not just export products but staple foods, so as to support the objective of poverty reduction and food and nutrition security.

Recommendation already followed in new projects

New, large-scale GIZ projects have already acted on this recommendation. The selected value chains of the green innovation centres for agriculture and the food industry in 13 (mainly African) countries all focus on staple foods. Promotion approaches to support the export products cashews, cotton and cocoa have reached a total of more than 1.3 million

smallholder families in Africa over the past 10 years, and also had a positive influence on their food production. One major learning effect was that it is only possible to reach that many family businesses if cooperation is also maintained with companies in the upstream and downstream sectors of trade and processing.

The challenge: qualitative aspects of nutrition

But the learning process doesn't end there. Part of the continuous learning process at GIZ involves looking at how food security and food quality can be integrated into the value chain approach. Introducing these qualitative nutritional aspects and consistently monitoring them is a key challenge for the next 10 years of value chain promotion.

FURTHER LEARNING PROCESS AND CONCLUSIONS

The cross-section evaluation was completed in July 2015. A learning café is planned for the third quarter of the year, which will be attended by the evaluators. The management response, which will include decisions on the conclusions GIZ has drawn from the cross-section evaluation, will be drawn up by the end of 2015 and included in the next report.

The G7 summit held in Elmau in June 2015 highlighted the importance of achieving broad impact: development cooperation approaches combined with other relevant factors should help free 500 million people from hunger and malnutrition. Promoting agricultural value chains will play a key role in this context.

METHODOLOGICAL DISCUSSION

6. METHODOLOGICAL DISCUSSION

Contribution analyses are not usually designed to provide robust evidence of results. Their main aim is to obtain information on impact mechanisms and to clarify the results logic and causal links between results.



MEASURING FACTORS THAT ARE HARD TO MEASURE

CAPTURING RESULTS USING CONTRIBUTION ANALYSES

What works in development cooperation? How, why and under what conditions? The more complex and dynamic projects are, and the greater the extent to which they are integrated into national strategies, the more difficult it is to clearly measure their results. This explains the strong international interest in evaluation methods that are capable of responding to this challenge. The focus of international discussion has shifted from experimental evaluation designs, popular in recent years, to the theory-based approach of contribution analysis. GIZ examined this subject in its cross-section evaluations 2012–2014 and in its own specialist events.

WHAT IS A CONTRIBUTION ANALYSIS?

Whereas the experimental design of randomised controlled trials (RCT) looks at the question 'What would have happened without the project?' theory-based contribution analysis looks at the question: 'What had to happen for the project to achieve its intended results?' RCT therefore clarifies the issue of whether a specific intervention, and not other causes, has contributed to a specific result. Contribution analysis, on the other hand, provides plausible evidence of how the observed result was achieved.

Theory first ...

Contribution analysis starts by making hypotheses about the expected impact mechanisms and then tries to prove them empirically. Starting with a theory, at the end of the process one has verifiable conclusions on the causal links between a programme's results. As precise as possible an analysis is carried out on why results occurred or did not occur, and what role the programme or external factors played in achieving results or not. A contribution analysis is therefore suitable for the qualitative recording of results, but not for their quantitative measurement.

... then proof

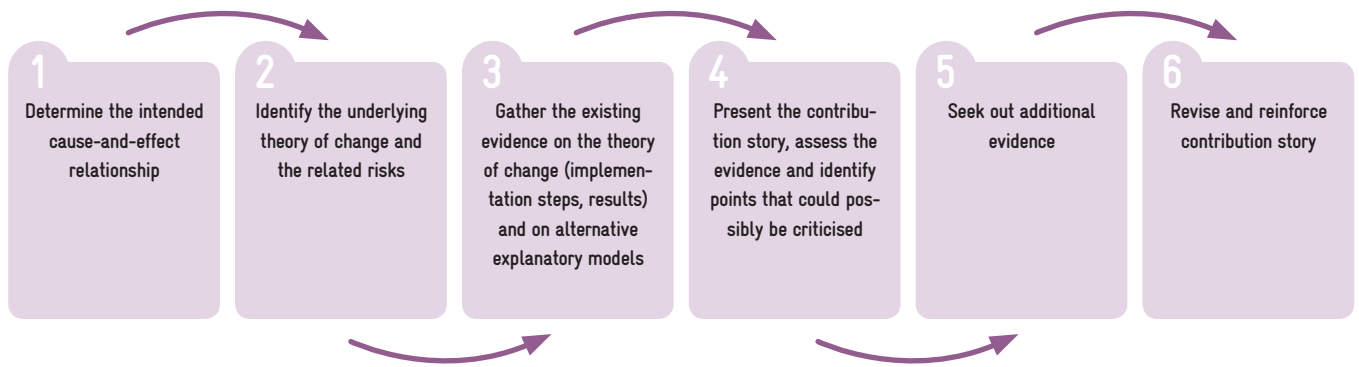
For this purpose, contribution analysis offers a systematic procedure consisting of six steps. Each step is designed to develop the contribution story, i.e. the project's contribution to the established results, and to look for the relevant proof and causal links. Each step acts like a learning loop in the substantiation process and addresses weaknesses that were identified in the previous step.

'Rating is not free from value judgements'

Like all scientific research, evaluations can never be objective and free from value judgements. The crucial factor, though, is to take a systematic approach to rating a project or programme and to make this process and the underlying criteria and methods transparent. Evaluation reports should therefore make a strict distinction between descriptions, ratings and recommendations, and describe the methods used to collect and analyse data.

 This was one of the findings of a meeting of the methodology working group of the Gesellschaft für Evaluation (DeGEval) held at GIZ in Eschborn in 2014

For more information, go to the GIZ report 'Measuring – Assessing – Making improvements: Findings and conclusions from monitoring and evaluation, 2010–2012' www.giz.de/evaluation > Monitoring and evaluation > Findings and to the position paper 'Measuring impacts using experimental designs – and their application at GIZ' www.giz.de/evaluation > Monitoring and evaluation > Measuring results



Step 1: The attribution problem

Each analysis starts with a series of questions.

For example:

- What kind of contribution can the programme be expected to make?
- Did the programme make this kind of contribution, and if so, how?
- What other influencing factors need to be considered?
- Why did the observed result occur?

Step 2: Theory of change

In order to evaluate the findings of a programme, the first step is to clarify which results can be expected in the first place. The theory of change is therefore the main tool used by each contribution analysis. It describes how a project intends to achieve the anticipated objectives and results. To do so, it first has to capture the project in all its complexity before it can look specifically at individual causal relationships between results.

Step 3: Proof of hypotheses

In the third step, the hypotheses in the theory of change are examined against actual results. Is there empirical evidence for the selected results chains? A theory of change therefore has to be sufficiently detailed to sustain examination. In principle, all methods of qualitative and quantitative data collection and evaluation can be used to prove the theory of change. Three key questions are asked in this step:

- What evidence can be found that the intended results actually occurred?
- What evidence can be found to confirm or refute each individual hypothesis?
- What evidence can be found for alternative explanations and the influence of external factors and risks?

Step 4: The contribution story

The contribution story can be put together from the information obtained in Step 3. This is the key step in the contribution analysis. The contribution story is a narrative that explains in detail why it is reasonable to assume that the programme helped achieve the observed results, and how it did this. It contains the programme context, planned and achieved objectives and possible alternative explanations for the observed results and a justification of why these explanations may not be convincing.

Step 5: New data and evidence

The contribution story is now critically examined. How credible is it? What makes it less robust? Weaknesses in the contribution story and alternative explanatory approaches that could not be entirely disproved offer an indication of which aspects need to be substantiated with additional data.

Step 6: Strengthen the contribution story

The new information that has been collected is used to revise and strengthen the contribution story. The additional evidence from Step 5 is intended to make the causal relationships between results more plausible. If this is not the case, the programme probably makes no essential contribution to the observed changes. The theory of change of the evaluated programme should then be modified.

EXPERIENCE WITH USING CONTRIBUTION ANALYSES AT GIZ

Contribution analysis has been used by GIZ, for example, in the corporate strategy evaluation on scaling up and broad impact. Specific elements were also used in a joint GIZ/KfW evaluation of a private sector development programme in Kenya's agricultural sector. Here, the focus was on using the reconstructed theory of change as a basis for evaluation. GIZ has discussed and evaluated its experience with the use of this theory-based approach both inside the company and at specialist events with German and international evaluation experts.

No alternative to experimental evaluation designs

Unlike current trends in professional debate, GIZ does not consider the contribution analysis to be a 'simpler alternative' to time-consuming (quasi-) experimental designs in complex contexts. In such cases, a complete contribution analysis takes too much time and is too costly.

Rather than being an individual method, contribution analysis is a systematic procedure that works with empirical evidence. The methods by which this

For more information, please refer to the position paper 'Capturing results using contribution analyses' www.giz.de/evaluation > Monitoring and evaluation > Measuring results, which was presented in 2015 at the annual meeting of the international cooperation evaluation units in Berlin.

evidence is to be obtained are not prescribed. They depend on the type of hypothesis to be examined. (Quasi-)experimental designs can also be used. Rather than being mutually exclusive alternatives, contribution analyses and RCTs can actually be used together, as they complement each other.

Advantages of contribution analyses

An evaluation can only make well-founded statements on a programme's results if it examines the results logic of the programme in detail. This is precisely what the first two steps of the contribution analysis are designed to do. They determine which relationship between cause and effect is of particular interest for the evaluation.

GIZ already has established standard tools at its disposal for contribution analyses. Only three of the six steps of a contribution analysis really involve additional work, because Steps 1-3 are handled when drawing up the results model and establishing the results-based monitoring system (RBM) of a project. It is now a standard requirement for all GIZ projects and programmes to draw up a results model and establish an RBM system.

The theory of change focuses on those causal links between results that are of particular interest for the body that commissions the evaluation. That is cost-efficient, because there is rarely enough time and funding available to examine all results chains to the same extent.

Steps 1 and 2 of a contribution analysis also offer an opportunity to involve commissioning parties, clients and potential users of the evaluation at an early stage and to make them aware of causal links between results and the difficulty of recording these in an appropriate manner. What are the findings of the analysis to be used for?



Professor Matthias Schündeln from Goethe University Frankfurt at the technical discussion with Elliot Stern



Elliot Stern

'Select, but clearly define, evaluation questions'

Workshop to improve evaluations

In 2013, GIZ invited Professor Elliot Stern to a technical discussion on the working paper 'Broadening the Range of Designs and Methods for Impact Evaluations' of the UK Department for International Development (DFID). Some 60 people took part in the discussion, including staff members of GIZ, KfW and DEval, as well as academic cooperation partners. After the event, Mr Stern talked to the (then) Monitoring and Evaluation Unit in a workshop about theory-based approaches and the question of how evaluations can be improved.

The key findings:

Every evaluation must be preceded by a thorough examination of evaluability. Instead of simply ticking off the list of OECD/DAC criteria, an evaluation could be geared towards answering a few, clearly defined evaluation questions. The theory of change should not be developed based on programme plans but on the actual programme activities. Evaluations should not be unnecessarily complex and should always meet the demands of their users.

Elliot Stern is a leading figure on the international evaluation scene. He was president of the European and British evaluation societies, founding president of the International Organisation for Cooperation in Development (IOCD) and edits the professional journal *Evaluation: the international journal of theory, research and practice*.

Which decisions should be made based on the findings? The answers to these questions determine how certain we need to be about the programme's contribution and how useful the findings will be. One strength of the contribution analysis lies in its ability to present contradictory evidence in a transparent manner.

Limitations of contribution analyses

Although no specific conditions need to be put in place for conducting a contribution analysis (e.g. the possibility of forming comparison or control groups, as is required for (quasi-)experimental designs), its practical application is sometimes challenging.

The critical examination of the contribution story in Step 5 may be one of the hurdles involved. After all, the stakeholders must be prepared to read and comment on a draft of the evaluation report, not just on the final version. If it becomes clear in Step 5 that additional primary data need to be collected, sufficient time and an adequate budget must be made available. It must also be borne in mind when planning a contribution analysis that the evaluators may need to collect data in two phases and potentially two field assignments.

When is it worthwhile to carry out a contribution analysis?

Whether a contribution analysis is used or not depends first and foremost on the required insights. Whereas (quasi-) experimental methods are primarily designed to provide robust evidence of results, the contribution analysis aims to obtain information on impact mechanisms and to clarify outstanding questions on causal links between results and results logics. The considerable time and effort required to carry out a contribution analysis are worthwhile, especially if a project design is to be used again or redesigned, or the general validity of recurring hypotheses are to be examined.

Like RCTs, contribution analyses should therefore only be used for strategically selected evaluations, in particular when we need to examine complex or complicated relationships. Selection criteria could include:

- the corporate-policy relevance of a project,
- the commission volume of a project,
- the geographic scope of the intended results, and high scaling-up potential.

Cofinanced projects are also a good option for sharing the high costs involved in contribution analysis.

Developmental Evaluation

Seminar Developmental Evaluation

How can evaluation help to improve programmes that are intended to promote development in complex contexts? How can evaluation be linked with learning and innovation? The seminar on Developmental Evaluation with Dr Michael Q. Patton – which was organised by the Wageningen UR Centre for Development Innovation together with GIZ in 2012 – dealt with this and other questions.

In developmental evaluation, the evaluation team continuously monitors the project, collects data on results and gives immediate evidence-based feedback, which makes adjustments easier. Mistakes and setbacks are accepted as part of an innovative process.

The approach is less suitable for complying with traditional accountability requirements because the strategy, objectives and therefore also the indicators have to be repeatedly adjusted to the given conditions. In this way developmental evaluation becomes part of the intervention itself. GIZ already mainstreams some basic principles of the approach in its results-based monitoring instruments.

Michael Patton was one of the founders of professional evaluation in the 1970s. He was president of the American Evaluation Association.

Example of use: corporate strategy evaluation on scaling up and broad impact

The evaluation aimed to identify mechanisms, approaches and success factors that support scaling-up processes and promote broad impact. A further aim was to examine the influence that scaling up has on achieving broad impact.

The challenge when analysing the extent to which a causal relationship can be established between scaling-up processes and broad impact was that the projects had no explicit results model. The theory of change was therefore reconstructed during the evaluation using various methods such as data and document analyses, study of the relevant files, portfolio screening and online surveys. The case studies in particular made it possible to identify proof of hypotheses concerning results and assumed causal relationships, and to gradually build a contribution story.

The evaluation identified frameworks, spaces, drivers and pathways that can be used for successful implementation of scaling-up processes and help to determine how broad the impact of a project can be (see detailed findings in Section 7).

Hypotheses: factors that influence scaling up

Hypothesis	Match with theory
Structural characteristics (term of a project, financial volume) influence successful scaling up	Disproved
Instrument mix influences scaling up	Disproved
Implementation of a multi-level approach influences scaling up	Confirmed (slightly positive relationship)
Orientation of project to extending results at target group level influences scaling up	Confirmed (very positive relationship)

Hypotheses: factors that influence broad impact

Hypothesis	Match with theory
Structural characteristics (term of a project, financial volume) influence broad impact	Disproved
Multi-level approach influences broad impact	Disproved
Choice of national partner institutions influences broad impact	Confirmed (very positive relationship)
Increase in project funds influences broad impact	Confirmed (very positive relationship)



Methodological discussion with Elliot Stern at GIZ in Eschborn, 2013

Scaling up is a specific impetus during a project or after its completion. It aims to transfer concepts, approaches and methods either to a new level or a new context.

Broad impact means that an appropriate improvement is achieved for a significantly large group of beneficiaries and continues beyond the term of the project.

BROAD IMPACT SCALING UP/BROAD IMPACT_s

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SCALING UP/BRO

7. SCALING UP/ BROAD IMPACT

The evaluation highlighted GIZ's multi-level approach as the outstanding success factor, which is a special feature and 'unique selling point' in the international scaling-up debate. This approach uses partner systems at national, regional and local level to systematically transfer the lessons learned to other levels.

SCALING UP/BROAD IMPACT

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THE MEANS: SCALING UP THE OBJECTIVE: BROAD IMPACT

FIRST CORPORATE STRATEGY EVALUATION

GIZ reoriented its monitoring and evaluation (M&E) policy at the end of 2013. Since then, corporate strategy evaluations have been a focal point. They examine, for example, where GIZ stands on issues of key corporate-policy significance that are discussed at international level. Their findings provide a basis for corporate policy recommendations on how GIZ can deliver even more effective services on behalf of commissioning parties and partners. GIZ's first corporate strategy evaluation looked at scaling up and broad impact.

Theme: achieving greater effectiveness through scaling up

Achieving greater effectiveness and furnishing the relevant proof has long been a focus of international cooperation. Scaling-up strategies and the 'broad impact' they are intended to achieve are currently much discussed and in great demand. In practice, this means identifying how successful approaches and mechanisms can be adopted by political or other organisations beyond the individual project, or transferred to a different context, i.e. sector.

Alongside the World Bank and the Australian and Japanese development agencies, GIZ is also helping to drive this topic. The first corporate strategy evaluation under the new policy was therefore devoted to the question of how, and how successfully, scaling up is achieved at the projects implemented by GIZ together with its partners on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Identifying success factors

The evaluation also examined which factors have a positive influence on scaling up and broad impact. The findings and resulting recommendations serve as a foundation for expanding and consolidating the approaches to scaling up and broad impact used by GIZ so far in its development measures. See The Company's Response in Section 8 (page 61f) for more information on the

company-wide consequences for the management and organisation of projects at GIZ.

Design: contribution analysis - evaluation in complex contexts

Scaling-up processes are complex interventions that have a structure-building and system-building character. They are influenced by a number of external factors and consist of different activities and processes that frequently involve not only different governmental and administrative levels, but also actors from civil society and the private sector. In this context, clearly defined quantitative results can only be measured to a limited extent. The theory-based contribution analysis method was therefore used instead of a rigorous evaluation approach with control or comparison groups. This method involves examining hypotheses against real results in order to make plausible statements on causes and effects.

Data base: portfolio screening and case studies

The corporate strategy evaluation was written by external experts. It consisted of an analysis of a random sample of GIZ's current portfolio (portfolio screening) and seven in-depth country case studies. All case studies were taken from the water sector in order to obtain comparable findings. During portfolio screening, documents from 310 ongoing projects and evaluation reports from 161 largely completed projects were assessed. An online

See GIZ's report 'Measuring - Assessing - Making improvements: Findings and conclusions from monitoring and evaluation, 2010 - 2012', page 34 - 36 (www.giz.de/evaluation > Monitoring and evaluation > Findings); and the position paper 'Measuring impacts using experimental designs - and their application at GIZ' www.giz.de/evaluation > Monitoring and evaluation > Measuring results

The methodological approach was presented at the conference organised by Wageningen UR Centre for Development Innovation and at IFAD in Rome. GIZ Managing Director Cornelia Richter discussed the findings in 2014 with international experts at the Brookings Institution in Washington. The evaluation was then presented at the conference of the Canadian Evaluation Society in Montreal in 2015.

survey was also conducted among 267 officers responsible for ongoing programmes (response rate 53%). Practical internal guidelines were then produced based on the findings from these case studies.

STANDARD DEFINITION OF TERMS

One of the initial realisations, based on the findings of the corporate strategy evaluation, was that there were different understandings of scaling up and broad impact within GIZ. To begin with, the terms were therefore clearly defined. According to this definition, scaling up describes the design of a process within the project or after its completion in order to achieve broad(er) impact.

Three objectives for scaling up

The aim is to disseminate successful concepts, approaches and methods beyond the individual project:

- **at a new level (vertically from top to bottom or vice-versa);** this may entail providing advice at government level in order to achieve changes in legislation and to have an innovation institutionalised that was successfully tested below the national level.
- **to a new unit on the same level (horizontal scaling up);** that may mean enlisting new part-

ner organisations to broadly disseminate the successful project approaches, say from one province to others.

- **to another context or other sector (functional scaling up);** e.g. where train-the-trainer courses ensure that new ideas and approaches are disseminated at the local level and also transferred to other sectors.

Four criteria for broad impact

According to this definition, the changes achieved must have four characteristics if project approaches are to be classified as achieving broad impact:

Relevance: The changes are relevant for the people involved and geared to their needs. That means the results of the measure help to solve one of the core problems of the target group(s), e.g. by providing access to clean drinking water.

Quality: The results make a substantial contribution towards solving this core problem.

Quantity: The results have the greatest possible geographic reach and concern a significantly large target group.

Sustainability: The observed results continue beyond the end of the project term. The partner side also has the financial and human resources to guarantee sustainability.

This standard GIZ definition of scaling up as a process that is designed to achieve broader impact not only served as a working basis for comparative evaluation of the projects. It is also the basis for systematically integrating scaling up and broad impact into all future projects.



Johannes F. Linn,
Nonresident Senior Fellow, Brookings Institution

'Scaling up and broad impact are fundamentally important issues that need to be systematically addressed in-depth in development work.

Unfortunately, up till a few years ago, this was generally not the case, despite numerous examples of interventions that achieved broad impact following a successful scaling-up process. Thankfully, interest in scaling up and broad impact is growing apace in development circles. GIZ's corporate strategy evaluation on scaling up and broad impact makes a key contribution in this context. It provides an innovative analytical approach and evaluates GIZ's experience with scaling up and broad impact based on a survey and case studies. Since few formal evaluations have been carried out in this subject area so far, one can only hope that other evaluation organisations will follow suit.'



Drinking water and sanitation programme PROAGUA Peru | Demand for clean drinking water and sustainable, environmentally sound wastewater disposal is constantly growing.

FINDINGS

Although scaling up and broad impact were not yet standard elements of project design at the time of the evaluation, in general the portfolio screening presents a good result: at least one of the three forms of vertical, horizontal or functional scaling up is provided for in almost all GIZ projects (92%). Two thirds of projects (67%) successfully implement at least one of these scaling-up processes. The in-depth evaluation of the seven case studies confirms this finding. In all the case studies, vertical scaling-up processes had been provided for and implemented, as had horizontal scaling up in almost all cases. So far, approaches have only been transferred to a new context on a sporadic basis (functional scaling up).

A proven fact: scaling-up strategies lead to broader impact

The evaluation shows that successful scaling up led to greater sustainability and quantitative broad impact. Scaling up is therefore conducive to durable improvement for the largest possible target group. This is above all due to the fact that the successful implementation of scaling-up strategies always entails institutionalising concepts and approaches, and strengthening the capacities and skills of the participating organisations for this purpose.

Almost all of the surveyed project officers aim to achieve broad impact through their projects. 92% of the random sample and all projects in the case studies achieved 'relevance' as the criterion for broad impact. That means the changes identified were largely geared to the needs of the target group. A little over half of the projects (58%) achieved broad impact in at least three of

To download the corporate strategy evaluation from the internet, please go to: www.giz.de/evaluation > Monitoring and evaluation > Findings > Scaling up / broad impact

Knowledge transfer between all levels

Integrated water resource management and water supply in Benin

The programme made sure to closely interlink the various measures across all levels. It became clear during the programme that infrastructure-building measures had helped significantly improve access to clean drinking water, but that the water was frequently polluted on its way from the source to households.

In dialogue with the ministerial level, the programme succeeded in enshrining a strategy to ensure better drinking water quality. To implement this strategy the local administrative level was equipped with the necessary infrastructure and trained to monitor drinking water quality. In pilot projects at the municipal level, people were trained in the safe and sparing use of drinking water. The experience gained in this context was systematically processed so that successful practices could be passed on to other municipalities.

the four categories relevance, quantity, quality and sustainability. Two of the seven case studies even achieved broad impact in all four criteria.

The challenge: monitoring

However, the evaluation also showed that the projects often lacked monitoring systems that would have been able to examine all four criteria of broad impact. Only in some cases was it possible to fall back on national information and monitoring systems in order to substantiate changes for the target group. The remaining challenge for the projects is to make greater use of these systems and at the same time to help improve them.

KEY FACTORS FOR SUCCESSFUL SCALING UP

The aim of achieving broad impact presents all stakeholders with the challenge of identifying the given scope for action and possible driving forces for scaling up, of helping to shape this scope and these forces, and of consciously steering them. How did the GIZ projects examined in the random sample analysis and the in-depth case studies handle these challenges? Which factors were especially successful in this context?

Success factor: national sector strategy

Successful scaling up crucially depends on the political frameworks in the partner countries. The national sector strategies of the partner countries have proved to be important especially for the vertical transfer of concepts and approaches to different decision-making levels. They open up (or constrict) scope for action and are proactively shaped by the projects. Frequently, GIZ has supported the partner government, for example in Kenya's water sector, in launching such a national strategy in the first place.

Specific feature of GIZ: the multi-level approach

The evaluation highlighted GIZ's multi-level approach as the outstanding success factor, which is a 'unique selling point' in the international scaling-up debate. Conversely, the evaluation also established that scaling-up processes were impeded if different administrative levels were not involved. This approach of involving and using partner systems at national, regional and local level in order to systematically transfer lessons learned to other levels has a special impact on vertical scaling-up processes. For example, if approaches and concepts at a pilot project at local level are proved to be feasible and effective due to their exemplary implementation, and the findings and experiences are then exchanged



Transboundary Water Management in the Southern African Development Community (SADC) | The Protocol on Shared Watercourse Systems paves the way for shared transboundary water resources management.

between the levels and fed into advisory services at the legislative level.

Close links with partners / ownership

The partner organisations depend on other actors in order to handle transfer processes and achieve leverage effects. It is therefore important to promote partner ownership and to support partners in their leadership role when it comes to disseminating concepts. Developing a strategy together with partners, e.g. on how to transfer concepts to downstream administrative levels, strengthens these processes. Again, the example from Benin shows the positive effect this has on the scaling-up process.

Search for new cooperation and funding partners

New partners promote scaling-up processes by advertising the programme or by providing knowledge, experience and further funding. Cofinancing plays a key role in all of the projects examined. It was possible to expand

Ownership strengthened

Integrated water resource management and water supply in Benin

In order to involve other partners the programme set up a working group with members of the water authority and GIZ. This group draws up guidelines for managing the municipal water and sanitation infrastructure, as well as detailed plans on how the central level passes these guidelines on to the local water supply services. This strategy also established how, in the next step, the water supply facilities can act as multipliers to publicise the guidelines in the municipalities. As a result, all of Benin's municipalities are now familiar with the guidelines. As an additional bonus, the enshrinement of these concepts and partner ownership create a high level of willingness among other donors to work with these concepts.



Management of Water Resources, Jordan | Tradesmen are not allowed access to women-only households. This is just one good reason to train female plumbers.

innovative approaches on a much broader level thanks to additional funding. Horizontal dissemination processes (adoption by other organisations) and in some cases also functional dissemination processes (transfer to another sector) were particularly promoted by these investments.

Piloting concepts / processing PPP experience

Pilot projects such as those conducted under public-private partnerships (PPPs) provide a basis for learning lessons and making observations, and proof of feasibility. On the one hand, they offer the opportunity to transfer lessons learned inside and outside the project and to incorporate these into policy decisions. On the other, the systematic processing of experiences also helps private sector actors to disseminate their solutions.

Disseminating best practices

Drinking Water and Sanitation Programme in Peru

The Drinking Water and Sanitation Programme (PROAGUA) in Peru shows how the dissemination of examples of best practice examples was the key mechanism for horizontal scaling up. Together with a water utility, the programme started by developing a pilot project that introduced a new billing system, the dynamic updating of land registers and the sale of modern water and sewage pipes, to list just a few examples. With relatively low investment costs, this quickly made it possible to acquire 10,000 new paying customers.

The pilot experience was systematically processed and made available to the members of the umbrella association of Peruvian water utilities. The association then took on the task of extending the model firstly to another 12 selected companies, and prompted the water utilities to exchange best practice examples.

The transfer process worked very well: 100,000 new paying customers were registered. Encouraged by the success of the project and its rapid economic benefit, the umbrella association created a new programme at its own initiative. The aim is now to acquire another million paying customers. Beyond this, Peru's experience is now being used in GIZ's Water and Wastewater Management Programme in Egypt.

Monitoring leads to success

Development of the water and sanitation sector in Kenya

The results speak for themselves: an additional one and a half million people from the urban slums now have access to clean and affordable drinking water; 200,000 people with new sanitation facilities; more than 500 water resource user associations throughout the country. The success factors of key importance for the broad impact of the Water Sector Reform Programme in Kenya included planning, steering and monitoring systems. These systems enabled the programme to examine the extent to which the financed projects achieved their pledged results, and how the new transparent competitive contract award process under which Kenyan water utilities can apply for projects, was implemented.

The programme is developing this funding mechanism for improving the drinking water supply for poor urban population groups together with the national Water Service Trust Fund (WSFT). After a pilot phase, the experience and lessons learned were fed into a national Urban Project Concept. New experience and examples of best practice are automatically included in this concept and passed on to all water utilities throughout the country. Beyond this, the national monitoring system exerted pressure to act because it was accessible to the public. The data were also used to document successful scaling-up processes and to acquire further partners.

The programme set up an independent forum for peer-to-peer learning among the water utilities in order to achieve horizontal scaling up. The utilities use this independent platform to seek joint solutions to current problems. This includes reciprocal learning visits that are intended to drive scaling up.

Recognising new trends at an early stage

International cooperation in emerging economies

Partnerships with emerging economies and new donors are becoming ever more important for GIZ. The second corporate strategy evaluation in the period from 2012 to 2014 therefore looked at the theme of international cooperation in emerging economies. It provided information on how internal structures and processes can be optimised to harness further potential in this market. Random samples of GIZ's experience in China and Chile were examined. As well as key success factors such as the ability to adjust flexibly to business opportunities and client needs, to enhance GIZ's image in the country or recognise thematic trends at an early stage, some fundamental questions were also identified, such as delimitation of the emerging economies market and the need to clarify internal roles and responsibilities.

Learning / M&E

Horizontal scaling-up processes are enabled in particular by learning forums in which actors exchange their examples of best practice and experience. An essential factor here, however, is for the projects to have a good M&E system. This makes it possible to record the changes and results that a project has achieved, which is the key prerequisite not only for evidence-based substantiation of results but also for learning and for extending successful approaches. Scaling up and broad impact were clearly successful in cases where the projects had planned and established M&E systems.

International reputation

Last but not least, the evaluation stated GIZ's long-standing presence in the partner countries, its profound knowledge of regional, political and institutional frameworks, close proximity to partner organisations and decades of experience in the water sector as success factors for scaling-up processes. This reputation, which is confirmed by international donors, gives GIZ an edge over other organisations and makes it highly competitive when acquiring cofinancing.

8. CONSEQUENCES FOR MANAGEMENT AND ORGANISATION

Monitoring and evaluation can only be effective and make a contribution to sustainable development if findings are followed by action and lead to change.



THE COMPANY'S RESPONSE

HOW EVALUATIONS LEAD TO CHANGE PROCESSES IN MANAGEMENT AND IN ORGANISATIONS

The decision on the specific consequences that the company draws from the evaluations is the final step in the internal learning process of GIZ's monitoring and evaluation (M&E) system. The findings and recommendations from all corporate strategy and cross-section evaluations are therefore regularly presented and discussed at the highest management level. The corresponding steps that are binding for implementation in all parts of the company are also taken at this level.

Management response: the company's answer

The Management Response System established at GIZ ensures that the company systematically addresses the recommendations derived from monitoring and evaluation. An in-house publication on each cross-section and corporate strategy evaluation shows which recommendations the company has taken on board and which agreements have been made to implement them. Implementation progress is also regularly monitored.

Special focus: company-wide learning processes

From performance monitoring and steering to accountability and legitimation, learning and development – monitoring and evaluation have more than one objective and fulfil a number of functions at the same time. GIZ gives especially high priority to the company-wide learning process at different levels in order to integrate newly acquired knowledge into all key processes.

To support institutionalised learning, an **exchange** takes place between the organisational units (horizontally) and between the hierarchical levels up to the executive level (vertically). Learning events such as learning cafés are attended not only by the people directly involved and responsible, but by anyone who may benefit from the evaluation findings. The monitoring and evaluation findings are prepared such that different actors can work with them in different processes, at programme, sectoral and corporate level. All evaluation reports are also available in a central database.

As well as the learning events, GIZ's sector networks also strengthen management for development results and learning from evaluations. See www.giz.de/expertise > Sector networks

External communications: accountability and transparency

Every two years, GIZ publishes a report on the company's M&E findings. The findings of especially informative evaluations are also published in professional media and presented at conferences. GIZ also posts summary reports of project evaluations on the internet and provides position papers on topical sectoral issues. As part of aggregated reporting on results, the project findings in terms of their overall global impact are also presented to the general public and commissioning parties and clients.

CONSEQUENCES FOR MANAGEMENT AND ORGANISATION BASED ON EVALUATIONS 2012 – 2014

Besides corporate strategy evaluations (Section 7), sectoral cross-section evaluations also provide findings that are relevant for the entire company. The evaluations in the period 2012 to 2014 show the specific findings for projects in the sectors health (Section 3), education (Section 4) and rural development (Section 5) as well as recommendations that are directed towards the company's management and organisation. GIZ drew the following company-wide conclusions from the evaluation findings on management and organisation:

SUSTAINABILITY

With regard to sustainability, a number of evaluations recommend that GIZ should do more to step up cooperation with other donors and local partners and to strengthen partner ownership. GIZ is currently testing and evaluating how networks can be set up for this purpose in the pilot project

'Networks for sustainability'. GIZ is also developing an advisory concept for how a commitment to sustainability can be mainstreamed early on, in the programme design stage.

Stepping up durable results

As part of the process of developing innovative approaches for technical cooperation (TC), GIZ is devising an approach to use its various tools and services within capacity development strategies at the projects to make results sustainable. After projects have been completed, alumni networks may for instance help to ensure the continuity of learning processes and safeguard the sustainability of results. Where they are linked up with global groups of experts, they may give rise to innovative forms of cooperation (such as web-based learning networks) that offer special added value both for the people involved and for developing social issues.

BROAD IMPACT

The key finding of the corporate strategy evaluation on scaling up/broad impact is that the extent to which a programme has broad impact and its approaches can be replicated at local, regional or national level depends first and foremost on programme management. If the responsible officers consciously involve this objective in all phases of the measure, from design and preparation via implementation to monitoring and evaluation, this does a lot to increase the chances of successful scaling up and of achieving broad impact.



Learning café on the findings of the cross-section evaluation Education



Learning café on education: moderator James Macbeth Forbes, Country Director Kosovo and Macedonia

Enshrining scaling up right from the start – integrated into the Capacity WORKS management model

The most important consequence of the evaluation was therefore to clearly gear programme steering to scaling up and broad impact, and in so doing to improve the relevant conditions and organisational processes within the company. To do this, the experience gained by the projects so far in performing scaling up, and the success factors identified by the corporate strategy evaluation are systematically processed and incorporated into GIZ's Capacity WORKS management model. In future, the potentials for scaling up and broad impact will be taken into account in the offer and the required strategies will be included in the design and preparation of new projects.

Monitoring scaling up

Wherever expedient, indicators will be integrated into the projects' results-based monitoring system in order to monitor and measure scaling-up processes and broad impact. 'Scaling up/Broad impact' was also enshrined in the new guidelines on project evaluation as a sub-aspect of the DAC criterion 'impact'.

EFFICIENCY

In connection with providing proof of results, the international debate on 'value for money' calls for an examination of whether the results were achieved by means of the most efficient implementation strategies. GIZ project evaluations will therefore include this sub-aspect under assessment of the DAC evaluation criterion 'efficiency'. The use of local resources and coordination with other donors and projects will also be taken into account here.



Learning café on health: Dagmar Lumm, Head of the Commissions-related Financial Control Section, presenting the findings to the working group on efficiency.

Creating the data base

Improving the data base is the main requirement for assessing and comparing the efficiency of outputs and results at GIZ projects. To do this, costs need to be attributed to specific outputs and results, for example. GIZ has developed a new IT tool for this purpose that links up planning and monitoring tools. This new tool is intended to record data for a results-based monitoring system and determine the ratio of resources used to outputs achieved.

MONITORING

All evaluations repeatedly point to one factor: the important role a good monitoring system plays in a project's success. Conversely, an inadequate M&E system leads to weak project steering and is therefore an impediment to achieving results. Nearly all evaluations therefore make the general recommendation to optimise monitoring and mainstream results-based monitoring right from the project design stage. To make it easier to measure the results achieved together with partners, the first step, though, is to create a joint basis for assessment and standardise the results indicators.

Better indicators – better measurement of results

Indicators are indispensable for providing evidence of results. Their measurement specifies the data, facts and figures that allow us to determine whether an intended positive result has occurred –

provided the selected indicators are relevant and are precisely worded.

The quality of the indicators used at GIZ was examined in 2013. The examination showed that roughly a quarter of indicators in the period under review (2012) were not worded precisely and specifically enough. Either they only described the desired change instead of proving it; used relative changes

without quantitative or qualitative reference factors; contained processes made up of several steps, or combined a number of situations. Almost a third of the indicators were rated as not being relevant to measuring the achievement of objectives, for one thing because the results were located outside the development measure's sphere of responsibility. A fifth of the indicators also contained no statement whatsoever on the source of verification.

What can GIZ do to further improve the management of its projects?

Corporate strategy evaluation of the Capacity WORKS management model

Whether they concern health reforms, airport expansion or the reduction of state debt, social change processes place a lot of demands on cooperation between governmental, civil-society and private sector actors who want to achieve such change together. One of GIZ's core competences is understanding how these complex cooperation arrangements work within societies, and how they can be captured and managed within a structured process. GIZ has systematised its knowledge in this field in its Capacity WORKS management model, which is available to all projects. Implementing a suitable approach takes more than just dialogue and classic project management. Stakeholders need support in creating a common language to decide how to act and to put in place the necessary processes.

A corporate strategy evaluation carried out in 2013 on behalf of the Management Board made recommendations on how to handle Capacity WORKS in order to further improve project management.

Findings

The findings showed that Capacity WORKS is considered to be relevant and useful for everyday work at projects and that it helps improve steering and achieve greater success. Around three quarters of the 1,200 staff members surveyed make mainly implicit use of Capacity WORKS at their projects, i.e. the model is not enshrined in

management and is only used sporadically in the course of the project.

Consequences

It is not enough to make sporadic use of Capacity WORKS to manage projects, however. To make projects effective, it is of crucial importance to systematically apply the Capacity WORKS success factors - strategy, cooperation, steering structure, processes, learning and innovation. Beyond this, the management model also enshrines the following key instruments and processes for achieving impact, which were determined in evaluations:

- the results model as a joint picture of change,
- monitoring and evaluation to examine contributions in the cooperation system,
- scaling-up as a process that aims to achieve broad impact with structure-building innovations,
- the prospect of sustainability.

It is now mandatory to use Capacity WORKS as a management model in projects that focus on shaping cooperation systems. In the Management Response System, it was therefore agreed, for example, to develop the relevant key messages and clearly communicate the role played by Capacity WORKS in relation to corporate strategy.

As a result of this internal quality control process, in-house training courses were run and a new working aid drafted for selecting and formulating results indicators, while reconciling what is methodologically desirable with what is practically feasible. The working aid is based on recommendations resulting from internal and external quality control, as well as on the experiential values of international evaluation practice and sectoral debates on impact analysis. Quality control was also (re)introduced for offers to examine the quality of indicators, among other points.

New web-based results monitor

GIZ has already acted on one of the recommendations: an internet application for results-based monitoring (RBM). This new web-based results monitor is offered in German, English, Spanish and French, can be called up globally on mobile devices such as tablets, smart phones and notebooks, and is available free of charge to all GIZ projects. National partners or consultants can also use this tool. GIZ also offers an Excel

version for RBM in countries where the internet connection is unreliable.

The results monitor is based on the GIZ results model and makes it possible to record and monitor all the intended results, their indicators and milestones, as well as the assumptions and risks related to a project. Officers responsible for the commission can keep an eye on project progress. Simple colour coding immediately shows any need for action. In this way, the results monitor supports project steering and facilitates cooperation and communication.

DECENTRALISED EVALUATIONS

GIZ has also implemented one of the proposals outlined in the 2013 meta-evaluation, as part of the cross-section evaluation of the health sector, in order to improve the quality of decentralised evaluations: to state more clearly the requirements to be met by an evaluation.

Improving methodological quality

To improve quality, GIZ introduced quality standards and guidelines on the methodological procedure for project evaluations. Particularly suitable evaluation designs and methods are also explained in an additional method toolbox.



Learning café on education: team manager of the cross-section evaluation, Professor Stephan Gerhard Huber, Institute for the Management and Economics of Education at the University of Teacher Education Zug in Switzerland



Learning café on health: final session with Deputy Director General of the Sectoral Department, Karin Kortmann, and directors of divisions

External review of evaluation work on German development cooperation with Afghanistan

In 2013/2014, the German Institute for Development Evaluation (DEval) examined the nature, scope, quality and recommendations for action of the German development cooperation evaluations carried out to date under the responsibility of BMZ in Afghanistan.

Findings

The review came to the conclusion that the project evaluations carried out by GIZ and KfW are of good quality. However, in this special context they focused more on the outputs rather than on the results (outcome and impact). Since no socio-economic impact evaluations had so far been conducted to assess the German engagement, the evaluators said, it was hard to say how effectively, sustainably or with what gender impact the projects had worked in the various fields.

DEval therefore proposed that the monitoring and evaluation systems should do more to record results, should capture baseline data more systematically as a basis for robust impact analyses, and standardise data collection for better comparability. It was also recommended that sharing information about evaluation findings be institutionalised at country programme level and that an evaluation culture be developed as part of institutional learning.

Consequences and learning process

To derive benefit from DEval evaluations, BMZ's Evaluation Division is steering a learning process by drawing up and examining an implementation plan with the involvement of GIZ, KfW and other development cooperation organisations.

To view the report, please go to:
www.deval.org/en/evaluation-reports.html

9. WHAT HAPPENS NEXT?

OUTLOOK UP TO 2016

GIZ invests considerable effort in continuously improving its own performance. The 2014–2016 evaluation programme focuses on project evaluations and corporate strategy evaluations. The project's commission volume and term determine whether or not a project evaluation is conducted. The Management Board establishes at two-year intervals what key themes are to be scrutinised from a corporate strategy perspective.

PROJECT EVALUATIONS

All projects commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) with a commission volume of more than EUR 1 million and a term of at least three years undergo evaluation, either to prepare for a follow-on measure or upon completion. Project evaluations are used for internal steering, planning and learning, and for reporting to our main commissioning party BMZ and the general public. The [project database](http://www.giz.de/Project data) on the transparency portal provides an up-to-date overview of ongoing projects, with information on the project end and commission volume. Project evaluations are also used as the basis for corporate strategy evaluations, especially where there are questions relating to the nature and quality of

The summary reports of all project evaluations are published on the internet at www.giz.de/transparency > Company information.

www.giz.de/Project data

services provided. A cross-section evaluation of the project evaluations is also performed each year:

2015: meta-evaluation of project evaluations to assess the quality of evaluations and an evaluation synthesis on project steering quality

2016: meta-evaluation of project evaluations to assess the quality of evaluations and an evaluation synthesis on indicator quality

CORPORATE STRATEGY EVALUATIONS

Corporate strategy evaluations are geared towards the information requirements and knowledge required by actors inside the company. All staff members may submit relevant proposals. These are examined to see whether themes are of overarching corporate-policy interest, whether they relate to fundamental medium-term or long-term decisions, are required for in-depth knowledge to be gained from evaluations, and whether this can be achieved at appropriate cost and effort. The Management Board then decides which proposals are incorporated into the evaluation programme. The 2014–2016 evaluation programme covers the following corporate strategy evaluations, in addition to project evaluations and meta-evaluations.

Corporate strategy evaluation programme 2014 to 2016	
Subject	Time frame
Security and risk management in the field	2014–2015
Human capacity development (HCD)	2014–2015
Implementation of GIZ's gender strategy	2015–2016
International cooperation with Thailand	2015–2016
Private sector cooperation	2015–2016
Quality of service delivery	2016



The ECO-BEST project in Thailand | The Thai-German project team develops payment mechanisms for environmental services to conserve biodiversity as a model for the whole of South-East Asia. The project team is pictured here discussing water services in the Thadee River catchment area with municipal representatives.

GIZ's security and risk management for field assignments

There are acute or heightened security risks in over 50 countries where GIZ implements its projects. Effective security and risk management is an essential requirement for protecting the lives and health of GIZ staff at the project locations, and for enabling effective work. Based on current and probable future risk scenarios in development cooperation in fragile states, the evaluation examines how GIZ organises and ensures the safety of its staff on field assignments in terms of policy and practice. It also examines the question of whether it is possible to identify success factors and best practices used by GIZ in individual countries, which could be replicated in other countries and contexts. What success factors and best practices demonstrated by other actors in partner countries can be identified that offer potential for further developing GIZ's policy and practice?

Human capacity development (HCD) - implementation of the innovation concept

The corporate strategy evaluation examines the scope and quality with which conceptual innovations in the delivery of GIZ's human capacity

development services are already being used in the commissioning procedure with BMZ and in the design of new projects and follow-on measures. How are comprehensive capacity development strategies that simultaneously address the levels of the individual, organisations and society, designed and implemented? How are learning processes and the interaction between these levels designed?

Implementation of GIZ's gender strategy

This evaluation examines the gender strategy. Has the objective 'GIZ strengthens gender equality within the scope of its commissions and within the company' been achieved in commission design, gender equality within the company and business acquisition? Which factors promoted and hampered implementation of the gender strategy (e.g. commissioning procedure, provision of human and financial resources)? How and by what means can GIZ position itself better in order to systematically improve gender equality and gender competence within the company, in the framework of our commissions, and to use it effectively to enhance our profile?



Strengthening training in public administration in Afghanistan | GIZ advises public universities on setting up administration faculties and bachelor courses.

International cooperation with Thailand

The evaluation sets out to submit reliable findings on the results of German cooperation with Thailand, an emerging economy, in time for the 60th anniversary of cooperation, both as a contribution towards continuing activities and towards

building GIZ's competitiveness in the ASEAN/Asian region. However, it would be too complex a task to examine the entire cooperation process ex-post across six decades, and this would exceed the scope of a corporate strategy evaluation. The analysis is therefore restricted to key areas in which interventions were made over a longer period. What are the long-term visible results? What is useful for sustainable development and the relationship between the two countries? The evaluation also takes into account findings from the corporate strategy evaluation on international cooperation in emerging countries.

Results of private sector cooperation

The evaluation findings are intended to underpin private sector cooperation with facts on the results achieved and provide an incentive for the further expansion of offers and business models. How and where does private sector cooperation help to design interventions more effectively? What results do the different cooperation formats achieve? Since the German Institute for Development Evaluation (DEval) had started an evaluation of the development partnership programme

On behalf of the Federal Foreign Office:

GIZ evaluates measures with foreign-policy objectives in fragile contexts

From 2014 to 2015, GIZ evaluated projects that it implemented in Afghanistan on behalf of the Federal Foreign Office (AA). These are 'Strengthening training in public administration in Afghanistan' and 'Support for building the Afghan ministries and public administration systems at national and subnational level.' GIZ and KfW are also jointly evaluating the measures financed by AA to rebuild and strengthen the regional hospital in Mazar-e Sharif.

A differentiated evaluation concept is required to gain relevant and useful insight into the success of foreign-policy measures. It was possible to take some principles, criteria and methods from existing evaluation approaches, whereas others had to be adjusted and developed to evaluate the AA measures.

The aim is not to measure outputs but to record results and make robust statements about plausible contributions to overarching results (impact). Initial experience with the hospital evaluation show that hypotheses can still be examined despite the difficulties in collecting reliable data.

develoPPP in 2015, and a BMZ evaluation on the development cooperation scout programme is also currently underway, the GIZ evaluation of private sector cooperation is being coordinated with BMZ and DEval and designed in a complementary manner.

Quality of GIZ's services

The Management Board Initiative 'Quality Assurance in Line Management' provided instructions on quality assurance at projects and established corresponding standards. The evaluation sets out to examine the results that the measures and tools defined by the initiative have identified. This includes the quality and use of monitoring systems and cooperation with partners. As regards cooperation with partners, the DEval study on German development cooperation from the partner's perspective, which is planned for 2015, will be taken into account during design. The evaluation will examine the following questions: How do partners and recipients of services rate the quality of GIZ's services? How should projects be designed to enhance their benefit for partners? What strengths and weaknesses do they see in implementation?

Based on the evaluation findings, a decision will be made on whether further binding tools/measures need to be agreed for quality assurance in order to provide the responsible officers with additional support for project steering.

AGGREGATED REPORTING ON RESULTS

Aggregated reporting aims to make statements on GIZ's work that go beyond the project or country level. Data collection is based on standardised indicators known as aggregate indicators, which are collected every two years, usually on a local basis in the partner countries, always using the same method and for the same period.

The next data survey is scheduled for 2016. Several hundred programmes are then asked to provide data. The thematic priority areas are:

- Vocational Education and Training and the Labour Market
- Energy
- Financial Systems Development
- Climate Change
- Rural Development and Agriculture
- Private Sector Promotion and Social Standards
- Security, Reconstruction and Peace
- Social Protection, Health
- Water

Of special importance:

Two external evaluations by DEval

Secondment of development workers

From 2013 to 2015, DEval is evaluating the secondment of development workers as an instrument of German development cooperation. The evaluation relates to the secondment of development workers by all seven governmental and civil-society development service providers in Germany. The aim is to record the results of the development service in partner countries and to identify factors of success and failure in different contexts and assignment setups.

Integration of TC instruments

Was the merger of GTZ, DED and InWEnt in 2011 a success in terms of how the various instruments were pooled within one organisation? Did the combined use of technical cooperation (TC) instruments due to the merger into one organisation increase effectiveness and efficiency? The DEval evaluation 'Integration of TC instruments' 2014-2015 aims to examine precisely that.

THE EVALUATION CRITERIA

EVALUATION IN LINE WITH INTERNATIONAL STANDARDS

Development measures in the field of international cooperation are evaluated worldwide in accordance with uniform standards. Within the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD), the international donor community has agreed on five key criteria for evaluating such measures. The criteria are:

1. RELEVANCE

Are we doing the right thing? Do the objectives of the development measure match the needs of the target groups, the policies of the partner country and partner institutions, the global development goals and the German Government's basic development-policy orientation?

2. EFFECTIVENESS

Are we achieving the objective of the development measure? To what extent (comparison of target/actual situation)?

3. OVERARCHING DEVELOPMENT RESULTS

Are we contributing to the achievement of overarching development results (e.g. poverty reduction, stable political conditions)? Are other indirect results, e.g. unplanned positive results, being achieved?

4. EFFICIENCY

Are the objectives being achieved cost-effectively? Are the resources invested in a development measure (funding, expertise, time, etc.) appropriate compared to the outputs and results achieved?

5. SUSTAINABILITY

Are the positive results of the development measure durable? Is it probable that they will continue beyond the end of assistance, and what does the project do to ensure this?

Effectiveness describes the extent to which a development measure has achieved or can be expected to achieve its key objectives efficiently and sustainably.

Results are those changes that can be causally or at least plausibly attributed to a measure.

Monitoring refers to the continuous and systematic observation and recording of project progress. This involves regularly assessing the programme from the perspective of key actors and using indicators to examine the extent to which objectives have already been achieved.

Evaluation, performed during or after the programme, is the systematic examination of a programme's value and benefit, and of the products, outputs, overall political concepts or strategies delivered by the programme. The findings, conclusions or recommendations of an evaluation must be verifiable and based on empiric quantitative and/or qualitative data.

GIZ. SOLUTIONS THAT WORK.

We provide services worldwide in the field of international cooperation for sustainable development. GIZ has over 50 years of experience in a wide variety of areas, including economic development and employment, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe, with the German Government, European Union institutions, the United Nations and governments of other countries all benefiting from our services. The German Federal Ministry for Economic Cooperation and Development is our main commissioning party, but we also work closely with the private sector, fostering successful interaction between development policy and foreign trade.

All these commissioning parties trust GIZ to generate ideas for political, social and economic change on their behalf, to develop these into concrete plans and to implement the envisaged

change processes. Since we are a public-benefit federal enterprise, German and European values are central to our work. This makes us a reliable service provider that people can trust. Together with our partners, we work to deliver flexible and effective solutions that offer people better prospects and sustainably improve their living conditions.

The registered offices of GIZ are in Bonn and Eschborn. In 2014 our business volume exceeded two billion euros. Around 70% of our local workforce of 16,140 people are national personnel working in over 130 countries. In our capacity as a recognised sending organisation, we currently have 785 development workers in partner countries. CIM, a joint operation of GIZ and the Federal Employment Agency, also placed around 1,000 integrated and returning experts with local employers abroad in 2014 while providing them with financial support and advisory services.

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