



Evaluation report

on GTZ's work

11th cross-section analysis of evaluations conducted in 2008/2009



Contents

01	_ Foreword	2
02	_ What did we evaluate, and how?	3
03	_ Overview of evaluation results 2008/2009	6
04	_ Evaluations in other business areas	11
05	_ Thematic focus of evaluation results	15
	Focus_Water sector	16
	Focus_Decentralisation sector	22
	Focus_Microfinance sector	28
06	_ Interview with Martina Vahlhaus	34
07	_ Summary and outlook	36
08	_ Annex	39

In detail



03—Overview: 176 projects and programmes were evaluated that GTZ had conducted on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). Of the evaluated measures, 89.2% were classed as 'successful'.

04—In addition to the contracts that GTZ implemented on behalf of BMZ, we also want to know what works in our other business areas too. This chapter presents examples from the Centre for International Migration and Development (CIM) and GTZ International Services in Ethiopia.



05—Focus: In 2008, 14 development measures were rated in the 'decentralisation' sector and 15 in the 'water' sector. In 2009, 13 other measures were rated in the 'microfinance' sector. Detailed results in these sectors are presented in separate chapters.

01_

Foreword



Christoph Beier has been one of GTZ's Managing Directors since January 2010 and is responsible for the Evaluation Unit, among other departments.

'You live and learn,' as the saying goes, and this sums up the main aim of evaluation: to learn from experience. Only if we understand why something went wrong or worked well can we get a better picture of how to proceed in similar situations, in order to reach future objectives. That is exactly what we aim to achieve at GTZ by evaluating the measures we have conducted. We want to learn lessons for the company as a whole from individual mistakes and successes. This sounds so easy, but the task of mainstreaming such a learning process within the organisation and making it become second nature throughout the company is a very demanding one. Since 2006, the Evaluation Unit has been responsible for this task. This is their second evaluation report.

In addition to their learning effect for the company, evaluations also document for our commissioning parties and the public how well we work and how effectively and expediently we use the funds entrusted to us in our cooperation with local partners. Thus, a total of 176 projects and programmes were closely scrutinised in 2008/2009. Eighty-nine per cent of the evaluated projects and programmes are considered successful, a very gratifying result. But that is not enough for us. We want to improve our performance and constantly strive to increase the effectiveness of our measures.

The evaluation results play a crucial role in this context. They show us to what extent we respond to the needs of commissioning parties, clients, partners and target groups in the various business areas and how we can gear our efforts more efficiently to their requirements. The more we learn from evaluation results, the greater the impact of the projects and programmes, and the better we will succeed in supporting sustainable development in our partner countries.

In the past five years, GTZ has come up to international speed in the field of evaluation. An examination of all German implementing organisations conducted on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) in 2008 confirmed that our evaluation system is state-of-the-art.

We are especially pleased about this because implementing complex projects and programmes with a constant level of skill calls for proven evaluation expertise as well as operational know-how. Or, in other words, we have to know where we stand, where we are heading and how to get there. In a nutshell: We have to know what works.

A handwritten signature in black ink, appearing to read 'Christoph Beier', followed by a horizontal line.

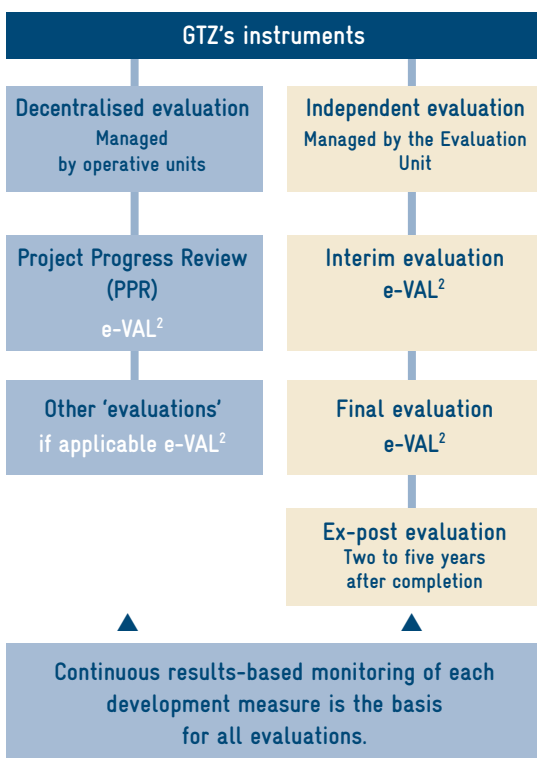
02.

What did we evaluate, and how?

GTZ's evaluation system is geared towards systematic assessment of results. The aim is to measure the results actually achieved by measures and their contribution to achieving overarching development objectives in as standardised a way as possible. The planning, steering and evaluation of all development measures therefore centres on the overall results constellation with logically constructed hypotheses on the connection between interventions and their results.

System that rests on two pillars

Evaluations serve on the one hand to give account to our commissioning parties and the public. On the other hand, they provide important information for further developing strategies and steering individual development measures. GTZ's evaluation system fulfils both functions and therefore rests on two pillars:



1. Decentralised evaluations using the Project Progress Review (PPR), which mainly serve to promote internal learning and management of projects and programmes. They are initiated and managed by the operative division responsible for the project/programme and are usually carried out by two independent evaluators. PPRs are normally performed towards the end of a project or programme phase with a planning and strategic focus on the subsequent phase. The mandatory involvement of independent evaluators and the 'cross-check' principle that is applied when planning, selecting personnel and evaluating the PPR guarantee the degree of independence that is required for internal steering and quality assurance of the projects and programmes.

2. Independent evaluations that primarily serve as a means of giving account and that support the company-wide learning process. Projects for these evaluations are randomly selected. They are managed by GTZ's Evaluation Unit, which in turn commissions independent research institutes or consulting firms to conduct the evaluations. Independent evaluations may take place during ongoing projects and programmes (interim evaluation), upon conclusion (final evaluation) or two to five years after the end of a project (ex-post evaluation).

The computer-based e-VAL interview procedure is used both prior to PPRs and final reports, and in interim and final evaluations. GTZ has added this innovative data collection and evaluation method to its existing range of evaluation tools.

Methodological rules

There are two binding approaches to evaluations at GTZ: the triangulation method and the 'funnel approach.' The latter specifies that evaluators should start by examining the changes that have occurred in the intervention area of the development measure before looking at its objective.

This reveals unintended and undesired results as well. These are mainly identified by means of qualitative interviews with the major stakeholders of the development measure, who can thus speak about all of the results dimensions they consider important without having to meet any particular requirements. Only then is it established which changes have occurred as actual direct or indirect results of the development measure and can be plausibly attributed to the measure.

In addition, the triangulation method specifies that the object of an evaluation is assessed using different data collection methods and from different perspectives, i.e. via individual or group interviews (with and without questionnaires) or by studying the project files. The information obtained in this way comes from several sources, which also helps to avoid one-sided and possibly biased judgements.

Measures examined in the period under review

In 2008 and 2009, 176 projects and programmes that GTZ conducted on behalf of BMZ were evaluated.

That corresponds to 15% of all measures conducted on behalf of BMZ in the reporting period.

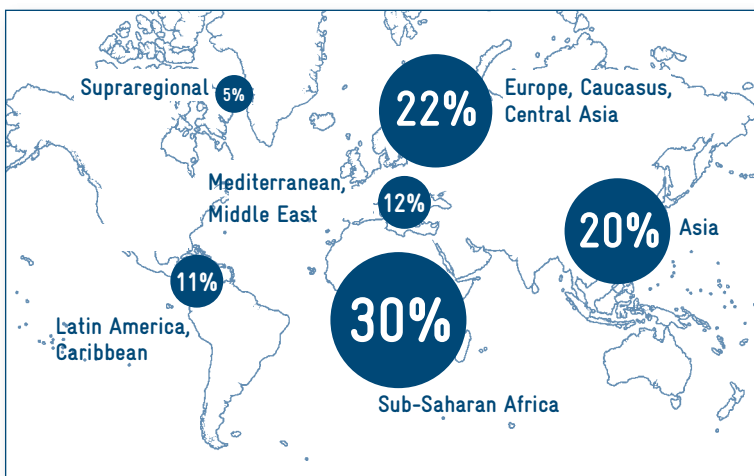
Central Asia Region, 35 in Asia, 22 in the Mediterranean Region and Middle East, 20 in Latin America and the Caribbean, and eight supraregional measures. The relative regional distribution of this random sample also corresponds to the regional distribution of all 1,180 projects and programmes in the overall portfolio that GTZ handled in this period on behalf of BMZ. 134 appraisals were decentralised evaluations for which the projects/programmes themselves were responsible, i.e. PPRs. The remaining 42 appraisals were independent evaluations in selected thematic priority areas: the 'Water' and 'Decentralisation' sectors in 2008, and the 'Microfinance' sector in 2009.

e-VAL interview procedure

Added to the 176 independent evaluations and PPRs are the results from 203 measures that were examined using the computer-based e-VAL interview procedure, which collects the subjective opinions and assessments of well-informed representatives of target groups, partners, GTZ personnel and other stakeholders at the project or programme. If the procedure is employed at a sufficiently early stage, the results are available before evaluations are conducted and can be used by the evaluators to guide and pinpoint their questions.

Interviews are carried out by specially trained experts. The special thing about e-VAL is that all interviewees address themes that they themselves consider relevant, and can describe in their own words how they rate the success or failure of a development measure. They apply their own standards to judge progress so far, the current situation, future development and sustainability of results. e-VAL therefore has a number of advantages when it comes to 'soft' themes such as ownership, changes in thought patterns, important principles for action or value judgements that are difficult to quantify but can be accurately summed up in subjective statements. Data are collected electronically, statistically processed and anonymised before being evaluated. Although we have not yet reached the stage where we can use results at highly aggregated level to manage project portfolios, the management of individual measures is already deriving substantial benefit from e-VAL. This is primarily because a joint

Regional distribution (n=176)



The evaluations are spread over all the regions in which GTZ operates. They examined 53 measures in sub-Saharan Africa, 38 in the Europe, Caucasus and

stakeholder view of a complex project or programme and its results can be formed and used to identify conclusions for further implementation that are transparent and generally understandable.

The e-VAL version that was extended in 2008 is also suitable for analysing processes and enables evaluations at sector, country portfolio and multi-donor programme level.

Evaluation criteria and assessment scale

The independent evaluations and PPRs are based on the internationally accepted criteria of the Develop-

ment Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD). These criteria are binding for German development cooperation. Since 2007 they have also been mandatory for GTZ's PPRs as well as for independent evaluations. This enables systematic control of performance in all phases of development measures.

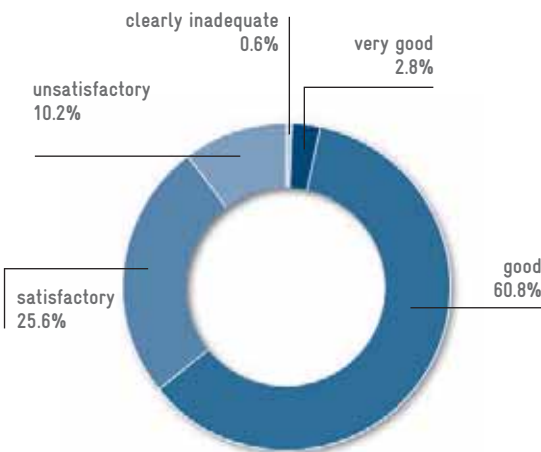
The projects and programmes are rated according to a six-point scale. GTZ considers all measures that are rated 1 to 3 as 'successful' and all those rated 4 to 6 as 'unsuccessful.'

OECD-DAC evaluation criteria	
<p>Relevance – Are we doing the right thing?</p> <p>Relevance describes the extent to which the development measure meets the needs of the target group and matches the partner country's priorities and the German Government's development-policy objectives and directives.</p> <p>Effectiveness – Are we achieving the objectives of the projects and programmes?</p> <p>Effectiveness measures the extent to which the direct results defined in the objectives of a development measure are being achieved. Unexpected and negative results are also examined, in addition to the intended, positive results.</p> <p>Indirect results (impact) – Are we contributing to the achievement of overarching development goals and results?</p> <p>The indirect, overarching development results that can often not be causally, but can be plausibly, attributed to the development measure, contribute to achieving the Millennium Development Goals.</p>	<p>Efficiency – Is our action cost-effective?</p> <p>Efficiency is a measure of the degree to which the resources invested in a development measure are appropriate compared to the results it achieves (cost/benefit ratio). Resources include all economically relevant cost factors such as capital, working hours and expertise. The efficiency of a measure is enhanced by using existing resources of other actors in the region. Another important efficiency factor is good coordination of the measure's activities with those of other binational and multinational donors.</p> <p>Sustainability – Are the results durable?</p> <p>Sustainability is a measure of the degree to which the positive results of a development measure will continue beyond the end of assistance. Sustainability is given when the partner organisations and target groups independently continue the activities of the development measure or if the positive results brought about by the projects and programmes are durably anchored in the partner country organisations.</p>
<p>Assessment scale</p> <p>1 = very good rating, 2 = good rating, 3 = satisfactory rating, 4 = unsatisfactory rating, 5 = clearly inadequate rating, 6 = the project/programme is useless or the situation has deteriorated on balance. Rating is performed by the evaluators according to the mandatory 'Guidelines on evaluating the success of projects/programmes.' These establish the criteria that have to be met in order to award a specific rating.</p>	

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Overview of evaluation results 2008/2009

Overall rating of all evaluated measures in 2008/2009 (n=176)

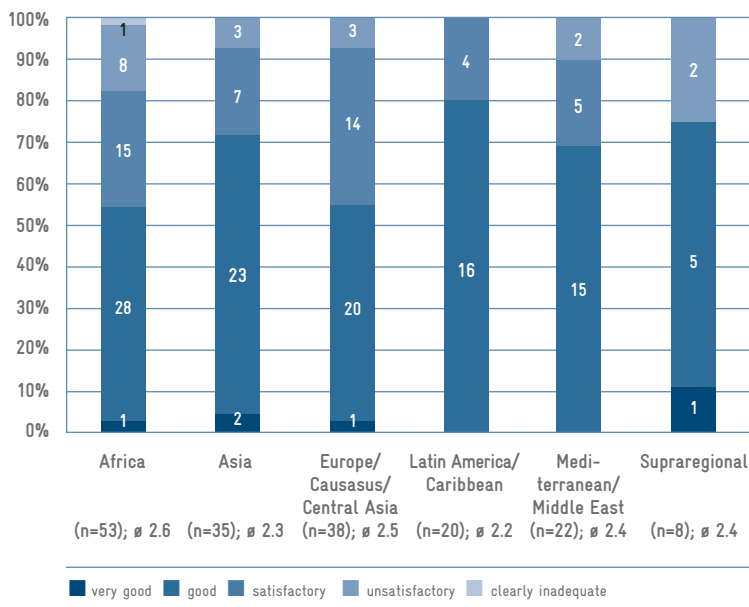


Almost two thirds of the 176 projects and programmes evaluated in the period under review were rated 'good' (60.8%) or 'very good' (2.8%). Another 25.6% were considered 'satisfactory.' This means that in all, 89.2% of measures were classed as 'successful,' as against 81.3% (unweighted) in the evaluation periods 2006 and 2007, representing an increase of roughly eight percentage points. Of the projects and programmes evaluated in 2008 and 2009, 10.8% were rated 'unsuccessful' as compared with 18.7% in 2006 and 2007. The average rating of all 176 projects and programmes evaluated in 2008 and 2009 is 2.4.

Regional comparison

Measures in Latin America and the Caribbean (Ø 2.2) received the best rating in the regional comparison of overall ratings of independent evaluations and Project Progress Reviews. All measures there were classed 'successful.' This is followed by Asia, with an average rating of 2.3 for projects and programmes in that region. Development measures in the Mediterranean Region and Middle East respectively received an average rating of 2.4. Projects and programmes in the Europe, Caucasus and Central Asia Region were given an average rating of 2.5, and those in sub-Saharan Africa received an average rating of 2.6. The supraregional projects and programmes are rated 2.4 on average. In summary, it can be said that the results of the individual regions are close to the average rating of all measures, i.e. 2.4. This comparison therefore reveals no major regional differences.

Regional results 2008/2009 (n=176)

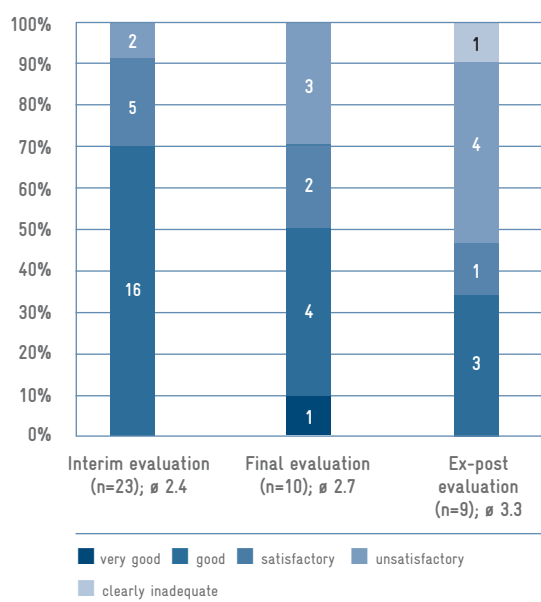


Independent evaluations

Quantitative results 2008/2009

In terms of the timing of the evaluation, the following picture emerges: whereas 21 of 23 measures are rated 'successful' (91%) in the interim evaluations, in the final evaluations this applies to seven out of ten and in the ex-post evaluations, to four out of a total of nine. This assessment confirms the trend that became apparent in the 2006/2007 evaluation report, according to which projects and programmes are rated more and more critically, the further back in time they are. The more positive rating in the interim evaluations can be attributed to the fact that evaluators still assessed the impact and sustainability criteria optimistically in the course of projects/programmes, whereas in subsequent evaluations, they rated the same criteria more critically. In addition, it is a fact, especially with regard to evaluations conducted after completion of a project, that qualitative changes are less easy to identify and trace if the people involved are no longer on site. This also frequently leads to more critical assessments.

Rating of independent evaluations according to type of evaluation 2008/2009 (n=42)



Summing up, it can be said that 32 of the independently evaluated measures (76.2%) were classed 'successful' and 10 (23.8%) as 'unsuccessful'. Compared with other international development cooperation organisations, this result puts us among the top third.

If one takes a differentiated look at the evaluation results according to the DAC criteria, it is noticeable that the 'relevance' criterion receives the best ratings, followed by 'effectiveness' and 'efficiency.' The criteria 'sustainability' and 'impact' receive less positive ratings. These are criteria whose actual degree of achievement can only be judged towards the end or after the end of a project or programme. This trend was also observed in the previous evaluation report (2006/2007). It indicates that we are good at efficiently achieving the objectives agreed with our commissioning parties, but also shows that the related contribution to overarching general development objectives is not always easy to trace and that the sustainability of the achieved objectives does not always correspond to expectations or cannot be adequately demonstrated. We have identified the resulting need for action and described steps in Chapter 7, Summary and outlook, that are designed to help improve the results with regard to both criteria. The average of all independent evaluations for the period 2008/2009 is 2.7.

Rating of DAC criteria in 42 independent evaluations (2008/2009)

	Interim	Final	Ex-post	Ø
Relevance	1.8	2.1	2.3	2.1
Effectiveness	2.4	2.6	3.2	2.6
Impact	2.7	2.8	3.3	2.8
Efficiency	2.6	2.7	3.1	2.7
Sustainability	2.6	2.9	3.0	2.7
Ø	2.4	2.7	3.0 ¹	

¹ 3.0 is the calculated value. The actual average of the ex-post evaluations is 3.3, since measures that receive a rating of 4 for specific criteria (impact, effectiveness, sustainability) automatically receive an overall rating of 4.

Qualitative results 2008/2009

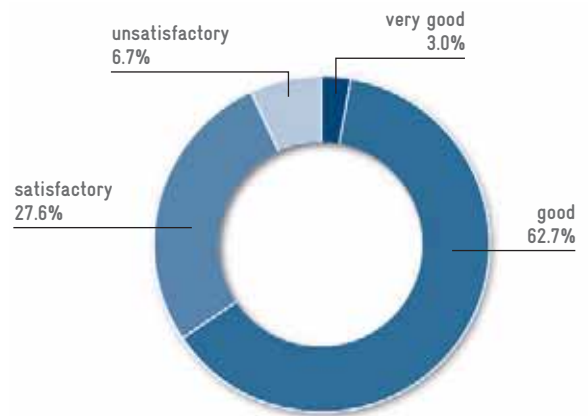
GTZ examines the independent evaluations both from a quantitative and a qualitative viewpoint in order to cover all of the reasons why results were achieved. In the period under review, the following success factors were revealed that were often associated with a positive rating of the projects and programmes:

1. The correct choice of partner, an executing agency structure that was as diverse as possible and a participatory approach in implementing the measures that was closely coordinated with the partner.
2. The multi-level approach, e.g. conducting development measures at central (government), regional (district) and local (municipality) level. Given consistent application, this approach also provides the basis for the broadest possible impact of the development measures.
3. Systematically planned and operated capacity development in the partner structures, not only at individual, but also at institutional and systemic level.
4. Good local donor coordination combined with the use of synergies.
5. Mainstreaming measures at an early stage to ensure that they are sustainable, so that local partners can independently maintain the established structures. This mainly includes adopting laws and regulations and their application, as well as the provision of adequate human and financial resources in the partner structures.

Project Progress Reviews (PPRs)

The 134 PPRs that were directly commissioned and managed by project officers in the partner countries provided similar results to the independent evaluations with regard to the individual DAC criteria:

Rating of PPRs in 2008/2009 (n=134, Ø 2.4)



Thus, in the PPRs, almost two thirds of the measures were rated good (62%) or very good (3%). In addition, 28% received a satisfactory rating, which means that in the reporting period, a total of 93 of projects and programmes were rated as 'successful,' and only 7% as 'unsuccessful.'

Whereas relevance received the best rating, with an average of 1.6, efficiency (2.3) and effectiveness (2.4) received medium ratings, followed by impact (2.5) and sustainability (2.6).

Rating of DAC criteria in 134 PPRs

Relevance	1.6
Effectiveness	2.4
Impact	2.5
Efficiency	2.3
Sustainability	2.6
Ø	2.4

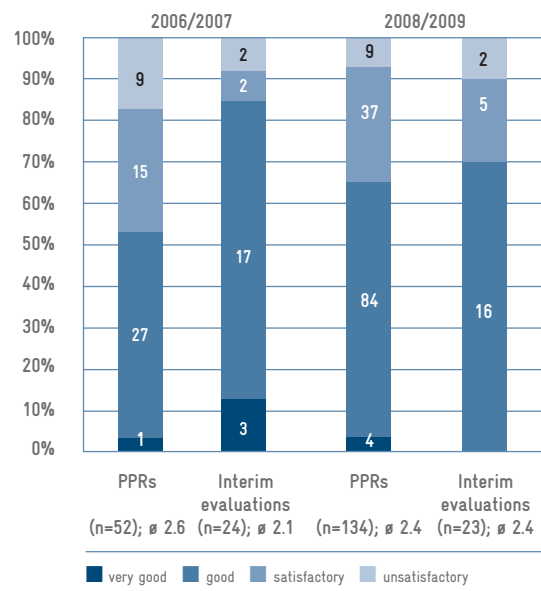
→ 'It is very useful to have external independent experts assess projects and programmes. The results of the independent evaluations are of particular benefit for planning new measures or future project phases.'

Ulla Borges, GTZ Country Director Malawi

Qualitative analysis of the PPRs makes it possible to identify four main findings:

1. The good relevance rating is due to the fact that the development measures respond appropriately to local requirements. GTZ has the correct strategies and concepts that match the development-policy expectations of partners and target groups.
2. To a large extent, GTZ achieves the objectives agreed with its partners and makes efficient use of the required funds.
3. Impact receives a low rating when the development results ascertained cannot be plausibly attributed to the measures conducted by the projects and programmes.
4. The degree to which development results are achieved and made sustainable can be further increased. Sustainability is at risk especially if a change occurs in the political framework after the measures have been completed and the results achieved have to assert themselves in the new environment.

Comparison between PPRs and interim evaluations 2006/2007 and 2008/2009 (n=233)



PPRs and interim evaluations in comparison

Both independent interim evaluations and PPRs are performed at ongoing projects and programmes. While interim evaluations in the period 2006/2007 showed even more positive results than the rating in PPRs, the average results have come closer in the reporting period 2008/2009. One explanation is that GTZ has further developed quality assurance for independent evaluation reports and has consistently followed up whether the commissioned institutes meet the more stringent reporting requirements.

Cross-cutting themes

Cross-cutting themes are not explicitly agreed as objectives in the individual contracts, but should nevertheless be taken into account when designing and implementing the development measures. With regard to the aspects of poverty and gender, the evaluations showed that these cross-cutting themes are frequently given low priority. Only rarely are poverty or gender analyses performed before or after the start of a project, and the objectives and indicators equally rarely make explicit reference to poverty and gender at project design stage. Evaluators therefore frequently criticised the fact that poverty and gender impacts are not systematically monitored.

This shows that cross-cutting themes, which are considered of paramount importance by GTZ's main commissioning party BMZ, should not be implemented merely as part of the 'package,' but should be explicitly addressed in the objectives and management of projects and programmes. Beyond this, we have taken organisational and managerial steps at project/programme level to ensure that gender aspects, for instance, are given more professional consideration in future.

When it comes to capacity development, GTZ's core competence, the picture is more differentiated. In a random sample of 20 PPR reports that were analysed for quality, capacity development received a positive rating in most cases. In 15 PPRs, it was emphasised that GTZ succeeds in designing capacity development as a holistic process, i.e. in acting at individual, institutional and organisational level to strengthen the managerial and performance capacities of partners. For GTZ and its development measures, capacity development therefore has several dimensions: strengthening and developing personnel and organisations as well as supporting networks and systems in the relevant policy fields of partner countries. Sporadic criticism was made that the sustainability of corresponding measures is jeopardised when there are frequent staff changes at the institutions, and that systematic monitoring of

capacity development measures is lacking. This assessment is shared by the independent evaluations, which also criticise that capacity development is still sometimes too frequently focused at individual level.

Qualitative results using e-VAL

In addition to the previous analyses, 29,000 content-related statements were collected at a total of 203 projects and programmes in roughly 4,000 computer-based interviews using the e-VAL procedure. More than half of these statements come from partners at political or implementation level.

The interviewed partners and target groups rated GTZ's contribution to the projects and programmes as positive in more than 80% of descriptions. The crucial criterion applied by interviewees to rate a project or programme as successful or unsuccessful is what it actually achieves. One in four statements by interviewees refers to results. About one in five statements was attributed to the theme of capacity development. The interviewed partners and target groups mainly describe positive results that have already been achieved in the course of the project (about 75% of statements on results) or that they believe will be achieved by the end of the project (another 15%). With reference to capacity development, the almost 4,000 interviewees believe that their own standards of success will have been achieved in almost all cases by the end of the projects and programmes. Almost 12,000 statements address the five success factors of Capacity WORKS, GTZ's project management model. Thus, apart from the factors 'processes,' 'steering structure,' and 'learning and innovation, and the themes mainly addressed are 'strategy' (in 40% of statements) and 'cooperation' (33%). Development measures are described positively in these areas by the partners, target groups and GTZ employees involved.

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Evaluations in other business areas



Nepal: support for the International Centre for Integrated Mountain Development – ICIMOD

GTZ takes a close look at other business areas as well as systematically evaluating the specific development measures implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), as shown in Chapter 2. Take CIM, for example: The Centre for International Migration and Development is a joint operation by GTZ and the German Federal Employment Agency. CIM places highly qualified specialists with employers abroad and supports them by providing services and topping up their local salaries. The personnel placement agency of German development cooperation is mainly financed by BMZ and focuses its evaluations on its contribution to

achieving development-policy objectives in the partner countries. To do so, since 2009 CIM has used online surveys that integrated experts, the local GTZ offices and employers use to systematically assess the relevant assignments. The combination of these different perspectives covers four monitoring levels, from the technical and personal suitability of the expert (performance) to the provision of outputs (implementation of the results agreed) and use of outputs, to compliance with German development cooperation sector objectives (indirect results). Apart from the individual presentation of the results achieved, this enables country-wide, region-wide or global statistical evalu-

→ 'We are pleased that CIM has developed a method to systematically record the results of work performed by CIM experts. The fact that we employers are also interviewed allows better assessment of the contribution CIM experts have made to achieving the development-policy objectives of respective partners'.

Dr Andreas Schild, Director General, International Centre for Integrated Mountain Development, ICIMOD, Kathmandu, Nepal

ations. For instance, 85% of all GTZ offices involved so far (n=93) completely or largely agreed that the experts made a constructive contribution to achieving development-policy objectives in the country.

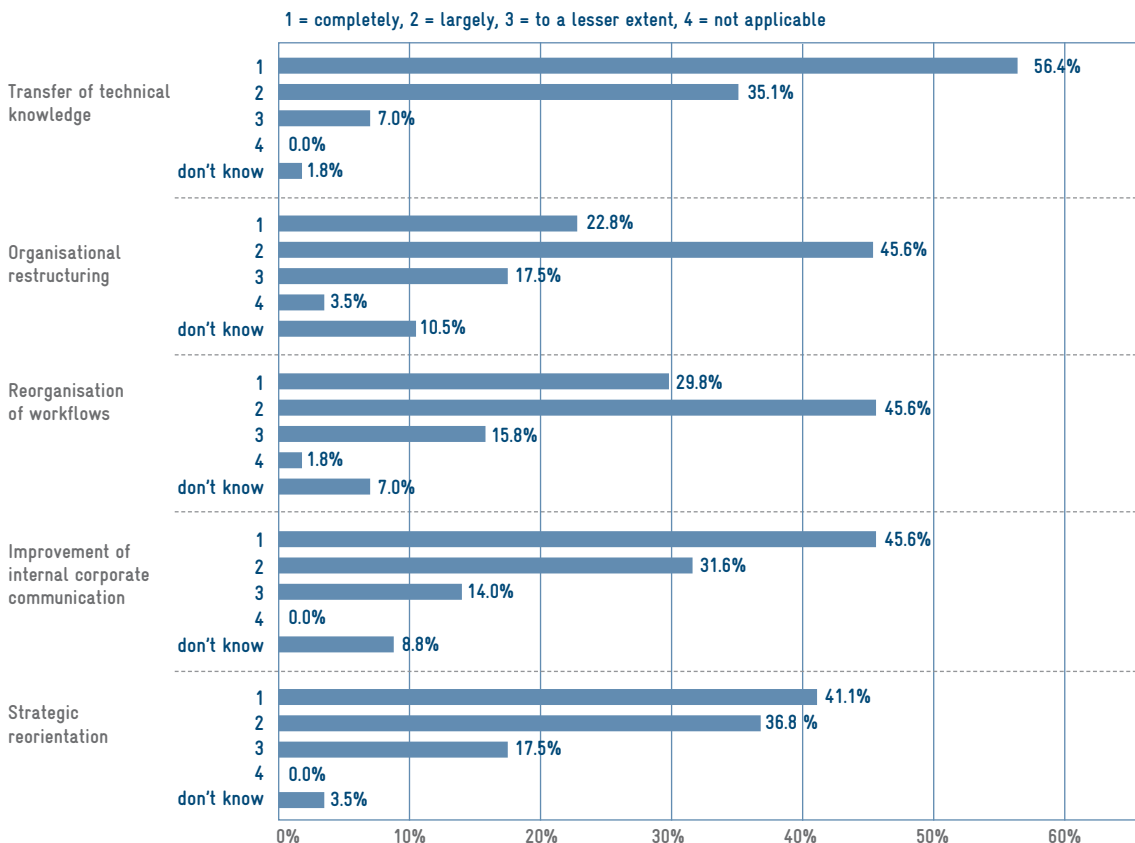
In addition, a good 80% (n=58) of interviewed employers stated that the professional qualification of the integrated experts fully met their expectations. The new system is used most intensively by the experts themselves. Meanwhile, over 570 integrated experts have entered the objectives and results of their assignment agreed upon with their employers in the online surveys, and over 419 integrated experts have already taken part in the first online progress surveys, which corresponds to a feedback quota of more than 77%. In response to the question as to how far the sustainability of the initiated processes is ensured after completion of

their assignment and positive results can be expected, over 77% say 'largely' and roughly 12% say 'completely.'

As the following overview shows, employers are also asked how they ensure the sustainability of the work results together with the CIM expert. The table documents that the direct transfer of technical knowledge is the priority for 93% of employers interviewed. Almost 80% of them also find it important to receive support from the expert in reorganising organisational workflows, improving internal corporate communication or strategic reorientation.

Altogether, the standardised approach with online surveys makes it possible to assess the assignment in an efficient and differentiated way and therefore helps improve the quality of the CIM pro-

Ensuring sustainable development processes from the perspective of the interviewed employers and CIM experts





Ethiopia: technology transfer and advice for building new universities

gramme in the long term. In this context, it is useful that the survey focuses on the aspect of the impact of individual assignments and on their assessment by third parties. Automation of workflows leads to a high degree of standardisation, which ensures that results are comparable and facilitates statistical evaluation. At the same time, the findings of results-based monitoring help to optimise work processes within CIM.

GTZ International Services: Focus on service provision

GTZ International Services (GTZ IS) provides services for international clients. GTZ's expertise is regularly in demand by foreign governments and companies with international operations as well as

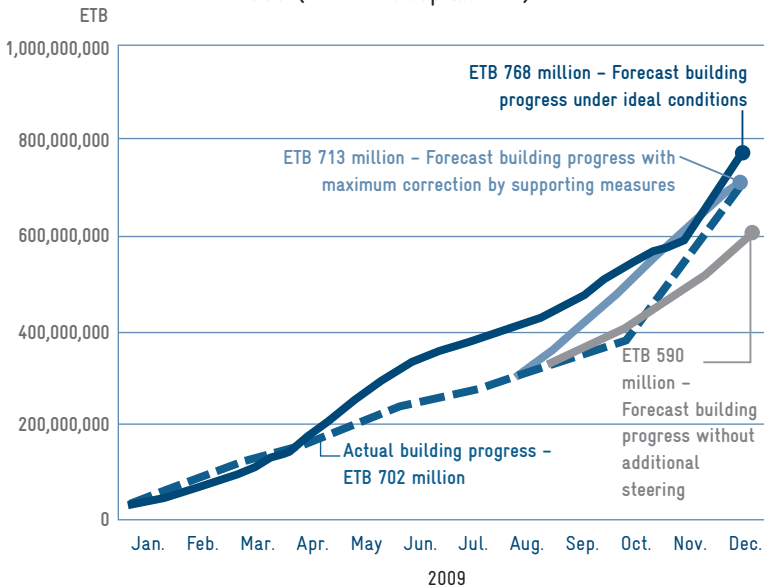
by the European Commission, development banks and the United Nations. With regard to monitoring and evaluation, GTZ IS takes its lead from the requirements and directives of individual clients, which means evaluations mainly serve to substantiate the services provided.

In the reporting period, our efforts in the GTZ IS business area focused on developing evaluation systems for projects and programmes that we implement on behalf of national governments. In this segment, regular evaluations are usually part of the contract for large-scale projects. At the same time, evaluations of strategically important projects and programmes provide us with valuable impetus for internal quality management and the steering of concrete measures. The evaluation re-

→ 'The trusting relationship we have established with the client since 2005 is largely due to the consistent ability of GTZ IS to provide information on building progress. Evaluation together with the client also corresponds to our idea of good consultancy.'

Martin Hansen, Executive Director, GTZ IS Ethiopia

Actual/target comparison of building progress
2009 (ETB = Ethiopian Birr)



sults of the University Capacity Building Program (UCBP) in Ethiopia are one example. GTZ IS has industry in becoming more efficient and competitive, for example by introducing more efficient processes and new technologies, and by teaching practical skills.

To enable adequate steering of the programme at all times in view of its complexity, and to be able to provide detailed information to the Ethiopian Government, data on building progress and construction costs are continuously processed in an IT-based monitoring system and the actual situation is compared with targets on an ongoing basis.

The graph shows that building progress in the first four months went according to plan with regard to the funds used, but then dropped away significantly due to a cement shortage in Ethiopia and delays in payment. In July, additional steering measures were agreed upon with the client. These made it possible to catch up again with building progress so that the annual objective was almost reached: among other things by prefinancing building materials for construction companies. In the annual evaluations, GTZ IS and the client assess to what extent the contractually established scope of services has been achieved according to defined reference values. The major figure for the client is the number of students the universities can absorb each year. By the end of 2009, there were a total of 77,000 students, which met the ministry's expectations.

In the field of capacity development, sustainable modernisation of the Ethiopian construction industry is assessed by the initial and continuing training of multipliers (engineers, craftspeople and architects) in the course of construction planning, implementation and supervision. The annual evaluation in 2009 showed that a large number of skilled craftspeople throughout the country benefited from around 28,500 training courses.

Another important component of support for these groups was the practice whereby general contractors are obliged to subcontract skilled craftspeople.

The benchmarks taken into consideration in the annual plan of operations and thus in the annual evaluation ensure that the client is provided with specific information. Thus, it is statistically proven that the programme offered employment and income prospects to some 17,000 people per year from 2006 to 2010. At the same time, service provision was extremely efficient: compared with other university building projects in the country, the building and project costs per square metre were much lower, for the same scope of services.

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Thematic focus of evaluation results

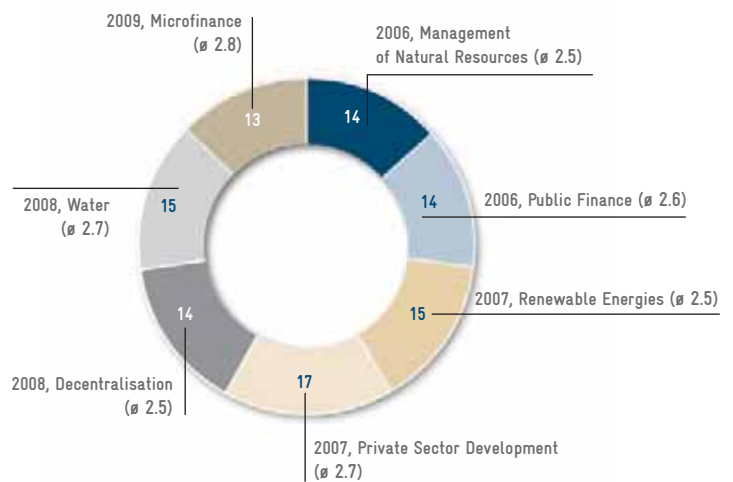
Each year, GTZ commissions independent evaluations in various thematic priority areas (sectors). In 2008, 14 projects and programmes were evaluated in the decentralisation sector and 15 projects and programmes in the water sector. Another 13 projects and programmes were evaluated in the microfinance sector in 2009. The average rating of all independent evaluations performed in 2008/2009 is 2.7.

In the water sector, 12 of 15 measures were rated successful; 12 of 14 in the decentralisation sector, and 8 out of 13 in the microfinance sector.

The average of all independent evaluations conducted so far is 2.6.

Madagascar: study of documentation within an independent evaluation

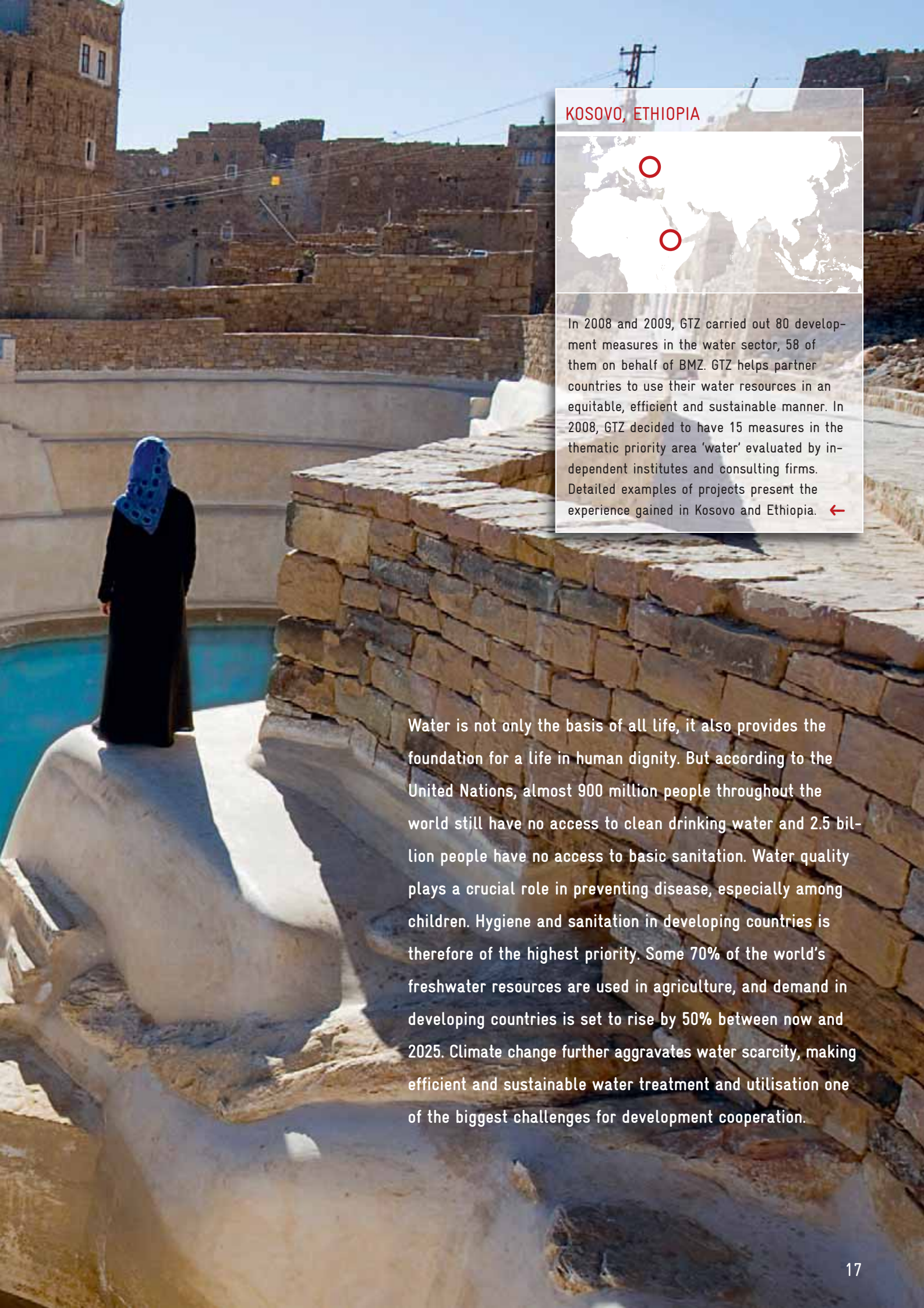
Number of independent evaluations per sector since 2006 (n=102)





05_

FOCUS_WATER SECTOR



KOSOVO, ETHIOPIA



In 2008 and 2009, GTZ carried out 80 development measures in the water sector, 58 of them on behalf of BMZ. GTZ helps partner countries to use their water resources in an equitable, efficient and sustainable manner. In 2008, GTZ decided to have 15 measures in the thematic priority area 'water' evaluated by independent institutes and consulting firms. Detailed examples of projects present the experience gained in Kosovo and Ethiopia. ←

Water is not only the basis of all life, it also provides the foundation for a life in human dignity. But according to the United Nations, almost 900 million people throughout the world still have no access to clean drinking water and 2.5 billion people have no access to basic sanitation. Water quality plays a crucial role in preventing disease, especially among children. Hygiene and sanitation in developing countries is therefore of the highest priority. Some 70% of the world's freshwater resources are used in agriculture, and demand in developing countries is set to rise by 50% between now and 2025. Climate change further aggravates water scarcity, making efficient and sustainable water treatment and utilisation one of the biggest challenges for development cooperation.

How successful is GTZ?

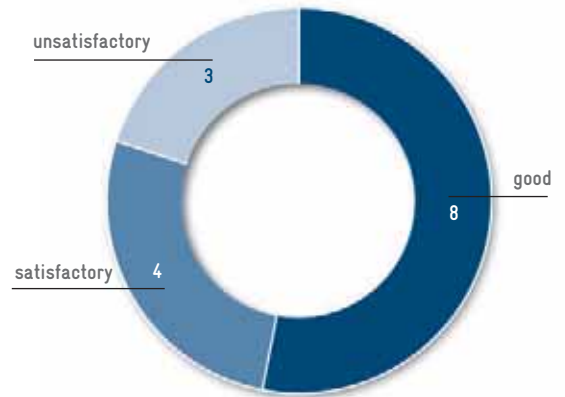
The thematic scope of the 15 evaluated development measures ranges from policy advice via municipal and rural water supply and wastewater disposal to water resource management and irrigation. All evaluated measures therefore contribute to achieving Millennium Development Goal (MDG) 7, 'Ensure environmental sustainability.' Beyond this, most measures also make an important contribution to achieving MDG 1 ('Eradicate extreme poverty and hunger') and MDG 4 ('Reduce child mortality'). The measures received an average rating of 2.7. Eight measures were rated 'good,' four were rated 'satisfactory' and three received an 'unsatisfactory' rating. This means that 80% of the evaluated projects and programmes in the water sector were classed as 'successful.'

China: inauguration of a well in Yunnan (on left)

Yemen: improving drinking water quality (on right)

Breaking down the evaluations according to their timing, one sees that the eight interim evaluations received the best average rating, of 2.3. The three

Rating of the thematic priority area 'water' in 2008 (n=15)



final evaluations received a rating of 2.7, and the four ex-post evaluations a rating of 3.5. The criteria relevance and effectiveness were given an average rating of 2.0 and 2.5 respectively. Rating of





Pakistan: traditional village watering place

the criteria impact (2.7), efficiency (2.8) and sustainability (2.9) were on the whole more critical, though still 'satisfactory.'

What are the success factors in the water sector?

In the water sector, which factors decide whether a project or programme is successful or not? How can GTZ help to improve access to clean drinking water and sustainable sanitation for the poor population and to improve sustainable water management in developing countries?

To start with, the relevance of the measure to its target group, i.e. individuals, municipalities, authorities and ministries as well as the water utilities and sanitation companies involved, is of crucial importance. The question in this context is, are we doing the right thing? Measures are rated as relevant if they comply with the objectives and priorities of the partner country, the thematic priority areas of BMZ in the water sector, and with international standards. Evaluators also award a good

relevance rating if high priority is accorded to regional and cross-border cooperation. Thus, the management of water sources (rivers, lakes) used by several neighbouring countries should be jointly planned and implemented by these, as is the case with the Nile Water Initiative, which GTZ supports on behalf of BMZ.

For the people in the partner countries, it is of central importance whether the objectives pursued by the measure lead to an improvement in their living conditions. This criterion of effectiveness is rated positively in the course of the evaluations if the project or programme operates at several levels. For example, the measure should involve not just the national ministries, but also the subordinate and regional authorities (municipalities, regional governments etc.) in implementing its activities, and in addition provide concrete services to the population (hygiene education, information campaigns, customer surveys). Especially good results were achieved when technical improvements were flanked by local organisational capacity building or focused on improving drinking water

supply standards, as was successfully done in a project to improve water supply in the Volta and Eastern Regions of Ghana.

The rating of the impact criterion gives insight into the overarching and also the unintended results of a project or programme. This makes it possible to examine whether a measure has contributed to achieving the MDGs, for instance. This aspect of impact is given a positive rating especially if the impacts have spread to other sections of the population, beyond the target group. For example, the concepts of the 'Institutional Development of the Water Sector' programme in Yemen have become accepted throughout the country beyond the programme region, so that high priority is now given to providing the poor population with water.

Achieving the objectives of a development measure in a cost-effective manner is especially important for GTZ, but also for the partner. Purposeful staff deployment with the lowest level of intervention in existing structures is crucial, so that employees complement each other in their various areas of expertise; coordination with similar projects assisted by other donors is equally important. Thus, for example, good international coordination was achieved at the Water Sector Reform Programme in Zambia. Here, German development cooperation was responsible for funding and advice on the sustainable management of water kiosks to improve water supply infrastructure in the long term, whereas Danish partner Danida focused on supporting the implementation of the Millennium Development Goals in the water sector and on the sphere of poverty reduction. These activities were carried out with the financial involvement of the Asian Development Bank (ADB), the World Bank, the UN, and the Governments of Ireland and Japan. The sustainability factor is also relevant to the success of a project or programme during its term. Even in this phase, it is essential to build the required partner capacities. Only in this way can the development objectives be successfully pursued after the end of the measure. In the water sector, for instance, it is crucial that the water utilities be accepted as service providers by the population so that they can become financially viable and inde-

pendent in the long term. This has been successfully achieved in Yemen, where water supply is viewed as an economic and public good that must be preserved for subsequent generations.

Kosovo: Water Supply and Wastewater Disposal infrastructure programme

Final evaluation 2008 – overall rating: good

On behalf of BMZ and the international donor community, GTZ supported the regional water utilities in Peja and Prizren in the southwest of Kosovo from 2000 to 2008. At the beginning of the programme, the public water supply systems suffered from poor infrastructure, a large number of leakages within the grid and inadequate management by water utilities. The programme aimed to improve the operational efficiency of the regional utilities and thereby to improve water supply and sanitation services for the population.

Model company 'Hidrodrini'

The water supply company 'Hidrodrini' established in Peja in October 2004 now serves as a model for other companies in Kosovo. With GTZ's support, the company introduced efficient management techniques (improving in-house communication, customer service, financial planning). Two pilot centres in Peja reduced water losses. They removed all illegal connections, installed functioning water meters and repaired leakages. Since 2004, water connections were increased by 25% in the project area, from 21,000 to almost 29,000 households. Thanks to the project, 74% of the Kosovo population now have a drinking water connection. The living conditions of the people have substantially improved as a result.

Ethiopia: Improvement of Water Supply in the Tigray Region

Ex-post evaluation 2008 – overall rating: unsatisfactory

The Tigray Region in the north of the country has low rainfall and sparse vegetation. Seventy-five per cent of the people live below the poverty line, and many people have limited access to hygienically safe drinking water. The project assisted by GTZ on



Senegal:
building appropriate wells

behalf of BMZ aimed to introduce a sustainable and reliable water supply management system in eight small towns in the region. This system was also to be used by the responsible Ethiopian authorities in other municipalities. However, the war that broke out between Eritrea and Ethiopia (1998 to 2000) two years after the project started made it difficult to implement the planned measures on a continuous basis.

Positive results identified by the evaluators were the direct contributions provided by GTZ such as the procurement of pumps and measuring devices or training measures. This had a positive effect on water supply in 34 of the 67 semi-urban centres in the region. Beyond this, the available volume of water went up in five project towns from 12 litres in 1995 to 15 litres per person in 2008. All 67 towns in Tigray had adopted the management system introduced by GTZ and continued to use it. The efficiency and quality of the management system did, however, show deficiencies. This meant that the people's needs could only be met to a limited extent. The results showed that when it comes to decentralised management of public infrastructure, the focus should not only be on economic aspects, commercialisation and privatisation, but that greater consideration must be given to socio-cultural issues and a minimum of services must be provided for the poorest people.



Questions to Stefan Opitz, Director of the Water, Energy, Transport Division

How important are independent evaluations in your view?

The results of independent evaluations, but also the findings of Project Progress Reviews, help us to continually improve our planning and advisory services. We have learned, for example, how to network sector reform advice and technological advice at projects and programmes to best advantage. At the same time, the results also help us to reassess specific themes. To give just one example, the entirely negative assessment of water sector subsidies in the past has given way to a much more differentiated viewpoint, thanks to these results.

How does GTZ use the results?

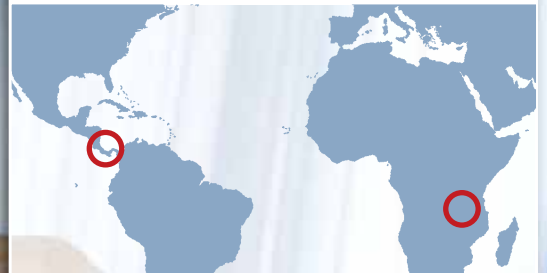
Both on a technical and on a methodological level. On a technical level, they are used to exchange experience at forums between sectoral staff at Head Office and in the field. Or to formulate key questions for Project Progress Reviews. As regards methodology, we learned a lot from the two comprehensive impact evaluations in Kenya and Zambia. These showed very clearly how important it is to meticulously collect baseline data at the start of a measure. A positive side-effect is that having the quality of our work independently evaluated makes it credible and transparent for existing and potential commissioning parties and clients. That is a good basis for long-term partnerships.



05 _ FOCUS _

DECENTRALISATION SECTOR

COSTA RICA, MALAWI



On behalf of BMZ, GTZ currently advises 42 partner countries on designing political processes. It helps governments, parliaments and administrations to regulate decision-making rights, responsibilities and the distribution of financial resources between various governmental levels and to establish the corresponding structures, procedures and competencies. Independent institutes and consulting firms evaluated a total of 14 projects and programmes in the decentralisation sector in 2008. The selected project examples in Costa Rica and Malawi provide a comprehensive overview of activities. ←

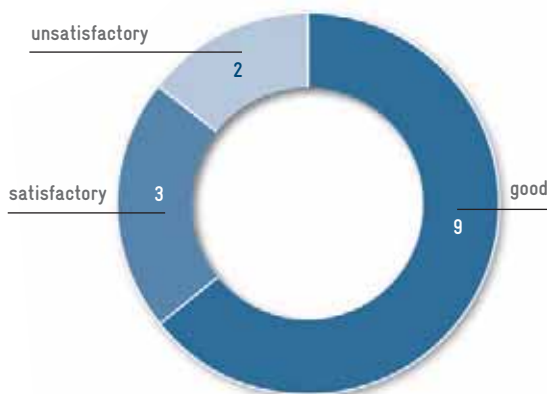
To help governments and administrations to respond better to citizens' needs, GTZ supports many partner countries with decentralisation and local self-government reform. Both themes are key factors on the way to democracy and good governance. The central government hands over tasks, financial resources and the authority to make policy decisions to regions and municipalities. The aim is to improve state services, use public resources transparently and effectively, and to involve citizens in local political decisions.

How successful is GTZ?

Decentralised, citizen-friendly actions by the state and local democracy are intended to improve governance and help reduce poverty. Most of the 14 projects and programmes independently evaluated in 2008 by institutes and consulting firms were successful in doing so: 86% of them were successful (rating between 1 and 3). The average rating was 2.5.

Nine projects and programmes received a rating of 'good,' three were rated 'satisfactory' and two as 'unsatisfactory.' The 12 ongoing projects and programmes were given an average rating of 2.4. Of the two final evaluations, the programme in Chile was rated 'good' and the promotion of the decentralisation process in Mali was classed as 'unsatisfactory.' Evaluators awarded the best ratings for the measures' relevance (average of 2.0). The overarching development results received a lower average rating of 2.7.

Rating of the thematic priority area 'decentralisation' in 2008 (n=14)



What are the success factors in decentralisation processes?

Support for decentralisation processes ties in with reform policies in the partner countries. Evaluators consider a development measure to be relevant if governments give high priority to the decentralisation process. They may have various motives for doing so. The Government of Chile hoped to reduce regional differences in development, whereas Ghana focused on poverty reduction. Relevance also receives a positive rating if measures implement GTZ's experiential knowledge and correspond to the political guidelines of German development cooperation, for example if decentralisation in the sense of good governance is promoted at all levels of government. Take Rwanda, where the Government set up an office to coordinate the decentralisation process. This office mediates between ministries and local governments and thus strengthens the vertical separation of powers.

Evaluators gave a positive effectiveness rating to measures that help support and safeguard the political and legal frameworks for local autonomy. They are also considered effective if they share experience with other municipalities and regions. The Ministry of the Interior has taken on this role in Chile. Projects that conducted activities to promote institutions and give formal training to administrative staff received a good rating. The programme in the Philippines took an innovative approach, for example. All newly elected citizens' representatives were prepared for their new political functions and current administrative practice.

Political participation of citizens is among the intended impacts of every decentralisation reform. That is why civil society is promoted as well as municipal councils. Civil society also contributes to consensus-building and decision-making on development priorities and corresponding budget allocations, and promotes state accountability via communication and political education. In Rwanda, for instance, cooperation between GTZ and the German Development Service (DED) led to coun-



cils and committees being set up to codesign governance processes. The insight gained in this way was introduced into the national decentralisation debate and led to a body of regulations that oblige the state to give account for the funds used and the implementation status of the relevant measures. This is meant to make government services more needs-driven and reduce corruption. Evaluators consider resources to have been used efficiently when measures are closely coordinated with other projects and organisations. This was the case in Chile, Rwanda and the Philippines. Evaluators also award good ratings when the maximum number of trained staff from the partner country are involved in the measure besides international experts, as for example in Bolivia.

Development measures received a good sustainability rating when the acquired knowledge was continuously passed on, administrative staff were well trained and training courses had become established. In Chile, universities have included the programme content in their curricula. Another positive factor is when a project or programme is well documented and other municipalities use manuals or training material produced at the project/programme. If the reforms initiated by the measure lead to laws being passed, this also receives a good rating. In order to safeguard sustainability especially as regards the poverty reduction targeted by most measures, evaluators recommend focusing more strongly on local economic development.

Turkey: advising partners (on left)

Madagascar: discussion at the Ministry of Finance (on right)

Indonesia: citizen participation in reconstruction following the 2004 tsunami (bottom)

Costa Rica: Strengthening Local and Municipal Development Programme

Independent evaluation 2008 – overall rating: good

Since the 1990s, municipalities in Costa Rica have been given more scope for decision-making. This is intended to improve the opportunities for code-termination and the quality of life of poor population groups. From 2000 to 2010, on behalf of BMZ, GTZ has worked together with four Costa Rican partner institutions to strengthen municipalities and build municipal services. The focus was on administrative reorganisation, promoting political participation by citizens, local economic development, municipal environmental management and finally on passing on the programme's experience of sustainable local development.

At the start of the programme, there were still forces within the government that took a critical view of decentralisation. This changed in the course of the programme. As a first step, a parliamentary commission was formed together with the planning ministry. The commission drafted a law to regulate municipal competencies and made reform proposals. The programme supported forces

for reform within the government, municipalities and civil society. The Court of Auditors produced a manual to ensure that uniform quality standards were applied to municipal planning and budget preparation. It offered training courses and evaluated municipal government and administrative activities. Meanwhile, the parliamentary commission for municipal affairs has become a permanent institution that regularly exchanges information with the municipal umbrella association. The municipal constitution that had been reformed since the start of the programme was adopted. It stipulates that the state must transfer 10% of its budget to the municipalities. In future, the municipal advisory institute IFAM (Instituto de Fomento y Asesoría Municipal) will support the initiated reform process.

Malawi: Promotion of Democratic Decentralisation Programme

Final evaluation 2008 – overall rating: unsatisfactory

Malawi is a perfect example of the question as to how good governance and decentralisation reforms can be implemented in an unstable political environment. In 2000, 40 municipalities elected

San José: headquarters of the Local and Municipal Development Programme



municipal councils for the first time. The president kept postponing the new elections that were supposed to take place five years later, and dissolved the existing municipal councils. This proved to be a major impediment for the success of the programme.

The government made hardly any progress with formulating legal and political framework conditions for decentralisation. Although GTZ's support on behalf of BMZ included the production of a decentralisation manual and a training module for members of the village development committees, cooperation with the local project partner was unsatisfactory. To promote local governance, the programme focused on awareness-raising measures like panel discussions and contributions to radio and television programmes. The municipal development plans drawn up with help from GTZ and DED could only be partially implemented since there were no democratically legitimised municipal representatives to officially adopt these plans. Apparently, no attempts were made to seek alternative means of implementing these plans, for example through municipal development projects or direct support for improving local services. The programme was successful in terms of municipal financial management. With GTZ's advice, the responsible municipal finance management commission significantly improved its services. The municipalities directly supported by the programme, for example with establishing commercial registers, generated substantially higher income.

In the evaluators' view, GTZ reacted too inflexibly to the political situation by making the elections the condition for continuing the programme. In their view, it would have made more sense to continue supporting the political dialogue and forces for reform. Programme stakeholders devised alternative approaches in a 'learning workshop' in 2009. The jointly identified lessons learned were taken into account when designing the next phase of the programme and are incorporated into the design of new programmes.



Questions to Annette Baehring, Manager of the Decentralisation, Regional Governance, Municipal and Urban Development Section

How important are independent evaluations in your view?

For me, the results of independent evaluations are an important means of comparing our capacity development approaches for decentralisation with international approaches.

Binding evaluation criteria help us to identify the recurring strengths and weaknesses of projects and programmes. The results of independent evaluations conducted so far and also of Project Progress Reviews help us to make our measures more sustainable in dialogue with our commissioning parties and partners.

The recommendations to continually analyse the specific framework conditions and political priorities of partners when designing measures encourage us to adapt project concepts in a timely manner.

How do you use the results?

We discuss results and experience at technical conferences, in internal sector networks and management groups. Take Malawi, for instance. The unsatisfactory result of the independent evaluation immediately led us to reflect on and further develop the programme design. Commissioning parties, partners and international consultants all learned from the process. But the positive results are equally important, especially when they are the product of independent evaluations. They confirm that lessons learned from Project Progress Reviews and our many years of advisory work are being applied and that we can be successful in supporting complex and difficult reform processes.

CHINA, DEM. REP. CONGO



In 2009, independent institutes and consulting firms evaluated 13 of the 40 microfinance projects and programmes supported by GTZ on behalf of BMZ. Detailed examples show the lessons that can be learned from the evaluation of development measures in the People's Republic of China and the Democratic Republic of the Congo. ←

Often, small entrepreneurs in developing countries only need small sums of money, say for buying a machine or equipping a shop, to realise their business ideas and secure their own livelihood. But most of them have no access to the formal banking sector and therefore stand hardly any chance of receiving a loan or other financial services. Microfinance institutions make an important contribution to sustainable economic development because they boost people's entrepreneurial potential by offering them needs-driven services like savings products, loans and insurances.



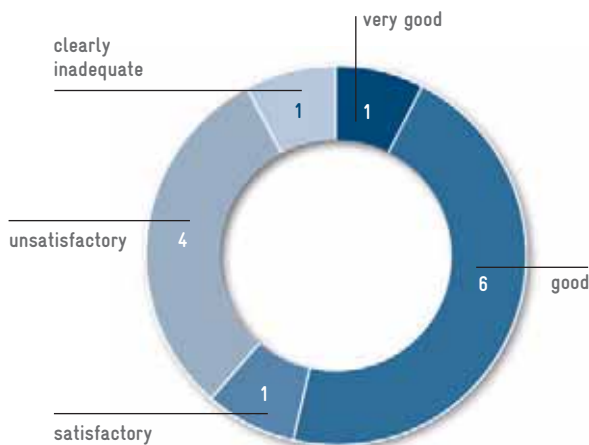
05 — FOCUS — MICROFINANCE SECTOR



How successful is GTZ?

GTZ works at various levels in the microfinance sector. It advises legislators, supervisory authorities, central banks and ministries on how to regulate their microfinance institutions. It helps banks and cooperatives as well as their associations to improve their structures, products and strategies, and promotes training institutions for employees of microfinance institutions. Microfinance projects and programmes provide the usually poor rural population and small enterprises in developing countries with access to financial services. Thus, they contribute to achieving the Millennium Development Goals, especially when it comes to eradicating extreme poverty. Over half of micro loans awarded throughout the world are given to women.

Rating of the thematic priority area 'microfinance' in 2009 (n=13)



The 13 evaluated measures received an average rating of 2.8.

One programme in China received a 'very good' rating (1). This programme was particularly successful in improving the access of micro, small and medium-sized enterprises (MSMEs) to important financial services. Both the sustainable improvement in the national partners' performance capacity and the very good cost/benefit ratio contributed to this programme's positive rating. Six measures were rated 'good' (2). In Bolivia, the

number of microfinance institutions was more than doubled in the period from 1998 to 2006, from 216 to 510. In Namibia, one project was also rated 'good' (2), because it was implemented in close cooperation between GTZ and KfW, as a result of which the financial services could be offered on a cost-coverage basis as early as 2007. The project in particular received a positive sustainability rating because the sector proved resistant to crisis even under adverse political conditions, and developed very dynamically. The project also displayed a high degree of effectiveness, expanding loan business by more than 50% per year, reaching 90% of the female target group and developing new financial products such as insurances. One measure was rated 'satisfactory' (3). Four measures received a rating of 'unsatisfactory' (4), mainly due to problems with project implementation and due to a lack of sustainability. One measure to develop an agricultural credit system in Mauritania was rated 'clearly inadequate' in an ex-post evaluation. This was not only due to inadequate design, but also to deficiencies in implementation, and finally to a lack of results.

The unsuccessful measures (rating of 4 and 5) show that GTZ must pay more attention to reacting promptly to signs of projects struggling in the course of implementation and to consistently turning them around so that they can proceed successfully and achieve sustainable results.





What are the success factors in the microfinance sector?

With regard to the relevance criterion, the evaluations show that successful measures are geared to the needs of target groups and have selected efficient implementing partners with a large customer base and an extensive network of branches. This was the case in the Microfinance Linkage Project in Thailand, which was preceded by a comprehensive target group analysis. The measures are in line with the partner country objectives, the development-policy priorities of BMZ and the recommendations of the Consultative Group to Assist the Poor, a donor network in the microfinance sector.

Do the measures achieve the set objectives (effectiveness)?

Successful measures work on several levels. They advise the central banks and governmental regulatory and supervisory bodies, but also support local financial institutions in implementing new regulations, developing financial products and improving internal management (for example, Support for the Rural Financial System in Ukraine). Evaluators class the results of a microfinance project as positive if the number of people with access to financial services such as micro loans has significantly increased, and their dependence on informal money-lenders like relatives, friends or pawnbrokers has decreased. In addition, successful projects and programmes help microfinance institutions to mobilise broad-based savings and, especially in rural regions, to promote economic activities within agriculture and in other sectors of the economy. Another good result in this context was achieved by the (ex-post evaluated) Microfi-

nance Linkage Project in Thailand, for example. Evaluators rated the efficiency of the Financial System Development Programme in Bolivia as good because GTZ succeeded in creating synergies as the international donor coordinator. Moreover, the provision of support to existing microfinance institutions turned out to be particularly efficient.

Two factors are crucial to a measure's sustainability: firstly, the quality of the framework conditions in the microfinance sector. These include appropriate regulations for microfinance institutions and corresponding providers of sector-specific services like training institutions and credit rating agencies. Secondly, a functioning market of competing and complementary microfinance service providers helps to make results sustainable. This was achieved, for instance, at the Strengthening Small Financial Institutions Programme in Indonesia, which GTZ conducted on behalf of BMZ. By the end of the programme, the people's credit banks and village financial institutions increased the number of branches by 20%, to 4,100, and increased the number of accounts by one third to more than 11 million.

China: Financial Sector Development Programme

Independent final evaluation 2009 – overall rating: very good

On behalf of BMZ, GTZ has been advising the Chinese central bank and selected provincial governments since 2005 on setting up a formal microfinance system. Before that, private households, business start-ups, and SMEs found it difficult to obtain loans, particularly in rural regions. Most of

Indonesia: promoting microfinance (on left)

Nigeria: employment-oriented economic promotion (on right)

the borrowed capital came from relatives, friends or pawnbrokers. This informal sector made no contribution to further development of the Chinese finance sector. The government's aim was therefore to give the wider population access to regular financial services from specialised micro loan institutions, rural loan cooperatives and existing institutions such as the Postal Savings Bank. With 70 million households and small enterprises, China has enormous potential for the micro loan business.

The central bank selected Shaanxi, Shanxi, Sichuan, Guizhou and Inner Mongolia as pilot provinces, where GTZ gave support for drafting and applying financial regulations. The programme achieved more than was originally planned. Today, almost all provinces have a supervisory authority for microfinance institutions. The programme made an especially significant contribution to reforming the Postal Savings Bank of China. This is the only bank operating throughout the country with more than 36,000 branches, three quarters of them in rural areas.

After the programme had been operating for one and a half years, the number of micro loans across the country had risen from 6,000 to 2 million. To cope with demand for micro loans, 3,500

managers, controllers and credit staff completed training courses by the end of 2009, enabling them to advise customers about microfinance products.

Ms Dong's story is typical of the Postal Savings Bank's success. In November 2009, two credit clerks from the Henan branch of the bank came to Ms Dong's village to hand over her loan. Two years before, she had been the bank's first micro loan customer. Back then, she borrowed the equivalent of EUR 3,000 to raise geese. She was surprised by the unbureaucratic way the loan was handled: 'I was given the money within a week. The service is excellent and I am very happy.' She sold the geese at a profit, used the proceeds to buy a transporter and paid her loan back within four months. Meanwhile she has received further micro loans to open two new shops.

Democratic Republic of the Congo: Promotion of service providers in the finance sector

Independent final evaluation 2009 – overall rating: unsatisfactory

The overall conditions for economic development and creating a stable financial system in the Democratic Republic of the Congo could hardly have been more difficult. Twenty years of violent conflict

China: Financial Sector
Development Programme (on left)

Indonesia: Strengthening
Small Financial
Institutions (on right)



weakened the country and led to widespread corruption. The cooperative banks collapsed in the 1990s. Many people in the country lost all their savings, as well as their trust in the banks. According to the Consultative Group to Assist the Poor (CGAP), less than 1% of people in DR Congo own a bank account. GTZ is one of the few official development cooperation organisations to have continued operations in the country despite the difficult situation there.

On behalf of BMZ, GTZ promoted the development of economic activities in the country from 2005 to 2008. One aspect of support was to give entrepreneurs and citizens access to financial services, such as loans or savings accounts. To do so, the programme intended to promote non-governmental organisations with experience in the microfinance sector and the establishment of a microfinance association. The Government of the DR Congo supported the programme's objectives since developing the microfinance sector was part of its poverty reduction strategy. Despite the high relevance of the programme, the evaluators came to the conclusion that few results were achieved. The programme had not succeeded in promoting the broad-based development of microfinance institutions. Instead, the association mainly supported small cooperatives in the capital Kinshasa. The programme therefore had only local influence. It did not succeed in increasing people's very low level of trust in the financial system's reliability or in improving the inadequate legal framework within the banking system. Deficits in the capacity building approach were also a main reason for the programme's unsatisfactory performance.



**Questions to
Wolfgang Buecker, Manager
of the Financial Systems
Development Section in the
Economic Development and
Employment Division**

How important are independent evaluations in your view?

Independent evaluations enable us to account for our work and are also one of several vital sources we can learn from. They highlight our strengths and show us where there is room for improvement. This is the case when it comes to agreeing on specific milestones with partner institutions and involving them to a greater degree in operative planning. Other important sources for us are the cross-section evaluations of our own Project Progress Reviews, or international comparative evaluations by the Consultative Group to Assist the Poor (CGAP), a donor network in the microfinance sector.

How do you use the results?

They help us to further develop sector concepts, advisory approaches and methods, such as establishing associations in the microfinance sector. The aim here is to hone their range of services for providing direct support to their members, whether for introducing products, in the field of controlling or legal issues. The evaluations also helped us to significantly expand our approaches and services in the agricultural finance sector, especially with regard to the entire value chain and financing of medium-sized enterprises. Close communication with our technical division at GTZ Head Office was a major success factor for a large number of projects and programmes. We discussed the results and lessons learned with our colleagues at internal sector conferences and regional meetings.

We will also use the evaluation results to help projects and programmes improve results-based monitoring and particularly project preparation.

06_

Interview with Martina Vahlhaus

Evaluations help GTZ to work even more effectively in the long term. To do so, they must produce specific, useful recommendations and give clear instructions on how to master the problems revealed and duplicate the successes achieved. The Evaluation Unit takes a lead role in addressing these challenges.

GTZ—Ms Vahlhaus, for almost five years, the Evaluation Unit has been planning, steering and bearing responsibility for independent evaluations of development measures conducted by GTZ. What is the Unit's structure and approach?

Ms Vahlhaus: The Unit has an interdisciplinary team that works independently of the operative divisions. That enables us to distance ourselves from the measures and processes and sometimes to ask uncomfortable questions in order to identify potentials for optimisation. The team has a wealth of experience at its disposal, both in methodological and conceptual terms, and with regard to practical project work in the field. To ensure the high quality of evaluations, we use proven and sophisticated processes, methods and instruments that are considered state-of-the-art by German and international evaluators.

GTZ—So everything runs smoothly?

Ms Vahlhaus: In view of the high expectations we ourselves place in the system, it already works pretty well. But of course, we want to make it even better, for example by providing concrete answers to the question of what finally makes development measures successful or not. Why is supplying poor people with water given high priority in Yemen, for example, but not in other countries where GTZ advises the water sector? In order to give more reliable answers to such detailed questions in future, we continually develop our evaluation methods, also in cooperation with scientific organisations like the Center for Evaluation (CEval) at Saarland University. All our efforts focus on generating unambiguous, clear and above all reliable results.



Martina Vahlhaus has been working for GTZ in Germany and in the field for 14 years. Her main focus in the field of evaluation has so far been on private sector development. Ms Vahlhaus, a business economist by training, has been in charge of the Evaluation Unit since October 2008. Before joining GTZ, she worked for three years at the German Federal Ministry for Economic Cooperation and Development and for two years in private sector development at a consulting company.

GTZ_That sounds like a worthy goal. What needs to be done?

Ms Vahlhaus: One of the key challenges is to involve our local partners to a greater extent. Right now, the terms of reference for evaluations are already discussed and coordinated with partners. It is also standard practice for the evaluation teams to include local experts. The results and recommendations are discussed with the partners at workshops and, it goes without saying, also made available to them in the national language via evaluation reports. Beyond this, in future we will step up our efforts to develop the evaluation skills of both partners and providers so as to influence quality assurance at this level too. On behalf of BMZ, we recently began (in Costa Rica) to establish supraregional training measures to meet demand in Central America. Countries in sub-Saharan Africa have also expressed definite interest in such training. Another challenge is to evaluate GTZ measures that are embedded in international programmes, and to do this to the greatest possible extent together with other (international) development partners. For this, we are currently gaining initial experience in Mozambique and strengthening our contacts with other international evaluators by taking part in evaluation conferences and networks. Finally, we also want to increase the number of evaluations conducted jointly with KfW Entwicklungsbank, to achieve more synergies within this cooperation.

GTZ_Let's come back to the reliability of results. What difficulties do evaluators encounter in the field in this respect?

Ms Vahlhaus: One problem is the insufficient data base. Often, there are no baseline data to measure how indicators develop. Evaluators can then only assess whether the project or programme has achieved its objectives on the basis of their own interviews and relatively scanty data material. We have therefore made a determined effort to have monitoring and evaluation taken more strongly into account at the planning stage of projects and programmes. Another challenge consists in always being able to conclusively prove to colleagues and partners that evaluations do not just mean additional work for them, but that they make their operational work more effective in the long term. This can only be convincingly shown in the long run if evaluations produce specific and useful recommendations, together with clear instructions on how to master the problems revealed, or how successes can be duplicated. We invest a great deal of effort every day in achieving such a situation. We want the company to derive as much useful information as possible from evaluations, so as to continually and purposefully improve the effectiveness of measures in the field.

07_

SUMMARY AND OUTLOOK

The quintessential message of this report is 'GTZ works well and successfully.' The fact that we achieve the anticipated objectives of most of the evaluated measures, i.e. work effectively as defined by the DAC criteria, is due in particular to our company's proven managerial expertise. GTZ is working in increasingly complex contexts and frequently faces extremely difficult conditions in partner countries.

But we are not yet content with our company's performance, despite its overall positive rating. We want more. Despite many adversities which we cannot influence, we want above all to further improve the sustainability of the supported measures. We are convinced that this can be achieved first and foremost by more consistently applying our core competence, capacity development.

Independent evaluations

At the same time, the results of the 176 evaluations in the reporting period 2008/2009 give us valuable indications of the areas that we need to devote greater attention to planning and implementing projects and programmes so as to achieve the goal we have set ourselves in the best possible way:

1. Capacity development is particularly sustainable if it targets various levels simultaneously. The corresponding measures must be mainstreamed at individual, institutional and systemic level and should be accompanied by holistic strategic planning.
2. Sustainability starts with project planning. Strategies to ensure sustainability should be devised and considered right at the start of project implementation. This also includes results-based monitoring systems that are anchored in the partner structures and continue to provide data and information even after the development measure is completed.
3. The degree to which the measures achieve sustainable results can only be seen at a later date. The final and ex-post evaluations in particular show which results are durable and which are not. The prerequisites for conducting such evaluations should therefore be further improved. This includes documenting the anticipated development results, recording and archiving existing project documents more systematically and maintaining permanent contact with partner institutions via our offices so that we can react quickly to the findings of ex-post evaluations.

Scaling-up: Broad-based sustainability

Apart from taking these success factors to heart and making more intensive and purposeful use of capacity development measures, placing the initiatives on a broader base would appear to promise a higher degree of sustainability. However, the results of this report have shown that measures rarely go beyond the status of successful pilot projects, or that in practice, it is often difficult even within successful policy advice to develop national strategies and laws to a stage where they can be applied throughout the country. The reasons for this are complex and sometimes determined by external circumstances. Nevertheless, many independent evaluations urge us to devote more attention to the theme of sustainability through broad-based impact right from the outset when planning and implementing projects and programmes. This is one of the reasons why GTZ has launched an initiative to promote dialogue, training and knowledge management on the theme of scaling-up.

Capacity WORKS: Focus on quality

Another crucial criterion for making measures sustainable is the quality of our services. That is why GTZ developed its management model Capacity WORKS, on the basis of various studies and evaluations, to support employees by means of suitable steering instruments, among other things. The model helps to steer and manage development measures in such a way that they achieve the most effective and sustainable results possible.

Capacity WORKS was tested in 67 pilot projects throughout the world in 2008 and has been fine-tuned on the basis of this experience. Since 2009, the management model has been introduced at all projects and programmes assisted by GTZ.

Management response system

Our management response system, developed in 2009 to address the specific recommendations made in decentralised and independent evalua-

tions, also serves to enhance the quality and effectiveness of our services and promote a corporate learning culture. Its defined procedure ensures that the proposals made in the evaluations are examined with regard to their improvement potential and feasibility. The first step is to establish who is responsible for implementing the recommendations. An officer then draws up a time schedule and coordinates the process. Once deadlines have been established, an evaluation takes place of whether the recommendations were adequately implemented and what was achieved in the process.

Evaluation – Learning – Achieving results

To increase the sustainability of its measures, GTZ therefore essentially depends on more consistent and higher-quality capacity development that is aimed to achieve broader impact in the implementation of projects and programmes. This principle offers reliable guidance when designing and coordinating current and future approaches in line with the three-fold tenet 'Evaluation – Learning – Achieving results.' Product managers at GTZ regularly process sectoral lessons learned, document them in an accessible form as advisory products for colleagues, and actively incorporate them at various learning events.

In addition, the Evaluation Unit and GTZ's Knowledge Management Division created a workshop format in 2009 that fosters joint learning from independent evaluations by regional departments and technical divisions. The learning café offers sufficient scope for reflection on both positive and critical evaluation results. The aim is to handle the results constructively and thus to identify and carry out joint problem-solving strategies.

Evidence as a success factor

Evaluation shows how many different elements have to be tweaked at the same time to achieve the overarching objective of improving the sustainability of measures. The special challenge lies in finding the right balance, since the various intervention levels are interdependent and influence

each other. If the evaluated data were not sufficiently valid, for example, this might lead to recommendations that go in the wrong direction, irrespective of how sophisticated the downstream processes are.

That is why we pay great attention to permanently improving and sounding out the data collected and to how we react to the lack of comparative data in the field. Take impact evaluations, for example. By making greater use of Rigorous Impact Evaluations (RIEs), we want to find out more about the extent to which the results achieved can actually be attributed to the evaluated development measures. At the same time, we ask ourselves which developments would have occurred without the intervention. To answer these questions in the most valid possible way, we compare the target group of the measure with a control group. The greater the similarity between the target and the control group, the more reliably we can later establish to what extent the results of our outputs really contributed to subsequent changes, based on the observed differences.

We have already gained positive experience with this approach in Kenya and Zambia when evaluating reforms in their respective water sectors, and in Turkey, at a training project for staff at municipal utilities. We therefore intend to step up the use of such RIEs in future. In addition, we plan to conduct more frequent ex-ante evaluations to contribute to better design of new measures or new components. These will mainly examine objectives, context and implementation conditions for consistency and collect previously lacking comparative data.

New processes for greater sustainability

Altogether, the period under review (2008/2009) confirms that it is an extremely complex undertaking to mainstream the lessons learned from evaluation results so that they provide the desired kind of company-wide insight. GTZ is making good progress in this direction, but at several points faces the challenge of turning successful new measures into standard procedures. This is linked with the constant requirement that these procedures should significantly increase the overall impact of projects and programmes and, in the final analysis, sustainably improve living conditions for people in the countries we support.

08.

ANNEX: List of the 176 projects and programmes evaluated in the reporting period

Country	Project/programme title	Year of implementation	Overall rating
Afghanistan	Improvement of water supply	2009	4
Afghanistan	Gender Mainstreaming	2009	2
Afghanistan	Sustainable economic development in Kabul	2009	3
Afghanistan	Promotion of local economic development in Northern Afghanistan	2009	3
Africa reg.	Nile Water Initiative: Planning and Management of Water Resources in the Nile Basin	2008	2
Africa reg.	African Regional Agricultural Credit Association (AFRACA)	2009	4
Africa reg.	Regional peace and security coordinator	2009	2
Africa reg.	Support for the Central Africa Forests Commission (COMIFAC)	2009	2
Africa reg.	PPP Facility Africa	2009	4
Africa reg.	Transborder Water Management in the Congo Basin	2009	2
Africa reg.	Support for the Intergovernmental Authority on Development (IGAD) in the fields of peace and security	2009	4
Albania	Economic Development and Employment Promotion Programme	2008	3
Albania	Sustainable economic development through vocational education and training	2009	4
Algeria	Integrated Water Management Programme	2008	3
Algeria	Supporting sustainable economic development	2009	3
America reg.	Renewable Energy and Energy Efficiency Programme (Cooperation with the IDB)	2009	2
America reg.	Sustainable economic development in Central America	2009	2
Armenia	Promotion of small and medium-sized enterprises	2008	2
Armenia	Strengthening the legal system	2009	2
Azerbaijan	Support of Legal and Judicial Reforms	2009	3
Bangladesh	Promotion of Legal and Social Empowerment of Women	2008	2
Bangladesh	Multidisciplinary HIV/AIDS Programme	2008	3
Bangladesh	Promotion of Private Small and Medium-sized Enterprises (SMEs) Following Expiry of the Multi-Fibre Arrangement	2009	2
Bangladesh	Rural Roads and Markets, RIIP II	2009	4
Benin	Macroeconomic advising on poverty reduction	2009	3
Benin	Support for decentralisation and municipal development (PDDC)	2009	3
Bolivia	Decentralised Governance and Poverty Reduction Support (PADEP)	2008	3
Bolivia	Cooperative programme: Financial Systems Development	2009	2
Bulgaria	Promotion of agro-forestry structures in the Rhodope mountain region	2009	2
Burkina Faso	Advisory Services to the Ministry of Economy and Finance	2009	2
Burkina Faso	Decentralisation/Communal Development Programme	2008	3
Burkina Faso	Drinking Water and Sanitation Programme in Small and Medium-sized Towns	2008	3
Burkina Faso	Decentralisation/Communal Development Programme	2009	3

Country	Project/programme title	Year of implementation	Overall rating
Burkina Faso	Strengthening of human rights and reproductive health	2009	2
Cambodia	Support to National Audit Authority	2008	4
Cambodia	Promotion of Women's Rights II	2008	2
Cameroon	Supporting Decentralisation and Local Development	2008	3
Cameroon	German-Cameroonian Health and AIDS Programme	2008	2
Cameroon	Support to the introduction of the Paris Declaration	2009	3
Caucasus supraregional	Caucasus City Network	2009	3
Caucasus supraregional	Promotion of Municipal Democracy in the South Caucasus	2009	3
Central Asia reg.	Support of Legal and Judicial Reform in Central Asian Countries	2009	3
Central Asia reg.	Supraregional cooperation in vocational training III	2009	2
Chile	Decentralisation and Regional Development Programme	2008	2
China PR	Soil and water protection (management of obsolete pesticides)	2008	2
China PR	Energy Efficiency in Existing Buildings	2008	2
China PR	Legal Cooperation Programme	2008	1
China PR	Financial Sector Development Programme – Microfinance – Component 1	2009	1
China PR	Wind Power Research and Training Centre	2009	2
China PR	Sustainable Agro-biodiversity Management in the Mountain Regions of Southern China (Hainan)	2009	2
China PR	Sustainable Urban Development Programme	2009	2
Congo, DR	Promotion of the Private Sector and Civil Society – MF – 2	2009	4
Costa Rica	Strengthening Local and Municipal Development	2008	2
Costa Rica	Competitiveness and Environmental Programme (CYMA)	2008	2
Côte d'Ivoire	Conservation of the Taï National Park	2009	3
Croatia	Reform of the Vocational Education System	2009	3
Croatia	Economic Development and Employment Promotion in the Food Processing Industry	2009	2
Dominican Rep.	Management and Protection of Natural Resources in Watersheds	2008	3
Ecuador	Sustainable Management of Natural Resources (NAMARES)	2009	2
Egypt	Promoting the Private Sector	2008	2
El Salvador	Advice on municipal promotion and decentralisation (PROMUDE)	2008	2
Ethiopia	Improvement of Water Supply in the Tigray Region	2008	4
Ethiopia	Urban Governance and Decentralisation Programme	2008	3
Ethiopia	Sustainable Land Management Programme	2008	2
Georgia	Strengthening of Local Self-Government	2008	2
Georgia	Introduction of a quality management control system for Georgian wine	2008	3
Georgia	Improving the value chain in the agricultural sector	2008	2
Georgia	Legal and judicial reform in the South Caucasus	2009	2
Ghana	Improvement of Water Supply in the Volta and Eastern Region	2008	3
Ghana	Support of Decentralisation Reforms	2008	4
Ghana	Sustainable Economic Development in Ghana	2009	2
Ghana	Good Financial Governance	2009	2
Guatemala	Local Development through Good Municipal Governance (PROMUDEL)	2008	2
Guatemala	Local Development through Good Municipal Governance (PROMUDEL)	2009	2
Guatemala	Guatemala peace process support programme (PCON)	2009	2
Guatemala	Programme to Promote Better Education (PACE)	2009	2

Country	Project/programme title	Year of implementation	Overall rating
India	Integrated Watershed Management	2008	2
Indonesia	Policy Analysis and Formulation in the Health Sector	2008	3
Indonesia	Strengthening of Small Financial Institutions	2009	2
Indonesia	Capacity Building for Local Governance in East Kalimantan	2009	2
Indonesia	Advisory Service Support for Decentralisation (ASSD)	2009	2
Indonesia	Good Local Governance (GLG)	2009	2
Indonesia	Improvement of the District Health System in Nusa Tenggara Timur and Nusa Tenggara Barat (SISKES)	2009	2
Indonesia	Development of a Social Health Insurance System	2009	3
Indonesia	Support for Good Governance	2009	3
Jordan	Management of Water Resources Programme	2008	2
Kenya	Water Sector Development Programme	2008	2
Kosovo	Water Supply and Wastewater Disposal	2008	2
Kosovo	Establishment and consolidation of youth work structures	2009	3
Kosovo	Promotion of vocational education centres of competence in the context of vocational education reform	2009	2
Laos	Integrated Rural Development in Mountainous Areas of the Lao People's Democratic Republic	2008	3
Lebanon	Promoting technical and vocational education and training (TVET) and SME development	2009	2
Lesotho	Support for Decentralised Rural Development in Lesotho	2009	2
Macedonia	Investment and Export Promotion	2009	2
Macedonia	Regional Economic Development	2009	2
Malawi	Promotion of democratic decentralisation	2008	4
Malawi	Provision of Macroeconomic Advice to the Ministry of Economic Planning and Development and the Ministry of Finance	2008	2
Malawi	Improving basic education	2009	3
Mauritania	Sustainable management of fishery resources	2008	2
Mauritania	Development of an agricultural credit system	2009	5
Mexico	Watershed Management, Rio Lerma	2008	3
Moldova	Support for the Rural Financial System	2009	3
Moldova	Modernisation of the Moldovan Agricultural Sector	2009	3
Mongolia	Promotion of service providers in the financial sector	2009	4
Mongolia	Integrated urban development	2009	2
Montenegro	Municipal land management	2008	2
Montenegro	Creating jobs through vocational training	2009	2
Montenegro	Advisory services on energy efficiency	2009	2
Morocco	Nature conservation and desertification control	2008	2
Morocco	Support for vocational training reform	2008	2
Morocco	Environmental Programme Morocco	2009	3
Mozambique	SME programme - sustainable economic development	2008	3
Mozambique	Strengthening the Microfinance Sector, Financial Sector Technical Assistance Programme - FSTAP	2008	3
Mozambique	Strengthening the Microfinance Sector (FSTAP)	2009	4
Mozambique	Disaster Risk Management - Effective Early Warning	2009	2

Country	Project/programme title	Year of implementation	Overall rating
Namibia	Multisectoral HIV control	2008	2
Namibia	Partnership for Economic Growth in Namibia – MF	2009	2
Namibia	Land Management and Land Reform	2009	2
Nicaragua	Programme for Good Governance and Local Development (PROGODEL)	2009	3
Niger	Rural Water Supply in Maradi	2008	4
Niger	Poverty reduction in rural regions – Tillabéri and Tahoua-Nord	2009	2
Niger	Support of the Autorité du Bassin du Fleuve Niger (ABN)	2009	3
Nigeria	Employment-oriented Private Sector Promotion	2008	2
Nigeria	Strengthening women's and girls' rights in Borno State	2009	1
North of the Sahara	Environment network of Maghreb associations and companies	2008	4
North of the Sahara	Regional Programme on Good Governance – Maghreb	2009	2
Palestinian Territories	Programme of Support for Civil Society at Local Level in the Palestinian Territories	2008	2
Palestinian Territories	Solid Waste Management Programme	2009	2
Peru	Drinking water supply and sanitation programme (PROAGUA)	2008	2
Peru	Sustainable rural development	2009	2
Peru	Good Governance and Inclusion	2009	2
Peru	Consolidating reform of criminal procedure and the judiciary	2009	2
Philippines	Programme to Support Decentralisation	2008	2
Philippines	Environmental Sector Programme	2008	2
Philippines	Private Sector Promotion – Phase II	2008	2
Rwanda	Support to decentralisation	2008	2
Rwanda	Promotion of the economy and employment	2009	3
SADC	Governance and Reform Programme: Strengthening the SADC Secretariat	2009	2
Senegal	Job creation for unemployed young people in urban areas	2009	2
Serbia	Support of the Intergovernmental Finance System	2008	2
Serbia	Improving the Commercialisation and Privatisation of Municipal Waste Management Services (PPP)	2008	2
Serbia	Reorganising the financial sector	2008	2
Serbia	Strengthening of the structures for youth empowerment and participation in Serbia (SoSYEP)	2009	2
Serbia	Municipal Economic Development in the Danube Region	2009	3
South Africa	Strengthening Local Governance Programme	2008	2
South Africa	Mpumalanga Rural Development Programme	2009	3
Sri Lanka	Promotion of the Microfinance Sector (PROMIS)	2009	2
Supraregional/ global measures	Population dynamics, sexual and reproductive health and rights	2008	2
Supraregional/ global measures	Agricultural trade	2008	2
Supraregional/ global measures	BACKUP Initiative: Global financing mechanisms in the health sector	2008	2
Supraregional/ global measures	PSIA Trust Fund	2009	4
Supraregional/ global measures	Strengthening the HIV/AIDS profile of German development cooperation	2009	1

Country	Project/programme title	Year of implementation	Overall rating
Supraregional/ global measures	Programme on social and ecological standards	2009	2
Syria	Modernisation of the Syrian water sector	2008	4
Syria	Supporting economic reform in Syria	2008	3
Syria	Sustainable Urban Development	2009	2
Tajikistan	Support to SMEs	2008	3
Tajikistan	Development Cooperation Programme: Sustainable Economic Development (Module B MF)	2009	2
Tanzania	Health Sector Support Programme	2008	2
Thailand	Microfinance Linkage Project	2009	2
Tunisia	Implementing the United Nations Framework Convention on Climate Change (UNFCCC)	2008	2
Tunisia	Promoting the sustainability of business-oriented vocational training	2008	2
Turkey	Capacity building for staff of municipal utilities (TODAIE)	2008	4
Ukraine	Support for the Rural Financial System	2009	2
Ukraine	Reform of the Health System and Prevention of HIV/AIDS	2009	1
Viet Nam	Wastewater Management in Provincial Urban Centres	2008	3
Viet Nam	Support for Macroeconomic Reforms	2008	2
Viet Nam	Programme for the Development of Small and Medium Enterprises (SME Development Programme)	2008	2
Viet Nam	Rural Development Dak Lak	2008	2
Viet Nam	Programme to support sustainable forest utilisation and management and biodiversity	2009	3
Yemen	Institutional Development of the Water Sector	2008	2
Yemen	Decentralisation of Solid Waste Management	2008	2
Yemen	Urban development of Shibam in Hadramaut	2009	2
Yemen	Efficient Financial Control	2009	2
Yemen	Private sector development	2009	3
Zambia	Water Sector Reform Programme	2008	2
Zambia	Governance, State and Civil Society	2008	2
Zambia	Support to the Ministry of Finance in Linking the Poverty Reduction Strategy to the Budget Process	2009	2
Zimbabwe	Fund to support civil-society organisations	2009	2

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E info@gtz.de
I www.gtz.de

Responsible

Volker Bode

Authors

Michael Gajo, Dr Bernhard von der Haar, Marie-Lena Haberstroh, Andrea Hahn, Ute Krahl,
Christian Kühnl, Yongmi Schibel, Annika Schönfeld, Lars Spilger, Philipp Steinheim, Simon Triebel, Dr
Dörte Ziegler

Editor

Lars Spilger

Translation

GTZ Language Services

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Iris Christmann, cmuk, Wiesbaden
Christian Mentzel, cmuk, Wiesbaden

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Deutsche Gesellschaft für
Technische Zusammenarbeit (GTZ) GmbH

- German Technical Cooperation -

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Deutschland
T +49 61 96 79-14 08
F +49 61 96 79-80 14 08
E info@gtz.de
I www.gtz.de