



EES Biennial Conference Building For The Future:

Evaluation on governance, development and progress

Paper Session 5.3:

The governance of development evaluation

*The Institutionalization of Evaluation in German Development
Organizations*

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Centrum für Evaluation



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1. Background, Aims and Methodology of the Study
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- ✓ turning away from the project perspective in favour of comprehensive, complex program approaches
- ✓ “higher” target levels (like sectors, regions, systems)
- ✓ new instruments (i.e. basket funding, structural adaption)
- ✓ gearing DC towards results (i.e. outcome, impact)



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- ✓ Millennium Declaration and Millennium Development Goals (2000)
- ✓ Monterrey Consensus (2002)
(Increasing funds: 50 billion USD per annum for the ODA)
- ✓ Marrakech Declaration (2004)
(Managing for Development Results)
- ✓ Paris Declaration on Aid Effectiveness (2005)
 - ownership
 - alignment
 - harmonization



- ✓ ... to check whether the evaluation system for German DC takes sufficient account of the demands concerning strategic and conceptional viewpoints under the aspects of organization, management and methods for evaluation
- ✓ recommendations for the further development of the evaluation system



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✓ Mixed-Methods-Approach

- guided self-assessments of the DO
- document analysis (including assessments of evaluation reports)
- intensive-interviews with DO, politicians, experts: 170 persons

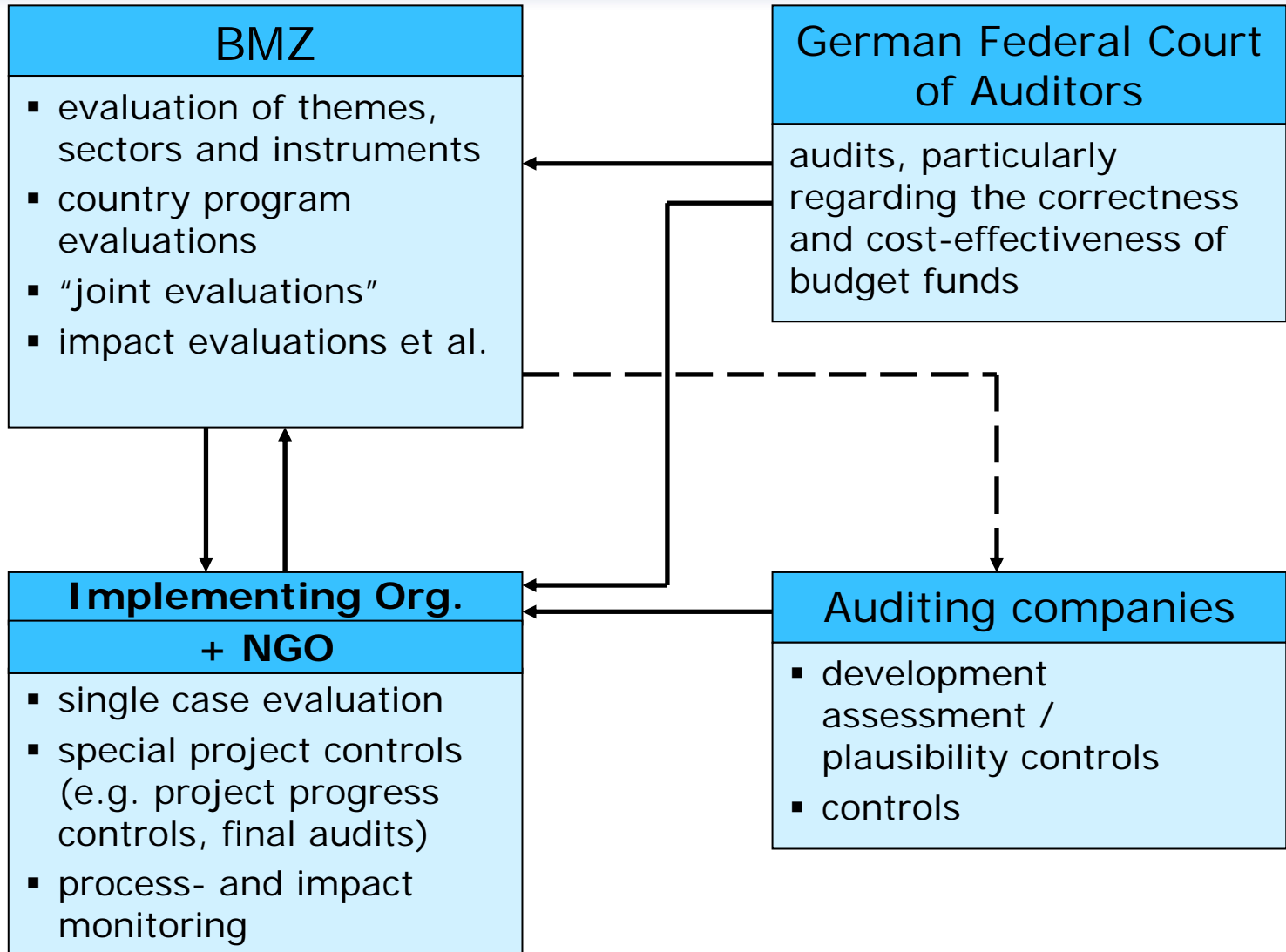
✓ Institutional representativeness

- more than 80 % of the bilateral DC of the BMZ
- 40 % of the complete German bilateral DC
- evaluation of DC activities of other federal ministries and federal states remains unexplored
- this also applies for multilateral DC

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- ✓ System (Institutionalization)
- ✓ Independence and Credibility
- ✓ Quality
- ✓ Participation
- ✓ Usefulness

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- ✓ Evaluation system is extremely fragmented.
- ✓ Donor Organizations (DO) are carrying out their evaluations independently from BMZ and each other.
- ✓ In 2/3 of DO, evaluation units are largely institutionalized independent of the operational departments.
- ✓ Most evaluation units (apart from BMZ) are not responsible for all evaluations of their organization.
- ✓ Many evaluation units have other tasks to complete (e.g. quality control, cost control, auditing).
- ✓ BMZ established the working group “evaluation out of one piece” that contributes to harmonization.



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- ✓ The internal institutionalization of evaluation in the DO is only partly independent.
- ✓ There is no external evaluation institution.
- ✓ Most evaluations are internal evaluations. External evaluations are used to varying degrees, but increasingly.
- ✓ The evaluation system is strongly underfunded (evaluation budget below 0,5%-0,01% compared to the whole budget for DC).
- ✓ No data available for evaluation density (the number and representativeness of the evaluations executed).
- ✓ Lack of ex-post, impact-studies and comparative comprehensive empirical evaluations.



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- ✓ Quality of evaluation has improved.
The following has contributed to this:
 - acceptance of standards
 - orientation towards results (outcomes and impacts)
 - quantity and quality of staff (capacity-training)
 - improvement of process quality

But there is still a lot to be done:

- ✓ designs and methods are barely suitable for impact orientation
- ✓ no sufficient methodical awareness
- ✓ method mix is more rhetoric than practical
- ✓ evaluation knowledge of internal and external qualified personnel not of high priority with DO



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- ✓ no significant changes over the last 10 years
- ✓ evaluations are donor centered activities
- ✓ only church-related DO show a high level of integration of partner organizations
- ✓ only those DO which involve their partners in evaluations report that partners are interested
- ✓ little use of local independent consultants and experts
- ✓ little capacity building in the field of evaluation in partner countries



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- ✓ Evaluation goal “learning” is given priority by all DO (before accountability, legitimizing or control).
- ✓ Evaluations are primarily used to manage projects directly (instrumental usefulness).
- ✓ Evaluation outcomes are to a large extent only used by those affected, and often only by those responsible for the project.
- ✓ Evaluations related to themes, strategies, instruments etc. (conceptual usefulness) are seldom.
- ✓ Many evaluations do not end in a “managing response”.
- ✓ Institutional learning has a high priority, but the results do not seem to be very satisfactory.
- ✓ Interinstitutional learning is made difficult because of lacking transparency.
- ✓ The focus is on learning for DO, not partner organizations.



In general:

- ✓ many dimensions show improvements over the last 10 years but there are still a lot of challenges

System development:

- ✓ heterogeneity between DO has increased over the last 10 years (difference between the DO has increased)
- ✓ system tilt between BMZ and the governmental DO
- ✓ control capacity of BMZ too low
- ✓ partial interests of DO affect a cohesive complete development



Independence and Credibility:

- ✓ internal independence (in DO) improved, but strong need for according external independence improvement
- ✓ credibility improved because of better evaluation quality and more internal learning, but lack of transparency hinders credibility

Quality:	relatively good and improved, but there are still challenges to be mastered, especially concerning methodology
Participation:	no significant improvement
Usefulness:	internal and instrumental learning: good and improved interinstitutional and conceptual learning: poor



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Most difficult and most pertaining problem:

Overcoming the institutional fragmentation is necessary to accelerate system development and increase independence, credibility, quality and usefulness.

For this, increased cooperation between the DO is necessary as well as institutional strengthening:

- a) by a massive strengthening of the steering capacity of the BMZ
- b) foundation of an independent evaluation agency (model SADEV)
- c) establishment of an independent evaluation advisory board (DIFID model)



Thank you for your attention

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