



**Federal Ministry for Economic Co-operation
Germany**

**The establishment, strengthening and development of
co-operation for evaluation between governmental and
non-governmental German agencies
Horst Breier, Brunhilde Vest**

-Abstract-

In the mid-1990s, parliament, the academic community and the general public demanded that the BMZ and the other development co-operation institutions improve their quality assurance so as to be able to provide reliable information on the effectiveness, sustainability and efficiency of German development co-operation. The existing forms of quality assurance were unable to deliver this and so, in 1997, the BMZ presented a new strategy for quality assurance that extended beyond the BMZ itself and took a systemic approach. One major component of the new strategy was therefore the improvement of co-operation with all the important players involved in development co-operation, particularly the NGOs. With the new strategy for quality assurance, there began a wide-ranging reform of the evaluation systems both within and outside the BMZ.

Reforms focused on delegating tasks to the governmental implementing organisations, concentrating the role of the BMZ evaluation unit on central and strategic tasks relating to development policy programming and establishing a systemic approach to aid evaluation in the development co-operation system.

The report first outlines the situation with regard to quality assurance that existed in 1998. The second section describes measures taken in collaboration with the various groups of players (civil society, academic community and governmental implementing organisations) to develop the evaluation system. At the same time, it describes a number of examples of substantive, strategic, policy-related and organisational changes in the development organisations.

Four years into the reform process, some pleasing successes can be noted:

- The DAC principles for the evaluation of development assistance are recognised within the German development co-operation system as the measure of good evaluation practice and are widely applied.
- The evaluation climate has improved significantly.
- A variety of different evaluation methods are used, e.g. for measuring impact, and multi-project studies increasingly used.
- The German development institutions are making increased use of modern internet- and intranet-based information and documentation systems.
- Disclosure policy within the German development co-operation system focuses now on the transparency of evaluation findings.
- Horizontal learning in the field of quality assurance takes place between the German organisations.

What lessons can be learned from this process?

Fundamental requirements are, on the one hand, the political will (including a willingness to provide the necessary financial resources) and, on the other hand, an interest and a willingness on the part of all concerned to enter into such a process. A review of the situation must be undertaken at the start so as to clarify the position and ensure that all those concerned have the same information. Shared "felt needs" should be identified, so that they can be used as a practical starting point. Horizontal learning resulting from the different natures of the players concerned can be improved when all parties are willing to openly contribute their own experience. When managing a process of this kind, it must be ensured that both the speed and the nature of the procedure chosen is discussed and decided on by means of a dialogue with those involved. The paradigm shift in national and international development policy also confronts evaluation with new challenges which it will be even more necessary in future to tackle jointly.



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1. Background

In the mid-1990s, parliament, the academic community and the general public demanded that the BMZ and the other development co-operation institutions improve their quality assurance so as to be able to provide reliable information on the effectiveness, sustainability and efficiency of German development co-operation. The existing forms of quality assurance were unable to deliver this and so, in 1997, the BMZ presented a new strategy for quality assurance that extended beyond the BMZ itself and took a systemic approach. One major component of the new strategy was the improvement of co-operation with all the important players involved in development co-operation, particularly the NGOs. At the end of 1998, the then government – which remains in place today – emphasised the increased political status accorded to quality assurance by announcing in the agreement between the government coalition parties its intention to improve the standard of quality assurance. This was unprecedented. These statements of intent were then put into practice. Increases in the budget - despite the pressures to consolidate the federal budget - have laid the material foundation for improvements in quality assurance.

2. Changed strategy in the BMZ's evaluation policy²

With the new strategy for quality assurance in 1997, there began a wide-ranging reform of the evaluation systems both within and outside the BMZ. Reforms focused on delegating tasks to the governmental implementing organisations (GTZ and KfW), concentrating the BMZ's role in quality assurance on central and strategic tasks relating to development policy programming and establishing a systemic approach to aid evaluation in the development co-operation system.

Three core functions were identified for evaluation within the BMZ:

- controlling whether development co-operation is being implemented properly and in a targeted way, in fulfilment of the BMZ's political responsibility;
- enhancing the institutional learning process in the BMZ by identifying the structural strengths and weaknesses of development co-operation, and
- justifying development policy in parliament and to the public by presenting the reality of development co-operation and informing them about its impact.

The BMZ's evaluation work therefore centres on thematic evaluations and evaluation of sectors and instruments. The classic kind of project evaluation has been delegated

² cf. Dr. Horst Breier, "Erfolgskontrolle in der Entwicklungszusammenarbeit, Das neue Konzept des BMZ" (1998).

Overview of the German system of development co-operation

The organisational structure of German development co-operation rests on a number of state-sponsored implementing organisations, which are subordinate to the BMZ and deliver most of Germany's development co-operation. It also, however, includes a whole range of independent bodies, such as non-governmental organisations, the federal states and the local authorities.

At the centre of the entire system of German development co-operation is the Federal Ministry for Economic Co-operation and Development (BMZ), which was founded in 1961. The BMZ is responsible for planning and policy, negotiations on projects and programmes with the partner countries and the financing and control of the governmental implementing organisations. It is also responsible for co-operation with the non-governmental organisations, co-ordination between the donors, quality assurance and maintaining contacts with parliament and civil society. It forms the apex of the German system of development co-operation. Around 2/3 of all development co-operation funding goes through the BMZ and is passed on to the various implementing organisations, the partners in civil society and the responsible UN organisations and international financial institutions. The BMZ is also responsible for the development activities undertaken under the auspices of the European Union. The Ministry shares supervision of multilateral development organisations with other selected ministries.

The most important governmental implementing organisations are:

- The Gesellschaft für technische Zusammenarbeit (GTZ) GmbH.
This private not-for-profit company implements technical co-operation on behalf of the BMZ.
- The Kreditanstalt für Wiederaufbau (KfW), a public body
The most important implementing organisation for financial co-operation.
- The Deutsche Investitions- und Entwicklungsgesellschaft (DEG) mbH
Offers financing and advice to the private sector in developing countries
- InWEnt – Internationale Weiterbildung und Entwicklung gGmbH (Capacity Building International, Germany)
Concerned with training for people from the partner countries; result of a merger between the Carl Duisberg Society (CDG) and the German Foundation for International Development (DSE)
- The German Development Institute (DIE/GDI)
Provides training for young academics in the field of development policy, advises the federal government and conducts academic studies
- German Development Service (DED), private non-profit-making company
Was modelled on the US Peace Corps and sends development workers to the partner countries

Of the estimated 1500 German non-governmental organisations working in the field of development, around 500 receive financial support from the BMZ in the form of ODA funds. In 1995, a large number of these organisations joined together to form the Association of German Development NGOs (VENRO). The Association serves as a forum for exchanging information and an instrument for dialogue between parliament and government. The largest members of VENRO are the two major church organisations, the Church Development Service of the Protestant churches (EED) and Misereor of the Catholic church. Other civil society players include the political foundations, which are a major component of German development co-operation as a whole. There are six such foundations at present: the Friedrich Ebert Foundation, the Konrad Adenauer Foundation, the Friedrich Naumann Foundation, the Hanns Seidel Foundation, the Heinrich Böll Foundation and the Rosa Luxemburg Foundation.

This brief outline alone shows how many strands there are to German development co-operation and its organisations and explains why it was such a major task to realise a systemic approach to quality assurance aimed at better linking up the various elements and facilitating an active exchange of experience and information.

to the GTZ and the KfW for them to conduct independently. These organisations have undertaken to implement project evaluations in accordance with the DAC Principles for Evaluation of Development Assistance.

Policy on disclosing the findings of evaluations has changed completely. Findings were not previously available to third parties but since 1998 summaries of all evaluation reports have been published on the BMZ website in English and German. The full versions may be obtained on request. This was an important step towards greater transparency, which influenced not only the BMZ's evaluation work but whose impact also extended far beyond the ministry itself.

When efforts to improve the efficiency of quality assurance within the development co-operation system as a whole began, it rapidly emerged that – apart from some diffuse anecdotal evidence – not enough was known about what the individual players understood by "quality assurance" and what they were doing in that field, e.g. what their priority aims were, what content and procedures they had developed, what methods they were using, what tools they applied etc. The first step that was needed, therefore, was for a comprehensive and systematic review of the current situation to be undertaken. The Hamburg Institute of International Economics (HWWA) was commissioned to conduct this research in 1998.

3. Brief analysis of the system of quality assurance within German development co-operation (as it was in 1998)

The aim of the HWWA's research was to determine the extent to which the institutions that were planning and implementing projects as part of German development co-operation had developed a system of quality assurance in organisational, strategic and methodological terms and to what extent they were operating it. Based on this review of the situation, recommendations were then to be made on how to take forward quality assurance within German development co-operation as a whole and within the individual institutions. This research project served as a complement to the constructive and successful process that had begun in 1998 of restructuring the evaluation system within German development co-operation.

3.1 Methodology

The study³ looked at 14 governmental and non-governmental institutions, including the BMZ. In this way, 95% of all official bilateral development co-operation in Germany was examined. The study took in the entire range of instruments used by the institutions at that time for the continuous process of observing and documenting ongoing projects (monitoring) and the periodic assessment of ongoing and completed projects (evaluation).

The DAC criteria were taken as a reference point for assessing the quality assurance systems of the various German development co-operation institutions. In looking at the NGOs, the study placed a special focus on the political foundations and the major church aid agencies, EED and Misereor. The quality assurance systems of the other German NGOs were analysed as a whole.

³ Cf. Axel Borrmann, Karl Fasbender, Manfred Holthus, Albrecht von Gleich, Bettina Reichl, Rasul Shams, "Erfolgskontrolle in der deutschen Entwicklungszusammenarbeit" (1999).

3.2 Strengths and weaknesses of the system

3.2.1 Strengths

What stood out was that development co-operation was one of the few policy areas in which the government had developed any kind of regular and systematic process of quality assurance, which they had been practising for over 25 years.

Worth underlining was the fact that all the development co-operation organisations examined had at least some kind of structure for quality assurance. They had institutional structures, guidelines, methods and instruments for assessing the quality of their activities both during implementation and following completion.

The differences identified between the different organisations resulted firstly from their different areas of activities, focuses of aid and instruments for development co-operation and the degree to which they could be evaluated, and secondly from the size of the development organisations and the organisational, human and financial resources available to them for practising quality assurance.

3.2.2 Weaknesses

Measured against the DAC criteria, most of the organisations examined were found to have flaws in the following areas:

- Controls were not sufficiently independent and impartial
The organisations relied very heavily on those involved in projects reviewing their own work. Many of them neglected a non-operational and impartial process of quality assurance. In some organisations, there was no separation of evaluation units from implementing units.
- Too few questions were asked about effectiveness and sustainability
The way in which success was measured was too input-oriented. In most development co-operation institutions, quality assurance systems focusing on impact and sustainability were either non-existent or only in their infancy.
- Participatory quality assurance with partners and target groups was a rarity
Although the partners were almost always drawn on as resource persons in project-related evaluation, they were seldom to be found in the role of evaluators with equal status. NGOs were found to be much more participatory in their approach to quality assurance than governmental organisations.
- Weaknesses were also identified in the setting of verifiable goals, often robbing quality assurance of its basis.
- Further weaknesses were to be found in the measurement of efficiency, the organisation of learning processes and the willingness to make the findings of evaluation available to the public.

It was, however, also noted that the institutions under review were generally extremely willing to improve their systems of quality assurance in both qualitative and quantitative terms in compliance with DAC criteria.

3.3 Reforms recommended

It was therefore recommended in 1999 that, in order to take forward the system of quality assurance within German development co-operation:

- the development co-operation institutions as a whole be brought more into compliance with DAC standards
- the institutional, organisational and methodological basis for an independent and effective system of quality assurance, which in some cases was lacking, be created,
- the existing gap between the aims and the reality of quality assurance be closed
- the development of appropriate methods for assessing sustainability and effectiveness in the various areas in which development co-operation operates be promoted.

Overall, it was recommended that the German development co-operation institutions intensify their co-operation in the field of quality assurance and establish an appropriate institutional framework. It was recommended that horizontal learning be increased, so as to make use of synergies when developing methodology, for example, disseminate good practices and undertake joint evaluations.

4. Taking forward the system of quality assurance in German development co-operation

Once the review had been completed, the BMZ in particular introduced a number of measures aimed at expanding co-operation with the other organisations and, where appropriate, establishing an institutional framework for it so as to create a network for quality assurance. This was not a sequential process but instead many activities took place simultaneously or overlapped. The suggestions made by the parties involved and the initiatives they launched themselves were integrated into the process and helped to give it shape and direction. Networks are, after all, not a one-dimensional construct with a beginning and an end; it is the various links and, thus, the way the various elements co-operate with each other that is important. So as to simplify this complex web of interrelationships, it is necessary to differentiate between the following different players with which the BMZ works either bilaterally or in association with others:

- civil society organisations
- the academic community
- governmental implementing organisations.

4.1 Co-operation within the German evaluation system

4.1.1 Civil Society Organisations

Joint meetings

The BMZ took the first step four years ago by inviting the evaluation units of the governmental and non-governmental development organisations to a joint meeting, which has since become an annual event. These annual meetings firstly provide an opportunity for a horizontal exchange of information and experience regarding evaluation and, secondly, provide the evaluation units in the various organisations with impetus from the field, which they can then use in their work. These meetings, hosted each time by a different organisation, have become a firm fixture and are very well attended. The first part of the meeting is devoted to exchanging information about current developments in general and developments in the evaluation work of the individual organisations. The second part is taken up by lectures on topics agreed on in advance, followed by discussions. Care is taken to ensure that, from time to

time, international experts are also invited as speakers so as to draw on international experience in the field. This provides the smaller German organisations in particular with an important opportunity for international dialogue. So far, the following issues have been dealt with:

- experience of using local evaluators
- results-based management (the guest speaker was DfID's Head of Evaluation)
- the European Foundation for Quality Management system and
- experience of process-oriented evaluation.

The next meeting in November 2003 will look at the questions of fostering the upcoming generation of evaluators and training.

Making these annual meetings a regular fixture has helped to foster an understanding of the different international evaluation and monitoring systems used by the organisations and to reach agreement on the terminology used. In addition to this, the different characters and experience of the organisations have enabled them to learn from each other in certain areas, such as participation, quality management and impact assessments. The meetings have also provided an opportunity for the individual organisations to identify where common interests lie and to agree on appropriate activities.

In the course of the year, the BMZ informs all participants about important developments in national and international evaluation practice.

In summary, it can be said that this co-operation has helped a culture of evaluation to grow in German development co-operation. Acceptance of the DAC criteria as the measure of good evaluation practice has grown considerably. The development of the last few years has taken root and is gaining momentum in some organisations. The Konrad Adenauer Foundation, for example, has increased the number of full-time positions for evaluation from two to four. Evaluation is also a topic of growing importance for the Friedrich Ebert Foundation; the board and the meeting of members are requesting reports on evaluation with increasing frequency, which would have been unthinkable a few years ago. The EED has just developed a new evaluation and monitoring system. KZE/Misereor is, for example, increasing its efforts to cement institutional learning. Within the last year, the DED has introduced an EFQM system specially tailored to the development sector at its head office, which is to be adapted over the next few years and applied at country level. These are just a few examples.

The strategy of setting in motion a process of improving quality assurance in the development co-operation system and shaping it in a participatory way through dialogue with the players concerned has proved successful.

Joint evaluations

Over the past few years, joint project evaluations have been carried out with some organisations, particularly the church aid agencies. This proved to be a constructive learning process that also benefited those engaged in official development co-operation, particularly regarding such matters as the involvement of partner structures and the use of participatory evaluation methods. The Catholic and Protestant aid agencies have agreed with each other and with the BMZ that for the

next six years the issue they will focus on will be "ensuring the involvement of the poor – strengthening good governance". This will allow a meta-evaluation to be carried out following completion of the individual project evaluations, thus allowing the lessons learned on this issue to be identified.

The BMZ is currently looking into how it can support the NGOs of the North and the South in their efforts to document and assess the impact of their many years of work in southern India by means of self-evaluation with academic support. The aim is also to develop appropriate evaluation methods and build up the partners' own evaluation capacities. Ultimately, a methodology guide is to be published, amongst other things, in order to help improve the work of the NGOs.

4.1.2 Academic community

Task Force "Evaluation of development policy"

One important partner is the Deutsche Gesellschaft für Evaluation e.V. – DeGEval (German Evaluation Society), which was founded in 1997. It provides a forum for discussing general questions relating to evaluation from an academic point of view, the point of view of the evaluators and in a practice-oriented way. In October 2001, the 4th annual meeting of members of DeGEval unanimously adopted the "Standards for Evaluation"⁴. According to these standards, evaluations should display four basic qualities – usefulness, practicability, fairness and precision. The 25 standards that were formulated as being necessary for attaining these four qualities recognise the widest variety of evaluation methods, purposes and fields.

As early as September 1998, the task force "Evaluation of development policy" was formed within DeGEval in order to conduct a broad discussion on important issues concerning the evaluation of development co-operation, i.e. a discussion that sets no limits in terms of sectors and institutions and that involves academics, practitioners and evaluators. By maintaining a permanent dialogue, the aim is to build a bridge linking politics, theory and practice and to help improve evaluation in development co-operation. The BMZ is actively involved in the task force. The group's central tasks are:

- to promote interinstitutional learning
- to be involved in the development of the theory, practice and methods of evaluation
- to be involved in elaborating definitions
- to develop standards and quality indicators and criteria as the basis for a common evaluation culture.

One of the task force's first products is the set of guidelines on "transparency, flow of information and follow-up in the evaluation processes of development co-operation" for donor institutions and evaluators. One working group is currently developing similar guidelines on the topic of "learning from evaluations".

Training

In Germany, there is no clearly defined and legally protected professional profile for evaluators and no standard qualification. As a result, there is also a lack of opportunities for initial and advanced training. It is the evaluator's own responsibility

⁴ Cf. Deutsche Gesellschaft für Evaluation e.V., Standards für Evaluation (2002).

to obtain individual skills through training courses and to keep up to date on the newest methods. This is a state of affairs the BMZ has been criticising for many years.

In 2001 academics with an interest in evaluation, the University of Saarbrücken and the state of the Saarland joined to found a Centre for Evaluation (CEval) at the University of Saarbrücken. It combines theoretical skills in the strategic and methodological development of evaluation research with practical experience of evaluation in various policy fields. The BMZ sits on the advisory council. CEval is also an active member of DeGEval. The centre has set itself the aim of covering a broad range of academic aspects (developing evaluation theory methods), conducts its own evaluations and, together with the German Association of Development Consultants (AGEG), offers practice-oriented basic and advanced training courses. The first series of joint training events will be taking place this year. It is a promising model of co-operation between the academic community and evaluators with practical experience.

Impact analyses

Answering the question of how effective and sustainable development projects are remains one of the greatest challenges for all evaluation services in terms of policy, methodology and substance, since it is almost impossible to do so using the usual evaluation methods. The co-operation of the academic community is required. That is why, as a first step, the BMZ involved the academic community in a comprehensive ex-post evaluation of a total of 32 completed projects implemented as part of official development co-operation⁵. The aim was to analyse and assess the long-term impact of German development co-operation and the conditions for its success and also develop standard methods for ex-post evaluations. A group of academic advisers provided its support during the entire evaluation and ensured that the evaluation design, the approach taken, the mix of methods and the samples chosen were in line with academic standards.

During a second comprehensive impact analysis (16 development co-operation projects in countries in transition) the aforementioned evaluation method was further developed for use on ongoing projects.

This year, an ex-post evaluation of wide-ranging and complex rural regional development programmes is to follow. This is to be undertaken mainly by academic institutions in the partner countries and, as far as possible, without the involvement of German experts. In this way, evaluation capacities within the partner countries are fostered, the partners' point of view incorporated into the evaluation process and ownership strengthened.

4.1.3 Government implementing organisations

Transferring of project evaluations

The transferring of project evaluations to the implementing organisations (KfW and GTZ) was a major aspect of the reform of the evaluation system within the BMZ. Following a two-year test phase, an evaluation was undertaken to analyse experience with this transfer and to check whether, as demanded by the BMZ,

⁵ cf. BMZ, "Long-term Impacts of German Development Co-operation and Conditions for Success", (2000)

account had been taken of the DAC criteria and other BMZ requirements. The evaluation concluded that a win-win situation had resulted. Positive effects had been achieved in terms of division of labour, co-operative working relationships, transparency and bringing the implementing organisations into compliance with the DAC criteria.

Having been freed of the task of evaluating individual projects, the BMZ was able to focus its evaluation efforts on key strategic and policy-related areas. GTZ and KfW were given greater autonomy in the field of evaluation in terms of their scope for action and their decision-making powers and were thus able to move towards the establishment of comprehensive quality assurance systems and impact assessments. These opportunities were used by the two implementing organisations and complemented their own internal efforts to strengthen their evaluation units. The KfW, for example, established a dedicated central unit for evaluation and the GTZ evaluation division was upgraded in terms of corporate strategy by being assigned further quality assurance functions.

Joint meetings

Annual co-ordination meetings are also held with the two implementing organisations so as to avoid any inefficiencies in the system by exchanging information and reaching agreements in a time-sensitive way and so as to better co-ordinate the work programmes of the respective organisations. Representatives of both organisations also now take part in the BMZ's selection seminars for the next generation of evaluators. Through working together, it has also become apparent that there is a need to arrive at a common understanding on certain issues relating to methods and instruments. For this purpose, annual workshops are held on selected topics with all members of the evaluation units. The organisations take turns to organise and finance these workshops. The BMZ has also invited the KfW and the GTZ to take part regularly in the meetings of the DAC Working Party on Evaluation.

4.2 Progress made

As part of this wide-ranging process of reform, most development institutions have made a number of changes in terms of content, strategy, policy and organisation, some of which have been described in detail above. As a result, the BMZ commissioned the HWWA with a further study to collate, analyse and assess the changes that had taken place. The findings of this study in 2001 were as follows:

- There is clear evidence that concrete efforts have been made in the German development institutions to further develop their systems of evaluation. The German implementing organisations, including the smaller ones, are now markedly more aware of the DAC principles.
- The driving forces included the general restructuring within and between the development institutions, the introduction of new management systems, the growing pressure for accountability and legitimation towards the public and the growing recognition of evaluation as a source of learning for both individuals and institutions. An increasing number of independent evaluation units were thus established and existing ones strengthened. Nearly all of the German development co-operation institutions examined now have such units.
- According to various development institutions, the evaluation climate has improved. A growing openness towards quality assurance is to be observed even within medium-sized and small NGOs.

- The quality of evaluations has improved. Recognisable efforts are being made to use a range of different methods, to focus more strongly on impact and to undertake more ex-post and multi-project studies.
- Recently, the German development institutions have been making increased use of modern internet- and intranet-based information and documentation systems.
- By disclosing its evaluation reports, the BMZ has introduced a new trend in the public relations of German development institutions.
- The founding of the Deutsche Gesellschaft für Evaluation and the BMZ's introduction of annual evaluation meetings has lent considerable impetus to the process of horizontal learning between the German development organisations.

These findings are encouraging when one considers the complexity of the German system of development co-operation and the short time in which all this happened. They act as an incentive to continue along the chosen path, because ultimately the challenges of evaluation can only be tackled together.

5. Lessons learned

What lessons can be learned from this process, which is sure to continue?

Fundamental requirements are, on the one hand, the political will (including a willingness to provide the necessary financial resources) and, on the other hand, an interest and a willingness on the part of all concerned to enter into such a lengthy process.

It is absolutely vital to first gain a clear picture of the current situation with regard to the system of quality assurance so that all those concerned are in possession of the same information. This ensures the necessary degree of transparency and promotes mutual trust.

The process was also helped by the fact that most development co-operation organisations were under a similar amount of pressure to justify their actions to parliament or to a critical public. Most organisations were also faced with similar challenges when it came to methodology, e.g. how to measure impact. In other words, it is important to have shared "felt needs" that can serve as a practical starting point.

Horizontal learning is particularly exciting and effective when those concerned are willing to openly contribute their own experience and when this experience is complementary in many respects. In this way, everyone can display their own special strengths and allow others to benefit from them. If, in particular, the process is not to be a one-sided one, it is important that each of the participants is able to profit from the common exchange of experience.

When managing a process of this kind, it must be ensured that both the speed and the nature of the procedure chosen is discussed and decided on by means of a dialogue with those involved. It is also necessary to be prepared to delegate responsibility, at least for a time, and to create space for new ideas.

6. Future challenges

The fundamental changes that have taken place in national and international development co-operation over the last few years have also confronted evaluation with new challenges:

With the increasingly multilateral nature of development co-operation, ever more joint evaluations are required. These ought to be extended to include the non-governmental organisations in the North and in the South. The use of budget financing instruments also necessitates new kinds of evaluation. The same is true of the monitoring and evaluation of Poverty Reduction Strategies, not to mention the challenge of keeping track of the implementation of the millennium goals. Evaluations of any kind require greater ownership on the part of the partners. This means, among other things, that evaluation capacities within the countries must be strengthened.

Even a brief outline of this complex topic such as this is enough to show that nobody can now afford to try and conquer the world of evaluation single-handedly.

Development co-operation players in Germany

Legal responsibility/
political control

BMZ/
other ministries,
state governments,
local authorities

Institutions implementing official development co-operation, e. g.

Kreditanstalt für Wiederaufbau (financial co-operation)	Deutsche Gesellschaft für Technische Zusammenarbeit (technical co-operation)	Centre for International Migration and Development
German Investment and Development Company	InWent - International Training and Development*	German Academic Exchange Service
German Development Service	* Result of merger between Carl Duisberg Society and German Foundation for International Development	

Church institutions, e. g.

Church organisations,
Protestant churches
of the German states/
dioceses

Social Service Agency of the Protestant Church in Germany	Church Development Service/ Protestant Association for Co-operation in Development	
Misereor/Catholic Central Agency	Caritas Germany	Association for Development Aid

Political foundations

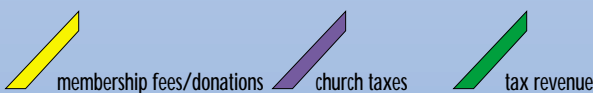
Parties/
members

Friedrich-Ebert-Foundation	Konrad-Adenauer-Foundation	Friedrich-Naumann-Foundation
Hanns-Seidel-Foundation	Heinrich-Böll-Foundation	Rosa-Luxemburg-Foundation

Other private institutions, e. g.

Members/
member
organisations

W. P. Schmitz Foundation	Kindernothilfe	German Adult Education Association	German Agro Action
Kolping Society	Committee "German Doctors for Developing Countries"	Youth Third World	Terre des hommes
German Co-operative and Raiffeisen Confederation	Marie Schlei Association	INKOTA network	Karl Kübel Foundation



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