

Bachelor Thesis on the subject of Public  
Administration

(Special Emphasis on European Studies)

---

CIVIL-ORIENTED  
ADMINISTRATIVE  
SIMPLIFICATION IN GERMAN  
DEVELOPMENT  
COOPERATION - A CASE  
STUDY ON ENGAGEMENT  
GLOBAL GMBH - SERVICE  
FÜR  
ENTWICKLUNGSINITIATIVEN

---

FACULTY OF BEHAVIOURAL, MANAGEMENT AND  
SOCIAL SCIENCES (BMS)  
DEPARTMENT OF PUBLIC ADMINISTRATION  
UNIVERSITY OF TWENTE

INSTITUT FÜR POLITIKWISSENSCHAFT  
UNIVERSITY OF MÜNSTER

Supervisors:

Prof. Dr. Ramses A. Wessel, University of Twente

Prof.'in Dr. Annette Zimmer, University of Münster

**Julia Nepicks**

University of Twente

Bachelor of Science

[j.nepicks@student.utwente.nl](mailto:j.nepicks@student.utwente.nl)

University of Münster

Bachelor of Arts

[Julia.nepicks@uni-muenster.de](mailto:Julia.nepicks@uni-muenster.de)

UNIVERSITY OF TWENTE.

## Abstract

Civil society has always been a strong pillar in German development policy and shaped the German development cooperation for the last 60 years. Hence, with the administrative simplification of its implementing agencies, the Federal Ministry for Economic Cooperation and Development wants to strengthen its cooperation with the civil society. Also, it wants to motivate interested people to volunteerism in development cooperation. A new implementing agency was founded: Engagement Global gGmbH – Service für Entwicklungsinitiativen. This agency is the roof for many programmes that support and fund educational projects concerning global development within Germany and that fund students and professionals going abroad. The case study gives evidence on how this administrative simplification worked out and about its success. Through the *Mitmachzentrale*, a one-stop shop for interested citizen, was offered where information can be received without much effort. Process reengineering and new ICT-tools cut red tape and eliminated administrative burdens. Engagement Global has not achieved all targets yet and still faces administrative challenges, thus, the administrative reform in cutting burdens and promoting cost-efficiency has not been completed yet; but it has been successful in reducing administrative burdens on the citizen for attaining information on global civic engagement. Still, it can be stated that Engagement Global keeps on the straight way to fulfil its task and double the number of volunteers in global development from one to two million people.

## Table of contents

Abstract.....	2
Table of contents.....	3
List of figures.....	4
List of acronyms .....	5
1. Introduction .....	6
1.1 Objective and procedural method .....	7
1.2 Definitions used .....	8
2. German development policy and cooperation.....	9
3. Theoretical framework: Administrative simplification.....	12
4. Methodological approach: Case study.....	14
5. Theory and empirical research: Case study of <i>Engagement Global gGmbH – Service für Entwicklungsinitiativen</i> .....	16
5.1 <i>Engagement Global gGmbH</i> as subject of research.....	17
5.1.1 Foundation and development .....	17
5.1.2 Organisational structure.....	19
5.1.3 Goals, responsibilities and functioning.....	21
5.2 The impact of the structural reform.....	23
5.2.1 The impact on the Bundesministerium für wirtschaftliche Zusammenarbeit und Kooperation.....	24
5.2.2 The impact on <i>Engagement Global gGmbH – Service für Entwicklungsinitiativen</i> .....	26
5.3 Discussion .....	29
5.4 Result and prospect .....	32
6. Limitations of the study.....	34
7. Conclusion .....	36
Appendix .....	39
Appendix 1 : Questionnaire to and answers from Mrs. Carmen Lackas, BMZ, 2015. ....	39
Appendix 2 : Organisational chart of <i>Engagement Global gGmbH – Service für Entwicklungsinitiativen</i> .....	48
Appendix 3 : Questionnaire to and answers from Mrs. N. Trietsch, FEB, 2015. ....	50
Appendix 4: Zielvorgaben der Gesellschafterin für die Geschäftsführung von <i>Engagement Global</i> 2015-2016 .....	53
Bibliography .....	61
Affirmation.....	64

## List of figures

Figure 1: Elements of an administrative simplification strategy.....	14
Figure 2: Composition of Engagement Global gGmbH - Service für Entwicklungsinitiativen.	18
Figure 3: The origin of Engagement Global's programmes.....	20
Figure 4: The BMZ and the implementing agencies before 2011.....	24
Figure 5: The BMZ and its implementing agencies after 2012. ....	25
Figure 6: Origin of financial funding of Engagement Global.....	28

## List of acronyms

AGP*	Aktionsgruppenprogramm (Programme for Action Groups)
ASA	ASA-Programme
AWZ*	Ausschuss für wirtschaftliche Zusammenarbeit und Entwicklung (Committee on Economic Cooperation and Development)
BMWi*	Bundesministerium für Wirtschaft und Energie (Federal Ministry of Economic Affairs and Energy)
BMZ*	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry for Economic Cooperation and Development)
BtE*	Bildung trifft Entwicklung (Education meets Development)
CDU*	Christlich Demokratische Union (Christian Democratic Union of Germany)
CIM(*)	Centrum für internationale Migration und Entwicklung (Centre for International Migration and Development)
DAC	Development Assistance Committee
DED*	Deutscher Entwicklungsdienst (German Development Service)
DEval*	Deutsches Evaluierungsinstitut der Entwicklungszusammenarbeit (German Institute for Development Evaluation)
ENSA*	Entwicklungspolitisches Schulaustauschprogramm (programme for north-south school exchanges)
EU	European Union
FDP*	Freie Demokratische Partei (Free Democratic Party)
FEB*	Förderprogramm Entwicklungspolitische Bildung (Funding Programme for Development Education in Germany)
gGmbH*	Gemeinnützige Gesellschaft mit beschränkter Haftung (non-profit limited company)
GmbH	Gesellschaft mit beschränkter Haftung (limited company)
GIZ*	Deutsche Gesellschaft für international Zusammenarbeit (GIZ) GmbH (German Society for International Cooperation)
GTZ*	Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German Society for Technical Cooperation)
InWEnt*	Internationale Weiterbildung und Entwicklung gGmbH (InWEnt – Capacity Building International, Germany)
KfW*	KfW Entwicklungsbank (KfW development bank)
NGO	Non-Governmental Organisation
PAM*	Prozess- und Antragsmanagement (Management of process and application)
PTB*	Physikalisch-Technische Bundesanstalt
SES(*)	Senior Expert Service
SKEW*	Servicestelle Kommunen in der Einen Welt
OECD	Organisation for Economic Cooperation and Development
WinD*	weltwärts in Deutschland (weltwärts in Germany)
ZFD*	Zentraler Friedensdienst (Civil Peace Service)

\*Denotation is in German language

## 1. Introduction

Civil society has always been a strong pillar in German development cooperation and ever since shaped its structure. Since the beginning of German development aid in the 1950s and the foundation of the *Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung* (BMZ), civic engagement has been important to strengthen German development policy.

After nearly 50 years of stability and durability the German development cooperation had to face its first, but therefore far-reaching, reform. Since the late 1990s, a reform of the implementing agencies for development cooperation was on the political agendas of German governments. However, under pressure by the OECD and its Development Assistance Committee (DAC) and the German Federal Audit Office, the institutional reform only started being executed in early 2010. In 2011, the first new implementing agency for technical cooperation, the GIZ, started its operative work. One year later, *Engagement Global gGmbH – Service für Entwicklungsinitiativen*<sup>1</sup>, residing in Bonn in direct neighbourhood to the BMZ and GIZ, started its operative. This second agency serves as the case, the unit of analysis, for the case study of the reform of the development agencies.

In Germany not only businesses shall benefit from administrative simplification but also the citizen. The German “initiative to reduce bureaucracy” also focused on civil society and volunteerism (OECD, 2006). By this, it is rational for German development cooperation not only to focus on technical cooperation with partner countries, but to also establish an institution that is concerned with civic engagement. Hence, the BMZ states that a strengthening of development political commitment can only be achieved together with the civil society (BMZ, 2015). By means of reforming the old implementing agencies for technical and personnel cooperation, the BMZ merged the GTZ, DED, CIM, and InWEnt to two new implementing agencies, of which one, Engagement Global, is specialised on civic engagement.

Consequently, this bachelor thesis raises the question whether the reduction in implementing agencies can be considered a successful administrative simplification and whether this administrative simplification reform was successful in making the efficacy and effectiveness of Engagement Global more civil-oriented and in promoting civic engagement.

---

<sup>1</sup> The whole name of the implementing agency for civic engagement is *Engagement Global gGmbH – Service für Entwicklungsinitiativen*. In the course of the bachelor thesis the shorter version *Engagement Global* will be used to support a reading fluency.

## 1.1 Objective and procedural method

The bachelor thesis has the aim to explore the administrative reform of the German development cooperation agencies on the example of Engagement Global. Although an institute of evaluation was established alongside GIZ and Engagement Global, it is currently just evaluating the integration of the instruments for technical cooperation. The first results are expected to be published in early 2016. Thus, it was an interesting issue to study the success of the foundation of Engagement Global and its instruments for civic engagement and volunteerism, which is currently not under examination yet. Consequently, the bachelor thesis places itself in the middle of an ongoing policy process and presents new findings on the policy of the reform issued by the BMZ since 2010. It presents a new evaluation of the efficiency and efficacy of Engagement Global. The question of the bachelor thesis, hence, relies on the theory of administrative simplification. It wants to describe and explore the process of the administrative simplification reform and its impact on new agency Engagement Global. Since a couple of years administrative simplification theories do not only focus on cost-efficiency anymore but also focus on citizen-friendly reforms and facilitating volunteerism, so to say an “activation of the citizen” (Vogel, 2000). The methodology relies on a case study. Because the bachelor thesis tries to answer the question ‘how’ and ‘why’ the reform worked out and ‘why’ it can eventually be considered a successful administrative simplification for voluntary development cooperation, it can be considered an explanatory case study (c.f. Yin, 2012; Yin, 2014).

Thus, the procedure of the analysis will follow the methodology of a case study. Beforehand, in chapter two an introduction to the policy field of development cooperation will be given to make the reader familiar with the history and structure of this policy field in Germany and set clear why the administrative reform was necessary. Chapter three and four are introducing the theoretical and methodological principles the research relies on. Chapter three delivers the fundamentals of the theory of administrative simplification with regards to both cutting red tape and being more citizen-friendly. The analysis is approached methodologically by an explanatory case study trying to explain the ‘why’ and ‘how’ of the administrative reform and cutting red tape in the implementing agency Engagement Global and of the greater orientation towards civic engagement and volunteerism. Before coming to the case study in chapter five, chapter four gives information on the methodology of case studies and how the first steps of case study research with defining the case, planning and designing the research was realised and how the case study evidence, hence, the data was collected. Chapter five is the main part of the analysis. It describes Engagement Global as the subject of research, how it was founded and developed, how it is organised and its goals and responsibilities, in order to find answers on the questions of successfully cutting red tape and streamlining structures and promoting civic engagement and volunteerism. The impact of the reform on

the BMZ and the young agency is evaluated by using different sources of data evidence. After a discussion of the elements that are typical for an administrative simplification strategy and the elements that should lead to the success of Engagement Global, a result is presented and a prospect for the future of the agency and the enduring reform process is given. In chapter six notes on the limitations of the bachelor thesis and recommendations for further research are given, before the final chapter seven presents the conclusions of the bachelor thesis.

## 1.2 Definitions used

To appreciate the whole content of the bachelor thesis, it is important to note which literature was used and relied on when applying definitions during the research.

To noticeably distinguish between the terms development policy, development aid and development cooperation the definitions should be set clear. The Federal Agency for Civic Education defines development policy as all “political activities und federal actions that serve the constitution, the economic, technical and social support and development of development countries.” (bpb online, 2015). Closely connected to the term development policy are development concepts, guidelines and frameworks (Büschel, 2010). On the contrary, development aid and cooperation define concrete practical, on-site work. In early times of development policy, the on-site work was called development aid of development countries brought to less developed countries. In the 1980s, the paradigm of development aid shifted towards collaboration between countries (ibid.) and today the term development cooperation is used. Whenever development aid is used in this bachelor thesis it refers to the time before the 1980s, while the term development cooperation refers to time since the 1980s.

The OECD provides papers on administrative simplification strategies and on how to cut red tape and reduce administrative burdens on both, the institutions and businesses and citizens. According to the OECD (2009, p.6) *“[a]dministrative simplification involves cutting red tape. Red tape originates from excessive regulation and can be redundant or bureaucratic, and, thus, hinder action or decision making. Red tape generally includes filling out unnecessary paperwork, and complying with excessive administrative procedures and requirements such as licenses.”* Further the OECD (2006, p.9; 2009, p.6) defines administrative burdens as *“regulatory costs in the form of asking permits, filling out forms, and reporting and notification requirements for the government.”* The bachelor thesis sticks to these definitions and uses the elements and tools for simplification strategies given by the OECD in four similar papers<sup>2</sup>.

---

<sup>2</sup> See: *From Red Tape to Smart Tape. Administrative Simplification in OECD Countries* (2003), *Cutting Red Tape. National Strategies for Administrative Simplification* (2006), *Overcoming Barriers to Administrative Simplification Strategies. Guidance for Policy Makers* (2009) and *Cutting Red Tape. Why is Administrative Simplification So Complicated? Looking Beyond 2010* (2010)

## 2. German development policy and cooperation

Chapter two has the aim to introduce the German development policy and the structure of German development cooperation and its history since the foundation of the Federal Republic of Germany. The presentation of the former structure of German development cooperation will show off why there was the urge to reform the implementing agencies and why it was instantly necessary.

Until today, it is a controversial issue among historians and social scientist to when the starting point of development policy can be traced back. Some historians consider late colonialism between the world wars as early development aid, when the colonial powers France and Great Britain struggled with their colonies overseas and designed some kind of development policies for them. Others argue that the first development politics was Harry S. Truman's Point-Four-Program from 1949. In this programme, the US president set the goal that industrial nations help underdeveloped nations to help themselves (Büschel, 2010). Still today the predominant paradigm in development cooperation is: "Helping people help themselves" (Eckert, 2015, p.7; CDU, CSU & FDP, 2009). Unlike the worldwide starting point of development aid, the initial point of German development cooperation can be traced back to the years after the Second World War. In 1952, Germany initially contributed to a United Nations' development programme (Sangmeister & Schönstedt, 2009; BMZ website, 2015a) and during the 1950s it contributed to a European Economic Community's mutual fund for development aid. In 1956, Germany had its first own budget for bilateral technical development aid and in 1960/1961 there was first financial development aid. Due to the involvement of many different federal ministries in development policy, the wish for an independent, specialised ministry for development affairs arose (Athenstaedt, 2009). On 14 November 1961, the *Bundesministerium für wirtschaftliche Zusammenarbeit*<sup>3</sup> (Federal Ministry for Economic Cooperation) was founded.

The motives for German development aid and now German development cooperation are numerous. The biggest driving forces were and still are ethnic-humanitarian values and solidarity (Athenstaedt, 2009; Schmidt, 2015). Next to it there have always been political and economic reasons for development aid and today development cooperation again has an economic view. German development cooperation ever showed and shows consistency in its basic orientation and direction, as Sangmeister and Schönstedt acknowledge (2009). They also state that German development policy is oriented "towards the principle of a global

---

<sup>3</sup> The name of the Ministry for Economic Cooperation was later by extended by the supplement *und Entwicklung (and Development)* to avoid confusion with the Federal Ministry for Economic Affairs. (Athenstaedt, 2009)

sustainable development that is likewise expressed towards economic performance, social equality, ecological sustainability, and political stability.”

The institutional frame of German development policy and especially development cooperation is diverse and manifold. Numerous state and non-state actors are concerned with development issues. In Germany, development cooperation is seen as a duty for civil society as a whole (Athenstaedt, 2009). Until 2011, the institutions remained consistent and have only been little changes in the structure.

The main actor in development policy is the *Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung* (BMZ). It takes the political decisions and sets the guidelines and strategies for the cooperation. It is also responsible for the financing of the implementing agencies and funding domestic projects and projects abroad regarding development cooperation. It is supported and controlled by a committee of the German Bundestag – the Committee on Economic Cooperation and Development (AWZ). Next to the BMZ, several other federal ministries are partly concerned with development policy. Those other ministries involved are - depending on the topic – the Foreign Affairs Office, the ministries for finance, economic affairs, defence, environment, agriculture, and education because they are all interested in relations to partner countries (Schmidt, 2015).

The main actors in development cooperation are the implementing agencies of the BMZ. Those implementing organisations act on behalf of the BMZ and carry out projects as well as distribute the funding of the BMZ. There have been different agencies for financial, technical and personnel cooperation until 2010<sup>4</sup>. The two biggest implementing agencies were the *KfW*– for financial cooperation – and the *GTZ* – for technical cooperation. Several implementing agencies can be named for personnel cooperation: the *DED*, *InWEnt*, *CIM* and *SES*. Next to those state organisations, more and more NGOs were getting involved in development cooperation (Sangmeister & Schönstedt, 2009). The *KfW* provided financial assistance while all other agencies provided consultation and advice from experts and specialists<sup>5</sup>. The advantage of this variety of agencies and organisations, argues Rauch (2015), were that finance and consulting require different knowledge and the different agencies offered specialised cooperation. Sangmeister and Schönstedt (2009) agree with Rauch by arguing that the different “cultures of the agencies” better satisfied the various demands of cooperation. However, there was a lot of criticism on the structure of the

---

<sup>4</sup> Some literature does not differentiate between technical and personnel cooperation and the *GTZ*, *DED*, *InWEnt*, *CIM* and *SES* are considered to be all responsible for technical cooperation.

<sup>5</sup> Furthermore, the *Bundesanstalt für Geowissenschaften und Rohstoffe* (*BGR*) and the *Physikalisch-Technische Bundesanstalt* (*PTB*) are sometimes considered to be implementing agencies (BMZ, 2014), as their topics are sometimes related to development issues. However, they are subordinated to the *Bundesministerium für Wirtschaft und Energie* (*BMWi*).

implementing agencies in the last decade. It was stated that the many different agencies and double structures were confusing for the partner countries (Sangmeister & Schönstedt, 2009; Rauch, 2015), that when funding and consultation are necessary it needs a lot of communication and administrative effort (Rauch, 2015), and the double structures require administrative effort.

The OECD's DAC and the German Federal Audit Office called for a reform of German development cooperation. German development cooperation should have a coherent presence in partner countries. In its DAZ Peer Reviews the DAC criticised the German structure several times. In the course of the Paris Declaration on Aid Effectiveness (2005) the OECD member states decided on "far reaching and monitorable actions to reform ways to deliver and manage aid" (p. 1). One indicator of this aim was the elimination of duplication of efforts and rationalising donor activities and another one was the reform and [administrative] simplification of donor policies and procedures to encourage collaboration with partner countries.

It becomes clear why there was an urgent need for the German development cooperation to be reformed. Since 1998, a reform was on the political agenda. First it was intended to pursue a great institutional reform with the merger of the KfW and the GTZ. This merger failed due to resistance in both organisations. When Dirk Niebel became the minister for economic cooperation and development, he fostered a small institutional reform by merging the GTZ, the DED, the CIM and InWEnt to form the new GIZ to perform technical cooperation in 2011 (Rauch, 2015). With its 50<sup>th</sup> anniversary in 2011, the BMZ introduced the biggest reform in its history to give German development cooperation a whole new shape. The aim was a coherent presentation in partner countries and an improvement in efficacy. Next to the GIZ, an agency for civic engagement – *Engagement Global gGmbH – Service für Entwicklungsinitiativen* – and a German institute for evaluation of development cooperation (DEval) completed the reform in 2012.

Summarising, the structure of German development cooperation was confusingly manifold and extensive with many implementing agencies that existed since many years within the institutional framework. Under the urge of the OECD and pressure from the Federal Audit Office, a reform of the implementing agencies was put on the political agenda after the federal elections in 2009 (CDU, CSU & FDP, 2009). The aim was to eliminate double structures and to cut red tape but the coalition treaty also focussed on volunteerism and civic engagement. When the German development cooperation organisations were undergoing a reform from 2010 on, implementing agencies were merged to perform more efficiently and to abolish double structures and administrative efforts by working together. This process can be considered as administrative simplification reform.

### 3. Theoretical framework: Administrative simplification

The next chapter will introduce the theoretical framework for the bachelor thesis by presenting the theory of administrative simplification with regard to cutting red tape and reducing administrative burdens. These simplifications were not only made to cut costs and work more cost-efficiently, but also to reduce burdens on the citizen and facilitate their access to information about volunteerism in development cooperation.

A definition by Ellwein und Hesse from 1985 considers administrative simplification as the *“change in structures and media of public administration, namely the change concerning density, volume and complexity of programmes, organisation, processes and personnel”* (p.16). A definition of one of the most popular and commonly cited authors of public administration, Jörg Bogumil and Werner Jann (2009, p. 219), amends the former definition by defining administrative simplification as *“the planned change of organisational, legal, personnel and fiscal structures of administration”*. According to them many national governments put administrative simplification on their political agendas because they face the problem of too much regulation and impersonality in their administrative processes. Furthermore, bureaucratic and administrative burdens, also referred to red tape<sup>6</sup>, have become numerous and complex (OECD, 2006; OECD, 2009). Thus, the aim of administrative simplification is to cut direct and indirect administrative costs, to accelerate processes and to avoid unnecessary effort (ibid.) caused by double structures. Since the 1970s the wish and perception for more civil-oriented public administration is present in many governments (Bogumil & Jann, 2009). This civil-oriented administrative simplification became popular in local administration throughout Germany in the 1970s and until today it is an important part of local politics<sup>7</sup>. In recent years there was a spill-over from these civil-oriented communal politics to national politics as well. When Dirk Niebel introduced the reform of the implementing agencies, there was set a focus on more closeness to citizen by the intention to form an implementing agency which is concerned with civil concerns and requests and volunteerism matters: Engagement Global. Vogel (2000) called this motivation of citizen getting involved in volunteerism *“activation of the people”*.

Likewise, the OECD recognises the high presence of administrative simplification on many political agendas in most of its member countries and fosters administrative simplification in many sectors. The OECD provides its member states with numerous papers on administrative simplification, giving advices on how to manage such simplification processes.

---

<sup>6</sup> The OECD identifies red tape as *“filling out unnecessary paperwork, and complying with excessive administrative procedures and requirements such as licenses”* (OECD 2009, p.6).

<sup>7</sup> For more literature on civil-oriented administrative simplification on local level see: Bogumil, J. and Holtkamp, L. (n.n.). *Kommunalpolitik und Kommunalverwaltung*. Hagen, Fernuniversität Hagen.& Töpfer, A. (Ed.). (2000). *Die erfolgreiche Steuerung öffentlicher Verwaltungen. Von der Reform zur kontinuierlichen Verbesserung*. Wiesbaden, Betriebswirtschaftlicher Verlag Dr. Th. Gabler GmbH.

In their papers *From Red Tape to Smart Tape. Administrative Simplification in OECD Countries* (2003), *Cutting Red Tape. National Strategies for Administrative Simplification* (2006), *Overcoming Barriers to Administrative Simplification Strategies. Guidance for Policy Makers* (2009) and *Cutting Red Tape. Why is Administrative Simplification So Complicated? Looking Beyond 2010* (2010), the OECD provide strategies and important steps that should be taken during a successful administrative simplification reform. To lower the costs of administrative burdens, it is necessary to follow simplification strategies which intend to improve “the efficiency of transactions with citizens and business” (OECD, 2009, p. 15). Many countries have primarily focused on business and enterprises when reducing administrative burdens, but it has become more common to also focus on citizen to reduce burdens on them. Germany took the “initiative to reduce bureaucracy” (OECD, 2006, p. 34) and was one of the first countries that did not only focus on businesses but explicitly on civil society and volunteerism, too.

According to the OECD (2009), simplification strategies should contain the key elements: *simplification targets*, an *institutional framework* and *tools* to implement the strategy. Figure 1 gives an overview over the key elements and the tools of a simplification strategy. By *targeting the simplification efforts* the objective of the administrative simplification must be determined and priorities must be set. It is necessary that a target group is defined, this target group can also be citizens or public administration itself. Furthermore, an *institutional framework* is necessary to spread responsibilities and to know which political departments take part in the simplification process. The probably most important part of a simplification strategy are the *tools* being used to implement the administrative reform. Not all tools shown in Figure 1 can be used for every administrative simplification. It depends on the subject being restructured and reformed which tools are applicable<sup>8</sup>.

---

<sup>8</sup> For a whole overview of all tools that can be used see further: OECD. (2006). *Cutting Red Tape. National Strategies for Administrative Simplification*. Paris. and OECD. (2009). *Overcoming Barriers to Administrative Simplification Strategies. Guidance for Policy Makers*. Paris.

1. Targeting simplification efforts																		
2. Institutional design																		
3. Tools to develop and implement the strategy																		
<table border="1"> <tr> <td colspan="2">i. Better regulatory management improving the administrative framework</td> </tr> <tr> <td>           Improving the existing regulatory framework           <ul style="list-style-type: none"> <li>• “Scrap and build”</li> <li>• Generalised reviews</li> <li>• Automatic review clauses</li> <li>• Judicial review</li> </ul> </td> <td>           Improving new regulation           <ul style="list-style-type: none"> <li>• Evidence-based analysis (<i>e.g.</i> RIA)</li> <li>• Public consultation</li> </ul>           General tools           <ul style="list-style-type: none"> <li>• Alternatives to traditional administrative regulation</li> <li>• The use of plain language</li> </ul> </td> </tr> <tr> <td colspan="2">ii. Organisational reengineering</td> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> <li>• One-stop shops</li> <li>• License streamlining</li> <li>• Time limits, “silence is consent” rule</li> </ul> </td> </tr> <tr> <td colspan="2">iii. New information and communication technologies (ICT)</td> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> <li>• Digitalisation of administrative forms</li> <li>• Simplification through re-engineering and automation of back office processes</li> <li>• Portals for information and services</li> <li>• Electronic data storage and exchange</li> </ul> </td> </tr> <tr> <td colspan="2">iv. Better information on the delivery of services and administrative requirements</td> </tr> <tr> <td colspan="2"> <ul style="list-style-type: none"> <li>• Public records</li> <li>• Official journals and gazettes</li> <li>• Government websites</li> <li>• Television</li> </ul> </td> </tr> <tr> <td colspan="2">v. Co-ordination of multiple requirements stemming from the public administration</td> </tr> </table>	i. Better regulatory management improving the administrative framework		Improving the existing regulatory framework <ul style="list-style-type: none"> <li>• “Scrap and build”</li> <li>• Generalised reviews</li> <li>• Automatic review clauses</li> <li>• Judicial review</li> </ul>	Improving new regulation <ul style="list-style-type: none"> <li>• Evidence-based analysis (<i>e.g.</i> RIA)</li> <li>• Public consultation</li> </ul> General tools <ul style="list-style-type: none"> <li>• Alternatives to traditional administrative regulation</li> <li>• The use of plain language</li> </ul>	ii. Organisational reengineering		<ul style="list-style-type: none"> <li>• One-stop shops</li> <li>• License streamlining</li> <li>• Time limits, “silence is consent” rule</li> </ul>		iii. New information and communication technologies (ICT)		<ul style="list-style-type: none"> <li>• Digitalisation of administrative forms</li> <li>• Simplification through re-engineering and automation of back office processes</li> <li>• Portals for information and services</li> <li>• Electronic data storage and exchange</li> </ul>		iv. Better information on the delivery of services and administrative requirements		<ul style="list-style-type: none"> <li>• Public records</li> <li>• Official journals and gazettes</li> <li>• Government websites</li> <li>• Television</li> </ul>		v. Co-ordination of multiple requirements stemming from the public administration	
i. Better regulatory management improving the administrative framework																		
Improving the existing regulatory framework <ul style="list-style-type: none"> <li>• “Scrap and build”</li> <li>• Generalised reviews</li> <li>• Automatic review clauses</li> <li>• Judicial review</li> </ul>	Improving new regulation <ul style="list-style-type: none"> <li>• Evidence-based analysis (<i>e.g.</i> RIA)</li> <li>• Public consultation</li> </ul> General tools <ul style="list-style-type: none"> <li>• Alternatives to traditional administrative regulation</li> <li>• The use of plain language</li> </ul>																	
ii. Organisational reengineering																		
<ul style="list-style-type: none"> <li>• One-stop shops</li> <li>• License streamlining</li> <li>• Time limits, “silence is consent” rule</li> </ul>																		
iii. New information and communication technologies (ICT)																		
<ul style="list-style-type: none"> <li>• Digitalisation of administrative forms</li> <li>• Simplification through re-engineering and automation of back office processes</li> <li>• Portals for information and services</li> <li>• Electronic data storage and exchange</li> </ul>																		
iv. Better information on the delivery of services and administrative requirements																		
<ul style="list-style-type: none"> <li>• Public records</li> <li>• Official journals and gazettes</li> <li>• Government websites</li> <li>• Television</li> </ul>																		
v. Co-ordination of multiple requirements stemming from the public administration																		

Figure 1: Elements of an administrative simplification strategy (Source: OECD, 2009, p.17).

#### 4. Methodological approach: Case study

Case studies are a methodological approach that are becoming more and more common in social sciences and are used in many sciences like business, education, psychology, sociology and political sciences. They are becoming popular because they allow to focus on one case and, thus, the investigation of real-world situations from real-world perspectives. The cases are various, from individuals over groups to organisations and social or political phenomena. (Yin, 2014)

Social sciences drift away from variable-centred approaches to causality but rather to case-based approaches (Gerring, 2007). This is also why the case study in this bachelor thesis investigates Engagement Global as case and does not include an X- and Y-variable and investigates a causal relationship. Although case studies are not determined to be only

qualitative but can also use quantitative means, “there is an affinity between the case study format and qualitative, small-N work” (ibid.) Thus, the bachelor thesis relies on qualitative data sources like documents, archival records and qualitative interviews.

There may be exploratory, descriptive or explanatory case studies (Yin, 2014). The research on Engagement Global tries to answer the question “how” the administrative simplification reform worked and “what” its impact was on Engagement Global. Further it focusses on a contemporary event and does not tell a history or describes a finished process. Due to these two questions, the case study is an exploratory one according to Yin (2009; 2014). The following steps should be pursued during a field research: Planning the case study, designing the case study, preparing to collect case study evidence, collecting the case study evidence and then analysing this evidence and finally reporting the case study (Yin, 2014).

After the planning on choosing the case study for the methodology in the bachelor thesis, the first step was to design the case study. Therefore it is necessary to select a case, where sufficient data is accessible. This was the case for Engagement Global, as there was a chance for qualitative interview and this implementing agency was chosen over GIZ as unit of analysis. Also, the development of a theory is necessary for a good case study; as it is already known the theoretical framework is administrative simplification. After the design of the case study is fixed, the preparation for collecting case study evidence, thus data, and later the collection of data should be started. During the preparation of data collection it happened that some interview partners stepped backed and it was necessary to stay adaptive. Further, the unit of analysis (Engagement Global) had not to be confused with the units of data collection, which were more numerous. The final steps of analysing the sources of evidence and finally reporting the case study can be tracked in the next chapter (chapter 5).

To secure construct validity by data triangulation, multiple sources of evidence have been used. The data derives from official documentations, including annual company reports from Engagement Global and strategic papers from the BMZ, archival records like press releases of the BMZ, but also a qualitative questionnaires answered by employees of the AGP/FEB programme and the BMZ. Also I was invited the *Mitmachzentrale* of Engagement Global by the manager of this department. Further electronic resources are used. To guarantee for their correctness, official websites from the institutions named before are used. To secure the internal validity explanations were built on how the theory concludes with the findings and to secure external validity the use of the theory of administrative simplification was necessary for a single-case study. The case study, however, lacks some reliability because no case study protocols were written and no case study database was developed.

The following chapter presents the case study on Engagement Global with regards to both, administrative simplification to cut costs and eliminate double structures and citizen-friendly administrative simplification to promote civic engagement in development cooperation.

## **5. Theory and empirical research: Case study of *Engagement Global gGmbH – Service für Entwicklungsinitiativen***

*“Civil societies reflect the diversity of democratic societies. [...] Civil society actors have been helping to shape the development policy landscape and debate in Germany for more than fifty years and are one of the main pillars of German development cooperation.”*

(BMZ, 2013)

The civil society in Germany has always been a strong partner of the German development policy and has given development cooperation its own unique notion. In the last years, the German government has promoted cooperation with civil society and every new government settled aims for civil commitment in the coalition treaties<sup>9</sup>. In development cooperation the former Minister on Economic Cooperation and Development, Dirk Niebel, set the aim to double the number of people from one million to two million actively volunteering in development cooperation (BMZ, 2012).

This commitment of the German government - and in case of this research the commitment of the BMZ - for civic engagement lead to the foundation of *Engagement Global gGmbH – Service für Entwicklungsinitiativen* in the run of the administrative simplification reform of the implementing agencies for development cooperation. The following chapter of the bachelor thesis will explain why Engagement Global was chosen as the case for the case study to support civil society in its ambitious efforts for civic engagement and volunteerism in global development.

The first paragraphs (5.1) describe Engagement Global as the subject of research, the case, to show the intentions behind its foundation and development, to show how it was organised out of its predecessors and its current organisational structure and to set clear its goals and the responsibilities it takes over within the current structure of the implementing agencies. The next paragraphs (5.2) analyse the impact the reform had on the BMZ itself and on Engagement Global and its programmes. This analysis relies on documents and qualitative information by employees from the BMZ, Engagement Global and the programme FEB themselves. These paragraphs will lead to a discussion (5.3) and final results and prospects (5.4) to answer the research question of the bachelor thesis: whether the reduction in implementing agencies can be considered a successful administrative simplification and

---

<sup>9</sup> See: Coalition Treaty 2009 and Coalition Treaty 2013.

whether this administrative simplification reform was successful in making the efficacy and effectiveness of Engagement Global more civil-oriented and in promoting civic engagement.

### **5.1 Engagement Global gGmbH as subject of research**

*Engagement Global* is one of two major implementing agencies of the BMZ that were newly founded in the course of an administrative simplification reform of the German development cooperation. Together with the GIZ it carries out projects that are aligned to the guidelines and principles of development policies set by the ministry and federal government. While the GIZ is concerned with technical cooperation mainly abroad in partner countries, Engagement Global is concerned with domestic projects and partners. Its “corporate purpose is the promotion of development cooperation and of education regarding development policy as well as the encouragement of civic engagement” (BMZ, 2012). Its mission is to support the federal government to achieve its aims.

Thus, Engagement Global was chosen to be the subject of research for the case study as it allows the research on cutting red tape and working more civil-oriented which were both aims of the administrative reform issued by the BMZ.

#### **5.1.1 Foundation and development**

In 2010, Dirk Niebel decided to reform the implementing agencies of the German development cooperation. The coalition treaty of the 17<sup>th</sup> legislative period sets the aim to “increase the efficacy of development policy and re-align it by honing its profile [...] and to increase the impact of German development policy and to improve the efficacy and targeted-nature of the funding provided by, in particular, eliminating dual structures in government and implementation” (CDU, CSU & FDP, 2009). These guidelines from the coalition treaty are set on the basic principles in the OECD’s Paris Declaration on Aid Effectiveness and the Accra Agenda for Action (2005) where the improvement of development policy’s efficacy and impact was demanded by the member states and representatives of multilateral development cooperation. Then, on 7 July 2010, the German government issued a decision of the cabinet “Die neue Effizienz der deutschen Entwicklungspolitik<sup>10</sup>” where it was decided to set up a service point being an integral element of the structural reform (C. Lackas, BMZ, 2015<sup>11</sup>).

This aim should be reached by a reform of the implementing agencies and begins with the merger of the technical cooperation organisations. The big GTZ, the DED, InWEnt and CIM<sup>12</sup> were merged to form the new GIZ GmbH. On 1 January 2011, GIZ started its operative work.

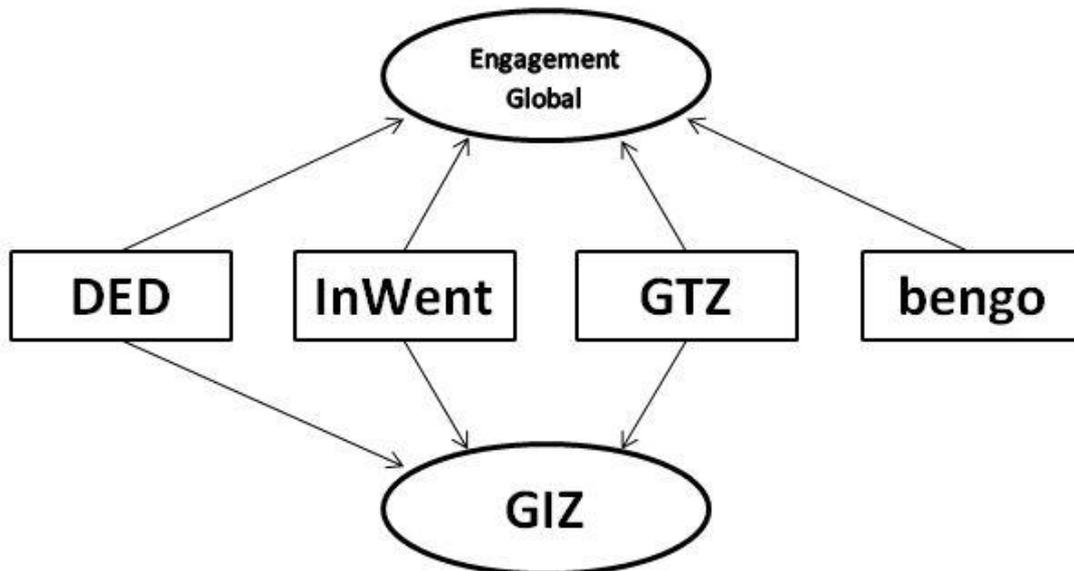
---

<sup>10</sup> C.f. <http://dipbt.bundestag.de/doc/btp/17/17054.pdf>

<sup>11</sup> Mrs. Carmen Lackas is employed at the BMZ and works in the division 112 “*Civic engagement; weltwärts; Global Civic Engagement*”. Her answers to a questionnaire can be found in appendix 1.

<sup>12</sup> While the GTZ, the DED and InWEnt do not exist anymore, the CIM continues its operative work under its old name as a joint operation of GIZ and the German Federal Employment Agency (c.f. CIM online)

On 1 January 2012 some of the programmes of the GIZ, mainly from DED and InWEnt, were dissolved from the new implementing agency again. They were merged into another new implementing agency: Engagement Global started its operative work.



**Figure 2: Composition of Engagement Global gGmbH - Service für Entwicklungsinitiativen.**

As depicted in Figure 2, Engagement Global is composed of parts and programmes from four different organisations. Three of them were former German implementing agencies - the DED, InWEnt and GTZ. The fourth organisation formerly was a private one from the German *Paritätische Gesamtverband*: benGo. Most programmes now working under the roof of Engagement Global derive from InWEnt and the DED. From the GTZ just the subsidies for transportation costs of sending German voluntary donations to foreign countries were implemented in Engagement Global.

The new implementing agency works, just like the GTZ, the DED and InWEnt did and GIZ does, on behalf of the BMZ. The BMZ itself does not fund any development cooperation programmes, but it gives the money to Engagement Global. They then transfer it to the projects that are considered worth funding by strengthening development cooperation and helping to fulfil the German development policy guidelines.

Engagement Global is the roof for many programmes giving financial funding and other assistance to people willing to get involved in voluntary civic development cooperation. The aim was to have only one address, one telephone number and one website for those volunteers. Due to the variety of programmes that are responsible for different kind of funding and assistance, it was difficult for people to find the right programme applicable to their project. That is why the *Mitmachzentrale* was founded and started its operative work on 16

January 2012 (BMZ online, 2012). This office is designed to be a “one-stop shop” for civic engagement. Everybody interested in the programmes and in being funded and assisted can get information there about which programme is the right one to assist the respective projects.

Alongside Engagement Global an independent evaluation institute, *DEval*, was founded to evaluate the performance of German development cooperation interventions (DEval website, 2015). This institute is directly situated in the neighbourhood of Engagement Global in Bonn. With the foundation of the DEval in November 2012 the reform of the German development cooperation agencies came to an end.<sup>13</sup>

### 5.1.2 Organisational structure

Engagement Global is considered a federal enterprise of the Federal Republic of Germany and is owned by it 100% (Engagement Global, 2013). Hence, Engagement Global is a limited company (GmbH) in a legal sense<sup>14</sup>. In Germany exists a special legal kind of limited companies when they are non-profit oriented, the gGmbHs. Due the orientation of Engagement Global of being civil-oriented and concerned with voluntary work, they are allowed to be titled a non-profit company. The BMZ, as representative of the Federal Republic of Germany (ibid.), is the only proprietor of Engagement Global and provides the financial means that are later transferred to the funded projects.

Many people having formerly worked for the DED and InWEnt now work for Engagement Global because they were transferred to the new implementing agency. However, Engagement Global is dependent on the will of the BMZ on how many jobs and positions it can staff. All jobs and positions are provided for in the budget given by the Budget Committee of the German Bundestag to the BMZ. The BMZ can then decide which implementing agency can staff how many jobs. This job policy is also the reason why the programmes themselves grew more and staffed more positions in the last years than did the central body of Engagement Global, which is dependent on the will of the BMZ (A. Krug<sup>15</sup>, personal communication, 16 July 2015). Still, a lot of jobs are bound to temporary projects and, thus, for a limited period of time. Approximately one-fourth of the staff is bound to such projects (Engagement Global, 2010).

---

<sup>13</sup> The DEval is not an implementing agency of the BMZ to fulfil tasks in development cooperation, but an independent institute that evaluates the progresses and successes of German development policies and projects. For the sake of completeness it is mentioned here to give a whole picture of the reform. It is not concerned with the administrative simplification in a narrow sense.

<sup>14</sup> Engagement Global is registered as a GmbH in the Commercial Register of the Bonn Local Court with the ID HRB19021 (Engagement Global website, 2015b).

<sup>15</sup> Mrs. Angela Krug is the head of the *Mitmachzentrale* of Engagement and was formerly employed at the DED. I visited her on 16 July 2015 in Bonn, where she showed me the head quarter of Engagement Global and gave me information for the thesis as well as more contact details of other persons mentioned in the thesis.

The headquarter of Engagement Global in Bonn houses the management, the *Mitmachzentrale*, executive departments (*Stabsstelle*) and the central department. Furthermore, Engagement Global has six offices in other cities – Berlin, Düsseldorf, Hamburg, Leipzig, Mainz and Stuttgart – that are mainly concerned with cooperation with communities and the federal states (*Länder*). The management is designated by the BMZ and can change with a political change in the ministry. Gabriela Büsse-maker (FDP), the first manager, led the agency from 2012 until the end of 2014. On 1 January 2015 the Jens Kreuter (CDU) took over the lead position. The deputy of the head manager has been Bernd Krupp since 2012.<sup>16</sup> The *Mitmachzentrale* is also located in Bonn and the first contact for all interested people who want to realise projects regarding development cooperation and need funding and assistance. The executive departments are concerned with law and development of the agency, communication and events, and quality and revision. The central department is concerned with administrative tasks, like, financing, personnel and organisation, internal services, and IT.

The programmes are divided by their area of competence. They have different fields of assistance and were formerly organised within the DED, InWEnt or the GTZ. *bengo* has formerly been a single private organisation.

DED	InWEnt	GTZ
Bildung trifft Entwicklung (BtE)	Aktionsgruppenprogramm (AGP)	Transportkostenzuschuss (TKZ)
weltwärts	ASA	
Weltwärts in Deutschland (WinD)	Entwicklungspolitisches Schulaustauschprogramm (ENSA)	
	Förderprogramm	
	Entwicklungspolitische Bildung (FEB)	
	Service-stelle Kommunen in der Einen Welt (SKEW)	

Figure 3: The origin of Engagement Global's programmes (Information provided by A. Krug, Engagement Global).

The programmes are nowadays organised under two departments. One is the department for civic engagement and the other one is for communal development policy and educational programmes. The first one hosts the *ZFD*, *SES*, *TKZ*, *bengo* and EU advice, *FEB*, *AGP*, and *weltwärts*. The latter one hosts the *SKEW*, *ASA* and *ENSA*, and educational programmes for

<sup>16</sup> C.f. the annual company reports from 2012, 2013 and 2014 (in German).

the federal states.<sup>17</sup> Some of these programmes do not just work in Bonn at Engagement Global, but also have regional offices. However, if people are not sure which programme suits their project or concern best, they can ask for advice at the *Mitmachzentrale*. They then convey them to the contact person of the programme that suits their request best.

### 5.1.3 Goals, responsibilities and functioning

The BMZ has its specialists for all different kinds of development policy and cooperation at work (BMZ, 2014). The implementing agencies are responsible for the practical field work and Engagement Global is responsible for the support of domestic civic engagement and cooperation within the practical work. Thus it is not present in the partner countries but all its offices are spread across Germany to care for the German citizen.

A special focus lies on the cooperation with local German communities and authorities (Engagement Global, 2013) as well as on any kind of education related to development policy and cooperation. Engagement Global mainly advises and funds institutions, communities, clubs and societies but also individuals that want to get involved in global development (BMZ, 2014). The peer groups were determined to be social groups that show special potential for commitment in global development but could not be touched yet, like migrants and elderly people (BMZ, 2012, pp. 8f). In its action programme for civic engagement (2015) the BMZ defines ten peer groups they want to approach and get them involved in development volunteerism:

- (1) young people,
- (2) students and young employees,
- (3) communities and communal representatives,
- (4) teachers and pupils,
- (5) migrants,
- (6) domestic clubs and initiatives,
- (7) clubs and initiatives abroad<sup>18</sup>,
- (8) returnees,
- (9) foundations, and
- (10) professionals and specialists.

Overall, Engagement Global should be a basis that provides more motivation to donors, organisations and companies to get involved in development cooperation and commitment (BMZ, 2012).

---

<sup>17</sup> The organisational chart of Engagement Global from 2015 (in German) in appendix 2 gives an overview over the structure of Engagement Global and the programmes.

<sup>18</sup> Engagement Global is not concerned a lot with organisations abroad but rather sticks to domestic work.

Back in 2012, in its first strategic paper for Engagement Global (BMZ, 2012, pp. 8ff), the BMZ set eleven elements that are considered crucial for the strategic reform:

- (1) revision and further development of the instruments already used, especially by a speed-up of the administrative process and the requests;
- (2) information and advice at a one-stop-shop, especially the *Mitmachzentrale*;
- (3) win of new partners;
- (4) a skip to the centre of attraction by a smart web presence;
- (5) using new media and social networks;
- (6) strategic role for the federal states and cooperation with them;
- (7) strategic role for local communities;
- (8) more education and projects with regard to development policy;
- (9) strengthen the culture of appreciation for committed people;
- (10) working professionally and having quality standards within Engagement Global; and
- (11) coordination of all programmes, the so called “Engagement-Mapping”.

One of the most important elements of Engagement Global to fulfil these action approaches is the *Mitmachzentrale*. It advises more than 6,000 interested people per year and gives advice to all possible forms of civic engagement, domestically and abroad (BMZ, 2015). Moreover, the digital profile has been extended (Engagement Global, 2014): Engagement Global can be found in social networks<sup>19</sup> and applications for funding can be filed online nowadays. The different programmes are then responsible for the applications. To coordinate the work of the programmes, a special management programme for processes and applications is in work – the *Prozess- und Antragsmanagement* (PAM). For the external users, PAM means that they only would have to file one application for all the programmes they request funding from. For internal users PAM has the advantage that they will not receive such many applications in paper form anymore and will have a better overview (A. Krug, personal communication, 16 July 2015).

The funding of education and information about development policy is assisted by *FEB* and *AGP*, the funding of projects abroad by *bengo* and the funding of school exchanges by *ENSA*. *ASA* and *weltwärts* are concerned with stays abroad, the first one with study and work stays and the latter one with voluntary development stays. For returnees *weltwärts* has a special programme in Germany to further support them in their commitment: *WinD*. *SKEW* gives advice to local communities and supports them in north-south projects with partner communities. Furthermore, schools can ask for information on development issues. *ENSA* organises school exchanges and journeys, *BtE* provides speakers and materials on

---

<sup>19</sup> <http://www.engagement-global.de>; <https://www.facebook.com/engagement.global>; <https://twitter.com/engglobal>.

development issues and *AGP* supports project weeks and event at schools on development issues. Elderly people can ask the *SES* or *ZFD* for support if they want to go abroad. The *ZFD* also sends younger skilled workers abroad (Becker, 2013; Engagement Global 2015). Especially, the advice on funding by the EU, mainly given by *bengo*, is a unique characteristic (Engagement Global, 2014). No other EU country has a comparable institution that delivers advice on such funding.

To catch and meet people, Engagement Global organises many events on its own and also takes part in events organised by other initiatives, organisations and institutions. The annual company reports from 2013 and 2014 give examples of these events. In 2014, Engagement Global advised more than 6,000 people at fairs and events and at realised projects (A. Krug, personal communication, 16 July 2015). Likewise, Engagement Global can rely on many networks that the programmes already had before the merger and from networks that the *DED*, *InWEnt* and *bengo* had (Engagement Global, 2013).

The prior paragraphs showed that Engagement Global was founded with two intentions. A special emphasis lies on the promotion of civic engagement and volunteerism and the strengthening of civil society in global development, but there is also the need for administrative coherence and reducing administrative burdens, not only for the citizens but also for the employees of Engagement Global. Engagement Global was designed to be a one-stop shop for the citizens interested in global civic engagement. Next to the headquarter in Bonn, there are six offices to stay in touch with local communities to strengthen their efforts in global development. The organisational structure shall be made more efficient, especially by digital coherence, shared data bases and online application files.

## **5.2 The impact of the structural reform**

The administrative simplification reform of the German development cooperation and its implementing agencies since 2011 is the biggest change, the *BMZ* and the agencies have faced since the beginning of German development policy in the 1950s. It had an impact not only on the institutional form of the implementing agencies, but also on the ministry itself, the programmes and the people working for the *DED*, *InWEnt* and *bengo*. The following evaluation part analyses the impact the reform had on the *BMZ* and Engagement Global and the people now working there and how it supports citizens. The evaluation and the following discussion rely on data triangulation to help the construct validity of the case study (Yin, 2014).

### 5.2.1 The impact on the Bundesministerium für wirtschaftliche Zusammenarbeit und Kooperation

Before the reform of the implementing agencies, the BMZ had five<sup>20</sup> implementing agencies under its control: KfW, GTZ, InWEnt, DED, and CIM. As the great institutional reform failed, the BMZ chose the smaller institutional reform by leaving the KfW with the financial cooperation independently aside and, thus, merging the technical and personnel cooperation agencies to new ones.

For the foundation of Engagement Global, the BMZ set up a project group, the “Projektgruppe Vorfeld”, which was subordinated to the directorate-general that is responsible for development policy issues worldwide and the organisation of bilateral development cooperation. Furthermore, a calculation of staffing was conducted by three different parties, the Federal Office of Administration, BMZ and one external service provider. These committees were only set up for the foundation of Engagement Global and do not exist anymore. (C. Lackas, BMZ, 2015). Today, there is an advisory board that supports and advises the BMZ and Engagement Global independently.

As the ministry is the proprietor of Engagement Global, it receives an annual company report and quarterly reports. Further, there is a company meeting once per year where the annual financial report and the appropriate audit report need to be examined and checked. The BMZ then needs to include these information in its own annual report to the Federal Ministry of Finance (C. Lackas, BMZ, 2015).

From 2011 on, the BMZ had fewer implementing agencies to work with and to coordinate. It remained the KfW, the GIZ and Engagement Global. Figure 4 and Figure 5 depict the BMZ and its implementing agencies. In combination with Figure 2 (chapter 5.1.1) they show off the fewer implementing agencies of the BMZ.

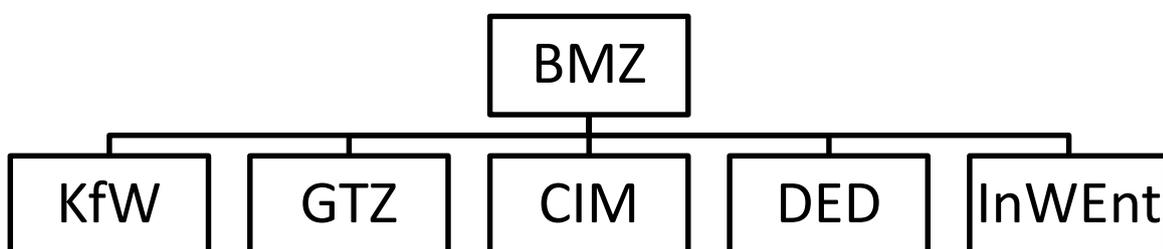
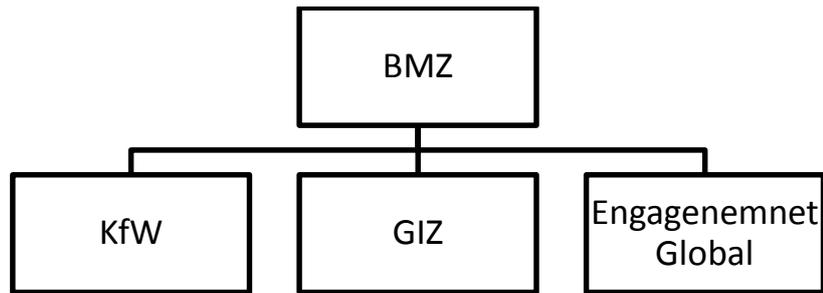


Figure 4: The BMZ and the implementing agencies before 2011.

<sup>20</sup> The implementing agencies BGR and PTB are not included in this number, as they are implementing agencies of the BMWi.



**Figure 5: The BMZ and its implementing agencies after 2012.**

The newly formed Engagement Global had to be tied to the BMZ and thus, was subordinated to the division 112 of the BMZ. The division 112 *Civic engagement; weltwärts; Global Civic Engagement* is responsible for the coordination of and with Engagement Global. With the reform, the ministry gave in to the long-prevailing pressure for reform and administrative simplification. To the foundation of Engagement Global, the BMZ states: *“By founding Engagement Global, the BMZ has created a platform for generative fresh dynamism and achieving diverse synergies in the sphere of civil society engagement.”* (BMZ, 2013, p. 8). There are regular meetings with the management of Engagement Global and the division 112, which secure the monitoring by the BMZ with regards to contents (C. Lackas, BMZ, 2015).

The BMZ defines the political guidelines to which Engagement Global aligns its work and the performance of the programmes. The operative work of the programmes is managed by Engagement Global itself and not by the BMZ. However, by providing the financial means the BMZ can control Engagement Global and its operative means. Further, the procedural rules of Engagement Global were designed by the BMZ. (C. Lackas, BMZ, 2015)

Although the programmes are programmes implemented by Engagement Global on behalf of the BMZ, the divisions of the ministry are in constant contact with the respective department responsible for the programmes. Further, when it comes to specific questions concerning programmes there is mainly direct contact between the responsible division of the BMZ and the people responsible for the respective programme at Engagement Global. This is also mentioned by Mrs. Trietsch<sup>21</sup> from the programme FEB. The communication between the BMZ and the programmes has not changed in the course of the reform. Whenever there are institutional questions concerning financial means and staffing division 112 is involved in the communication. (C. Lackas, BMZ, 2015)

---

<sup>21</sup> Mrs. Nora Trietsch is employed at the programme FEB/AGP and experienced the reform when FEB was transferred from InWEnt to GIZ and then to Engagement Global. Her answers to a questionnaire concerning the impact of the administrative simplification reform on FEB can be found in appendix 3 (in German).

Yet, in the first time after the foundation Engagement Global, former minister Dirk Niebel was put under pressure for the reform and especially for his personnel policy within the management of Engagement Global by the German Federal Audit Office and the political opposition (taz.de, 2013; SPD Bundestagsfraktion, 2013). It was harshly criticised that he made a party colleague from the FDP, Gabriela Büsse-maker, the head manager of the new agency (taz.de, 2013; Bündnis 90/Die Grünen Bundestagsfraktion, 2013). Furthermore, the Federal Audit office had issued a long list with deficiencies according to Engagement Global. Especially, the manager had a salary that was considered not to be appropriate for her position by the Federal Audit Office. Other deficiencies were the mismanagement of the staff and that Büsse-maker as the new head of the agency was never concerned with development policy and development cooperation before in her professional and political life. (ibid.) The Federal Audit Office, thus claimed, that the mischiefs had to be corrected and the contracts of the management, when they had to be renewed, had to be adjusted regarding the salary. When the contract with Büsse-maker ended, however, she was dismissed and replaced by the new manager Jens Kreuter (CDU). This happened after the national elections in Germany and another minister from the CDU took over the duty from Niebel. As there have not arisen any more claims by the Federal Audit Office lately, it can be assumed that the deficiencies were solved adequately.

### **5.2.2 The impact on Engagement Global gGmbH – Service für Entwicklungsinitiativen**

Moreover than on the BMZ, the reform had an impact on the former implementing agencies that are now forming Engagement Global and on their employees.

After the first merger of the implementing agencies to the GIZ in 2011, many people from DED and InWEnt who were previously concerned with personnel cooperation and civic engagement - in form of development work, sending development workers abroad and organising civic projects – were now working for an technical cooperation organisation. For instance, Rauch (2015) observes criticism on how fast the smaller implementing agencies had to subordinate to the routines of the bigger GTZ. This was also indicated by the interview partner at Engagement Global (A. Krug, personal communication, 16 July 2015). Nonetheless, in 2012, some parts and programmes of the DED and InWEnt were dissolved from GIZ again and worked on their initial issues under the institutional roof Engagement Global. The aim of the merger was to economise the working process with this agency and to save labour. In January, 2012 the BMZ, thus, stated in a press release (BMZ website, 2012) that with a total of 145 jobs, 15 jobs could be economised. However, these 15 positions had never existed before; they just derived from a calculation but were vacant before (A. Krug, personal communication, 16 July 2015).

Whenever Engagement Global needs more staff they have to request it to the BMZ. To receive more vacancies for Engagement Global, the BMZ either has to save positions within the ministry or within another implementing agency or the Federal Ministry of Finance and the Committee on Budget have to approve more jobs and, hence, give more money to the BMZ.

A new handbook of organisational directions and guidelines was developed, which included rules from all different sides. According to the personal communication at Engagement Global, the new agency was able to handle these circumstances quickly. Opportunely, the whole department for budget was transferred to Engagement Global from InWEnt, so they were a well-rehearsed division and this did not cause inconveniences (A. Krug, personal communication, 16 July 2015).

Yet, the programmes were previously organised in different agencies and did not have a common data bases. They all had and still have their own data bases, which means every system and data base has to be scanned when dealing with requests from applicants. Still, after nearly four operative years the PAM is under construction to connect all data bases and is only finished for some programmes. Still, there is no alleviation of work and no increase in efficiency up to now for the programmes (N. Trietsch, FEB, 2015).

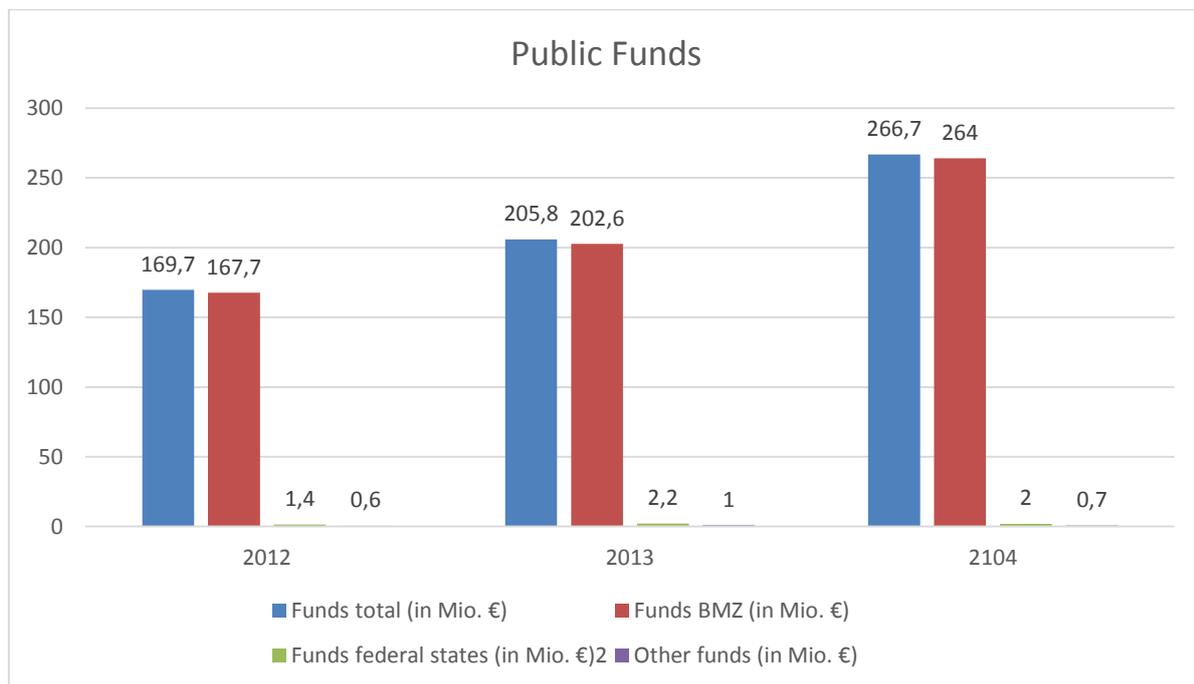
The PAM shall be beneficial for internal use by the employees and programmes as well as for external use by applicants. For the applicants the PAM means they only have to file one application and every programme can access it via the shared data base. For internal use the PAM is beneficial because there would not be so many papers that have to be dealt with and it could the red tape. Licensing shall be facilitated for both sides.

For the users, Engagement Global and the BMZ provide web sites that are connected with each other. Via a link on the BMZ web site, the user is redirected to the website of Engagement Global. This website is available in German and English, but also in a simplified German language and it has videos in sign language. This is because Engagement Global wants to be accessible all people and has a focus on inclusion (Engagement Global, 2014). On the website, the user can also already find application forms and other documents that just need to be downloaded and filled in<sup>22</sup>. Yet, some of the applicants were confused by the new application forms and had the impression that some things had tentatively become more complicated than before. This can be ascribed to more complex relationships within Engagement Global (N. Trietsch, FEB, 2015).

---

<sup>22</sup> For more information and the documents see: <http://www.engagement-global.de/mediathek-dokumente.html>.

Figure 6 displays the origin of the financial funding available to Engagement Global to support projects dealing with global development. It is depicted that in the last three years, the funding rose from €169.7 million in 2012 to €266.7 million in 2014. Most of the financial funds are provided by the BMZ which gives the money to Engagement Global, so that they can carry out projects on the ministry's mandate. Yet, not all money by the BMZ is spent on projects but some money is also needed for the institutional support like salaries and administrative costs. Other funding is received from federal states that cooperate with Engagement Global on the communal level and by other donors. This money is spent on projects completely.



**Figure 6: Origin of financial funding of Engagement Global (Source: Annual company reports 2012, 2013 and 2014).**

Every year, Engagement Global receives new objectives<sup>23</sup> set by the BMZ (A. Krug, personal communication, 16 July 2015). Although the organisation is already in its fourth operative year, a lot of these objectives are administrative targets and not associated with the development cooperation work itself. However, the employees of Engagement Global are differently effected by these objectives. Some are still pretty much concerned with the administrative parts whereas others, especially those working in the programme departments, can already follow the final task of Engagement Global: support civic engagement in development cooperation. The objectives that are rather of administrative origin contain the development of the organisation including the PAM (target 2), quality assurance and efficacy (target 3), public relations (target 4), and revision and reports on

<sup>23</sup> See appendix 4 (in German).

expenditure of funds (target 5). Those targets will be discussed in-depth and in detail in the next section (5.3).

Besides all this administrative restructuring and impact, the agency still deals with the issue of its legal designation. Officially, Engagement Global gGmbH is a federal enterprise with the legal status of a company registered at the Commercial Register of the Bonn Local Court. For instance, as they are not profit-oriented, they are allowed to incorporate the *gemeinnützig* (non-profit) in their name, thus, being a gGmbH. However, the former DED had the legal status of a non-profit society (BMZ online, 2015b) while InWEnt was a profit-oriented GmbH (BMZ online, 2015c). Until today, there is no common sense on how to perceive the agency, rather as a (business) enterprise or as a non-profit public organisation (A. Krug, personal communication, 16 July 2015).

The prior paragraphs showed off the impact the reform had on the BMZ, Engagement Global, its programmes and the citizen. The BMZ implemented a long requested reform and had to set up a project group that was concerned with building this new agency. After the reform, only two divisions of the BMZ are concerned with the technical cooperation: the one for the GIZ and the one for Engagement Global. Before there were three divisions for the GTZ, DED and InWEnt. However, there are still many divisions concerned with the programmes of Engagement Global (C. Lackas, BMZ, 2015). The BMZ meets regularly with the management of Engagement Global and receives company reports. For Engagement Global, respectively the former implementing agencies and their employees, there have been major changes. The reform process shall economise the structure of technical cooperation and simplify the access to information about civic engagement in development cooperation for citizen. There were lots of administrative matters to deal with and the IT-systems are not coherent yet. The PAM is still under work. For the employees the reform meant a lot of effort. However, the citizen can already file applications online and have one address, one telephone number, one e-mail address and one website they can contact: a one-stop shop for information.

### **5.3 Discussion**

After having evaluated the impact of the reform of the Engagement Global on the BMZ and on the new implementing agency and its employees itself, the research question of the bachelor thesis needs to be discussed and it needs to be found out whether the administrative simplification has been successful with respects to reducing administrative burdens and promoting civic engagement. For this discussion, the strategic tools given by the OECD (2009) will be applied to the reform of the implementing agencies and the

foundation of Engagement Global in a first step. Furthermore, the company objectives for Engagement Global are analysed in more detail.

In general, with regards to the whole reform, it can be stated that the number of implementing agencies declined from five to three ones<sup>24</sup>. This decline itself could be considered an administrative simplification. The BMZ managed to erase double structures in technical and personnel cooperation and now most of the domestic personnel cooperation is centred within Engagement Global. The establishment of the DEval was one step to better evaluation of the efficacy of development policy and cooperation as it was demanded in the Paris Declaration on Aid Effectiveness (OECD, 2005). However, it will probably still take some time until Engagement Global and the whole administrative reform will be evaluated by the DEval, with regards to their success and efficacy. The reform of the implementing agencies started with an ex-post evaluation of the existing structures of German development cooperation agencies in the 2000s and the burdens they pose to efficient work. By a 'scrap and built' approach, the implementing agencies, except the KfW, were merged to the new GIZ. However, the ministry was aware that they needed to strengthen volunteerism and civic engagement in terms of development cooperation to successfully fulfil the Paris Declaration's criteria of an effectively working development policy. Thus it was decided to form Engagement Global.

Engagement Global, and especially the *Mitmachzentrale*, were announced to be a one-stop-shop for all citizen interested in civic engagement for global development, might be abroad or domestically. The formation of one-stop shops is one of the most famous approaches of administrative simplification. Engagement Global is a physical one-stop shop to both sides - to the principal BMZ and to the citizens. The BMZ can now give all the funding for educational and voluntary projects to this one agency and this agency distributes the funds among the programmes and their supported projects. For the citizens the *Mitmachzentrale* is the one physical one-stop shop they can turn to and request information and advice in one location. The *Mitmachzentrale* fits the OECD's definition of one-stop shops almost perfectly: "*Offices where applicants [...] can obtain information necessary to their query in one location*" (OECD, 2006, p.62). The citizen can now access the information with as few points of contact as possible (ibid.). They do not need to send requests and applications to all different programmes to find out which one suits their request best, but they have one address and one telephone number where they can get the appropriate information. Further, Engagement Global provides a supplement electronic one-stop shop with its website. The website provides information to all programmes and links to their websites (if they are not included on [www.engagement-global.de](http://www.engagement-global.de)). The website also includes documents that can directly be

---

<sup>24</sup> See Figure 4 and Figure 5.

downloaded and filled in to check if a project can be funded and to apply for this funding. For the citizen these (physical and electronic) one-stop shops mean a simplification of attaining the wanted information.

Due the new focus on domestic civic engagement and civil projects, there is a better understanding for the needs and concerns of the applicants. And it is possible for the programmes to give advice on other programmes of Engagement Global. For the AGP/FEB programme, numbers show that the amount of applications rose for both programmes considerably since the reform (N. Trietsch, FEB, 2015). However, it cannot be proved if the numbers of volunteers are rising to achieve the aim of doubling the number of volunteers in development cooperation from one to two million people. This is because there cannot be found any statistics the BMZ issued on these volunteers committed in development work and it is not sure, where the number of one million people already involved derived from (A. Krug, personal communication, 16 July 2015).

For Engagement Global the electronic documents mean they do not receive as many applications on paper as they did before and can streamline their licenses and applications. For this reason, a data sharing programme is on the run of development. The PAM shall help to standardise all data bases of the programmes. For the applicants the data-sharing means they will only need to pose one request to Engagement Global. The programmes can then access the shared database to find out if the applicants' projects can be funded and the applicants do not need to pose requests to all programmes anymore. In case of a positive request, they can file the application directly to the programmes they want to be funded by. Besides the citizen, also Engagement Global is relieved from examining every request several times. Once they verified an applicant they can recall the information online by PAM. Although, Engagement Global has already been founded four years ago, PAM is still under construction and there are people employed just to manage this ICT-tool. Yet the programmes already working with PAM are satisfied with it (A. Krug, personal communication, 16 July 2015), although it does not mean that there is much facilitation of work and an increase in efficiency yet (N. Trietsch, FEB, 2015). By sharing this ICT-tool in form of PAM, Engagement Global can also re-engineer its processes by eliminating the double structures and administrative effort of connecting the different programmes that are supporting the same projects. By these means, transaction costs can be lowered and in the medium run, job positions can be economised (A. Krug, personal communication, 16 July 2015).

Regarding the objectives and targets, addressed in chapter 5.2.2 it can be stated that they are issued every year anew by the BMZ<sup>25</sup>. These objectives are determined in consultation with the advisory board of Engagement Global. The only targets of the six targets for the years 2015 to 2016 that are solely regarding substantial work on civic engagement and development issues are Target 1: support of development political core objectives and Target 6: sustainability. All other targets are mainly or at least partly concerned with administrative issues. Target 2: corporate development only includes administrative indicators that have to be fulfilled. These indicators concern the PAM, evaluations of services, demand another management for contact and requests similar to PAM and an inquiry of staff requirements as well as a survey about the satisfaction of the partners. Further the indicators of target 2 call for a concept for better counselling and Engagement Global has to develop more approaches to simplify processes. Also target 3: quality assurance, control of success and efficacy have administrative indicators; the efficacy of the Engagement Global's work shall be improved. The same hold for target 5: revision and report on expenditure of funds. There are no indicators for this target but the target itself demands continuous editing of reports on expenditure of funds. It shows off, that after four operative years, there are still many targets concerned with administration of the agency and construction of internal administrative processes. And these target are to be fulfilled until the end of 2016, which means that Engagement Global has completed its fifth operative year. Some employees who are mainly concerned with the administrative parts of the corporate objectives would rather like to return to the work they did before the reform (A. Krug, personal communication, 16 July 2015).

When in 2013 the minister of the BMZ changed, Engagement Global received some new different aspects of future work and content. The minister first had a look at the reform of his predecessor and Engagement Global had to justify their work and prove the success of it (A. Krug, personal communication, 16 July 2015), but there have been no greater re-structuring of the agency again. This shows that the implementing agencies, and also Engagement Global, can be endangered by political changes in the BMZ. However, for Engagement Global this means that their environment is very dynamic. There are always new aims and objectives and new players they have adapt to.

#### **5.4 Result and prospect**

Having discussed the elements of the administrative reform and the tools used by the BMZ, it becomes apparent that the reform can be considered an administrative simplification. The aim of the prior chapter was to discuss whether the administrative reform was successful

---

<sup>25</sup> See appendix 4.

both with regards to simplification and cutting red tape for the government and the agency and with regards to a citizen-friendly simplification.

Due the pressure by the OECD and DAC and the criticism that arose towards the manifold implementing agencies that shaped German development cooperation, the BMZ started to target the simplification efforts in a first phase as indicated in Figure 1. The targeting efforts were supported by the commitment of German government towards civic engagement and volunteerism as well as cooperation with the German civil society. Not only has the BMZ fostered cooperation with civil society but also the German governments which set guidelines to civil commitment in their coalition treaties. A long-lasting institutional framework was created by forming the advisory board, of which many people have been following the implementation process of Engagement Global from the beginning on. Furthermore, the BMZ placed the new implementing agency Engagement Global in its division 112: “Civic Engagement; weltwärts; Global Civic Engagement” and, thus, integrated it in the ministry’s institutional framework. Additionally, the coalition treaty 2009 provided high political support for the simplification reform, which is an important indicator for the success of an administrative simplification strategy (OECD; 2006).

Moreover, it is important to stress that many tools important for administrative simplification strategies can be found. The organisational reengineering of the agencies by forming a totally new one in form of Engagement Global, that is only concerned with civic engagement, gives the chance to specialised advices and work. The *Mitmachzentrale* as a one-stop shop for citizen (and also for the BMZ) probably gives the most additional value to the new agency (A. Krug, personal communication, 16 July 2015). This one-stop shop has been missing before in any other implementing agencies and is a whole new department that made it easier to acquire the precise information. Also the ICT-tool PAM can add value to the work of Engagement Global as soon as it is completely finished. Nonetheless, it is satisfactory to those who already work with it up to now. The PAM will also offer the chance of a common data storage and exchange then. However, it should not take too much time anymore to complete the PAM system, so that employees can focus on the more important duties and issues of the agency and are not concerned with administrative causes anymore.

Although, implementing agencies are to the ministers’ mercy to some extent, the new minister, Gerd Müller, did not change the institutional framework of Engagement Global. As German development cooperation showed long durability in the last fifty years, it can be expected that there will not be any major changes in the near future again, regardless of political changes in the BMZ.

Overall, it can be stated that the administrative simplification has been a lot more work for the employees in the first years (A. Krug, personal communication, 16 July 2015 & C. Lackas, BMZ, 2015) and the corporate objectives are full of administrative targets. Still, it seems like the reform has been a success for the BMZ. After having had some problems with the Federal Audit Office in the beginning, the deficiencies seem to be solved and in the last time no more criticism arose. As Niebel states, the agency has reached “more people than ever before within its first [operative] year” (in: Engagement Global, 2013, p.5). For the BMZ, as well, the communication between the ministry and the responsible organisations has become more efficient and easier, which was one aim of the reform (C. Lackas, BMZ, 2015). Also for the AGP/FEB programme the reform was beneficial as increasing numbers of applications show (N. Trietsch, FEB, 2015).

Engagement Global is on its best way to fulfil the expectations that were imposed on it when the agency was founded. Yet, there is still some way to go until the administrative simplification can be considered within Engagement Global. This is truer for the administrative part like harmonising the IT-systems (C. Lackas, BMZ, 2015) and fulfilling the administrative company objectives (A Krug, personal communication, 16 July 2015) than for the civil-oriented part of the reform. The PAM still remains one of the main challenges to be accomplished in the next time, as it is reported simultaneously by Mrs. Lackas (BMZ), Mrs. Trietsch (AGP/FEB) and Mrs. Krug (Engagement Global).

To give a prospect on further research, it can be said that there are still many parts to be evaluated. Engagement Global is a rather young organisation and the result of a new case study on it might be different in a couple of years from now. This might be true for progress in a shard data base as well as for more promotion of civic engagement. Further, this bachelor thesis only includes information from one programme of Engagement Global: FEB. Mrs. Trietsch from FEB states that this programme profited from the reform with the new focus on domestic projects. Yet, this thesis cannot state whether this impression is also true for the other programmes. Thus, other research should assess the impact of the administrative reform on the other programmes, too. And the results from the different programmes should all be compared to receive a broad review of the impact of the reform. Future research could shed light on the progresses made since the writing of this thesis.

## **6. Limitations of the study**

The bachelor thesis tried to study a federal agency that is subordinated to a federal ministry. Thus, it could mainly only rely on official papers by the BMZ and the agency Engagement Global themselves that are accessible publicly. Still, there were people working at the BMZ, Engagement Global and FEB who were kind to give me more information I needed and

supported the research in this way. Still, an independent evaluation by the DEval probably had more access to documents kept under wrap and being confidential. Thus, if one day an evaluation by the Deval should be issued, it should be given preference over this bachelor thesis.

Regarding the methodological approach of the case study, it should be highlighted that the reliability only relies on the maintained chain of evidence that all steps conducted during research can be tracked and reconstructed by the reader and with help from the questionnaires in the appendix. Due the fact that the bachelor thesis is no shared work neither case study protocols nor a case study database was developed, as recommended by Yin (2014). Furthermore, the use of confidential information by a state authority for evaluation could also come to results that were not possible to find during the research for the bachelor thesis because of limited access to information. To eradicate the slight lack of reliability, construct validity, internal validity and external validity were taken special care of. During the preparation of data collection it happened that some interview partners stepped backed and it was necessary to stay adaptive and find other sources of case study evidence to secure data triangulation and guarantee the construct validity.

Regarding the content of the research, it becomes apparent that Engagement Global gGmbH – Service für Entwicklungsinitiativen is not the only implementing agency that has been harshly effected by the administrative simplification reform of the German development cooperation. There is also the bigger *Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* that was founded and began operating back in 2011. Yet, the GIZ has already been subject to some other evaluations in German literature<sup>26</sup>. However, there should be done further research on the issue of the administrative simplification process of all implementing agencies as a whole. Until now, there only have been distinct evaluations of the GIZ and now the one on Engagement Global as part of this bachelor thesis. This thesis comes to the result that the administrative simplification had a positive impact on Engagement Global and on civic engagement with regards to development cooperation. But it also came to the result that there is still some way to go until the reform can be considered to be successfully finished. This result only holds true for Engagement Global. The bachelor thesis does not claim any judgements on the reform of GIZ and on the success of the complete administrative simplification reform. Thus, subsequently more research can follow this bachelor thesis. To complete the analysis of the administrative simplification reform, the impact in the GIZ should be evaluated as well as the impact on the different Engagement Global programmes.

---

<sup>26</sup> E.g. Rauch, T. (2015). Zur Reform der deutschen Entwicklungszusammenarbeit. In: bpb. *Aus Politik und Zeitgeschichte: Entwicklungszusammenarbeit*, 7-9/2015(65), pp.36-42.

## 7. Conclusion

When the administrative reform of the German implementing agencies for development cooperation started, nobody could tell if the reform was going to be a success or failure. All that was sure was that a reform was urgently needed. Administrative simplification strategies were pursued all over the world and on the political agenda of many national governments for many years and also Germany introduced its “initiative to reduce bureaucracy” in the mid-1990s (OECD, 2006).

The German development cooperation had a manifold shape due to many implementing agencies. On the hand, this made them all have their expertise in their working field, but, on the other hand, they did not transfer a common picture of German development policy to partner countries. After being on the political agenda since the late 1990s, the reform of the German development cooperation was finally introduced in 2010 and the implementation began not even one year later. On 1 January 2011, the first new implementing agency, GIZ, started its operative work and already one year later the second agency followed: Engagement Global started its operative work. By the foundation of Engagement Global the BMZ intended to strengthen cooperation with the civil society and to offer interested citizens a one-stop shop where they received all necessary information without too much effort. Since the early years of the BMZ, when it did not yet have many ministerial competences, the ministry was supported by civil society actors and NGOs. The aim was set to double the number of volunteers by one million to two million volunteers.

With the term one-stop shop the BMZ already delivered an important tool that is often used when simplifying administrative processes. The OECD (2003; 2006; 2009; 2010) provided a lot of information on how to successfully implement national simplification strategies that are business- and citizen-friendly. One of the most common causes for administrative simplification is the reduction of administrative burdens and cutting red tape. Red tape and administrative burdens are reoccurring administrative processes like asking permits and filling out forms and reporting to the government and having much unnecessary paperwork. Within the different implementing agencies, a lot of procedures reoccurred and doubled due to the amount of agencies. The BMZ, thus, merged programmes of the implementing agencies DED, InWEnt, GTZ and the private organisation bengo to make these double structures redundant. All the programmes merged were concerned with personnel cooperation including civic engagement and volunteerism.

The case study analysis of Engagement Global showed that a lot of steps were taken to cut red tape and eliminate double structures and administrative burdens. ICT-tools were introduced to design the asking for permits more efficiently. The citizen as well as the

employees of Engagement Global should benefit from these electronic innovations. For Engagement Global the PAM means to receive a common data storage and exchange base which eliminates paperwork on numerous identical requests and applications sent to the different programmes. For the citizen it means they only have to pose one request and one application because the information on their projects can already be accessed on the common data base. Additionally, the citizen can receive all documents for requests and applications for funding of the different programmes online on the website of Engagement Global. The web site, also, displays an electronic one-stop shop that provides all necessary information to the interested persons and, thus, supports the physical one-stop shop, the *Mitmachzentrale*. Especially, for the citizens this is beneficial and access to information has become easier. This is probably one of the reasons why the number of applications increased and 6,000 people are advised per year.

However, besides all these benefits for the citizen, there are still many administrative reform processes going on. The whole process and field of consulting of the *Mitmachzentrale* had to be newly established by including all programmes and services (C. Lackas, BMZ, 2015) and especially the harmonisation of the IT-systems is still in process. The PAM is not finished yet, thus, a lot of work that should be processed by this programme has to be done manually which requires working time and effort. Until now, the reform has been a lot more work than before for the employees having been transferred to Engagement Global from the DED and InWEnt.

Summarising, it can be stated that Engagement Global already has gone a long way from its foundation in 2011 up to now. Yet, the young implementing agency has to overcome some internal administrative challenges. Even after four years, the PAM has not been introduced for all programmes and some programmes still have their own data bases. Furthermore, the corporate objectives given to Engagement Global by the BMZ still contain many administrative targets to fulfil. Nonetheless, the achievements of Engagement Global should be highlighted as well. It keeps on the straight way to fulfil its initial aim, quoting the former minister Dirk Niebel: The agency has reached “more people than ever before within its first [operative] year” (in: Engagement Global, 2013, p.5).

Going back to the initial research question whether the reduction in implementing agencies can be considered a successful administrative simplification and whether this administrative simplification reform was successful in making the efficacy and effectiveness of Engagement Global more civil-oriented and in promoting civic engagement, it can be evaluated that with regards to citizen orientation the reform was successful. 6,000 consultations per year can be considered a success and the citizen seem to accept the new one-stop shop very well. The administrative burden on the citizens to information and application for funding are simplified.

However, with regards to cutting red tape, the administrative burdens on Engagement Global and the BMZ are still present. The PAM and the harmonisation of all IT-systems need to be finished as soon as possible. The administrative company objectives need to be fulfilled, thus, all employees can return to their initial work regarding development cooperation and civic engagement. For the BMZ the communication with the responsible departments of Engagement Global has become more efficient and easier. Therefore, it shall be proposed to accelerate the completion of the ITS-tools, especially the PAM and the shared data bases.

Subsequently to the research done in this bachelor thesis, there should be done more research on the impact of the administrative simplification reform. There are many possible connecting point for further research. Obviously, there is the need to further elaborate the status of the GIZ and their role in the reform. Further, especially when thinking of more evaluations of Engagement Global it is necessary to include the programmes to a greater extent. In this bachelor thesis it was only possible to include information from the FEB. Thus, I propose to continue evaluating the implementing agencies after this administrative reform. And I hope I will be able to continue research on the German development cooperation and its implementing agencies during my further studies.

## Appendix

### Appendix 1 : Questionnaire to and answers from Mrs. Carmen Lackas, BMZ, 2015.



Bundesministerium für  
wirtschaftliche Zusammenarbeit  
und Entwicklung



Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung  
Postfach 12 03 22, 53045 Bonn

Julia Nepicks  
In den Peschen 143b  
47228 Duisburg

POSTANSCHRIFT  
Postfach 12 03 22  
53045 Bonn

ZUGANG  
Dahlmannstraße 4  
53113 Bonn

TEL +49 (0)228 - 99 535 - 3573  
FAX +49 (0)228 - 99 10 535 - 3573

BEARBEITET VON  
Carmen Lackas  
GZ: 112E4019.0047009  
Bonn, 29.09.2015

**Ihre Email-Anfrage vom 31.08.2015 betreffend Ihre  
Bachelorarbeit**

Sehr geehrte Frau Nepicks,

vielen Dank für Ihre Anfrage vom 31. August 2015. Mit Interesse haben wir Ihre  
Themenauswahl zur Kenntnis genommen, handelt es sich doch um einen Aspekt, der  
natürlich auch aus Sicht des Bundesministeriums für wirtschaftliche Zusammenarbeit  
und Entwicklung (BMZ) von Relevanz ist.

Anbei übermittele ich Ihnen die Antworten des BMZ auf die von Ihnen im Rahmen  
Ihrer Bachelorarbeit „Verwaltungsvereinfachung der Deutschen  
Entwicklungszusammenarbeit – Eine Fallstudie zu Engagement Global gGmbH –  
Service für Entwicklungsinitiativen“ vorgelegten Fragen. Zur weiteren Information und  
als Referenzdokument übermitteln wir Ihnen außerdem das im Juli 2015 veröffentlichte  
BMZ-Strategiepapier 6/2015 „Gemeinsam Viele(s) bewegen“ – Aktionsprogramm zum  
bürgerschaftlichen Engagement in der Entwicklungspolitik.

ZENTRALE VERMITTLUNG: Tel +49 (0)228 99 535 - 0; Fax +49 (0)228 99 535 - 3300; E-Mail: Poststelle@bmg.bund.de  
VERKEHRSANBINDUNG: Stadtbahn-Linien 16, 63 und 66; Haltestelle Heussallee  
DIENSTSTZBERLIN: Stresemannstr. 94, EuropaHaus, 10963 Berlin

20150322945



Seite 2 von 9

Für die weitere Ausarbeitung wünsche ich Ihnen weiterhin viel Erfolg. Ich wäre dankbar, wenn Sie uns die Endfassung Ihrer Bachelorarbeit zur Information zukommen ließen.

Mit freundlichen Grüßen  
Im Auftrag

Carmen Lackas

1. *Wird die Neuaufstellung der deutschen Organisationen und Gesellschaften für Entwicklungszusammenarbeit im BMZ als (bürgerorientierte) Verwaltungsvereinfachung angesehen?*

Ja, die Neuaufstellung der deutschen Organisationen und Gesellschaften für Entwicklungszusammenarbeit wird im BMZ als bürgerorientierte Verwaltungsvereinfachung angesehen.

Die Strukturreform hatte zwei zentrale Ziele:

- 1) Die anerkannte Vielfalt der Instrumente der Technischen Zusammenarbeit erhalten, bündeln und weiter entwickeln, organisatorische Strukturen straffen und die Wirtschaftlichkeit erhöhen.
- 2) Die politische Gestaltungsfähigkeit der Bundesregierung stärken, einen einheitlichen und sichtbaren Außenauftritt der deutschen Entwicklungszusammenarbeit sicherstellen und Deutschland als Motor der Entwicklungspolitik etablieren.

Durch inhaltliche Synergien, Bündelung des know-how und Optimierung der Prozesse wurde es entwicklungspolitisch interessierten Bürgerinnen und Bürgern, aber auch NGO und Kommunen erleichtert, geeignete Wege zur Umsetzung zu finden. Denn mit der Engagement Global gGmbH gibt es erstmalig in Deutschland eine zentrale staatliche Anlaufstelle für die Vielfalt des entwicklungspolitischen Engagements sowie der Informations- und Bildungsarbeit. Bestehende Netzwerke und Erfahrungen werden so miteinander verknüpft und wirkungsvoller gestaltet. Mit erweiterten Angeboten zur Qualifizierung und Evaluierung soll die Arbeit der engagierten Personen, Vereine, Einrichtungen, Unternehmen und Kommunen noch besser und ergebnisorientierter werden.

2. *Gibt es weitere Begriffe die den Umstrukturierungsprozess beschreiben und im BMZ gebräuchlich sind?*

Am 7. Juli 2010 verabschiedete das Bundeskabinett das Reformkonzept für die „Strukturreform der Technischen Zusammenarbeit“ (Kabinettsbeschluss). Im BMZ war zudem der Arbeitstitel „Vorfeldreform“ gebräuchlich.

3. *Die OECD beschreibt in ihrem Dossier zu Verwaltungsvereinfachung „Cutting Red Tape: National Strategies For Administrative Simplification“ so genannte external committees, die speziell gegründet wurden, um Prozesse der Verwaltungsvereinfachung zu planen und durchzuführen.*

*Gab es speziell für die Gründung von GIZ gGmbH und Engagement Global gGmbH Komitees oder Gremien, die für die Durchführung des Umstrukturierungsprozesses zuständig waren?*

- a) *External committees bei der Gründung von Engagement Global gGmbH*

Zuständig für die Steuerung der sogenannten Vorfeldreform war im BMZ die „Projektgruppe Vorfeld“. Diese war organisatorisch und disziplinarisch direkt dem Leiter der Abteilung 2, „Asien/Lateinamerika; Grundsatzfragen und Organisation der bilateralen EZ“ zugeordnet.

Zur Durchführung der Personalbedarfsermittlung von Engagement Global gGmbH bediente man sich eines Drei-Partner-Modells, das aus BVA, BMZ und einem externen Dienstleister bestand.

Weiterhin wurde die juristische Seite des Umstrukturierungsprozesses von einer Wirtschaftskanzlei betreut.

- b) *External committees bei der Gründung von GIZ gGmbH*

Bei der Gründung der GIZ GmbH waren, abgesehen von der Wirtschaftskanzlei, die bereits den Umstrukturierungsprozess der Engagement Global gGmbH betreute, keine external committees involviert.

Seite 5 von 9

4. *Falls ja, existieren diese Komitees/Gremien noch und mit welchen Zielen und Aufgaben arbeiten diese weiter?*

Diese Komitees/Gremien existieren nicht mehr.

5. *Gibt es im Zuge der Umstrukturierung verwaltungstechnische Probleme, die längerfristig bestehen und seitens des BMZ noch zu lösen sind?*

Eine verwaltungstechnische Herausforderung im Zuge der Umstrukturierung lag in der Harmonisierung der unterschiedlichen Programme, die nunmehr unter dem Dach der Engagement Global gGmbH vereint sind.

Prozesse auf den unterschiedlichsten Ebenen mussten zu Beginn vereinheitlicht werden, bei denen die Programme zuvor unabhängig voneinander agiert hatten. Zu nennen wäre hier beispielsweise die Durchführung der Vergabeverfahren. Auch das Beratungswesen der Mitmachzentrale musste unter Einbeziehung der einzelnen Akteure neu etabliert werden.

Darüber hinaus ist die sukzessive Zusammenschaltung der IT-Systeme immer noch im Gange.

Parallel hierzu war es erforderlich, die aus verschiedenen Vorgängerorganisationen entstammenden Mitarbeiter/innen durch eine neue übergreifende "EG – Identität" zusammenzuführen.

6. *Welche Steuerungs- und Kontrollinstrumente des BMZ gibt es hinsichtlich der operativen Arbeit bei Engagement Global gGmbH?*

Die operative Arbeit auf Programmebene obliegt grundsätzlich der Engagement Global gGmbH. Das BMZ definiert die politischen Leitlinien, an denen Engagement Global gGmbH die Durchführung ihrer Tätigkeit ausrichtet. Die Steuerung erfolgt schließlich über die Zuwendungsbescheide, über die die EG ihre operativen Mittel erhält.

Als gGmbH ist Engagement Global an gesellschaftsrechtliche Vorgaben gebunden. So muss Engagement Global gGmbH dem BMZ jährlich einen Geschäftsbericht vorlegen und im Turnus von drei Monaten einen Quartalsbericht. Daneben findet einmal jährlich eine Gesellschafterversammlung statt, bei der der Jahresabschluss und der dazugehörige Prüfbericht abgenommen werden muss. Dies ist Teil der Beteiligungsverwaltung des Bundes, die sich aus § 65 BHO ergibt. Die Informationen über die EG fließen ein in den jährlichen Beteiligungsbericht des Bundesministeriums der Finanzen.

Als weiteres Steuerungs- und Kontrollinstrument dienen Zielvereinbarungen zwischen dem BMZ als Gesellschafterin und der Geschäftsführung der Engagement Global gGmbH, die im Gesellschaftsvertrag festgehalten werden und über die die Geschäftsführung einmal im Jahr Bericht erstatten muss. Außerdem hat das BMZ der Geschäftsführung eine Geschäftsordnung vorgegeben.

Durch die Pflicht zur Einhaltung des Public Corporate Governance Kodex des Bundes (PCGK) wird darüber hinaus sichergestellt, dass die Grundsätze guter Unternehmens- und Beteiligungsführung berücksichtigt werden und damit die Grundlage für eine verantwortungsvolle Führung der Beteiligungen des Bundes an Unternehmen in privater Rechtsform geschaffen ist.

Zusätzlich existiert ein Kuratorium aus insgesamt 20 Mitgliedern (10 Sitze für die Zivilgesellschaft, 2 Sitze für die Wirtschaft, 4 Sitze für die Bundesländer, 4 Sitze für die Kommunen), das als unabhängige Beratungsinstanz für die EG und das BMZ in wichtige Entscheidungen der Gesellschaft eingebunden ist.

In regelmäßigen Jours Fixes mit der Geschäftsführung der Engagement Global werden unter der Leitung des Referates 112 auf der Fachebene Grundsatzfragen und die strategische Unternehmensplanung erörtert sowie die inhaltliche Begleitung der Engagement Global sichergestellt.



Seite 7 von 9

7. *Gab es vor der Umstrukturierung in Ihrem Hause mehr oder weniger Ansprechpartner (beim DED und InWent) als heute bei Engagement Global gGmbH?*

Die Frage kann aus zwei Gründen in dieser Form nicht beantwortet werden: Zum einen gab und gibt es neben den für die Institution zuständigen Arbeitseinheiten noch viel mehr Arbeitseinheiten, die für die Sektoren oder die Länder zuständig sind, in denen sich die Durchführungsorganisationen bewegen. Zum anderen ist die Situation aus 2011 nicht mehr vergleichbar mit der Situation heute, weil die EG seitdem programmatisch zusätzliche Aufgaben übernommen hat und auch deutlich mehr Fördermittel umsetzt. Formal gab es vorher drei Arbeitseinheiten, die jeweils für die Durchführungsorganisation GTZ, DED und InWent zuständig waren. Heute sind es nur noch zwei, die für die GIZ bzw. die EG zuständig sind.

8. *Steht das BMZ auch in direktem Kontakt mit den Unterprogrammen von Engagement Global gGmbH (ASA, ENSA, FEB, BtE, weltwärts, etc.) oder läuft die Kommunikation und Programmumsetzung ausschließlich/vornehmlich über Engagement Global gGmbH?*

Diese Programme sind jeweils Programme, die die EG im Auftrag und mit Mitteln des BMZ umsetzt. Die Fachreferate des BMZ stehen in kontinuierlichem Kontakt mit den zuständigen Arbeitseinheiten der Engagement Global.

9. *Wie funktioniert die Kommunikation hinsichtlich der Unterprogramme und ihrer Umsetzung, wie ausgeprägt ist diese und wo findet sie statt? Gibt es andere speziell zuständige Referate oder läuft dies alles über das Referat 112 des BMZ?*

s. Beantwortung der Frage 8. Die BMZ-Fachreferate sprechen mit der EG die Durchführung der von hier finanzierten Programme ab. In grundsätzliche und übergreifende Fragen ist jeweils die für die "EG" institutionell zuständige Arbeitseinheit eingebunden. Die Kommunikation zu programmspezifischen Fragestellungen erfolgt in der Regel direkt zwischen BMZ-Fachreferaten und den Programmverantwortlichen. Dort wo institutionelle Fragen, z.B. Fragen zur Personal- und Mittelausstattung, zum Wirtschaftsplan oder zur Gesamtunternehmensebene der Engagement Global (mit-)betroffen sind, ist stets auch Referat 112 beteiligt.



10. *Ist die Kommunikation zwischen BMZ und den zuständigen Organisationen für Entwicklungszusammenarbeit im generellen erleichtert worden?*

In der Anfangsphase der Umstrukturierung mussten sich alle Akteure verständlicherweise erst an die neuen Abläufe gewöhnen. Perspektivisch hat sich die Kommunikation zwischen BMZ und den zuständigen Organisationen aber effizienter und einfacher dargestellt, was auch Ziel der Reform war.

11. *Welche politischen Prozesse waren Grundlage für die Umstrukturierung (Bundestag, Regierungserklärung, etc.) und gibt es Dokumente darüber?*

Die Bundesregierung hat im Kabinettsbeschluss vom 7.7.2010 unter dem Titel „Die neue Effizienz der deutschen Entwicklungspolitik“ die Einrichtung einer übergreifenden Servicestelle als integrales Element der Strukturreform der Technischen Zusammenarbeit festgelegt. Diese Reform wurde zu diesem Zeitpunkt bereits seit vielen Jahren national und international, insbesondere von der OECD, eingefordert, um angesichts der Organisations- und Verfahrensvielfalt Abläufe effizienter zu gestalten. Das Plenarprotokoll zu dieser Sitzung ist zur freien Verfügung online abrufbar.

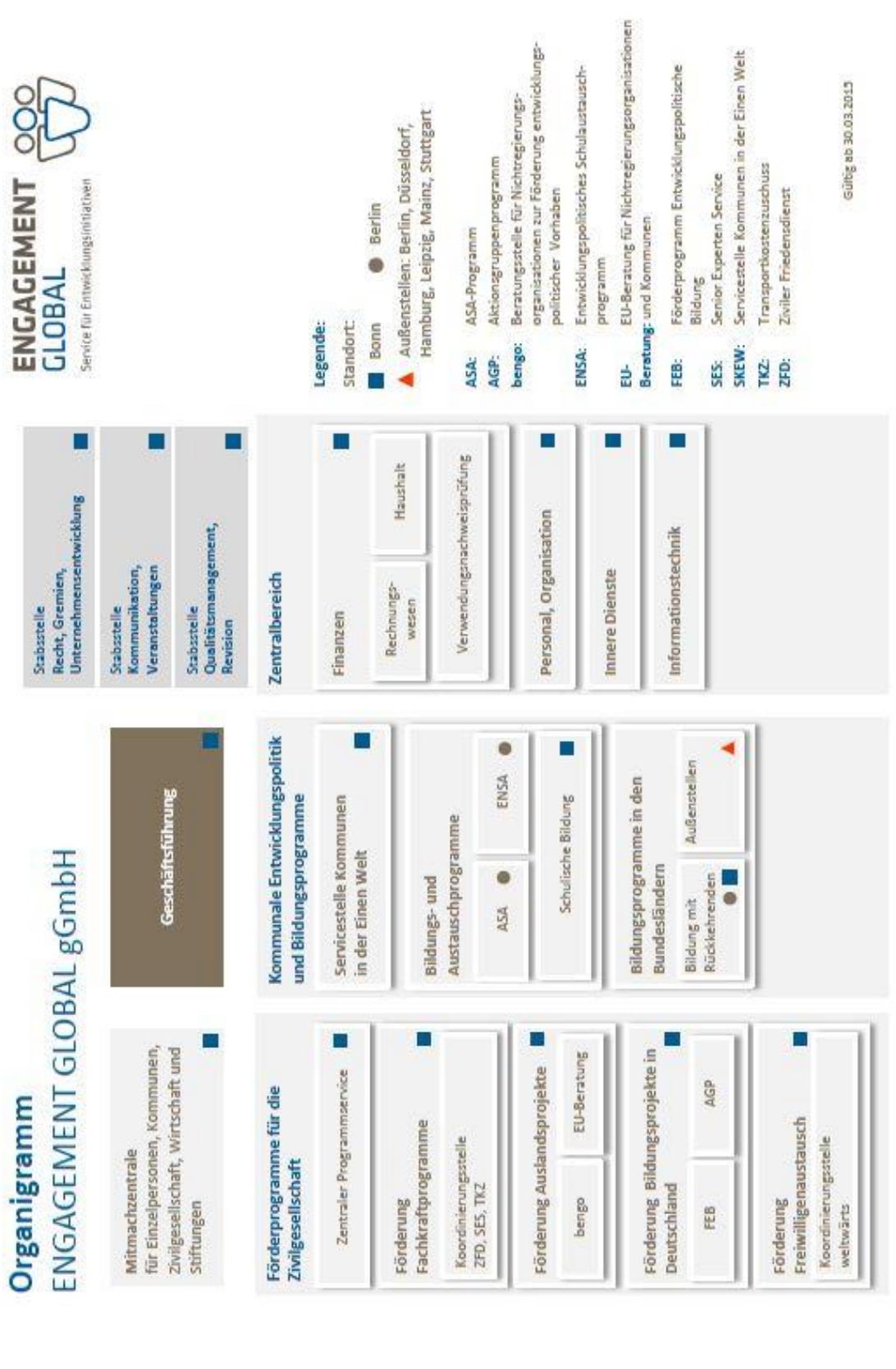
(<http://dipbt.bundestag.de/dip21/btp/17/17054.pdf#P.5513>)

12. *Welcher Zusammenhang besteht zwischen Engagement Global gGmbH und bürgerschaftlichem Engagement?*

In der Engagement Global gGmbH hat das BMZ als integrales Element der Strukturreform der Technischen Zusammenarbeit die bisherigen zersplitterten Strukturen der zivilgesellschaftlichen und kommunalen Förderprogramme zusammengefasst. Ziel von Engagement Global gGmbH ist zum einen die Stärkung des bürgerschaftlichen Engagements in der Entwicklungspolitik und zum anderen die Qualifizierung für entwicklungspolitische Aufgaben.

Engagement Global unterstützt das BMZ bei der Beratung von Interessierten/Engagierten und der Durchführung von Programmen mit zivilgesellschaftlichen Organisationen. Engagement Global berät interessierte Bürgerinnen und Bürger sowie Organisationen über Möglichkeiten, sich entwicklungspolitisch zu engagieren. Als wichtiges neues Element für mehr Bürger- und Serviceorientierung wurde in der Engagement Global die „Mitmachzentrale“ geschaffen. Sie berät interessierte Einzelpersonen, Vereine, Kommunen, Nichtregierungsorganisationen und Stiftungen über Möglichkeiten entwicklungspolitischen Engagements. Erstmals wurde eine staatliche Anlaufstelle mit einer Telefonnummer (0800-1887188), Adresse ([info@engagement-global.de](mailto:info@engagement-global.de)) und Website ([www.engagement-global.de](http://www.engagement-global.de)) für entwicklungspolitisch Interessierte geschaffen. Die Mitmachzentrale berät monatlich durchschnittlich 500 Einzelpersonen und Organisationen zu entwicklungspolitischen Förder- und Freiwilligenprogrammen, vermittelt Ansprechpartner und Kooperationspartner, erschließt Finanzierungsquellen und vernetzt fachlich.

## Appendix 2 : Organisational chart of Engagement Global gGmbH - Service für Entwicklungsinitiativen



# Organigramm

## ENGAGEMENT GLOBAL gGmbH



**Mitmachzentrale**  
für Einzelpersonen, Kommunen,  
Zweiggesellschaft, Wirtschaft und  
Stiftungen  
Angela Krug

**Geschäftsführung:**  
Dr. Jens Kreuter  
**Stellvertreter:**  
Berd Krupp

**Stabsstelle Recht, Gremien,  
Unternehmensentwicklung**  
Ingmar Müller

**Stabsstelle Kommunikation,  
Veranstaltungen**  
Adelheid Schultze (kommissarisch)

**Stabsstelle Qualitäts-  
management, Revision**  
Birgit Wingen

ENGAGEMENT GLOBAL gGmbH  
Service für Entwicklungsinitiativen

Tulpenfeld 7  
53113 Bonn

### Förderprogramme für die Zivilgesellschaft

Volker Visarius

Zentraler Programmservice

Förderung Fachkraftprogramme  
Philippe Sufryd

Förderung Auslandsprojekte  
Niels Albers

Förderung Bildungsprojekte in  
Deutschland  
Dagmar Maur

Förderung  
Freiwilligenaustausch  
Astrid Neumann

### Kommunale Entwicklungspolitik und Bildungsprogramme

Anita Reddy

Servicestelle Kommunen  
in der Einen Welt  
Dr. Stefan Wilhelmy

Bildungs- und  
Austauschprogramme  
Annette Schlicht

Bildungsprogramme in den  
Bundesländern  
Heidrun Fritzen

### Zentralbereich

Berd Krupp

Finanzen  
Ingrid Arenz

Personal, Organisation  
Ute Grewenig

Innere Dienste  
Akil Azzam

Informationstechnik  
Siegfried van der Weem

Telefon +49 228 20 717-0  
Telefax +49 228 20 717-150

info@engagement-global.de  
www.engagement-global.de

www.facebook.com/engagement.global  
www.twitter.com/EngGlobal

Infotelefon 0800 188 7 188

#### Legende:

Standort:

■ Bonn ● Berlin

▲ Außenstellen: Berlin, Düsseldorf,  
Hamburg, Leipzig, Mainz, Stuttgart

Gültig ab 30.03.2013

## Appendix 3 : Questionnaire to and answers from Mrs. N. Trietsch, FEB, 2015.



UNIVERSITY OF TWENTE.

Bachelor thesis „Administrative simplification in German development cooperation - A case study on Engagement Global gGmbH - Service für Entwicklungsinitiativen“

### Fragebogen *Förderung Bildungsprojekte in Deutschland* – Frau N. Trietsch

#### Allgemeine Fragen

1. Wie ist Ihre Position innerhalb von FEB zum jetzigen Zeitpunkt?

Projektleiterin für das Förderprogramm Entwicklungspolitische Bildung (FEB) und Aktionsgruppenprogramm (AGP)

Ich gehe davon aus, dass sich der Fragebogen auf die komplette Abteilung bezieht? (siehe Überschrift) Das würde nicht nur FEB sondern auch AGP umfassen.

2. Wo waren Sie vor der Umstrukturierung 2012 beschäftigt? Gegebenenfalls in welcher Position?

Projektkoordinatorin für das FEB (InWent bzw. GIZ)

Stichwort: Verwaltungsvereinfachung/Umstrukturierung der deutschen Entwicklungszusammenarbeit

3. Wie empfanden Sie persönlich die Umstrukturierung und den Übergang von InWent zu Engagement Global?

Dazwischen lag noch ein Jahr bei der GIZ. Die Fusion zur GIZ hatte bereits viele Änderungen zur Folge, wobei die beiden Programme dabei nicht im Fokus standen.

Der Übergang von der GIZ zu Engagement Global zeigte deutlich, dass innerhalb der neuen Organisation die entwicklungspolitische Inlandsarbeit im Mittelpunkt stand/ steht. Das war bei InWent/ GIZ nicht der Fall. Durch den starken Auslandsbezug waren die beiden Programme FEB/ AGP eher eine „Randerscheinung“.

Die Umstrukturierung hatte zur Folge, dass die Programme eine erfahrbare Wertsteigerung erfuhren, damit auch die eigene Arbeit.

4. Wie gestaltet sich der Umgang mit Engagement Global? Gibt es konkrete Kontaktpersonen und Verknüpfungen?

Diese Frage ist wahrscheinlich nicht für mich gedacht..

5. Wie nehmen Sie den Kontakt zum Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung war? Ist er durch Engagement Global vereinfacht worden oder durch eine Zwischeninstanz erschwert?

Der Kontakt zu unserem Fachreferat hat sich nur aufgrund von Personalwechsel verändert. Er ist weder vereinfacht noch erschwert worden.



Bachelor thesis „Administrative simplification in German development cooperation - A case study on Engagement Global gGmbH - Service für Entwicklungsinitiativen“

6. Gibt es im Zuge der Umstrukturierung verwaltungstechnische Probleme, die längerfristig bestehen und noch zu lösen sind?

Bislang gibt es keine nutzbare Datenbank, was ein großes Problem darstellt.

7. Noch sind die Datenbanken aller Programme von Engagement Global nicht verknüpft, aber es ist ein Verwaltungssystem zum Prozess- und Antragsmanagement (PAM) in Aufbau. Ist dieses Programm für FEB bereits nutzbar?

Es ist in Teilen bereits nutzbar, trägt aber noch nicht zu Arbeitserleichterungen bzw. Effizienzsteigerungen bei.

8. Wie beurteilen Sie die Erfolgchancen von PAM?

Ich kann mir vorstellen, dass das Ziel bis Ende 2016 alle weiterleitenden Programme an PAM Basis anzubinden, schwierig wird. Es stellt sich auch die Frage, ob das System bis zu diesem Zeitpunkt für alle ohne Einschränkungen nutzbar ist.

Stichwort: Anträge und Antragsteller

9. Gestaltet sich der Umgang mit Antragsstellern nach der Umstrukturierung anders als unter der Führung von InWent?

Durch die o.g. Fokusverschiebung, ist ein größeres Verständnis für die Bedarfe der Antragsteller vorhanden. Eine umfassendere Beratung ist möglich, in dem auch zu anderen EG-Programmen beraten werden kann.

10. Wenden sich die meisten Antragsteller direkt an FEB (und AGP) oder bevorzugt erst an Engagement Global und werden an Feb weitergeleitet?

Ich würde sagen, die meisten Träger wenden sich direkt an die Programme FEB und AGP. Träger, die die Programme noch nicht kennen, werden von der Mitmachzentrale weitergeleitet.

11. Wie haben sich die Anträge für Projektdurchführungen seit 2012 entwickelt? Ist ein Trend zu mehr oder weniger Anträgen erkennbar?

Die Anzahl der Anträge ist in beiden Programmen deutlich gestiegen.

12. Gibt es Rückmeldungen von Antragsstellern die die neue Struktur als Vereinfachung oder als Komplizierung ansehen?

Der direktere und bedarfsorientierte Kontakt wird als positive Entwicklung gesehen. Engagement Global erscheint meiner Meinung nach auch als transparentere Organisation. Durch harmonisierte



Bachelor thesis „Administrative simplification in German development cooperation - A case study on Engagement Global gGmbH - Service für Entwicklungsinitiativen“

Verfahren und neue Formulare für die Antragstellung hatten die Träger evtl. zunächst das Gefühl, dass vieles komplizierter geworden ist. Diese Entwicklung ist aber auf komplexe Zusammenhänge zurückzuführen.

13. Abschließend: Wie würden Sie die Gründung von Engagement Global aus der Sicht von FEB bewerten? War es ein Erfolg von dem auch FEB profitiert oder ist FEB von der Umstrukturierung eher marginal betroffen?

Ich denke, dass das FEB und das AGP sicherlich von der Gründung profitiert haben, da auch das BMZ einen stärkeren Fokus auf die entwicklungspolitische Inlandsarbeit gelegt hat. Steigende Antragszahlen sprechen dafür. Der Austausch mit anderen Programmen innerhalb der EG ist nun fruchtbarer, da es größere Schnittmengen bezogen auf die Aufgaben (z.B. andere Förderprogramme) und Themen (entwicklungspolitische Bildungsarbeit) gibt.

## Appendix 4: Zielvorgaben der Gesellschafterin für die Geschäftsführung von Engagement Global 2015-2016



### Zielvorgaben der Gesellschafterin für die Geschäftsführung von Engagement Global 2015-2016

Die Aufgabe der Gesellschaft ist die Unterstützung der Bundesregierung bei der Erreichung ihrer entwicklungspolitischen Ziele. Engagement Global leistet als Durchführungsorganisation insbesondere einen Beitrag zum politischen Ziel des BMZ, das entwicklungspolitische bürgerschaftliche und kommunale Engagement in Deutschland sowie in Partnerländern zu erhöhen.

Im Rahmen der politisch-strategischen Steuerung von Engagement Global durch das BMZ als Gesellschafterin werden nach Beratung mit dem Kuratorium die nachfolgend genannten Ziele durch das BMZ für den Zeitraum 2015 bis 2016 festgelegt.

Die Ziele leiten sich ab aus den politisch-thematischen Prioritäten der Legislatur sowie übergeordneten internationalen Prozessen. Besonders hervorzuheben sind die Umsetzung der Zukunftscharta („Zukunftstour“) als wichtiger nationaler Vorbereitungsprozess auf die kommenden Nachhaltigen Entwicklungsziele (SDGs) sowie die folgende aktive Umsetzung dieser Ziele, die bessere gesellschaftliche Verankerung der Entwicklungspolitik insbesondere durch eine breitere Ansprache von Schulen im Rahmen der entwicklungspolitischen Bildungsarbeit, die Umsetzung der BMZ-Sonderinitiativen „Eine Welt ohne Hunger“, „Flüchtlingsursachen bekämpfen, Flüchtlinge reintegrieren“ und „Stabilisierung und Entwicklung Nordafrika und Nahost“ sowie die Initiierung der Deutsch-Afrikanischen Jugendinitiative.

Das Potenzial von Kommunen für Entwicklungspolitik soll stärker mobilisiert werden.

Weitere Ziele des BMZ für Engagement Global sind darüber hinaus im Strategiepapier „Engagement Global – Rückenwind für Entwicklungsentagement“<sup>1</sup> sowie im Aktionsprogramm Bürgerschaftliches Engagement<sup>2</sup> beschrieben.

Die Berichterstattung zu den vorgegebenen Zielen erfolgt mit einem Zwischenbericht Anfang 2016 an Kuratorium und BMZ im Zusammenhang mit dem Jahresabschluss sowie am 31.08.2016 mit einem vorläufigen Bericht an Kuratorium und BMZ und einem Abschluss Bericht Anfang 2017 unter Bezugnahme auf die vereinbarten qualitativen und quantitativen Indikatoren.

Wenn Entscheidungen des BMZ, insbesondere weitere Vorgaben zu oder Änderungen an geplanten oder begonnenen Maßnahmen, die Erreichung der vorgegebenen Ziele gefährden, wird Engagement Global umgehend darauf hinweisen. Im Anschluss erfolgt gegebenenfalls eine Priorisierung von Zielen und Aufgaben.

<sup>1</sup> BMZ-Strategiepapier 7/2012: Strategiepapier für die Engagement Global gGmbH – Service für Entwicklungsentagement.

<sup>2</sup> BMZ-Strategiepapier (Entwurf 2015) „Aktionsprogramm Bürgerschaftliches Engagement“.

<p><b>Aufgaben der Federführung:</b></p> <ul style="list-style-type: none"> <li>Ist Ansprechpartner für die Geschäftsführung zur Umsetzung der Erfüllung des jeweiligen Indikators</li> <li>Koordiniert die Abstimmung mit den Organisationseinheiten, die ebenfalls einen Beitrag zur Erfüllung des Indikators leisten</li> <li>Berichterstattung über unten vorgegebenes Format (Ampelfarbe sowie kurze Sachstandsmeldung) zum jeweiligen Stichtag an S1/cc GF: <ul style="list-style-type: none"> <li>-&gt; S1 koordiniert die Zusammenführung aller Berichte zur Zielerreichung und leitet die Übersicht an den GF weiter</li> <li>-&gt; bei Bedarf Besprechung der Zielerreichung in GL-Runde</li> </ul> </li> <li>Kurzfristige Meldung an GF bei akuter Gefährdung der Zielerreichung</li> </ul> <p>F=Federführung B=Beitrag zur Zielerreichung</p>		<p><b>Indikator</b></p>
<p><b>Ziel</b></p>		
<p><b>I. Unterstützung nationaler und internationale Prozesse</b></p>		
<p><u>Ziel 1:</u> Entwicklungspolitische Kernanliegen sind unterstützt</p> <p>Engagement Global leistet mit den für das BMZ durchgeführten Programmen und programmübergreifenden Initiativen unter Einbeziehung externer Akteure einen sichtbaren und messbaren Beitrag, entwicklungspolitische Kernanliegen (s. Einleitung) im Inland bekannt zu machen und gesellschaftlich zu verankern. Engagement Global führt hierzu auch künftig die bisher übertragenen Programme und Dienstleistungen in der erreichten hohen Qualität durch.</p>	<p><u>Indikatoren zu Ziel 1:</u></p> <p>1.1. Die Zukunftscharta ist in den 16 Bundesländern durch Veranstaltungen breit verankert. Zusätzlich sind 100.000 Personen nachweislich über die Inhalte und Handlungsoptionen zur Umsetzung der Charta informiert. So werden beispielsweise Konsumenten und Produzenten für Umwelt- und Sozialstandards im Bereich Textil sensibilisiert. F: S2, F2 (Aufteilung folgt) B: F1, MMZ</p>	

<p><i>Text zum Ziel 1: (vgl. Seite 2)</i></p> <p>Engagement Global leistet mit den für das BMZ durchgeführten Programmen und programmübergreifenden Initiativen unter Einbeziehung externer Akteure einen sichtbaren und messbaren Beitrag, entwicklungspolitische Kernanliegen (s. Einleitung) im Inland bekannt zu machen und gesellschaftlich zu verankern. Engagement Global führt hierzu auch künftig die bisher übertragenen Programme und Dienstleistungen in der erreichten hohen Qualität durch.</p>	<p>1.2. Engagement Global entwickelt bis Ende 2015 ein mit dem BMZ abgestimmtes Konzept zur Bekanntmachung der SDGs. Das Konzept wird in 2016 umgesetzt. Quantitative Indikatoren werden im Einzelnen im Rahmen des Konzepts erarbeitet und enthalten u.a.: Mindestens 100 Kommunen werden dafür sensibilisiert, durch kommunale Umsetzung zur Erreichung der SDGs beizutragen und die globalen Nachhaltigkeitsziele in der Bevölkerung zu verankern. Es werden 13.000 Personen aus der Fachöffentlichkeit (u.a. Lehrerinnen und Lehrer) durch die Aufnahme des Themas SDGs in die begleitenden Unterrichtsmaterialien und den Orientierungsrahmen über die globalen Nachhaltigkeitsziele informiert.</p> <p>F: S2, F2 (Aufteilung folgt)</p> <p>B: -</p>
	<p>1.3. Die Anzahl der Kommunen, die sich mit Unterstützung durch Engagement Global entwicklungspolitisch engagieren, steigt bis Ende 2016 um 20%. (Baseline: 360 Kommunen mit insgesamt 36,1 Mio. Einwohnern)</p> <p>F: F2 (F2.1)</p> <p>B:</p>
	<p>1.4. Zur besseren Ansprache von Schülerinnen und Schülern entwickelt Engagement Global bis Herbst 2015 ein mit dem BMZ abgestimmtes Schulkonzept. In einer ersten Umsetzungsphase bis Ende 2016 sollen sich 20% mehr Schülerinnen und Schüler mit Fragen des globalen Lernens befasst haben (Baseline 2014).</p> <p>F: F2</p> <p>B:</p>
	<p>1.5. Die im Rahmen der Sonderinitiativen über Engagement Global beratenen Förderanträge werden fristgerecht zur Bewilligung im BMZ vorgelegt und damit die Grundlage für eine reibungslose Abwicklung der Initiativen gelegt.</p> <p>F: F1 (F1.2)</p> <p>B: MMZ</p>
	<p>1.6. Der Launch der Deutsch-Afrikanischen Jugendinitiative erfolgt spätestens im 2. Quartal 2016. Eine afrikanische Partnerstruktur ist bis Ende 2015 identifiziert und wird 2016 operational. Die Anzahl der geförderten Begegnungen und Partnerschaften steigt ab 2015 ggü. dem Vorjahr um 20% (Baseline: 2014).</p> <p>F: F2 (F2.2)</p> <p>B: MMZ, S2, F1</p>

	<p>1.6. Der Launch der Deutsch-Afrikanischen Jugendinitiative erfolgt spätestens im 2. Quartal 2016. Eine afrikanische Partnerstruktur ist bis Ende 2015 identifiziert und wird 2016 operational. Die Anzahl der geförderten Begegnungen und Partnerschaften steigt ab 2015 ggü. dem Vorjahr um 20% (Baseline: 2014).</p> <p>F: F2 (F2.2) B: MMZ, S2, F1</p>
<p><b>II. Die Dienstleistungen von Engagement Global sind weiterentwickelt und akzeptiert</b></p>	
<p><u>Ziel 2:</u> Unternehmensentwicklung</p> <p>Die Serviceleistungen von Engagement Global für die Zielgruppen und die Gesellschafterin sowie Zuwendungs- und Auftragsgeber sind optimiert, u. a. durch verbesserte interne und externe Dienstleistungen und Arbeitsabläufe und ein verbessertes Management der Personalressourcen und Personalentwicklung.</p>	<p><u>Indikatoren zu Ziel 2:</u></p> <p>2.1. Das Prozess- und Antragsmanagement ist in Abstimmung mit dem BMZ bis Ende 2016 entwickelt und für 80 % der Programme funktionsfähig. Darin sind die finanziell wichtigsten Förderprogramme (Bengo/ZFD)/weiterwärts/(FEB) enthalten. F: S1 B: F1, F2, ZB</p> <p>2.2. Der Zentrale Programmservice wird bis Ende 2016 intern evaluiert und entsprechend der Ergebnisse optimiert oder eingestellt. F: F1 B: S3</p> <p>2.3. Ein Kontakt- und Anfragenmanagement ist in Abstimmung mit dem BMZ entwickelt und bis Ende 2016 pilotiert. F: S1 (für KMS), MMZ (für AMS) B: ZB (Z4)</p> <p>2.4. Eine Personalbedarfsermittlung (PBE) ist als Grundlage einer auf die Bedarfe von Engagement Global ausgerichteten Personalressourcensteuerung bis Ende 2015 durchgeführt und ausgewertet. Die Umsetzung der Empfehlungen der PBE ist mit dem BMZ abgestimmt und im Rahmen der haushälterischen Vorgaben sowie eines daraus abgeleiteten Personalressourcen-Konzeptes durchgeführt. F: ZB B: -</p> <p>2.5. Das neue Verfahren zu Vergaben wird hausweit angewendet (bis Ende 2015). F: S1 B: ZB (Z4)</p>

<p><i>Text zum Ziel 2: (vgl. Seite 4)</i></p> <p>Die Serviceleistungen von Engagement Global für die Zielgruppen und die Gesellschafterin sowie Zuwendungs- und Auftragsgeber sind optimiert, u. a. durch verbesserte interne und externe Dienstleistungen und Arbeitsabläufe und ein verbessertes Management der Personalressourcen und Personalentwicklung.</p>	<p>2.6. Ein Survey über die Zufriedenheit der Partner und Zielgruppen mit Engagement Global als Dienstleister sowie mit der Öffentlichkeitsarbeit von Engagement Global wird ab 2016 jährlich durchgeführt und im Kuratorium dazu berichtet. Der erste Bericht ist bis Ende 2016 ausgewertet und liegt der Gesellschafterin vor. F: S3 B: F1, F2, MMZ</p> <p>2.7. Ein Konzept zur zielgruppengerechten Beratung durch Engagement Global (Erst- und Programmberatung) ist erarbeitet, im Kuratorium beraten und bis Ende 2016 umgesetzt mit dem Ziel, Qualitätsstandards für die Beratung zu implementieren. F: S3 B: F1, F2, MMZ</p> <p>2.8. Engagement Global erarbeitet aus der Beratungspraxis heraus Vorschläge zur Verfahrensvereinfachung. F: S3 B:</p> <p>2.8. Engagement Global erarbeitet aus der Beratungspraxis heraus Vorschläge zur Verfahrensvereinfachung. F: S3 B:</p>
<p><u>Ziel 3:</u></p> <p>Qualitätssicherung, Erfolgskontrolle, Wirksamkeit</p> <p>Die Wirksamkeit der Arbeit von Engagement Global und der Programme ist erhöht. Die Qualitätssicherung und Erfolgskontrolle bezüglich der Weiterbildungsmittel, der Beratungs- und Qualifizierungsangebote sind verbessert.</p>	<p><u>Indikatoren zu Ziel 3:</u></p> <p>3.1. Ein programmübergreifendes System und Instrumente für Monitoring und Evaluierung (M&amp;E) der Aktivitäten von Engagement Global ist bis Ende 2016 implementiert. Im Zuge der Erstellung des M&amp;E-Systems sind Indikatoren bis Ende des ersten Quartals 2016 entwickelt und bis Ende 2016 erstmals erhoben. Die Indikatoren ermöglichen Aussagen zu Programmwirkungen sowie zu unternehmensstrategischen Zielen (u.a. zu erreichten Zielgruppen, Teilnehmenden an Veranstaltungen der EG, zur Mittelweiterleitung, zu Drittmitteln, bestehenden und neuen Kooperationspartnern oder Qualifizierungsmaßnahmen). F: S3 B: ZB (Z4), F1, F2</p> <p>3.2. Die Pilotphase der Umsetzung des Qualifizierungskonzeptes („Angebote für Qualifizierung und Wissenskoooperation von Engagement Global für Zielgruppen und Partner/innen“) ist bis Mitte 2016 ausgewertet. Das Seminarangebot von Engagement Global ist auf Grundlage der Auswertung bis Ende 2016 unter besonderer Berücksichtigung programmübergreifender Angebote weiterentwickelt. F: S3 B: F1, MMZ</p>

<p><i>Text zum Ziel 3: (vgl. Seite 5)</i></p> <p>Die Wirksamkeit der Arbeit von Engagement Global und der Programme ist erhöht. Die Qualitätssicherung und Erfolgskontrolle bezüglich der Weiterleitungsmittel, der Beratungs- und Qualifizierungsangebote sind verbessert.</p>	<p>3.3. 70% der Teilnehmenden an Qualifizierungsmaßnahmen geben Rückmeldung, dass sie bedarfsgerecht qualifiziert sind.  F: S3  B: F1</p> <p>3.4. Leitlinien zur Umsetzung der Korruptionsprävention werden ab 2016 angewendet.  F: S3  B: -</p> <p>3.5. Die Instrumente des Risikomanagementsystems werden ab Anfang 2016 angewendet.  F: S3  B: -</p> <p>3.6. Ein Compliance-System ist bis Ende 2016 eingeführt.  F: S1  B: -</p> <p>3.7. Mindestens drei neue Beispiele für programmübergreifende Zusammenarbeit sind dokumentiert (Basis 2014).  F: S1  B: -</p> <p>3.8. Mittelabfluss und -bindung erfolgen in vorausschauender Abstimmung mit dem BMZ.  F: Z8 (Z1)  B: F1</p> <p>3.9. Mindestens fünf mögliche neue Kooperationspartner sind gefunden und sind bereit, einen (ggfs. auch finanziellen) Beitrag zur Entwicklungszusammenarbeit zu leisten.  F: MMZ  B: F1, F2</p>
<p><u>Ziel 4:</u>  <b>Öffentlichkeitsarbeit</b></p> <p>Die Kohärenz der Öffentlichkeitsarbeit von Engagement Global zwischen den Programmen und übergreifender Öffentlichkeitsarbeit sowie mit dem BMZ ist erhöht und die Sichtbarkeit von EG verbessert. Die Angebote für Partner werden genutzt.</p>	<p><u>Indikatoren zu Ziel 4:</u></p> <p>4.1. Die Umsetzung des mit dem BMZ abgestimmten Konzeptes zur Markenführung ist unter Einbeziehung externer Akteure entsprechend des vorgeschlagenen Zeitplans abgeschlossen.  F: S2  B: F2</p>

<p><i>Text zum Ziel 4: (vgl. Seite 6)</i></p> <p>Die Kohärenz der Öffentlichkeitsarbeit von Engagement Global zwischen den Programmen und übergreifender Öffentlichkeitsarbeit sowie mit dem BMZ ist erhöht und die Sichtbarkeit von EG verbessert. Die Angebote für Partner werden genutzt.</p>	<p>4.2. Zukunftsorientierte (nicht-digitale) Veranstaltungsformate zur Ansprache neuer Zielgruppen sind entwickelt, mit dem BMZ abgestimmt und erprobt. F: S2 B: MMZ</p> <p>4.3. Neue, noch wenig erreichte Zielgruppen sind für die EZ erreicht, wie z.B. Berufstätige, Sportler, Jugend, Migranten und Menschen im ländlichen Raum. Mindestens fünf neue Kooperationen mit Akteuren der oben genannten Bereiche sind etabliert. F: MMZ B: F1, F2, S2</p> <p>4.4. Das Konzept, das Aufgaben und Verantwortlichkeiten zur Informations- und Öffentlichkeitsarbeit in Engagement Global regelt, ist bis Mitte 2015 verabschiedet und organisationsweit bindend. F: S2 B: F2</p> <p>4.5. Mindestens zehn zusätzliche Partner (Baseline 2014) nutzen das Angebot der Öffentlichkeitsarbeit von Engagement Global (insbesondere im Bereich Social Media) als Plattform für ihre Angebote und Aktivitäten. F: S2 B: -</p>
<p><u>Ziel 5:</u> Revision und Verwendungsnachweise</p>	<p><u>Indikatoren zu Ziel 5:</u></p>
<p>Die kontinuierliche und fortlaufende Bearbeitung neuer Verwendungsnachweise (VN) wird durch Steuerung im institutionellen Personalhaushalt gewährleistet. Der Abbau der Rückstände in der Prüfung der VN ist für solche, die bis zum 31. Dezember 2014 eingegangen sind, bis zum 31. September 2015 abgeschlossen und gegenüber dem BMZ dokumentiert. F: F1 B: Z1</p>	<p>Keine Indikatoren</p>

<p><u>Ziel 6:</u> Nachhaltigkeit</p> <p>Engagement Global berücksichtigt verstärkt Nachhaltigkeitskriterien bei der Umsetzung eigener Maßnahmen sowie bei der Umsetzung der Programme. Ökologische und soziale Kriterien im Sinne einer diskriminierungssensiblen Organisation sind hierbei beachtet.</p>	<p><u>Indikatoren zu Ziel 6:</u></p>
	<p>6.1. Ein Nachhaltigkeitskonzept und ein dazugehöriger Umsetzungsplan zur Erreichung einer diskriminierungssensiblen und ökologisch nachhaltigen Organisation liegen vor. Mindestens zwei Maßnahmen des Umsetzungsplans sind in 2016 begonnen.</p> <p>F: 51 B: F1, F2, ZB, MMZ</p>
	<p>6.2. Richtlinien zur nachhaltigen Vergabe in den Vergabeleitfäden werden angewendet.</p> <p>F: 51 B: -</p>

## Bibliography

- Athenstaedt, C. (2010). *Die Kompetenzverteilung in der staatlichen Entwicklungszusammenarbeit. Zur Zulässigkeit entwicklungspolitischer Maßnahmen deutscher Bundesländer und Kommunen* (Doctoral Dissertation, University of Kiel 2010). München, Herbert Utz Verlag.
- Becker, Silvia. (2013). *Programme und Arbeitsfelder der Engagement Global gGmbH*. Retrieved from : <http://www.eine-welt-netz-nrw.de>, 17 September 2015.
- Bogumil, J. & Werner, J. (2008). *Einführung in die Verwaltungswissenschaft*. Hagen, Fernuniversität Hagen.
- bpb website. (2015). *Entwicklungspolitik*. Retrieved from: [www.bpb.de/nachschlagen/lexika/politiklexikon/17411/entwicklungspolitik](http://www.bpb.de/nachschlagen/lexika/politiklexikon/17411/entwicklungspolitik), 16 September 2015.
- Büschel, H. (2010). *Geschichte der Entwicklungspolitik*. Retrieved from: [docupedia.de/zg/Geschichte\\_der\\_Entwicklungspolitik](http://docupedia.de/zg/Geschichte_der_Entwicklungspolitik), 16 September 2015.
- Bündnis 90/Die Grünen Bundestagsfraktion. (9 September 2013). *Minister Niebels Vetternwirtschaft : Missmanagement und erneute Personalposse*. Retrieved from : [https://www.gruene-bundestag.de/presse/pressemitteilungen\\_ID\\_2000147/2013/september/minister-niebels-vetternwirtschaft-missmanagement-und-erneute-personalposse\\_ID\\_4389861.html](https://www.gruene-bundestag.de/presse/pressemitteilungen_ID_2000147/2013/september/minister-niebels-vetternwirtschaft-missmanagement-und-erneute-personalposse_ID_4389861.html), 16 September 2015.
- Centre for International Migration and Development website. (2015). *About us*. Retrieved from : <http://www.cimonline.de/en/profile/59.asp>, 18 September 2015.
- CDU, CSU and FDP. (2009). *Growth. Education. Unity. The coalition agreement between the CDU, CSU and FDP for the 17th legislative period*. N.a.
- Couvé, R. (1957). Möglichkeiten und Grenzen der Verwaltungsvereinfachung. *Gewerkschaftliche Monatshefte*, 8(11), pp. 651-655.
- Deutsches Evaluierungsinstitut der Entwicklungszusammenarbeit website. (2015). *Integration der Instrumente der technischen Zusammenarbeit*. Retrieved from: <http://www.deval.org/de/integration-der-instrumente-der-technischen-zusammenarbeit.html>, 17 September 2015.
- Eckert, A. (2015). Geschichte der Entwicklungszusammenarbeit. In: bpb. *Aus Politik und Zeitgeschichte: Entwicklungszusammenarbeit*, 7-9/2015(65), pp. 3-8.
- Ellwein, T. & Hesse, J.J. (Eds.). (1985). *Verwaltungsvereinfachung und Verwaltungspolitik*. Baden-Baden, Nomos Verlagsgesellschaft.
- Engagement Global. (2013). *Geschäftsbericht 2012. Gemeinsam mehr bewegen*. Bonn: Engagement Global gGmbH. Service für Entwicklungsinitiativen.
- Engagement Global. (2014). *Geschäftsbericht 2013. Synergien nutzen – Potenziale entwickeln*. Bonn: Engagement Global gGmbH. Service für Entwicklungsinitiativen.

- Engagement Global. (2015a). *Geschäftsbericht 2014. Bildung für nachhaltige Entwicklung*. Bonn: Engagement Global gGmbH. Service für Entwicklungsinitiativen.
- Engagement Global. (2015b). *Organigramm: ENGAGEMENT GLOBAL gGmbH. Bonn: Engagement Global gGmbH. Service für Entwicklungsinitiativen*. Retrieved from: <http://www.engagement-global.de>, 1 July 2015.
- Engagement Global. (2015c). Zielvorgaben der Gesellschafterin für die Geschäftsführung von Engagement Global 2015-2016.
- Engagement Global website. (2015a). *Dokumente*. Retrieved from : <http://www.engagement-global.de/mediathek-dokumente.html>, 16 September 2015.
- Engagement Global website. (2015b). *Imprint*. Retrieved from : <http://www.engagement-global.de/imprint.html>, 20 September 2015.
- Engagement Global website. (2015c) *Management*. Retrieved from : <http://www.engagement-global.de/management.html>, 15 September 2015.
- Engagement Global website. (2015d). *Overview of programmes*. Retrieved from : <http://www.engagement-global.de/overview-of-programmes.html>, 10 July 2015.
- Federal Ministry for Economic Cooperation and Development. (2012). Strategiepapier für die Engagement Global gGmbH – Service für Entwicklungsinitiativen. Rückenwind für Entwicklungsengagement. *BMZ-Strategiepapier 7(2012)*.
- Federal Ministry for Economic Cooperation and Development. (2013). Participating, engaging, making. Strategy on working with civil society in German development policy. *BMZ Strategy Paper 8(2013)*.
- Federal Ministry for Economic Cooperation and Development. (2014). *Die Deutsche Entwicklungszusammenarbeit. EINEWELT – Unsere Verantwortung*.
- Federal Ministry for Economic Cooperation and Development. (2015). Gemeinsam Viele(s) bewegen. Aktionsprogramm zum bürgerschaftlichen Engagement in der Entwicklungspolitik. *BMZ-Strategiepapier 6(2015)*.
- Federal Ministry for Economic Cooperation and Development website. (18 September 2012). *One-Stop-Shop für bürgerschaftliches Engagement eröffnet – "Engagement Global" geht an den Start*. Retrieved from: <http://www.bmz.de/20120118-1>, 10 July 2015.
- Federal Ministry for Economic Cooperation and Development website. (2015a). *Geschichte*. Retrieved from: <http://www.bmz.de/de/ministerium/geschichte/index.html>, 16 September 2015.
- Federal Ministry for Economic Cooperation and Development website. (2015b). *Deutscher Entwicklungsdienst*. Retrieved from: [http://www.bmz.de/de/was\\_wir\\_machen/wege/bilaterale\\_ez/akteure\\_ez/einzelakteure/ded/index.html?follow=adword](http://www.bmz.de/de/was_wir_machen/wege/bilaterale_ez/akteure_ez/einzelakteure/ded/index.html?follow=adword), 21 September 2015.
- Federal Ministry for Economic Cooperation and Development website. (2015c). *InWEnt – Internationale Weiterbildung und Entwicklung*. Retrieved from:

[http://www.bmz.de/de/was\\_wir\\_machen/wege/bilaterale\\_ez/akteure\\_ez/einzelakteure/inwent/index.html](http://www.bmz.de/de/was_wir_machen/wege/bilaterale_ez/akteure_ez/einzelakteure/inwent/index.html), 21 September 2015.

Gerring, J. (2007). *Case Study Research. Principles and Practices*. New York, Cambridge University Press.

Organisation for Economic Co-operation and Development. (2003). *From Red Tape to Smart Tape. Administrative Simplification in OECD Countries*. Paris.

Organisation for Economic Co-operation and Development. (2005). *The Paris Declaration on Aid Effectiveness*. Paris.

Organisation for Economic Co-operation and Development. (2006). *Cutting Red Tape. National Strategies for Administrative Simplification*. Paris.

Organisation for Economic Co-operation and Development. (2009). *Overcoming Barriers To Administrative Simplification Strategies: Guidance For Policy Makers*. Paris.

Organisation for Economic Co-operation and Development. (2010). *Cutting Red Tape. Why Is Administrative Simplification So Complicated? Looking Beyond 2010*. Paris.

Rauch, T. (2015). Zur Reform der deutschen Entwicklungszusammenarbeit. In: bpb. *Aus Politik und Zeitgeschichte: Entwicklungszusammenarbeit*, 7-9/2015(65), pp. 36-42.

Sangmeister, H. & Schönstedt, A. (2010). *Entwicklungszusammenarbeit im 21. Jahrhundert*. Baden-Baden, Nomos Verlagsgesellschaft.

Schmidt, S. (2015). Entwicklungszusammenarbeit als strategisches Feld deutscher Außenpolitik. In: bpb. *Aus Politik und Zeitgeschichte: Entwicklungszusammenarbeit*, 7-9/2015(65), pp. 29-35.

SPD Bundestagsfraktion. (10 September 2013). *Niebels Personalpolitik : Bundesrechnungshof deckt katastrophale Missstände auf*. Retrieved from : <http://www.spdfraktion.de/presse/pressemitteilungen/niebels-personalpolitik-bundesrechnungshof-deckt-katastrophale-missstaende->, 16 September 2015.

Taz.de. (8 September 2013). *Niebels FDP-nahe Personalpolitik. Teure Vetternwirtschaft*. Retrieved from : <https://web.archive.org/web/20130911053413/http://www.taz.de/Niebels-FDP-nahe-Personalpolitik!/123357/>, 16 September 2015.

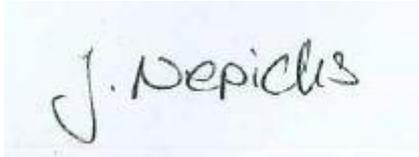
Vogel, H.-J. (2000). *Die bürgerorientierte Kommune : Neue Wege der Demokratie*. In : Töpfer, A. (Ed.). (2000). *Die erfolgreiche Steuerung öffentlicher Verwaltungen. Von der Reform zur kontinuierlichen Verbesserung*. Wiesbaden, Betriebswirtschaftlicher Verlag Dr. Th. Gabler GmbH.

Yin, R. K. (2012). *Applications of case study research*. United States, Sage Publications, Inc.

Yin, R.K. (2014). *Case Study Research. Design and Methods* (5<sup>th</sup> edition). United States, Sage Publications, Inc.

## **Affirmation**

I herewith declare that the bachelor thesis at hand was solely prepared on my own, and that other resources or other means than those referred to, have not been used and applied. All citations and implemented fragments of text, employed in a literal or corresponding manner, have been marked as such.

A handwritten signature in black ink on a light blue background. The signature reads "J. Nepicks" in a cursive, slightly slanted script.

Julia Nepicks

Münster, 8 november 2015