

# *independent, impact-oriented, research-based*

## **DEval Strategy 2022-2026**

---

### Contents

1	Introduction: DEval's position, goals and activities .....	1
1.1	DEval 2021 – Where do we stand?.....	1
1.2	DEval's institutional goals, vision and mission .....	1
1.3	DEval's regulatory framework and tasks .....	2
2	Context, opportunities and challenges .....	3
2.1	International and national changes in development cooperation.....	3
2.2	Changes and challenges in the German evaluation system.....	4
2.3	Opportunities and challenges for DEval .....	5
3	Strategic goals and management tasks.....	6
3.1	Strategic goals .....	6
3.2	Management tasks .....	6
3.3	Monitoring and implementation of the strategy .....	10
4	Annex.....	11

# 1 Introduction: DEval's position, goals and activities

## 1.1 DEval 2021 – Where do we stand?

Founded in 2012, DEval has since established itself as a reference institute for independent, research-based and strategically useful evaluations in development cooperation. Our evaluation work contributes to greater effectiveness, efficiency and sustainability in this policy field. According to a survey of the German development evaluation community conducted in 2020, DEval is seen as scientifically oriented, quality-conscious, relevant and possessing integrity. The institute has since also positioned itself very well internationally. This is illustrated, for example, by the demand for papers or the recognition by our partners in the area of evaluation capacity building. The institute is also involved in many working groups of the OECD-DAC international evaluation network. Furthermore, our independence and our work were recently acknowledged by the OECD-DAC's latest peer review of Germany. In this respect, the institute lives up to its pioneering role as one of the leading evaluation units in international development cooperation.

At this point in time, DEval has almost completely implemented its Strategy 2017-2021, as well as the recommendations from the 2016 institutional evaluation of DEval. The institute's successful development over the last few years is based on various factors: First of all, Germany's Federal Ministry for Economic Cooperation and Development (BMZ), as DEval's Shareholder<sup>1</sup>, and the institute's Advisory Board, with its representatives from the German Bundestag, civil society, academia and governmental implementing organisations, have continuously strengthened DEval. This has enabled the institute to work independently on strategically important topics of development cooperation, and to formulate evidence-based proposals for improvement. Secondly, the combination of fields of activity (evaluation, development of evaluation methods and standards, and evaluation capacity development) has led to a powerful knowledge organisation in the policy field that is geared towards usefulness. Thirdly, the aid effectiveness debate has become more important in the policy field. This has increased the demand for independent and scientifically sound evaluations to promote learning and accountability. Fourthly, the successful development of DEval has been driven by our highly dedicated staff. They have tackled the challenging evaluation and organisational tasks of recent years with expertise and integrity.

It is in this context that we intend to continue growing the institute successfully and sustainably. The present Strategy 2022-2026 is designed to be our guiding framework for this. Moreover, our strategy should set out our future strategic goals transparently for our partners and stakeholders, and link these goals to the opportunities and challenges of the policy field.

## 1.2 DEval's institutional goals, vision and mission

The starting point of the institute's strategy is our overarching **institutional goal** of improving the effectiveness, efficiency and sustainability of German development cooperation through evaluation work. Furthermore, the institute will support evaluation capacity development (ECD) in partner countries. It will also increase transparency and accountability for the use of public funds, thereby enhancing the legitimacy of the policy field.

---

<sup>1</sup> DEval's Shareholder is the Federal Republic of Germany, represented by the BMZ.

### Box: DEval's vision and mission

**Vision:** Through our evaluation work, we have contributed to improved development cooperation and thus to sustainable development processes. Here we use our potential as an independent evaluation institute at the interface between policy, research and implementation practice.

**Mission:** Our mission is to enable evidence-based policy-making in development cooperation. To achieve this, we provide development policy-makers with useful knowledge on strategically relevant issues. We also foster a productive culture of learning and error management, and strengthen accountability in the policy field. We conduct independent, scientifically sound evaluations, develop and scale up evaluation methods, and support evaluation capacity development in partner countries of German development cooperation. In doing so, we work together with both governmental and civil society organisations, as well as other scientific institutions. We also actively participate in professional debates within the evaluation and development research communities. As employees of a knowledge organisation, we are guided by recognised standards of evaluation and scientific practice. We exercise our responsibility in this regard towards all those involved in evaluation.

## 1.3 DEval's regulatory framework and tasks

Through **our strategy**, we wish to live up to **our institutional purpose, our vision and our mission**. Our strategy and its implementation are embedded in a **legal and regulatory framework**. As a funding recipient acting in the federal interest in the form of a gGmbH, we are subject to the complex set of rules and regulations arising from budgetary and administrative laws and regulations, as well as personnel and labour law requirements. The regulatory framework is also set by DEval's Articles of Association and by the BMZ's Evaluation Policy for German Development Cooperation. This framework allows us to fulfil the key functions of evaluation for the policy field: We generate scientifically sound and applied findings. We foster learning processes. We strengthen the transparency and accountability of public policies and – through the aforementioned functions – we promote the legitimacy of governance. We also help to monitor success in the policy field. In this context, the current coalition agreement has also announced a strengthening of DEval's independence, and the implementation of more inter-ministerial evaluations, as well as a stronger results orientation in all policy fields.

The text below describes the key elements of DEval's work, and explains how they fit into the regulatory framework.

- **Tasks and fields of activity:**

- 1) Our core business is the implementation of **scientifically sound evaluations and studies** as part of our **multi-year evaluation programme (MEP)**. The primarily needs-oriented preparation of the programme, with its inclusive and transparent consultation process, has proved its worth in identifying strategically relevant thematic areas based on criteria. Our evaluations primarily answer strategic policy questions in the field of development cooperation, for which the BMZ is responsible. They can also address inter-ministerial issues. Our evaluations, which should largely be considered applied research, are geared towards addressing challenges in the policy field.<sup>2</sup> Besides evaluations with a thematic focus, these studies also include evaluations of development cooperation

---

<sup>2</sup> Our evaluations are applied research in the best sense of the word, as they are explicitly aimed at improving concrete interventions, strategies or instruments of development cooperation, and primarily address (political) decision-makers. The research interest does not result from an abstract interest in knowledge, nor is it an end in itself. The genesis of the evaluation object, the evaluation questions and the communication of the findings are primarily geared towards the usefulness of evaluation for learning and accountability. Evaluations use a scientifically guided set of tools to address specific questions that are often the subject of controversial debate in development research. Our findings are therefore useful to the research community, where they are scaled up and strengthen the acceptance of our work. Networking with the scientific community also increases the quality of our work.

instruments and meta-evaluations. With the latter, we aim to support quality assurance and enable learning by German development cooperation organisations, especially from project evaluations.

- 2) Another field of action involves the **further refinement and scaling up of evaluation methods and standards**. Through this field of action, we aim to systemically strengthen the German evaluation system in development cooperation and, indirectly, to promote evidence-based policy-making internationally. This includes promoting and mainstreaming evaluation methods – such as rigorous impact evaluations. It also includes further refining evaluation standards, and contributing to their implementation.
  - 3) Furthermore, we support **evaluation capacity development in partner countries of German development cooperation**. In so doing we also contribute to good, evidence-based governance.
  - 4) As a **cross-cutting theme**, we transfer **knowledge** on the three aforementioned fields of activity in order to ensure the **usefulness** of our work. This **knowledge transfer** takes place in a way that is target group-appropriate, i.e. in suitable formats and through different channels, depending on the organisations and users addressed. This includes for instance presenting publications and new findings, or advising the BMZ, and where appropriate other development cooperation organisations.
- **Standards and processes:** Our regulatory framework also includes standards and processes that we have specified for our own requirements, as well as for purposes of quality and usefulness. We continue to develop these as needed (see field of activity 2). For example, DEval's evaluation standards codify **evaluation standards** such as independence, transparency and fairness. As a departmental research institute, we apply **standards of good scientific practice**. When drawing up our evaluation programme and when conducting evaluations, we involve the addressed organisations and beneficiaries in **our work processes** by consulting them. We do this in order to strengthen the relevance, quality and usefulness of our work. At the same time, all processes ensure that independence is maintained, for example in the conclusions, assessments and recommendations of our evaluations.
  - **Target groups and users:** The main users of DEval evaluations are the BMZ and, indirectly, the German Parliament (Bundestag). Our work is also used by actors in partner countries, the academic and evaluation communities, and the professional public. Besides the BMZ, we also address official and civil society development organisations in our recommendations. Therefore, the focus of our work is on usability in policy and implementation practice. We also have a broad understanding of the evaluation public, which widens the circle of users of our evaluations.

## 2 Context, opportunities and challenges

### 2.1 International and national changes in development cooperation

Our work takes place in the **international context**, where the primary guiding framework for development cooperation is the **2030 Agenda** for Sustainable Development. In the face of violent conflicts and fragile contexts, the stagnation of democratic developments, the climate crisis and the COVID-19 pandemic, the challenges for achieving the 2030 SDGs have increased.

**German development policy** has responded to these **increased challenges**. Firstly, it has increased its budget for structural transitional development assistance and development cooperation. Furthermore, German development cooperation has been working to (i) optimise the interfaces between transitional development assistance and long-term development cooperation, (ii) engage the private sector more closely in development cooperation and (iii) link development policy concerns with internal social reforms, such as sustainable consumption. New instruments were developed and new partnerships established for development issues such as climate protection and adaptation to climate change. Furthermore, a structural reform of the BMZ was launched that aims not only to achieve greater

thematic and geographical focus, but also seeks to make the use of development policy instruments more appropriate.

With a growing budget, rising challenges and new approaches and instruments, the effectiveness and impact of German development cooperation has become an even more relevant issue. It therefore occupies a prominent position in the BMZ's current reform strategy. The coalition agreement of the new German government also attaches great importance to the effectiveness and sustainability of development cooperation. This is important in order to optimise the use of funds and instruments for achieving development-policy goals in partner countries and at the global level. Finally, parliament and the public also expect a high level of effectiveness, which would strengthen the legitimacy of German development cooperation. According to the DEval Opinion Monitor, the latter enjoys a high but fragile level of approval among citizens.

## 2.2 Changes and challenges in the German evaluation system

In recent years, the aid effectiveness debate has made evaluation more relevant as a key instrument of evidence-based policy-making. Evaluation, which is there to generate knowledge and promote learning and accountability, is well established in development cooperation. Evaluation has also become more important in areas adjacent to development cooperation. These include externally oriented policies involving developing and emerging countries, as well as environmental and climate policy, and humanitarian aid.

Overall, therefore, greater importance is now attached to strengthening good evaluation work. This is achieved by strengthening independence, increasing scientific and methodological quality, and improving usefulness for policy design and operational implementation of development interventions. In this respect, both the BMZ's Evaluation Policy for German Development Cooperation, and the new coalition agreement, are signs of a further refinement of the German evaluation system and a strengthening of independent evaluation and impact orientation.

Despite the positive overall development of the evaluation system and the increased importance of evaluation, a number of challenges need to be addressed. Some of these are also listed in the OECD-DAC Peer Review of Germany. The role DEval can play in addressing these challenges is discussed in Chapter 3 below.

- Firstly, there are still **systematic evaluation gaps in the German development cooperation system**. These involve for instance inter-ministerial evaluations at the interfaces with other ODA-allocating ministries, evaluations at country level, evaluations in civil society cooperation or evaluations of the multilateral engagement of German development cooperation.
- Secondly, the **content and timing of evaluations** are often not yet ideally tailored to the **decision-making needs in the policy field**. This limits their usefulness for decision-makers at the policy and implementation levels in Germany, as well as partner orientation.
- Thirdly, the **error management and learning culture** of the organisations addressed by evaluations is not yet established in such a way that evaluation findings are being used in a sufficiently constructive and forward-looking manner.
- Fourthly, the requirements for the **conceptual, methodological and empirical quality of the evaluation of individual interventions** need to be met even more stringently than hitherto. This is important not least so that the findings can be better aggregated, and thus made usable for answering strategic questions.
- Fifthly, the evaluation system is not yet adequately positioned with regard to the emerging **opportunities and risks of digitalisation, data management and data security**.

- Sixthly, **international and European cooperation in development evaluation** has not made sufficient progress in recent years. For example, there have been no **joint strategic evaluations conducted by German development cooperation with European partners**. The **involvement of actors from partner countries** in evaluations could also be improved.

## 2.3 Opportunities and challenges for DEval

In addition to the independence confirmed by the OECD-DAC peer review, the quality and transparency of our work have led to DEval's prominent position in the German and international evaluation field. Our fields of activity are reflected in a coherent Theory of Change that describes the desired impact pathways of our work (see Annex).

DEval thus has a solid foundation and is **very well positioned** overall to achieve its **strategic goals as an institution**. Nonetheless, experience gained from our work, our internal monitoring and our dialogue with the BMZ and our Advisory Board show that the challenges outlined above largely apply to DEval too. In DEval's case they have the following specific manifestations:

- First of all, our **evaluation portfolio** still has gaps with regard to the issues mentioned above. It does not yet continuously have a sufficiently balanced mix of shorter and more extensive evaluations and studies.
- Secondly, our **evaluation processes** and subsequent **knowledge transfer formats** still leave room for improvement. This concerns strengthening the direct benefits of our evaluations, and promoting an open culture of error management and learning among the organisations addressed. Overall, in terms of improving our partner orientation we are not yet successful enough in involving **actors in the Global South in our evaluations**. We also need to do better in making evaluation findings known to these actors in a way that they can use them.
- Thirdly, our contributions to the **development, dissemination and quality assurance of methods and standards** have increasingly focused on the German evaluation system. They also provide valuable stimulus for the international evaluation community. Nonetheless there is a challenge, which is to focus these contributions even more strongly – also when advising the BMZ. This will address deficits in the German and international evaluation systems – for instance with regard to the systematic implementation and use of rigorous evaluation approaches that are appropriate to the object of investigation.
- Fourthly, we are not yet sufficiently successful in systematically transferring the findings of our **evaluation work** into **explicitly scientific formats** of evaluation and development research. This would enable us to communicate innovative findings, and strengthen the acceptance of our work in the scientific community.
- Fifthly, one challenge is making greater use of the **potential of digitalisation** for our work. This would include for instance using new technologies in evaluations, in data management or in the processing of information for the users of our work.
- Sixthly, we are challenged to continue building a more enabling environment for a **healthy, stable and sustainable organisation**. This will allow us to efficiently manage DEval's growth, along with the increased demand for our expertise and the additional demands that DEval must meet. This concerns for instance the relationship between our internal collaboration, and synergy-oriented cooperation. It also includes sustainable organisational and human resources development, and the environmental sustainability of our actions. In this context, it will always be important to set priorities in order to maximise our achievement of objectives and results with the resources available.

The strategic goals formulated in Section 3.1 result from the proven impact pathways of our work (see Theory of Change in the Annex), and serve to meet the challenges mentioned. The management tasks

(Section 3.2.) in turn define more concrete contributions through which we intend to achieve our strategic goals. Information on implementation can be found in Section 3.3.

## 3 Strategic goals and management tasks

### 3.1 Strategic goals

We contribute to more effective, efficient and sustainable development cooperation. In five years, we want to have further strengthened our position as a reference institute for high-quality evaluation work in this policy field. We do not see this positioning as an end in itself. Rather we see it as an indicator of the high quality and relevance of our work, and as conducive to achieving the following strategic goals:

1. The **usefulness of our evaluations** is increased by being more benefit-oriented in our approach to our priority **target groups**. This has improved learning and accountability from DEval evaluations in German development cooperation.
2. The **evaluation system of German development cooperation** is strengthened as a cornerstone of **evidence-based policy-making**. This is because we have promoted the quality, acceptance and use of evaluations.

These two goals are of primary importance for our work, as they target the usefulness of DEval's core business for German development cooperation. The second goal also addresses the institutional relevance of DEval in relation to the German evaluation system, as articulated for instance in the BMZ Guidelines for Evaluating German Development Cooperation.

We also consider two further externally oriented goals to be relevant to the fulfilment of our tasks. These relate to actors in the global South, and our evaluation and methodological expertise, respectively.

3. The **partner orientation of our work** is strengthened, and promotes evidence-based policy-making in partner countries of German development cooperation.
4. DEval is **strengthened as an applied research institution**, in that our evaluation and methodological expertise continues to be in demand in the policy field. Moreover, high-quality research articles are positioned in the relevant evaluation and development research landscapes.

To achieve these externally oriented goals in a changing and complex environment **we must remain a healthy organisation, and manage our growth and our processes accordingly**. The growing demand for our work and the increasing requirements placed on process management and digitalisation in all areas can only be met successfully in the long term if they are pursued with determination and backed by sufficient resources.

5. **DEval remains a stable, resilient and efficient organisation that has strengthened the sustainability of its actions and maintained its integrity.**

### 3.2 Management tasks

Our management tasks are located between the strategic and operational levels. They provide us with guidance for designing concrete projects and work processes. We also wish to work on these successfully in cooperation with our Shareholder and/or other partners. The management tasks will enable us to achieve the aforementioned strategic goals. At the same time, we must ensure that our organisational stability keeps pace with the changes we make as we manage the implementation of our

strategy. And should demands continue to grow while resources remain unchanged, we will also have to face challenging issues of prioritisation as implementation unfolds.

### **1. We intend to continue developing our evaluation portfolio in order to ensure it remains fit for purpose and to close evaluation gaps.**

Using proven consultation mechanisms, we will continue to optimise our evaluation portfolio in consultation with the BMZ and our Advisory Board. In order to accomplish this, we will

- aim for a balanced **mix of shorter and longer evaluations or studies**. The shorter products should have a duration of up to 15 months, and the more comprehensive evaluations should take around 24 months.
- strive for a more balanced consideration of the **evaluation criteria** in our portfolio, and in particular emphasise the **criterion of efficiency**.
- develop a format for **country portfolio evaluations** as a priority, and integrate the number of such evaluations into our MEP on a regular basis.
- work towards ensuring that (as also stated in the coalition agreement) more strategically relevant, **inter-ministerial evaluations** are carried out at ODA interfaces. We will be prepared to take the lead in such evaluations.
- where possible, also begin examining **multilateral contributions of German development cooperation**.
- where possible, begin piloting **joint evaluations and studies**, especially with European donors, in order to harness potential synergies in the international evaluation system and contribute to the Europeanisation of development cooperation.

In order to make these contributions towards closing the outlined evaluation gaps while maintaining the proven quality standards, and at the same time avoiding trade-offs between different evaluation products in the face of persistently high demand, additional financial and human resources will be required.

### **2. We intend to continue refining our evaluation processes in order to further strengthen the acceptance and usefulness of our evaluations, while maintaining our independence.**

In order to optimise the usefulness of our evaluations for learning, transparency and accountability, especially with the **BMZ in mind** as the **key addressee of our recommendations**, we will

- continue refining our **formats for learning and dialogue** with the BMZ and other stakeholders, reflect on our recommendations, consolidate our implementation monitoring and reduce external and internal delays. And we will do all this without compromising our high quality standards.
- continue refining formats for **knowledge dissemination and the use** of our findings in the parliamentary space.
- use country-level evaluations in particular to involve **actors from partner countries** more closely in our evaluation work, and selectively combine evaluations with ECD interventions.
- continuously improve the use of **project management tools**, and optimise our internal quality assurance mechanisms.
- advocate with our stakeholders for the **necessary timeliness** of comments and data access at all stages of the evaluation.

### **3. We intend to continue refining our advisory and training services for better quality, acceptance and use of evaluations in the German evaluation system.**

We possess extensive expertise in strengthening evaluation systems at national and international level. Our meta-evaluations serve two main purposes for project evaluations as conducted by governmental and non-governmental implementing organisations: Firstly, they reflect on the quality of project evaluations and secondly, they thus provide an opportunity to advance project evaluations as well as



evaluation methods and standards. To help successfully implement the **BMZ's Evaluation Policy** and strengthen the **German evaluation system as an instrument of evidence-based policy-making**, we will

- use our expertise to **advise and transfer knowledge to the BMZ** that is even more closely tailored to the ministry's needs.
- cultivate **training and professional exchange with governmental and civil society actors** in German development cooperation and **academia**.
- continue to pursue **professional exchange with the German and international evaluation community** in order to maintain and further refine our evaluation expertise.

**4. As a federal research institution, we intend to maintain the scientific foundation of our work. We will focus on positioning ourselves in the relevant research landscape in order to strengthen the acceptance and quality of our work.**

Maintaining a **presence in the development and evaluation research communities** is vital for us. This is why we will

- continue strengthening the **methodological and substantive credibility** of our work.
- proactively participate in the **debates** relevant to us and use them **for our evaluation work**. We will derive our contributions primarily from our evaluations, our applied methodological research and our projects that focus on evaluation issues. This will set us apart from other research institutions that cover a broader range of topics.
- ensure the **quality of our work** by continuing to involve academics in our quality assurance, and selectively in evaluation components, and by fostering dialogue in academic networks with a strong focus on development cooperation and evaluation.
- publish selected findings in renowned **scientific journals**.

**5. We intend to make even greater use of digital technologies than hitherto for our internal work processes and formats, and in our knowledge dissemination. We will do this in order to strengthen the efficiency and usefulness of our work, and the quality of its content.**

Digital transformation offers great potential, both for our internal processes and for communicating our findings to the outside world. We will therefore

- increasingly rely on digitalised project management tools, processes and communication formats in **internal work processes**. This will enable us to strengthen cooperation based on collaboration and efficiency.
- expand the **use of new methods and digital procedures for data processing** (e.g. artificial intelligence/text mining) in our evaluations, provided that they are appropriate for generating knowledge. We will feed the lessons we learn from this into the German and international evaluation systems.
- make greater use of **digital techniques for data management** in our evaluation work. Here we will aim to make efficiency gains by improving our provision and use of data, while complying with integrity requirements such as the 'do no harm' principle.
- when **working together with our partners and stakeholders**, transfer experience from the pandemic to our specific fields of activity. This will enable us to expand virtual cooperation as the situation requires, without foregoing the indispensable physical exchange formats. These will include research stays and data collection in the field, the security situation permitting.
- make greater use of digital technologies to **scale up evaluation findings**. This can involve virtual platforms or interactive evidence portals or repositories that use new techniques to enhance transparency and increase the use of evaluations. At DEval, we will set up a publicly accessible database

for rigorous impact evaluations (RIEs). This will make the findings of RIE more usable in German development cooperation.

- at the same time, ensure that digitisation processes remain compatible with the increasing **requirements for accessibility, data protection and data security** in all areas of work, so that no risks arise from this for compliance and the integrity of our work.

## **6. We intend to create more beneficial synergies within DEval, bearing in mind the division of labour both between and within fields of activity.**

As DEval has grown, the division of labour and specialisation at the institute have increased. Here it is important for us to make appropriate use of synergies in order to achieve our goals. Conversely, using potential synergies can also generate disproportionately high (opportunity) costs. Mindful of this trade-off, we will

- make better use of the **potential synergies between our evaluations** by strengthening the sharing of content and learning processes. To achieve this, we will use for instance our internal community of practice, our results-based monitoring system and project management instruments. This will enable us to systematically process lessons learned regarding the design of methodology and content, interaction with stakeholders, knowledge transfer and the efficient use of resources.
- further process our **knowledge of evaluation methods and designs** that exists across the institute. This will enable us to use it optimally for our evaluation work and for our evaluation research.
- further sharpen the **profiles of our specialist departments**, so that we can provide content-related and evaluation expertise both internally and externally, where appropriate within the scope of specific projects.
- mainstream **ECD** as a **cross-cutting issue** more systemically than hitherto by integrating ECD activities into suitable evaluations (such as those that are strongly country-based) and, where appropriate, by linking such evaluations with ongoing ECD activities. Selectively, we intend to develop cross-evaluation ECD activities. We plan to carefully balance potential trade-offs that arise in the context of strengthening ECD as a cross-cutting issue.

## **7. We intend to safeguard the organisational stability of DEval, and maintain a healthy balance between social, economic and environmental sustainability as we further develop the institute.**

Developing the institute as a healthy and stable organisation that is sustainable in all three respects will be important in enabling us to successfully fulfil our tasks. We recognise that this will require contributions from all of us in our respective positions and areas of work. We are also aware of the interdependencies and potential trade-offs between the environmental, social and economic dimensions of sustainability. Against this background, we will

- make **our processes and project management** efficient, sustainable and appropriate in terms of collaborative structures. We will also invest in a stable development of digital work processes. Here it will be important for us to provide the necessary resources, in order to avoid any trade-offs with a destabilising effect.
- strengthen the **quality of cooperation and leadership** at DEval. We will achieve this by using our Cultural Compass as guidance and by implementing our Leadership Principles, thereby ensuring job satisfaction and success.
- further develop **communication platforms** to promote dialogue, transparency and an open, constructive error management culture.
- continue to improve DEval's **environmental sustainability**, working in particular to reduce our CO2 emissions and to document this.

- continue to invest in **staff retention**, and timely and appropriate **HR development, management development and training**. With the latter, as well as methodological and content-related training, we particularly want to strengthen the systemic knowledge of German development cooperation.
- remain committed to **gender equality** at DEval, and see this as a cross-cutting task to be supported by the entire institute. We will also further improve the **reconciliation of work, family and care commitments**, and strengthen **diversity**.
- make our **guidelines and standards** more user-friendly by arranging them more systematically, and possibly making them leaner, so that they are easier to use and to communicate.

#### **8. Given the increasing demands on our work, we intend to preserve DEval's integrity and strengthen our compliance management.**

Our integrity is the basis for the credibility and acceptance of our work. In view of the increasing tasks, we intend to maintain this valuable asset in accordance with our integrity guidelines, and face the challenges this entails constructively. Therefore, we will

- align our **compliance system** with the growing requirements (e.g. in data protection, data management and corruption prevention). We will also view compliance as an opportunity to achieve efficiency gains.
- continue to ensure **neutrality, fairness and accountability** in our evaluation work, and that our activities in partner countries meet high **ethical standards**.
- continue to work on an internal **institutional and leadership culture** that reflects our high standards of integrity. We will also manage potential issues constructively.

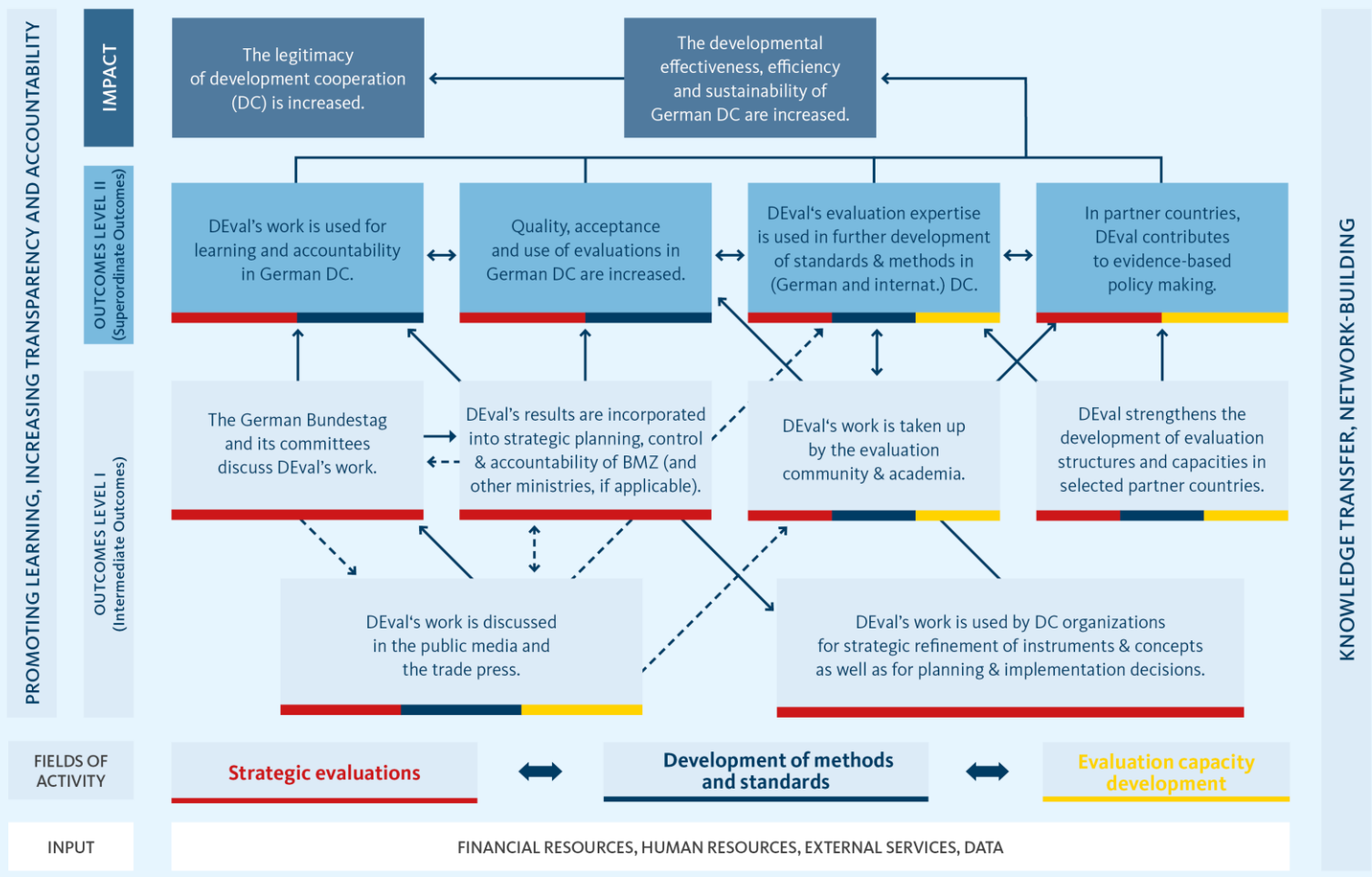
### 3.3 Monitoring and implementation of the strategy

We will implement our strategy and achieve our goals using various instruments at different operational levels. The strategic goals under 3.1 are covered by our internal monitoring system, from which we regularly report to our Shareholder. Over the next five years, we will gradually transfer the outlined management tasks and their components into work processes and projects, and continue processes that have already been commenced. We will set concrete milestones for these, which will be reflected in a monitoring and planning tool. All employees will be involved in implementing the strategy across hierarchical levels. This will involve a collaborative effort drawing on expertise from all areas of the institute. It will enable us to share the experience of implementing the DEval strategy. Together we will overcome difficult challenges, share learning processes and celebrate successes.

To build a viable culture of error management and learning, we will use the monitoring and planning tool to regularly discuss the implementation status. Particularly with regard to the goals and management tasks of the strategy, which are primarily externally oriented, we will use the results-based monitoring system introduced by DEval over the last few years, in conjunction with our Theory of Change. We intend to develop this further in order to review implementation of our strategy at the output and outcome levels, and make adjustments where necessary. This information will be reflected in the strategy's monitoring and planning tool. The consultation process during preparation of our multi-year evaluation programme is a further tool for optimising our evaluation portfolio. Finally, findings from implementation planning and implementation monitoring will be used to implement the strategy. We will also regularly review our development processes that are primarily inward-looking in relation to the relevant goal and the associated management tasks.

We will report to our Shareholder and our Advisory Board on successes and challenges through the DEval Management reports. In the annual target agreements with the Shareholder, we will also have the opportunity to set and review short- to medium-term priorities for implementation of the strategy. To make our strategic tasks and goals transparent and fulfil an important evaluation principle, we intend to publish the strategy (in condensed form).

## 4 Annex



DEval'S THEORY OF CHANGE