

KNOWING WHAT WORKS



GIZ's evaluation policy

Principles, guidelines and requirements of our evaluation practice

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As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

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GIZ's evaluation policy – key messages



Foreword

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and its predecessor organisations have a tradition of evaluation that spans more than a decade. Here are a few facts and figures to illustrate the importance of evaluations at GIZ: between 2006 and 2014, we carried out 166 portfolio evaluations, which amount to around 20 portfolio evaluations per annum. Moreover, 194 decentralised project evaluations were conducted from 2014 to 2016. Between 2013 and 2016, GIZ implemented eight corporate strategic evaluations that were commissioned by the Management Board. Every year, we currently conduct about 100 central evaluations of projects that we implement on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) as well as several evaluations of projects that we carry out for other German ministries.

'Knowing what works' is the principle behind GIZ's evaluations. We want to know what impact our work has, what works well and what does not, and find out how and why. And we want to use this knowledge to improve our projects, our service provision and our processes and structures. GIZ's evaluation policy therefore focuses on what we see as a central function of evaluations: in the complex world of international cooperation, they are designed to generate information that helps us make better decisions, and support GIZ's ongoing development as a learning organisation. As well as supporting decision-making, our new policy strengthens accountability. In order to meet more stringent accountability requirements, the Management Board has decided to publish GIZ's own evaluation reports and – with the approval of the corresponding commissioning party or client – the evaluation reports of projects that GIZ implements on behalf of BMZ and others. This decision means that GIZ now subscribes to the global trend for the increased transparency of evaluation findings, and is a leader in this regard in Germany. GIZ's evaluations assess its own work and reveal its success and failures to commissioning parties and clients and to the general public. The publication of evaluation reports therefore requires a certain degree of finesse in handling criticism and a willingness to take on board recommended changes and transform them into action.

We pursue a results-based and utilisation-focused evaluation approach. For us, results orientation means that we measure the success of our work not only by the performance of activities and services, but also, and much more importantly by the results achieved. 'Utilisation-focused' means for one thing that the evaluation findings and recommendations must generate an added value for the primary 'intended users' – the decision-makers in our partner organisations, at our commissioning parties and clients and here within GIZ. Evaluations must produce information that goes above and beyond what those directly involved already know. And they must add a new perspective to opinion-forming that enables those involved to see what they do from a new angle, in accordance with the Chinese proverb: 'Only through the eyes of others can we really see our own faults.' In addition to working through failures and the underlying reasons, we also wish to examine successes and the contributory good practices and to analyse the conditions required for their scaling up. Utilisation focus also means that we need to organise and manage evaluations so that the process generates added value for stakeholders too. For instance, throughout the entire process, evaluations should strengthen the competence of decision-makers and change agents and build capacities for evaluation and a culture of evaluation at GIZ and in our partner organisations, to name just a few examples. This requires a participatory approach that actively involves representatives of all stakeholder groups, including the target groups of the evaluated projects, in the evaluation process.

Our new policy contains principles and guidelines that, in our opinion, are components of a contemporary evaluation strategy that is based on the principles of sustainable development, good governance and modern management and takes into account the fact that the requirements of evaluations have increased significantly. In addition to embodying a basic understanding of GIZ evaluations, it also outlines our position on key aspects of the international evaluation debate. In keeping with the tradition and requirements of German international cooperation, GIZ pursues a value-oriented approach to evaluation and applies national and international quality standards. This much is also clear from our new evaluation approach. However, the principle of customer orientation is also part of our

understanding of what we do and we recognise the right of all commissioning parties and clients to determine the frame of reference, the assessment criteria and the quality standards for an evaluation. The values, assessment criteria and quality standards outlined in this document are therefore simply a snapshot of what we offer our commissioning parties and clients and we work together with them when clarifying the commission to balance different expectations and ideas.

I take great pleasure in presenting GIZ's new evaluation policy. It is directed at our commissioning parties, clients and partners, the national and international evaluation community, academics, scientists and researchers, our contractors, interested members of the general public in Germany and in partner countries, and last but not least, GIZ staff. We are well aware of the demands the new policy places on our evaluation practices and the requirements we will be expected to fulfil. We will only be able to meet these if we continue to develop our evaluation practices together with our commissioning parties, clients and partners and with evaluation practitioners and experts from the academic, scientific and research community. This is a challenge we are more than happy to accept.

Dr Christoph Beier

Vice-Chair of the Management Board

Introduction

Against the backdrop of global challenges such as climate change, failing states, armed conflict and extreme poverty, which are regarded as the key underlying causes of refugee movements, the diversity and complexity of GIZ's range of tasks and scope of responsibility are increasing sharply. At the same time, demand among partners, commissioning parties, clients and the general public – both in Germany and in partner countries – for reliable findings on the results achieved and the quality of the implementation of measures is growing, either in terms of long-term support for social and economic transformation processes or the short-term alleviation of acute emergency situations.

GIZ's evaluations are a key component of efforts to optimise to the greatest extent possible the quality and effectiveness of our work. They systematically examine and assess its quality and usefulness and, in this way, support the targeted and needs-oriented implementation of the development measures of the German Federal Government and other commissioning parties and clients and the continuous improvement of our service delivery processes. Evaluations revolve around the documentation and substantiation of results. GIZ evaluations go one step further, however, in that they analyse the steering processes, stakeholder relations, the quality of service delivery and the generation of outputs (not just outcomes and impacts). They are independent, as they are steered by a unit that reports directly to the Management Board and that is separate from GIZ's operational business from an organisational perspective, and are carried out with the involvement of external evaluators.

GIZ evaluations analyse the relevant GIZ projects themselves as well as partners' change projects that are supported by these projects. Most of the evaluations conducted are independent central project evaluations that are steered by the Evaluation Unit and are outsourced to external evaluators. They are primarily geared towards providing evidence for decision-makers in partner countries, at GIZ and at commissioning parties and clients, so that they have the information they need to decide whether a project should be continued, changed or ended. Furthermore, project evaluations can be conducted decentrally to examine specific issues and as self-assessments. GIZ also carries out corporate strategic evaluations to examine corporate strategies, structures and processes. These are commissioned by the Management Board and are also implemented centrally and independently. GIZ also provides support for external evaluations carried out by GIZ's commissioning parties and clients or by the German Institute for Development Evaluation (DEval) that include projects implemented by GIZ. It uses the findings of these evaluations to support decisions and promote learning within the organisation. Finally, GIZ may be commissioned to evaluate the projects of commissioning parties other than BMZ.

The 2030 Agenda for Sustainable Development, the Paris Agreement on Climate Change and the G20 resolutions provide a key reference framework for international cooperation. Generally speaking, the reference framework for GIZ evaluations is determined by the corresponding commissioning party or client. The main frame of reference for BMZ's development cooperation activities are the Sustainable Development Goals (SDGs) of the 2030 Agenda, which was adopted by heads of state and government in September 2015. International organisations, governments, the private sector and civil society also use it to guide their international cooperation work. The international community used the Agenda to set specific sustainable development goals that are to be achieved by 2030. A global review mechanism is designed to continuously examine the progress achieved in implementing these goals. The focus here is on encouraging the exchange of information between different states. The 2030 Agenda obliges all actors to contribute to resolving global social, environmental and economic problems.

1 Evaluations promote effective solutions for sustainable development

As a public-benefit federal enterprise, GIZ supports the German Government – in particular the Federal Ministry for Economic Cooperation and Development (BMZ) – and several public and private sector commissioning parties and clients in around 130 countries in achieving their objectives in the field of international cooperation. With this aim, GIZ works together with its commissioning parties, clients and partners to develop effective solutions that are designed to offer people better prospects and sustainably improve their living conditions. GIZ's evaluations make a key contribution in this context. They support the results orientation of the work of GIZ and its partner organisations and ensure that its effectiveness is examined. In this way, GIZ can inform its commissioning parties, clients, partners and the general public about what it has achieved and about the strengths and weaknesses in implementation. On this basis, it can draw the required conclusions and recommendations to initiate improvement processes. This understanding is articulated in **GIZ's Corporate Principles**, which state that: 'We secure results. Our work is about producing results.'

In today's world of growing expectations of international cooperation, pressure is mounting to use increasing funding to maximum effect. GIZ's work is therefore consistently geared towards results, and identifying and substantiating results is a key feature of our evaluation activities. We measure the success of our work not only by the performance of activities and services, but also, and much more importantly, by the results achieved. GIZ understands results as the intended or unintended, positive or negative changes in a situation, structures, processes or behaviour as the consequence of an intervention. The mere occurrence of a change is not enough to designate it a result, even if the change was planned and intended. An observed change can only be deemed to be the result of a project or policy if a causal link between the intervention and the result can be clearly or plausibly demonstrated or substantiated.

GIZ therefore regards an 'impact evaluation' to be an analysis that examines the medium and long-term outcomes and impacts of an intervention and looks at the extent to which the observed results (changes) were caused by and can be traced back to the intervention. A causal relationship between an intervention and the results can either be clearly demonstrated using quantitative methods (attribution) or plausibly shown using quantitative methods (association). Irrespective of whether an evaluation of results is based on quantitative or qualitative methods, it always examines what would have happened without the intervention. Analysis of this 'counterfactual situation' enables different or alternative development paths to be assessed (i.e. a comparison of the initial situation with the post-intervention situation).

As an implementing organisation whose evaluation findings should assist in decision-making, GIZ follows the motto of Howard White: 'Evaluations should be issues-led not methods-led.' Selection of the best-possible evaluation design, be it quantitative or qualitative, must be based on the object of the evaluation and the evaluation questions rather than the other way round. The crucial question here is which evaluation approach offers a comparative advantage, based on the given context. In order to analyse the causal links, GIZ therefore uses a range of different quantitative and qualitative social research methods that are tailored to the object of the evaluation, the information required and the specific context. Occasionally, mixed evaluation teams are used and support is provided to evaluators by an independent researcher or academic from the thematic area to be evaluated in order to cast a critical eye and ensure that the findings take account of different perspectives (investigator triangulation). In addition to investigator triangulation, method and data triangulation compensate for the strengths and weaknesses of individual data collection methods and ensure that the findings are sufficiently robust.

In order to identify as robustly as possible the role the project under review plays in achieving objectives (association), GIZ usually uses theory-based evaluation approaches (such as realist evaluation, process tracing and contribution analysis) and uses method and data triangulation to collect sufficient evidence that the observed, intended results can most likely be traced back to the project. It uses theories of change (results models with hypotheses) to construct a systemic understanding of change processes and ensure their evaluability. In specific cases, it applies quantitative approaches such as randomised controlled trials (RCTs) to evaluate sub-aspects of a product or to provide evaluation-related support for the implementation of complex projects as well as short-term steering decisions.

GIZ's understanding of impact evaluation is holistic, partly because our evaluations not only look at what works, but also why and how. This is crucial if they are to generate sufficient findings in order to effectively support decision-making in addition to accountability.

2 Evaluations strengthen democratic governance and modern management

GIZ implements projects and programmes in a political context together with a wide range of actors with diverse interests that together face the challenge of shaping transformation processes. Similar challenges face change projects within the organisations themselves, including GIZ. GIZ evaluations therefore set out to strengthen capacities for democratic governance and modern management.

On the partner side, in projects and at GIZ, evaluations should support participation, transparency and accountability as well as human rights, gender equality and social equity, the informed participation of the relevant stakeholders in processes to shape opinions and the incorporation of what is agreed during deliberations into decision-making processes. They should also promote a culture of efficiency, effectiveness and results orientation as well as critical reflection on the quality and impact of what these players do and help improve the quality of decisions by providing evidence-based information. In today's complex and dynamic world, the demand for responsible action requires decision-makers to base important decisions on such information. Accessing this information also plays an increasingly significant role in the accountability of governments and organisations. Empirically sound information is a cornerstone for accountability vis-à-vis taxpayers, parliaments and the general public.

GIZ uses a participatory evaluation approach in order to ensure that it meets this requirement. It makes every effort to create scope for dialogue in its evaluations and to incorporate all stakeholders – including the target groups of the evaluated development measures. It aims to give a voice to marginalised and disadvantaged groups in particular and ensure that findings are as transparent as possible. Evaluations must also be oriented towards values such as human rights, gender equality and social equity. In practice, this means that they must be planned and implemented so as to protect the safety, dignity and rights of those involved. Furthermore, evaluations should provide as clear a picture as possible of the gender and distribution effects the interventions generate and how they deal with these effects. This type of approach is key if the challenges posed by the 2030 Agenda are to be met.

By also documenting unintended results and any failures, GIZ evaluations should encourage the ability to voice criticism and support evidence-based self-reflection within organisations. Such an understanding of evaluation also requires a willingness to openly discuss results as well as a certain degree of finesse for constructively handling criticism. Our participatory, transparent and inclusive approach is in keeping with GIZ's Corporate Principles, where the tenets of **value orientation** ('We are value-driven. As a federally owned enterprise, we are guided by the principles of our social order ...') and **GIZ's intermediary role** ('We act as an intermediary. Our core competencies include balancing diverse interests in sensitive contexts ...') are enshrined.

Today, good governance and modern management require sound evaluation capacities. We therefore believe that evaluation is an integral component of our capacity development approach. Within the scope of the modest opportunities evaluations offer, GIZ's evaluations should, where possible, leverage existing potential for evaluation capacity development (ECD). They should build the proactive capacities of key actors by providing relevant information for decision-making processes and for PR work. At the same time, they should nurture an evaluation culture among stakeholders, building their capacities in this context and in this way assist them in assessing effectiveness and in planning and implementing their policies, strategies and change projects in an evidence-based manner. From GIZ's perspective, evaluations should help improve the professionalism of evaluation systems by providing examples of best practice.

3 Evaluations meet the needs of a wide range of stakeholders at all levels

If international cooperation is to resolve complex problems, it must incorporate a growing number of actors in industrialised and developing countries and in emerging economies. These span governmental actors such as ministries and local administrations, organisations from the private sector and civil society, well-established and new international institutions as well as the target groups themselves who want to help shape their own future. GIZ is therefore also involved in multi-stakeholder partnerships. We negotiate our commissions with commissioning parties, clients and partners and implement them together with numerous actors.

Consequently, GIZ pursues a utilisation-focused evaluation approach in order to cover the diverse needs of a broad range of stakeholders at different levels. From our perspective, evaluations fulfil three basic functions:

Evidence-based decisions

GIZ believes that evaluations should make an effective contribution to evidence-based decisions. This requirement is anchored in GIZ's Corporate Principles: 'We advise policymakers: At home and abroad, we help decision-makers accomplish their political objectives.'

Evaluations can make an important contribution to evidence-based decisions above all as regards the following four aspects:

- **Policy and strategy of commissioning parties and clients:** The findings of GIZ's evaluations provide the commissioning parties and clients of the evaluated projects with information that they can use to make policy and strategic decisions.
- **Transformation processes in partner countries:** In terms of capacity development, evaluations strengthen the decision-making capacities of partners involved in political, economic and social reform processes and help improve administrative action that benefits the population.
- **Steering of GIZ projects:** Within GIZ, evaluations help support steering decisions made in relation to the design and implementation of projects.
- **Decisions at the corporate level:** The management response process, which is enshrined at the institutional level, is used to incorporate the findings of evaluations conducted by GIZ and external parties into GIZ's strategic decisions.

At the start of the evaluation process, commissioning parties, clients, evaluators and the key actors involved must agree on the different roles and on what they need to glean from the evaluation, particularly as regards responsibility for using the evaluation findings. To this end, evaluations must ensure that any evidence-based knowledge generated by evaluations (findings, assessments, recommendations for action) is relevant for decision-making and that evaluation processes and findings

build the decision-making capacities of decision-makers and change agents (intended users) by compiling such assessments and recommendations for action based on empirical evidence. Within the specific context in which evaluations are conducted, their content and time frame must therefore link in with political and institutional processes, and evaluation findings and recommendations must be aligned with social and/or organisational change processes.

Cooperation management plays a key role in this context, as does process orientation. The evaluation process should encourage open dialogue among all stakeholders and involve them in design and quality assurance. This allows the issues and objects that will be examined by an evaluation to be derived from the information required and from the decisions to be made by decision-makers and change agents (relevance), and encourages subsequent incorporation into the decision-making process (ownership). In this way, evidence-based evaluation findings provide a basis for decisions that help to effectively resolve social, economic and environmental problems.

Transparency and accountability

Evaluations are used to render account to commissioning parties and clients, partners and the general public of the results achieved and the use of tax revenue and/or funds provided by private sector clients. They enable GIZ to meet the standards of the International Aid Transparency Initiative (IATI). GIZ publishes all reports on its evaluations. Evaluation reports on projects commissioned by external commissioning parties and clients are published in consultation with the corresponding party or client. The general public in Germany and in partner countries can access all evaluation reports and use them as a basis for forming opinions about GIZ's work and about the international cooperation activities of the German Government and of other clients.

Organisational learning

GIZ uses evaluations for its own process of critical self-reflection and to encourage critical self-reflection among its partners. The aim here is also to facilitate evidence-based change at all levels. GIZ uses specially organised 'learning platforms' to support evidence-based exchange and reflection on technical and managerial aspects of the object of the evaluation (conceptual use). Good practices and innovations from projects are evaluated in the corresponding sectoral divisions and operational departments and are used to examine conceptual issues within the context of promoting effective knowledge management. GIZ also shares knowledge generated by evaluations with third parties and then uses the findings to enrich its own decision-making and learning processes.

4 Evaluations react flexibly and systematically to the increasing complexity of development

International cooperation has become increasingly complex in recent decades. Firstly, the global framework conditions in which it operates have become increasingly complex. International initiatives such as the Millennium Declaration (2000), the Monterrey Consensus on Financing for Development (2002), the Paris Declaration on Aid Effectiveness (2005), the 2030 Agenda for Sustainable Development (2015) and the Paris Agreement on Climate Change (2015) have broadened the scope of international development, tightened the interlinkages between global and national development and reform agendas and made development agenda goals more challenging. Secondly, the environment in which development measures are implemented has become more complex. Numerous closely interlinked political, institutional, social, economic and cultural factors in the development setting not only shape the results of development measures; frequently, they are also subject to dynamic and rapid change. Furthermore, growing fragility increases the complexity of the setting in which these measures are implemented to an even more heightened degree. Environmental degradation, climate change, civil war, terrorism and failing states usually impact on fragile contexts, frequently resulting in poverty, a disregard for human rights, social disintegration, displacement and migration. Thirdly and finally,

development measures have continuously become more complex too due to the increased complexity of international framework conditions and of local contexts. Multi-dimensional, multi-level and multi-actor projects are now par for the course. Projects often have to deal with 'wicked problems' for which there is no effective, long-term, scalable solution. They therefore need to find creative and flexible solutions for adapting to the context and to the problem in hand.

The increasing complexity of global framework conditions, contexts and projects often poses huge challenges for evaluation practice. For example, in addition to having to provide evidence of their own results, projects also have to account for the contributions they make to the 2030 Agenda, its principles and goals, and to other international agreements. The dynamic and rapidly changing setting makes it difficult to delineate the system to be evaluated and to identify the influence of diverse and closely interlinked external factors. Multi-actor projects must collate the wide range of frequently inconsistent information at its disposal and produce a coherent and credible overview of the quality of a project and the results it has achieved. In complex contexts, cause-and-effect relationships are ambiguous, unstable and difficult to predict. These conditions are exacerbated in fragile contexts where the objects to be evaluated can only be delineated with an unreasonable degree of difficulty, if at all. Furthermore, very little if any information or accumulated knowledge is available and the balance of powers and interests is diverse and lacks transparency. In fragile contexts, the assignment of evaluators also frequently involves aggravated safety risks.

GIZ evaluations adapt flexibly and systemically to different degrees of complexity against the backdrop of global framework conditions and in line with the specific situation and project. Conducting evaluations under complex conditions by no means implies that a complex evaluation design needs to be used, however. Instead, the process should be aligned with the complex setting. This includes, first and foremost:

- laying down clear criteria to establish whether the situation being evaluated involves any level of complexity, and to what degree;
- appraising whether it is possible and expedient to break down a complex project into individual components and to evaluate them separately, while at the same time ensuring that it is possible to obtain a 'big picture' of the quality of the project and the results it achieves;
- using diverse evaluation designs and methods (such as rapid evaluation, experimental manipulation and/or reliance on primary data collection, systemic reviews, participatory evaluations), combined with approaches from the fields of complexity science (social network analysis, agent-based modelling and system dynamics) and systems thinking in order to analyse how a project changes and adapts over time (adaptive intervention), how stakeholders interact, the areas of tension that exist as well as the unintended results the intervention achieves when combined with external influencing factors;
- backing up experimental interventions with decision-based monitoring systems and – in highly complex and fragile contexts – with accompanying evaluations, in order to facilitate continuous and flexible adaptation of implementation via feedback loops;
- ensuring that evaluations primarily help to facilitate an understanding of the dynamics of complex systems and to identify suitable intervention formats.

GIZ strives to use new digital data collection and analysis methods particularly for the evaluation of interventions conducted under complex conditions, in order to gain a better understanding of how such measures influence the behaviour of individuals and groups. In fragile contexts, it always checks whether digital media can be used (for example, can the objectives of a remote evaluation be achieved while at the same time safeguarding the safety of evaluators?).

5 GIZ evaluations epitomise quality and innovation

The better the quality of evaluations, the greater the likelihood that they will be accepted and that their findings will be used, which will also improve the quality of the decisions made on this basis. GIZ's evaluations are based on the international quality standards laid down by professional associations and institutes. We define quality in the broader sense of the term, based on the four aspects of accuracy, feasibility, propriety and utility. Methodological quality (which includes the reliability of findings and the correct use of research methods) must go hand-in-hand with high-quality processes (factors such as the participation of stakeholders, the cost-benefit ratio, unbiased assessment) if evaluations are to deliver useful findings for decision-makers. The instruments that GIZ uses for the quality assurance of evaluations take account of these aspects to an equal degree and include routine meta-evaluations (evaluation of the evaluation).

GIZ's evaluations are geared to internationally recognised evaluation criteria such as those used by the OECD's Development Assistance Committee (DAC) to evaluate development results (relevance, effectiveness, efficiency, impact and sustainability). GIZ is continuously developing its methodological and technical basis for measuring the DAC criteria, among other things through its active involvement in developing methodological innovations together with the scientific and academic community. In accordance with agreements, GIZ uses the DAC criteria to evaluate all projects implemented on behalf of BMZ. For evaluations of projects implemented on behalf of other commissioning parties and clients or for specific evaluation objects, where necessary, the assessment criteria are developed at the start of the evaluation process and are agreed with the relevant party or client.

An effective and professional evaluation management system ensures that high-quality procedures are used and that evaluations provide a basis for making decisions and implementing change processes. At GIZ, evaluation management is therefore regarded as a skill in its own right and, in addition to coordination and methodological quality assurance, serves as an interface between evaluation teams and decision-makers by shaping and moderating dialogue and strategic processes in line with the specific situation. In order to guarantee a successful outcome, GIZ's evaluation management system takes into account institutional processes and the different perspectives and roles of stakeholders in their respective political and cultural contexts. Our evaluation management system spans three phases – design, implementation and use – each of which is geared towards decision-making, accountability and learning. Given the importance of evaluation management in safeguarding effective evaluation, GIZ is constantly developing its approaches in this context.

GIZ is actively involved in the international evaluation debate through intense cooperation and networking with the academic and scientific community, international think tanks, consulting firms, freelance evaluators and the evaluation units of other DC/IC organisations – for example by engaging in joint initiatives and evaluations..

6 Evaluations are an integral part of our corporate culture and standard processes

GIZ's corporate culture is consistently geared towards results and is characterised by a willingness to continuously improve the quality of our services and a strong focus on partnership and transparency. This is underpinned by the consistent integration of evaluation into standard processes. During the project cycle, evaluation is integrated into commission management from the planning phase onwards and is monitored throughout the various process steps. Evaluability is ensured by objectives systems and indicators during the planning phase; during implementation, results-based monitoring systems are

used for steering, which also deliver data for evaluations and for planning follow-on measures. Optimised linkage of monitoring and evaluation is a key feature of commission management at GIZ and managers make sure that informative monitoring systems are used.

Institutionalisation of management responses, which document GIZ's proposed plan of action in relation to the findings and recommendations of internal and external evaluations, ensures that evaluation findings are specifically used to improve standard processes and service delivery at GIZ.

All GIZ units are involved in evaluation, which is organised as a collaborative process. The different types of evaluation require a number of organisational units to take on various different roles in this context. Unbiased and independent implementation and reporting are ensured throughout the evaluation process.

Within GIZ, the Evaluation Unit is responsible for implementing central project evaluations and corporate strategic evaluations. It also takes on a standardisation role, sets the quality standards for evaluations implemented by GIZ and is responsible for further developing evaluation methods and instruments. To fulfil these duties, the Unit has a broad range of methodological and management expertise for evaluation. As a wide range of actors are involved in the evaluation process at GIZ, the Evaluation Unit fosters an understanding of evaluation in all departments. In order to safeguard its independence, it reports directly to the Management Board and is separate from GIZ's operational business from an organisational perspective. Nonetheless, it uses and benefits from the in-depth know-how of the operational units and GIZ's organisational and leadership structure in its evaluation work.

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