EVALUATION REPORT 2024

ENERGY FOR DEVELOPMENT

Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

GIZ profile

As a service provider in the field of international cooperation for sustainable development and international education work, we are dedicated to shaping a future worth living around the world. We have over 50 years of experience in a wide variety of areas, including economic development and employment promotion, energy and the environment, and peace and security. The diverse expertise of our federal enterprise is in demand around the globe – from the German Government, European Union institutions, the United Nations, the private sector, and governments of other countries. We work with businesses, civil society actors and research institutions, fostering successful interaction between development policy and other policy fields and areas of activity. Our main commissioning party is the German Federal Ministry for Economic Cooperation and Development (BMZ).

All our commissioning parties and cooperation partners place their trust in GIZ, and we work with them to generate ideas for political, social and economic change, to develop these into concrete plans and to implement them. As a public-benefit federal enterprise, we represent German and European values. Together with our partners in national governments worldwide and cooperation partners from the worlds of business, research and civil society, we work flexibly to deliver effective solutions that offer people better prospects and sustainably improve their living conditions.

GIZ's registered offices are in Bonn and Eschborn. In 2023, we generated a business volume of around EUR 4 billion. Our 25,634 employees, almost 70 per cent of whom are locally-based national staff, work in around 120 countries. As a recognised development service provider, we currently have 285 development workers in action in partner countries. Furthermore, in 2023, GIZ placed 113 integrated experts and 92 returning experts with local employers in our partner countries, or provided them with financial support, advice or other services.*

* Personnel and business figures as at 31 December 2023

At a glance

4 billion
euros – our 2023 business volume

2 registered offices
in Bonn and Eschborn

285 development workers
currently on assignment for GIZ

Approximately
70%
of employees are locally-based national staff

25,634
employees in 120 countries

205
integrated and returning experts placed with local employers in partner countries in 2023

GIZ's evaluation system

GIZ has to use data and evidence systematically to improve the quality of our work. As soon as a project is launched, we continuously gather data in the form of figures and information, which we obtain from observations, measurements and surveys, as part of our results-based monitoring system. These data are subjected to empirical checks and then linked in order to generate reliable statements about the effectiveness of the particular project. They represent an important basis for evaluation.

By evaluations we mean the systematic empirical examination of the value, quality and benefits of our work – especially our projects – measured against transparent criteria. Our clients and commissioning parties generally determine the specific framework of reference for GIZ evaluations. As a federal enterprise we are guided by the evaluation criteria and standards of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD). The new guidelines issued by the German Federal Ministry for Economic Cooperation and Development (BMZ) on evaluating development cooperation are mandatory for evaluations of projects implemented by GIZ on behalf of BMZ.

The Evaluation Unit reports directly to the Management Board. This organisational structure safeguards its independence from operational business. On the basis of agreed evaluation questions, the unit is independent in terms of its role steering central evaluations and advising on decentralised evaluation activities. External evaluators are selected by means of award procedures and conduct their evaluations independently. We are also evaluated by other organisations.

Below we provide an overview of the most important evaluation tools.

Evaluations of projects in BMZ business

Central project evaluations record the impact, cost-effectiveness and sustainability of projects implemented by GIZ together with its partner organisations on behalf of BMZ. They account for the vast majority of GIZ evaluations. In addition to providing transparency and accountability, central project evaluations support evidence-based decision-making.

A representative sample is drawn from all BMZ projects with a commission value of at least EUR 3 million that are set to end the following year. In order to obtain a meaningful sample, the projects selected include examples from each region right up to global programmes. On this basis, around 40 per cent of projects are randomly selected and evaluated.

Sector programmes provide support and sector-specific advice to BMZ in achieving its development-policy objectives. As sector programmes do not have specific objectives to be achieved, **sector programme reviews** were developed as an evaluation tool. In this case, too, every year a random sample is taken containing around 40 per cent of the programmes. The reviews are also conducted by independent external evaluators and are based on the standard performance criteria set out in the German Federal Budget Code.

Commissioned evaluations

For information interests that cannot be addressed by GIZ's standard evaluations either in terms of time or methodology, the Evaluation Unit also provides internal and external commissioning parties and clients with evaluations that are tailored to their specific needs. Here, the objectives, design and criteria of the evaluation are always agreed with the corresponding commissioning party, without affecting our quality standards.

Cross-sectional analyses

Evaluation syntheses pool the knowledge obtained by analysing multiple evaluation reports. By synthesising the content of reports relating to a given year, sector, region or theme, it is possible to identify best practices and factors that influence success and failure. The knowledge gained in this way is used not only to plan and implement projects but also to further develop services.

Meta-evaluations evaluate evaluations. They review the usefulness and quality of evaluations and evaluative studies. They are used to determine which methods and processes have proved useful in practice, and which still require improvement. The strength of evidence provided by evaluations for use in evaluation syntheses can also be determined in this way.

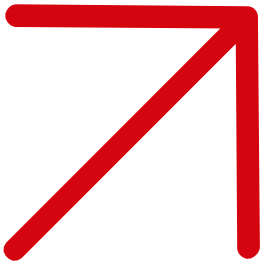
Corporate strategic evaluations

Corporate strategic evaluations are selected by GIZ on its own responsibility and conducted by the Evaluation Unit on behalf of the Management Board. In order to respond flexibly to evaluation needs, strategic issues relating to GIZ's corporate development and service delivery are collected on an ongoing basis. GIZ approaches, concepts, tools and portfolios as well as strategies and processes can all be the subject of a corporate strategic evaluation. The Evaluation Unit reviews these based on their significance in terms of corporate policy, the need for decisions and evidence in the medium term, and the feasibility of the evaluation. The Management Board takes the final decision on which evaluations are carried out.

Types of evaluation management

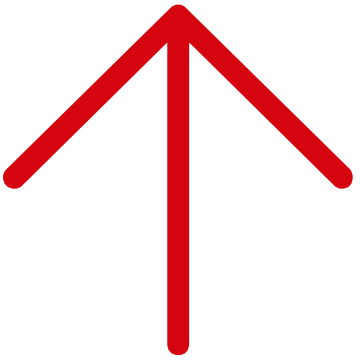
We distinguish between evaluations that are steered centrally by the Evaluation Unit and those steered at decentralised level by other GIZ organisational units. There are also other evaluations which are planned and performed by external organisations.

Decentralised steering
by other organisational units within GIZ



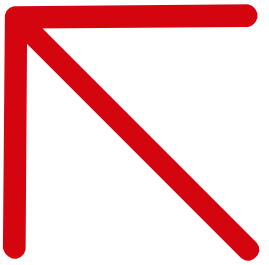
- Rigorous impact evaluations and other evaluative studies

Central steering
by the Evaluation Unit



- Central project evaluations and reviews of sector programmes
- Commissioned evaluations
- Cross-sectional analyses
- Corporate strategic evaluations

External steering
by other organisations



- Evaluations conducted by other organisations such as DEval

Rigorous impact evaluations and other evaluative studies

Evaluative studies, i.e. the projects' own evaluations, generate insights for steering and learning in ongoing projects. The interest in and need for rigorous impact evaluations using (quasi-)experimental approaches have increased within GIZ. Rigorous impact evaluations examine the impact of selected interventions in projects.

Evaluations by other organisations

In addition to evaluations steered by GIZ, the company's work is also reviewed by other organisations. For example, the European Union, the German Federal Foreign Office, the Zukunft – Umwelt – Gesellschaft (ZUG) and the German Institute for Development Evaluation (DEval) evaluate projects and programmes or country portfolios, overarching themes, strategies, instruments and approaches.

Read more about
the evaluation tools online.

↗ Measuring results – giz.de

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Foreword

Dear readers

The world is in turmoil. Crises of all kinds vie for our attention, from Ukraine to the Middle East. There are also the almost forgotten crises, such as those in Ethiopia, Yemen, South Sudan and Venezuela. According to the UN, we are currently seeing the largest number of conflicts since the Second World War. All this is happening in the shadow of wider geopolitical tensions.

Our concerns are compounded by dwindling resources, a dramatic loss of biodiversity and a climate crisis on a massive scale, which reached a new peak in 2024. We are already feeling the consequences. People all over the world are suffering from water shortages, forest destruction, floods, droughts and air pollution, even if some are affected worse than others. New conflicts can develop out of these environmental impacts, and sometimes the impacts themselves are the fundamental cause of conflicts.

Nonetheless, we are able to exert an influence and change things for the better. Science shows us very clearly what should be done. We need a transformation towards a more sustainable and equitable way of life to keep global warming at a manageable level. This transformation is possible if we continue to shape it through robust, consistent, evidence-based and fair action. GIZ is playing a part in these efforts.

Some initial successes are already becoming apparent. The global energy transition is in full swing. The use of renewable energies is spreading with increasing speed, and each year they reach new record levels. If these developments continue, this year more electricity will be generated from renewable sources than from coal. And from around 2030 onwards, renewable energies will account for nearly half of the world's electricity production.

This is good news that we often overlook among all the negative headlines. International cooperation makes a major contribution to this positive development. Germany is one of the largest promoters of this transition. Just over twenty years ago, the first international renewables conference was held in Bonn. Back then, renewables were still regarded as an outlier, but a lot has happened in the intervening period, not least thanks to our engagement.

In many countries we have been involved in initiating this transformation. Today, the field of climate action and energy accounts for roughly one third of GIZ's total turnover. Our activities in the energy sector are strategic and broad-based, ranging from wind power to green hydrogen and from solar panels to clean cooking stoves. While emphasising the importance of the actual transformation process, we believe it must also come about in a just manner. 'Leave no one behind', the motto of the Sustainable Development Goals (SDGs), applies here without reservation.

Around 685 million people still lack access to energy, and the vast majority of them – some 600 million – live in Africa. The main deficit there is the absence of decentralised solutions for renewable energy, such as small photovoltaic systems that operate independently of the electricity grid.

According to the International Renewable Energy Agency, these systems have the potential to supply 500 million people with electricity while simultaneously reducing CO_2 emissions by 1.2 gigatonnes by 2030. They can boost development and support the energy transition at the same time. GIZ actively promotes solutions of this kind, too, through its projects.

Nevertheless, in order to ensure that our resources are deployed to the best possible effect, we regularly pause to consider and review our actions. We owe this to the taxpayers who fund our work. Above all, we also owe it to our partners and the people in our partner countries, because we aim to achieve as much as possible and in doing so to help drive the transformation.

One of the ways in which GIZ supports evidence-based and effective work is by maintaining an independent Evaluation Unit, which examines projects and programmes systematically and continuously. Its findings help us to learn, identify weaknesses and reinforce strengths. To this end, the unit supplements its general assessments with special topics. The report you are now reading was compiled using a cross-sectional analysis of the energy sector.

‘Energy is a key factor in economic development and security policy and when it comes to achieving other sustainability goals.’

Ingrid-Gabriela Hoven

There is a good reason for this. Energy is a key factor in economic development and security policy, and when it comes to achieving other sustainability goals. The type of energy we use exerts a huge influence on the extent of climate change. Some countries in the Global South are now using renewables almost exclusively, while others are just beginning the transformation. What they all have in common is that clean energy is the essential fuel driving sustainable development.

Fortunately, the analysis indicates that GIZ is on the right track. Our projects in the energy sector come out with especially good ratings. The high scores they achieve tell us that we are contributing to effective change and that the projects are well accepted in our partner countries. The energy transition is not seen as a German invention that we are imposing on other countries; they actually desire it themselves because it drives the international energy transition and with it the process of decarbonisation that will help to preserve the natural systems on which our lives depend. Our partners also want to become more (climate-)resilient and more competitive – and they seek our support in these endeavours. The analysis reveals that this functions especially well when projects meet local needs and are integrated into national strategies.

Taken together, this all shows that international cooperation works. It brings about changes in poorer countries and supports German and European interests. This means that international cooperation is a key element in a secure future, both here in Germany and elsewhere.

I hope you enjoy reading our new Evaluation Report and find it a useful source of information.

Ingrid-Gabriela Hoven
Deputy Chair of the Management Board, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Focus on energy

As well as helping to protect the climate, the global energy transition presents economic opportunities for all countries. GIZ supports the transition to climate-neutral and environmentally-friendly societies worldwide.

GIZ in the energy sector

GIZ is actively involved in the energy transition – with the goal of promoting climate action, just development and new economic opportunities.

Since the Paris Agreement was adopted in 2015, the world has been striving to achieve a global energy transition so that all economic systems will operate at net zero (i.e. be climate-neutral) by mid-century.

At COP28 in Dubai in 2023 and COP29 in Baku in 2024, the international community set itself a number of goals to maintain the drive towards a global energy transition. One of the key decisions made was to shift away from fossil fuels towards energy systems based on renewables.

Germany supports these goals. As a priority, this must be a just global transition, one that encompasses both economic development and social justice. In this context, the German Government will work in partnership with others to drive the energy transition in partner countries. GIZ will play its part by helping the German Government to put these goals into practice.

A global transition

Renewable energies really are setting new records every year. According to the International Energy Agency (IEA), annual capacity additions for solar energy alone have quadrupled in just five years. That is huge progress – and yet it is not sufficient to meet the goal set out in the Paris Agreement for limiting global warming. The IEA's calculations also show that the use of energy from renewable sources could be significantly accelerated, especially in partner countries. This would require the right policy decisions, the right enabling conditions and more investment in the sector.

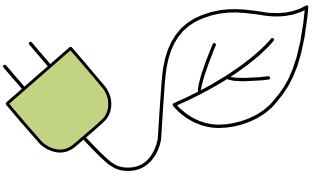
Economic growth is impossible if supplies of energy do not meet people's needs. Energy shortages are frequently accompanied by serious levels of poverty. According to the IEA, even today around one tenth of the world's population do not have access to electricity for their own homes. Since 2015 the figure has fallen from 958 million to the current 685 million, despite simultaneous growth in the total population. That is also progress. But the energy needs of far too many people remain unmet.

Tackling all this will require a just and inclusive energy transition in which energy is reliably and universally available. The focus here is on renewable energies as they have many advantages. They are more environmentally friendly and cheaper than fossil fuels, and they foster independence from expensive imports. Making the switch in this field will enhance security and stability, both in the individual countries themselves and around the world.

Opportunities for the German economy on new markets

This transition also opens up new opportunities for the German economy. In this context, as a country with an international outlook, Germany can develop new markets, establish new supply chains and benefit from worldwide growth. The global energy transition therefore offers the prospect of effective action on climate with a simultaneous reduction in geopolitical risks and greater economic prospects.

For all these reasons, GIZ is helping to deliver sustainable energy supplies worldwide, combat energy poverty and modernise energy systems to make them climate-friendly.



1/3

of GIZ's total turnover comes from energy and climate projects.

Climate and energy in GIZ's portfolio

At the end of 2023, projects in the field of energy and climate accounted for around one third of GIZ's total turnover. Alongside traditional areas such as solar parks and wind farms, storage, efficient transmission and access to energy, there is an increasing number of green hydrogen projects. Germany wants to play a part in establishing and shaping the growing global hydrogen market, which will help partner countries to exploit new opportunities, and also to meet its own demand for green hydrogen.

GIZ's energy-related activities are guided by its Vision 100 strategy. We advise our partners as they move towards 100-per-cent secure, affordable and sustainable coverage of their rising energy demands. This approach is simultaneously accompanied by advice on the complete decarbonisation of energy systems, i.e. making everything that consumes energy climate-neutral.

We also focus on access to energy. In this field, too, GIZ supports its partner countries in achieving Sustainable Development Goal (SDG) 7, one of whose targets is to ensure universal access to affordable, reliable and modern energy services by 2030. This applies not only to electricity, but also to energy for cooking.

GIZ is active not only in the energy sector in the strict sense. Our decarbonisation goal also includes the electricity supply to private households and energy-intensive sectors such as transport, industry and buildings. As such, GIZ's activities address the wider energy sector.

Private enterprise is crucial to the global energy transition. Cooperation with the private sector therefore plays an important role.

Tackling strategic challenges

To achieve this in our partner countries, we work in the strategic areas of renewable energies, energy efficiency, phasing out fossil fuels, green hydrogen and access to energy.

In each of these priority areas, GIZ supports a combination of measures. Firstly, this means offering policy advice to bring about general improvements in the investment climate in partner countries. Secondly, it means providing support to help the private sector invest in sustainable energy projects (see box on page 11).

Access to energy

To provide everyone with access to energy, an integrated approach is essential. That includes new infrastructure based on renewable energies, appropriate regulation and customised financing models.

Energy efficiency

The most environmentally-friendly energy is that which is never consumed. This means it never has to be generated and distributed. The IEA calls energy efficiency the world's first fuel, the most important energy in the world.

Renewable energies

To achieve a comprehensive transformation, it is essential to integrate solar and wind power into electricity systems and to adapt legislation as required. This will make the provision of energy affordable, stable and climate-neutral. Electricity systems must also be linked with the transport sector and industry.

Phasing out fossil fuels, deploying green hydrogen

Taken together, expanding solar and wind power and using energy more efficiently are at the heart of the worldwide energy transition. But the direct use of renewable energy is not possible everywhere, e.g. in the chemicals industry, steel production, aviation or shipping. These areas need green hydrogen along with its derivatives, which are known as power-to-X products.

‘Energy is a key area of activity in the BMZ portfolio because access to clean and affordable energy is pivotal to economic, social and societal development. In addition, the sustainable transformation of energy systems is a prerequisite for achieving climate goals. Through its expertise, GIZ helps in creating an enabling environment, as well as providing local investment and project advice.’

Dirk Meyer, Director-General, Multilateral development policy; transformation; climate, German Federal Ministry for Economic Cooperation and Development (BMZ)

Our services

GIZ offers the following services in its energy portfolio.

Through its projects, GIZ:

- advises partner countries on creating conducive regulatory frameworks, strategies and incentives for the energy transition;
- provides energy suppliers and regulators with strategic, legal, regulatory and financial support for expanding renewable energies and improving energy efficiency;
- advises bodies such as energy agencies, regulators, network control centres and industry associations on their organisational structure;
- helps in mobilising the private sector and giving it access to financing options;
- promotes education and training on all topics associated with the energy transition, including the establishment of a green hydrogen economy;
- promotes the exchange of information within networks and with civil society;
- implements measures for gender equality in the energy sector.

Achieving development policy objectives

The transition to renewable energies and sustainable energy systems is a complex process. The aim is not only to introduce and apply new technologies, but also to enable governments, organisations and above all the people in our partner countries to use these technologies well and to benefit from them over the long term.

GIZ’s activities in the energy sector also help in achieving other development objectives. Some examples are given below.

- **Gender equality** as a result of women’s income increasing because they can work more productively with electricity, or because they are involved in decisions on energy issues.
- **Boosting the economy** as a result of companies receiving funding as they transition and thus creating jobs, or because sustainable production methods help them to comply with modern standards and become more competitive – both in their own country and in Germany.
- **Higher state revenues** as a result of additional income being created, for instance by exporting energy or through a socially equitable form of carbon pricing.

GIZ’s individual measures in the field of energy do not exist in isolation. They are aligned with our partners’ long-term strategies and can lead to positive impacts that go beyond the energy sector.

Bringing solar energy to rural areas in Uganda

One example of a socially just transition is the training provided to young people in South Africa to work as electrical and photovoltaic specialists. GIZ is supporting the training programme on behalf of BMZ and the Swiss State Secretariat for Economic Affairs together with the South African organisation Yes4Youth.

Energy partnerships for a climate-friendly and socially just transition

Importantly for GIZ, the transformation must be socially equitable. To this end, on behalf of BMZ, it supports Just Energy Transition Partnerships (JETPs) – currently with South Africa, Indonesia, Viet Nam and Senegal. The climate and development partnerships supported by BMZ demonstrate how a process of structural transformation focused on climate and based on principles of social and gender equity can enhance a society's development. They receive additional funding to help them build fairness into the energy transition. This enables special consideration to be given to groups affected by the fossil-fuel phase-out and to those with particular needs, such as mineworkers, women and young people.

JETPs complement a series of other bilateral partnerships with partner countries which GIZ supports on behalf of BMZ, the German Federal Ministry for Economic Affairs and Climate Action (BMWK) and the German Federal Foreign Office (AA). In the case of BMWK and AA, these are climate and energy partnerships that connect energy security with action on climate. The partnerships are aligned with the Global Gateway Initiative, through which the EU will channel worldwide investments of EUR 300 billion into areas including energy and transport between now and 2027. Here, too, GIZ is involved in a number of projects.

Fostering private investment

GIZ works with companies to encourage private investment in innovative energy projects and systems. One example is the International Hydrogen Ramp-Up Programme (H2Uppp). Here GIZ cooperates with German firms to promote green hydrogen projects in partner countries. For instance, in tandem with Hy2gen AG it is developing a concept for green ammonia production in Mexico. In Brazil, H2Uppp works with the mele® Group on producing green methanol from swine manure and green hydrogen. In both cases, the companies and GIZ are jointly driving the projects forward through a public-private partnership. GIZ contributes technical and economic market analyses along with advice on approval processes and environmental and social impacts. For more information about this programme, see page 28.

Listening to our partners' needs

GIZ's role is not to drive the transformation in our partner countries itself but merely to support them on their path to an environmentally and socially sustainable energy transition. We are guided by their strategies, goals and challenges. This generates a common agenda that is then implemented by GIZ in close cooperation with our partners and commissioning parties.

In concrete terms, this means that we help our partners to establish favourable technical, regulatory and legal frameworks and to produce integrated energy plans aligned with long-term, climate-friendly development strategies. This is a planning process that takes account of all aspects of energy provision and the energy transition at both national and subnational level. It also addresses the expansion of renewable energies just as much as the gradual phase-out of fossil fuels.

More female power

The energy sector is still a male-dominated area. Men occupy more senior posts in energy companies, they account for most of the energy engineers, and they have better access to energy overall. Even in the relatively new field of renewable energies, women still make up only one third of the workforce. Yet greater participation by women would have huge impacts. Women would be able to work more productively, earn more money and therefore contribute to sustainable economic growth. To eliminate obstacles (including cultural ones), BMWK has launched the campaign Women Energize Women. It is intended to inform, motivate and connect women, and to empower them overall.

www.womenenergize.org

'BMWK is responsible for and shapes the German Federal Government's bilateral climate and energy partnerships. With support from implementing organisations such as GIZ, our role is to drive action on the global climate and energy transition and align those efforts with economic interests – both in our partner countries and in Germany. We focus on relevant energy-producing, transit and consuming countries to achieve our energy and foreign trade objectives and the global climate goals. As part of this process, we actively shape the interdependencies between energy-system developments and decarbonisation measures on the one hand and future developments in foreign trade and commerce on the other.'

Dr Christian Forwick, Director-General, External Economic Policy, German Federal Ministry for Economic Affairs and Climate Action (BMWK)

Renewable energy and energy efficiency apprentices at IFMEREE vocational training centre in Oujda, Morocco

Cooperation with the private sector

The global energy transition can only come about in cooperation with the private sector. That is because it is the private sector which implements and frequently also finances renewable energy and energy efficiency projects. However, private companies in our partner countries often face numerous challenges. In response, GIZ offers an extensive set of modular solutions tailored to the energy sector for use in projects involving cooperation with the private sector.

GIZ works with local companies to develop projects in renewable energies and energy efficiency which can be funded commercially. The goal here is to ensure that the companies have a secure and sustainable energy supply while also creating a business case for investment. This approach highlights the options for green energy technologies that can be directly applied in practice. In addition, the focus on establishing business links with German or European small and medium-sized enterprises generates concrete projects for the private sector both in Europe and in our partner countries.

We also support private energy companies and project developers in making their projects finance-ready and successfully approaching finance providers. This is most commonly done by highlighting suitable financing solutions and by supporting negotiations with investors until an agreement is signed.

GIZ's energy portfolio

Energy is the sector where GIZ has the broadest spectrum of commissioning parties. In 2023 we implemented energy projects in more than 60 countries.

GIZ's main commissioning party in the energy sector is the German Federal Ministry for Economic Cooperation and Development (BMZ), followed by the German Federal Ministry for Economic Affairs and Climate Action (BMWK). Other commissioning parties include the German Federal Ministry for the Environment, Nature Conservation, Nuclear Safety and Consumer Protection (BMUV) and the German Federal Foreign Office (AA). On behalf of BMWK, GIZ implements projects that concentrate on mitigating the consequences of climate change and on energy – above all through the International Climate Initiative (IKI), which has been promoting action on climate and biodiversity in the Global South since 2008.

The European Commission is the largest provider of cofinancing in the field of energy. Our other commissioning parties and cofinancing providers include the Mitigation Action Facility; bilateral donors such as Sweden, the United Kingdom, Switzerland, the US and Norway; development banks such as the European Investment Bank (EIB) and the Agence Française de Développement (AFD); foundations; and multilateral funds such as the Green Climate Fund.

Working with donors
Globally active multi-donor partnerships are behind projects such as Energising Development (EnDev) and the Global Energy Transformation Programme (GET.pro).

By the end of 2025, EnDev aims to provide around 36 million people with a supply of climate-friendly energy that meets their needs. You can find an example of EnDev's work on page 34. The Team Europe approach of the GET.pro project bundles European efforts in order to make effective joint contributions to international energy and climate goals. For example, since 2016 the programme has advised over 500 private investor projects in 50 countries on renewable energies. More than 100 of them have reached the point of being finance-ready, thus mobilising investments of EUR 500 million.

↗ **829 MW**

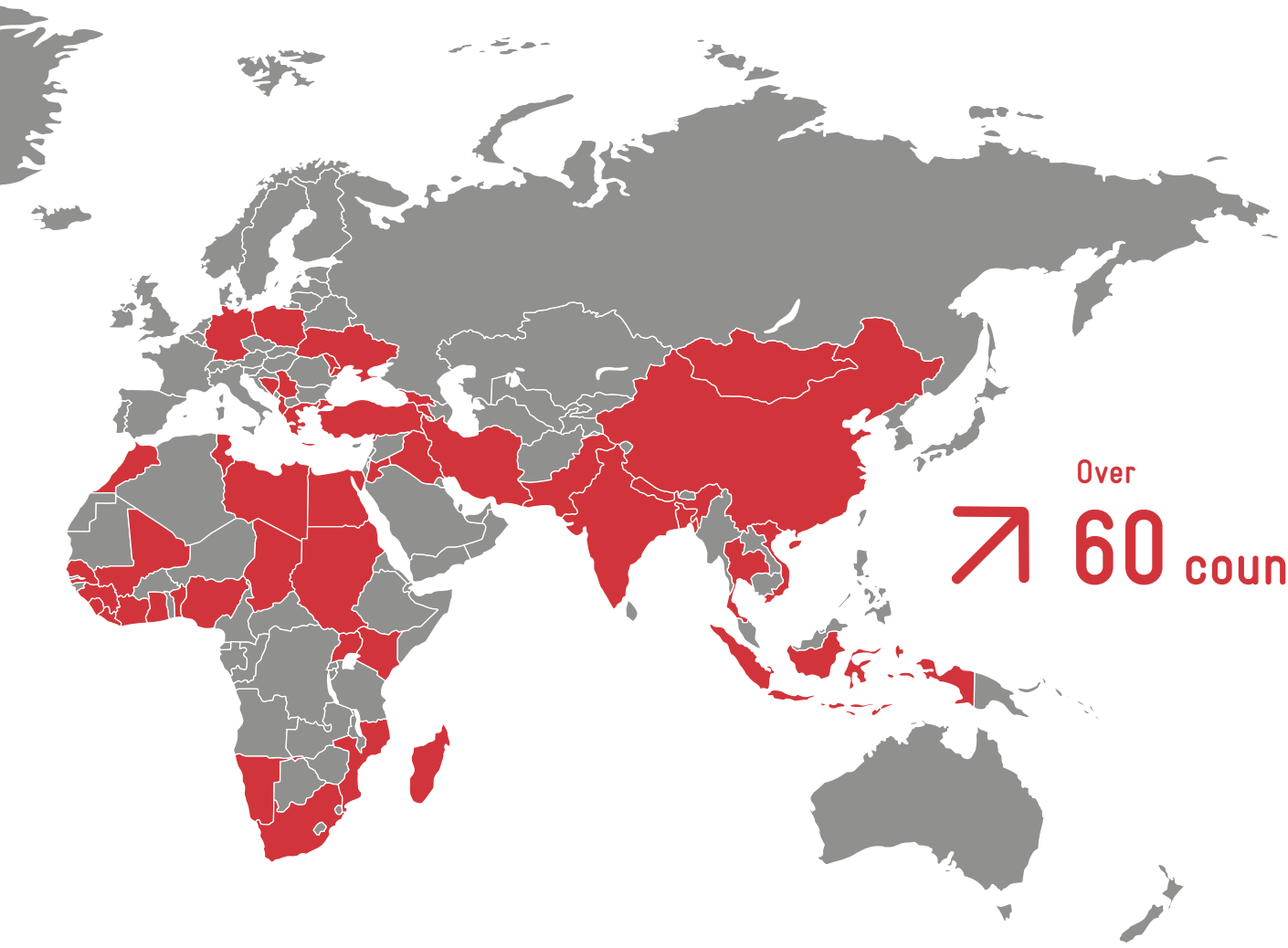
of green generating capacity installed – exceeding the entire output of Malta

↗ SDG 7

Period: 2023

Working with companies

On behalf of BMWK, the Project Development Programme (PDP) combines development cooperation with entrepreneurial engagement from the private sector. GIZ implements the PDP to develop financially viable projects in renewable energies and energy efficiency together with local companies. It also offers business initiation opportunities with German or European small and medium-sized enterprises. In all, 127 of these projects have already been implemented (87 of them by German firms), which has saved twelve million tonnes of CO_2. BMWK energy partnerships, for their part, address the interests of German business in 16 partner countries through high-level political dialogue. Companies and business associations can see that the business climate in the field of renewable energies is improving in these partner countries, a development which is also relevant for German investors.



Over

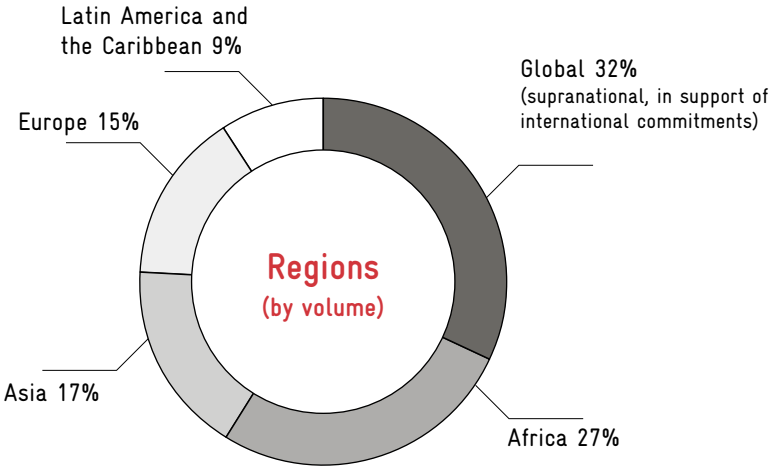
↗ **60** countries

↗ **9.3** million

people gained first-time or improved access to a modern energy supply – more than the population of Austria.

↗ SDG 7

Period: 2023



Figures for 2024

Effectiveness in the energy sector

What are the effects of GIZ's work in the energy sector? What can we learn? Answers to these questions are provided by the cross-sectional analysis on energy.

As the issue of energy has particular significance for international relations, climate action, the German economy, Germany's partner countries and therefore also for GIZ's portfolio, it makes sense to examine it in considerable detail. The global energy transition is such a huge undertaking that it is essential to identify and scale up successes and to learn from criticism so that the transformation continues to accelerate and taxpayers' money is spent as efficiently as possible. In this way, GIZ can make the largest possible contribution to tackling one of the greatest challenges of our time.

For this reason, the Evaluation Unit commissioned a cross-sectional analysis entirely dedicated to the energy sector. Its aim was to review approaches, identify good practices, highlight shortcomings and thus to learn and advance as an institution in a very relevant field.

To this end, the analysis examined central project evaluations (CPEs) of BMZ-funded projects and evaluations by the International Climate Initiative (IKI), compared them with evaluations in other thematic fields, identified trends and patterns and set out the factors leading to success or failure.

The projects' success was assessed on a scale from 1 (highly successful/very good) down to 6 (highly unsuccessful/very poor) using the international OECD-DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability.

The relevance of measures for partners is key to achieving good ratings in terms of objective attainment and impact. Projects must be planned in alignment with the policies of the local partners and to support their strategies and priorities.

The criterion of effectiveness is applied to determine whether the objectives of the projects were achieved directly and within the appropriate time frame. Observable unintended positive and negative impacts are also included in the evaluations. 'Impacts' means far-reaching, longer-term changes in a society. If projects are implemented well and successfully, they have a large proportion of these change-inducing impacts. Accordingly, such projects frequently also achieve good sustainability ratings.

Source data

The cross-sectional analysis was based on 41 evaluations – all 28 central project evaluations (CPEs) of BMZ-funded projects and 13 evaluations of energy-related projects funded under the International Climate Initiative (IKI). Ten evaluative studies (commissioned directly by projects) were also included, plus one cross-sectional analysis of IKI evaluations ('cluster evaluation') and two DEval evaluations on overarching issues. For comparison, 130 CPEs outside the field of energy were evaluated.

Detailed evaluation results for energy projects commissioned by BMZ

Of the 28 BMZ energy projects evaluated, 26 were rated as successful. Two were rated as unsuccessful (scoring 4) on at least one knock-out (KO) criterion. Most of the projects were rated as relevant (average 1.50), coherent (average 1.93) and effectively implemented (average 1.82).

To put the results from the energy projects into a wider context, they were compared with central project evaluations from other thematic fields in the BMZ business sector. The average rating of the BMZ energy projects was 1.97. This is much better than the average of the CPEs (2.50) across all topics.

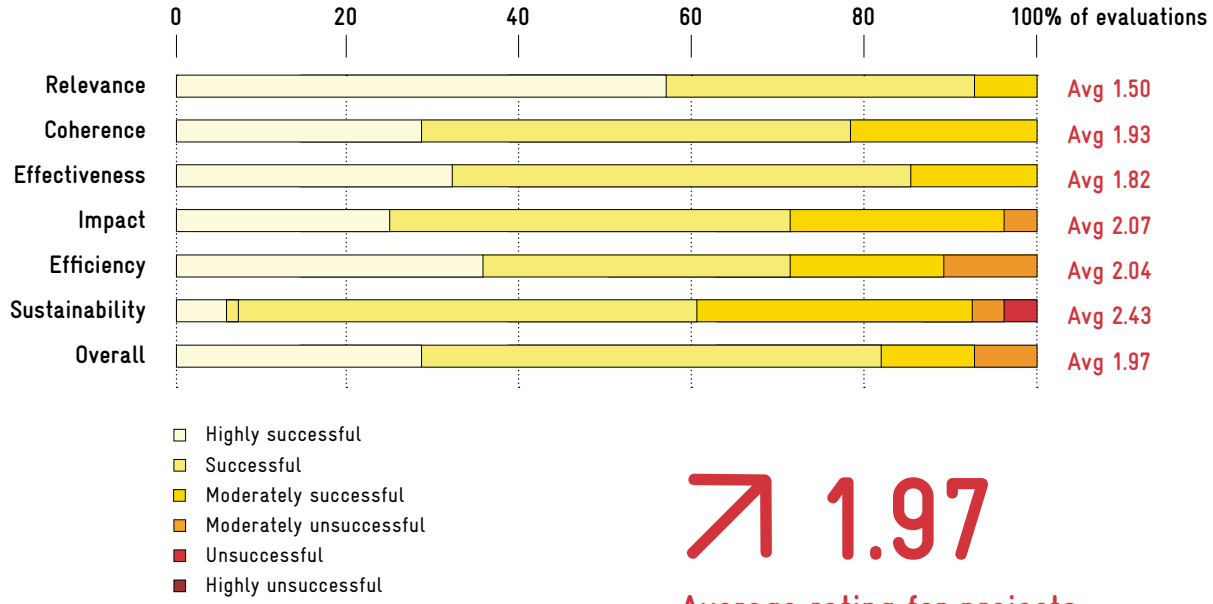
Good scores on relevance and coherence indicate good planning. Projects are particularly relevant if they recognise and serve the needs of their target groups. They are coherent if they support the policies and strategies of the partner countries and coordinate their activities effectively with all stakeholders. The average score for efficiency was 2.04, although three projects were rated moderately unsuccessful (4) on this criterion.

There is a direct correlation between the impacts of energy projects and their effectiveness. Wherever projects are implemented well and successfully, they make a large contribution to change-inducing impacts and then frequently obtain good ratings on sustainability. Average scores on the criteria of impact (average 2.07) and sustainability (average 2.43) were lower than those on the other criteria. This was because effectiveness and efficiency can more easily be steered during a project, whereas impact and sustainability are more strongly influenced by external factors and the general framework conditions.

93%

of energy projects were rated as successful.

Rating scale for central project evaluations (CPE)



↗ 1.97

Average rating for projects focused on energy

Projects with a rating from 1 to 3 are regarded as successful, while those with a rating from 4 to 6 are regarded as unsuccessful. A project is also deemed to be unsuccessful if it scored between 4 and 6 on any one of the criteria 'effectiveness', 'impact' and 'sustainability'. ↗ You can read more about these three 'knock-out' or 'KO' criteria on page 43.

Evaluations of energy projects commissioned under the International Climate Initiative

13 external evaluations of projects commissioned under the International Climate Initiative were also analysed. IKI evaluations are ex-post assessments, which means they are often conducted years after the project has finished. By contrast, CPEs are carried out at the end of the project term.

As such, it is difficult to draw comparisons between the results of CPE and IKI evaluations. Another factor here is that the evaluation criteria and rating scales are different. For example, IKI evaluations do not include an average rating based on the sum of the individual scores awarded.

All the IKI projects reviewed were rated either successful or moderately successful. The overall ratings trend is similar to that of the CPE evaluations. Here, too, projects received the highest scores for relevance and coherence and achieved slightly lower ratings for effectiveness, impact and sustainability.

The average rating for efficiency was also relatively good. As for the CPE evaluations, this can be explained by the fact that relevance and coherence reflect the 'fit' of a project, while effectiveness and efficiency are best managed during the implementation phase as the criteria are less influenced by external factors. By contrast, projects have only limited influence over their impact and sustainability as these criteria are more often subject to external factors.

Key results from the energy projects

The above-average rating of these energy projects is explained by their markedly better scores on the criteria of effectiveness, impact and sustainability. These projects are better at achieving their direct objectives, make greater contributions to strategic objectives, and their impact is regarded as more sustainable. This means there was evidence of changes in providing and securing (clean) energy, and that project results led to visible changes in the energy sector and were enshrined in regulations and laws. Moreover, these impacts were more likely to be rated as permanent than those in other sectors.

Projects bundling measures at various levels were found to be especially successful, for example those which target the legal framework while also promoting employment and technical training for women and men.

The analysis identified a number of other findings linked to project characteristics. It emerged, for example, that the optimum term is about five years, and the optimum volume is about nine to ten million euros. Project success is not significantly influenced by the region or the degree of fragility in the region.

In general, the analysis of energy projects indicates that there is strong demand for German international cooperation projects in the energy sector and that this demand is being met successfully. A society's economic development depends crucially on its energy supply. Fast-growing partner countries in particular are characterised by rapidly increasing demand for energy. Furthermore, they frequently suffer especially severe consequences of the climate crisis. If their development is to be sustainable, their needs must be met with renewable energies. German international cooperation offers tailored solutions to address this challenge. Our partner countries are very interested in cooperation in this field.

A good example:
The project Green Energy Corridors – Grid Integration of Renewable Energy and Demand-side Energy Efficiency in India was awarded some of the best ratings on effectiveness, impact and sustainability. India, the third largest emitter of greenhouse gases, has a crucial role to play in the global reduction of these emissions. The Indian Government has set itself ambitious targets, supported by GIZ, for the expansion of renewable energies. The project's impacts include the improved integration of renewable energies into the electricity grid. It has also provided incentives for companies and private individuals to increase the energy efficiency of buildings. Training programmes have built up more expertise in the solar energy sector. It is a fagship project in every respect.

You will find a detailed project description on page 30.

An agriphotovoltaic system in the Indian state of Maharashtra combining solar generation with agriculture

Factors that facilitate or inhibit success

Following the question of 'how' – that is, how and how well our projects take effect – the cross-sectional analysis of energy projects also addressed the question of 'why'. To this end, the results of the individual evaluations were subjected to a comprehensive comparison and examined in order to identify overarching factors that either facilitated or inhibited the success of the projects. These findings offer important insights for future projects.

In many cases, these facilitating and inhibiting factors work in direct opposition to one another. For example, a committed partner system can be inspiring, whereas insufficient cooperation and disinterest jeopardise the success of a project.

One major inhibiting factor can be the general political and socio-economic situation in the partner country. Whether in the form of the COVID-19 pandemic, the Russian war of aggression against Ukraine or political instability, external influences can undermine a project's activities and impacts just as much as paralysing bureaucracy. For example, the project Renewable Energy and Energy Efficiency in Pakistan had to contend with high levels of staff fluctuation within the responsible authorities and ministries. In August 2022 the country also experienced disastrous floods, after which inflation soared to 27.3 per cent.

Projects are generally able to realign their activities in order to deal with such difficult situations. This requires the most significant success factor of all, the right implementation structure. In this respect, professional personnel, a holistic approach with good networking and flexible implementation are just as important as visible changes achieved through flagship projects or GIZ's long-term presence in the country. The evaluative studies of the multi-donor partnership Energising Development (EnDev) produced particularly good scores on effectiveness, impact and sustainability. The evaluation teams stressed the implementation structure in particular, noting that flexible, adaptable and efficient implementation is key to lasting success. You can read more about this on page 34.

On the other hand, an uncooperative partner system inhibits the success of project work, for instance if the priorities of the partner organisations or the lead executing agencies change during implementation. In the project Promotion of Renewable Energy in Rural Areas (RERA) Nepal, new federal structures presented challenges because they altered the overall conditions, tasks and mandates. Nonetheless, this development also offered opportunities to refocus and bring subnational authorities on board, which later turned out to be a success factor. Establishing local partnerships brought several advantages. The partners were more familiar with the core problems of the local population and had a major interest in finding and implementing solutions.

One important success factor, therefore, is mainstreaming the project results in the partner system. As a rule, projects that are closely aligned with national strategies and build on existing structures are more successful. This positive impact is shown by the evaluation of the above-mentioned project supporting the grid integration of renewable energies and energy efficiency in India. The conceptual design of the project was already aligned with specific objectives from national strategies. This contributed to greater ownership among the project's public partners. Effectiveness and impact both increased because the measures were linked with local initiatives.

Important success factor: cooperation with the local partners

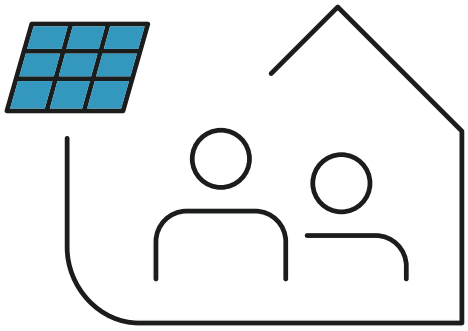
The analysis also found that follow-on modules, i.e. projects building on predecessor projects, were frequently evaluated as successful. Three of the eight projects that achieved a rating of 1 in a central project evaluation had at least one predecessor. A long history of cooperation, mutual trust and established structures are crucial. To illustrate this point, it is worth looking at the project Egyptian-German Committee for the Promotion of Renewable Energy, Energy Efficiency and Environmental Protection. This project successfully built on the structures of its predecessor, which had already created a strategic framework by implementing the Electricity Law and introducing the National Energy Efficiency Action Plan. The team successfully expanded its relations with the key stakeholders. You can read more about this on page 38.

The bigger picture

To put the results into a wider context, they were compared with findings from two overarching DEval evaluations. This showed that facilitating access to energy in rural areas is a fundamental objective.

However, it is important to consider very carefully the actual situation of people in partner countries. The just global energy transition to which we aspire can be achieved only if they are genuinely able to use the newly available supply. The energy portfolio should therefore be oriented more to the needs and financial capacities of women and girls and 'energy-poor' population groups.

The DEval evaluation 'Access to (green) energy in rural Africa' also supports the finding that access to energy is not sufficient on its own to aid economic development. Flanking measures are needed to ensure the 'productivity' of energy use – that is, how efficiently energy is used in creating economic value. One example would be to provide solar-powered refrigerators for food shops or solar water pumps for farmers. These solutions can generate more income.



Looking ahead

Based on the systematically collected and evaluated data from the cross-sectional analysis, we now have a good overview of the success of projects implemented by GIZ in the field of energy, and we also know where and why projects did not work well. We have identified exemplary projects which we can use as a guide. We have evidence to show which factors inhibit the success of energy projects in international cooperation and which factors contribute to their success. This information is useful when planning new energy projects, as are the recommendations from the cross-sectional analysis, which we will take note of and apply.

You can find the cross-sectional analysis and all the data and results here:

Link to cross-sectional analysis

Cooperation with the private sector

Cooperation with the private sector focuses on partner countries and specifically on cooperation with local economic actors. When it comes to switching the energy supply to renewables and improving energy efficiency, the involvement of private companies – e.g. construction firms, energy utilities, providers of renewable energies and efficiency solutions, and transport companies – is indispensable in countries with a formal market economy. In 38 out of 41 projects reviewed, local companies were involved as key stakeholders in planning and implementation. This was the case in all the projects reviewed which promoted renewable energies or energy efficiency.

↗ The project descriptions in the next section illustrate in detail how our projects work.

‘It’s all about results’

International cooperation is complex and subject to constant change. That’s why, for every single project, GIZ has to examine the context and decide which approaches are likely to prove effective and which not. Evaluations provide the essential basis for this process. They measure and assess, and enable us to learn lessons that we can apply in the future. Below you can read a double interview given by Martha Gutiérrez (GIZ) and Jörg Faust (DEval), who describe exactly how evaluation works and what it can contribute to the current debate on international cooperation.

International cooperation has recently come in for criticism. Why are evaluations more important than ever in times like these?

MG ↗ The public have a justified interest in knowing where their tax money goes. Evaluations fulfil our duty of accountability to the public. They show us what international cooperation is achieving, what works and what doesn't. Whatever functions well needs to be expanded and replicated. But sometimes the evaluations tell us that our attempts at resolving certain problems in our partner countries are on the wrong track. Then we may need to change course on the ground. We ensure that the reports based on those evaluations are transparent and publicly available – even if projects get a poor rating. In addition, the reports are translated into other languages to fulfil our duty of accountability to partner governments.

JF ↗ In Germany, there is probably no other policy area that undergoes such a structured and systematic form of scrutiny as international cooperation. The traditional importance of evaluation stems from the fact that taxpayers' money is often spent in challenging contexts.

MG ↗ One third of the money spent by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) is independently evaluated against international standards. We look at an average of 80 projects around the world every year. In addition, there are assessments of individual sectors or countries, plus specific analyses of corporate policy issues and evaluations for other commissioning parties. The number of evaluations puts us in second place worldwide, behind the Korea International Cooperation Agency. This means that we check thoroughly whether we achieve the greatest possible impact with the funds we actually spend.

DEval's Opinion Monitor regularly researches the attitudes of ordinary people to development policy. Mr Faust, what is the most important result from the latest survey? And what does that mean in terms of evaluation?

JF ↗ Our Opinion Monitor reflects the critical views expressed in the current debate. Public support for a consistent or increasing development budget has fallen by more than 20 percentage points since 2022. One major explanatory factor is that people rate their own financial position, and that of the state, as worse. Against this background, independent evaluation can improve the effectiveness and credibility of this policy area. The information it provides must show a degree of self-awareness by including errors as well as successes and by emphasising institutionalised learning.

Despite this, the system is repeatedly accused of being an enclosed bubble in which closely linked units assess each other …

MG ↗ In actual practice, the picture is quite different. The evaluations are prepared by independent consultants. Every three years we organise a Europe-wide tender procedure, resulting in a pool of around 100 international evaluators. They work together in teams and also cooperate with local evaluators. Furthermore, our unit is independent; it reports directly to the Management Board and is not integrated into GIZ's operational business. So we only coordinate the evaluations, we don't influence them. All of these factors ensure that we end up with methodologically sound and independent assessments.

JF ↗ Evaluations in Germany follow the recognised OECD criteria of sustainability, relevance, coherence, effectiveness, impact and efficiency. The Bundesrechnungshof (Germany's supreme audit institution) reviewed the evaluation system for international cooperation in 2021; there was no criticism regarding independence. The field where evaluations can improve is communication, which is frequently too technical and sometimes contains too much jargon – and that applies to the entire policy area.

Two organisations, one objective: evaluations at GIZ and at DEval

GIZ's Evaluation Unit examines the company's own programmes and projects, mainly those commissioned by BMZ. But GIZ also evaluates projects and programmes commissioned by other organisations, such as the German Federal Foreign Office. In performing this role, the unit is not integrated into GIZ's operational business, and projects are assessed by independent evaluators. This creates the distance necessary for constructive criticism. By contrast, DEval's role is to evaluate German development cooperation. It has a mandate from the German Federal Government to carry out independent evaluation work. Moreover, it regularly canvasses public opinion on foreign and security policy. DEval and GIZ maintain regular contact so that they benefit and learn from each other. Their activities complement each other.

Alongside accountability, learning from evaluations is another important consideration. Could you give some examples to illustrate how that works?

MG ↗ There are lots of examples. We've presented a selection in this report. Take GIZ's support for the Egyptian-German Committee for the Promotion of Renewable Energy, Energy Efficiency and Environmental Protection. One of the evaluation findings concerned the potential for improving the committee's own knowledge management system to make it less reliant on external support. In response, with help from GIZ, the agency made some changes. It introduced train-the-trainer programmes, wrote manuals and improved the documentation of processes and knowledge. As a result, it became more effective. That's a good example of the threefold approach to evaluation at GIZ: recording results, communicating results and learning from results. We have defined it as a core process because the three aspects form a single unit.

Mr Faust, how important is learning through evaluation?

JF ↗ Evaluation has three functions: generating findings with practical relevance, fulfilling accountability obligations and providing opportunities to learn. Often the learning takes place during the evaluation and not just at the end. That's usually the case when the people being evaluated see the whole process more as an opportunity and less as a risk. The oversight function of evaluations can also act as a driver for learning.

Ms Gutiérrez, how does that work at GIZ? When are projects evaluated?

MG ↗ We take a sample containing roughly 40 per cent of our BMZ commissions from among projects which are scheduled for completion within the next 18 months. We choose this period so that we can assess whether anything has been achieved and, if so, what that is. Until 2017, projects steered their evaluations themselves. Then GIZ changed that and centralised the evaluations to make them more independent, as we were saying earlier. Today, the projects themselves work with good monitoring systems to see whether their indicators are being achieved or not. If they notice that something is going wrong, they generally make adjustments. This means that projects implemented by GIZ achieve good ratings overall. Only a small proportion are assessed as 'unsuccessful' – despite the fact that in 2022 we added a further quality benchmark. Now, if a project scores 4, 5 or 6 on any one of the OECD criteria of effectiveness, impact or sustainability, it is deemed to be 'unsuccessful' overall. That's why we call these three criteria 'knock-out' or 'KO' criteria.

Jörg Faust
is Director of the German Institute for Development Evaluation (DEval) and Professor Extraordinarius of Political Science at the University of Duisburg-Essen.

'No other policy area undergoes such a structured and systematic form of scrutiny as international cooperation.'

Jörg Faust

Projects in the energy sector achieve especially good ratings in comparison with other sectors. Why is that?

MG ↗ That's correct. The average score in this area was 1.97, whereas the average for all evaluated projects in the current reporting period was 2.50. One of the main reasons for this is that we're reacting directly to a high level of need in our partner countries and their economies. They need energy to continue their development, and ideally that should be climate- and resource-friendly. In some cases, these forms of energy are now cheaper, and the approach

also makes them less dependent on energy imports. Our support can be effective here. Relevance, effectiveness and sustainability score relatively well in energy projects because partner countries and companies invest in and maintain the projects. That's one of the reasons for the good rating.

Given these findings, shouldn't there be much more investment in climate and energy?

JF ↗ Action on and adaptation to climate change will remain very important aspects of international cooperation in the foreseeable future. When it comes to access to energy in rural Africa, there are not only successes but also challenges, for instance in relation to access by disadvantaged groups via decentralised power grids, or our recommendation to provide additional funding for climate-friendly forms of energy for cooking that do not pose a risk to human health.

MG ↗ In my view, the results show above all that international cooperation is having an impact, precisely in the energy sector. This benefits our partner countries, but ultimately our own economy as well. Every second euro is earned in Germany through exports.

JF ↗ Ms Gutiérrez is referring to the important question of foreign trade. Since the 2010s, a number of studies have shown that international cooperation boosts exports from donor countries. Economists from the University of Göttingen reconfirmed this link very recently.

MG ↗ It's important to make the point about the value of international development to the German and European economies because they also benefit from greater action on climate and environmental protection worldwide. But this is not solely about economic cooperation. We're interested in results on the ground. Better conditions for the local economy and for local people are key aspects of international cooperation. GIZ wishes to contribute to a future that is worth living around the globe. Our evaluations tell us that we really are contributing to that goal, but in every case they also tell us where there is room for improvement. We never stop learning.

'Evaluation at GIZ takes a threefold approach: recording results, communicating results and learning from results. We have defined it as a core process because the three aspects form a single unit.'

Martha Gutiérrez

Martha Gutiérrez
heads the Evaluation Unit at GIZ. She also acts as the company's Gender Ambassador.

Examples from around the world

We believe it is important to address global challenges holistically so that – together with our partners – we can bring about sustainable change. We have chosen six projects as examples of how GIZ cooperates with its partners to advance the global energy transition.

Bringing green hydrogen to market-readiness

The H2Uppp programme supports German companies in developing hydrogen projects around the world and has achieved good evaluation ratings, above all for effectiveness.

Germany and Europe want to meet part of their future energy needs with green hydrogen produced using renewable electricity. This versatile fuel is seen as essential when it comes to helping energy-intensive industries reach net zero. But we still have a long way to go before a functional global hydrogen market exists. For this reason, GIZ has been promoting hydrogen projects in partner countries since 2022 through the International Hydrogen Ramp-Up Programme. 'We support companies in the early phase of project development in order to accelerate the market ramp-up of green hydrogen in partner countries,' says Programme Manager Regine Dietz.

The programme, commissioned by the German Federal Ministry for Economic Affairs and Climate Action (BMWK), acts at the intersection of energy security, foreign trade promotion and international cooperation. As Germany cannot itself supply all the green hydrogen it needs, the Federal Government decided to introduce an additional import strategy four years after the National Hydrogen Strategy. This will also generate new sales opportunities for German technology firms. 'In the context of development policy, green hydrogen is also important when it's destined for export,' says Jörg Baur, a hydrogen expert in GIZ's Sectoral Department. 'Hydrogen projects bring energy transition expertise to countries of the Global South. They create jobs, generate tax revenue and support business growth.'

Visualisation for the planned production facility Marengo in Mexico

Plans for large production facility in Mexico

A central element of H2Uppp are its public-private partnerships (PPP), where GIZ acts as a partner for private-sector companies that bear half of the development costs. In an evaluative study, the establishment of ten such partnerships in six countries during the first phase of the programme led to a very good effectiveness rating.

'For Marengo, everyone involved is pulling in the same direction. The cooperation with the local authorities, the governor and also the preliminary work with the Deutsche Gesellschaft for Internationale Zusammenarbeit (GIZ) have been consistently characterised by a sustainable pioneering spirit – progressive thinking and action is what is needed to achieve a climate-neutral future.'

Cyril Dufau-Sansot, CEO of Hy2gen AG

For example, the firm Hy2gen AG from Wiesbaden is currently planning to build a large production facility in Mexico, which is scheduled to go into operation in 2028. In Brazil, H2Uppp helped the project developer and biogas specialist mele® from Mecklenburg-Western Pomerania to identify a new area of business. The firm is now looking for investors for a plant to produce green methanol from swine manure and green hydrogen – which can simultaneously reduce the amount of environmental pollution caused by manure in Brazil.

‘Close cooperation has enabled GIZ and AHK Morocco to build stronger links between decision-makers from politics and business in order to expand the Moroccan hydrogen market. We’re really keen to maintain that cooperation.’

Katharina Felgenhauer, CEO, AHK Morocco

Meeting target-group needs

The programme was also rated very highly in terms of relevance because it was aligned with the political strategies of Germany and some of the partner countries, and met the needs of the target group of German companies. The efficiency of the programme, which operates in 15 countries, was also rated as positive. Thanks to an arrangement to share staff with other projects in each country, the programme was even implemented below budget. The evaluators also identified advantages in the flexible design and openness of H2Uppp, which resulted in a good rating on coherence.

The evaluators criticised the long project selection process up to approval of the PPPs, which could potentially discourage companies. In response, the process was shortened and optimised. In May 2024, H2Uppp entered its second programme phase. Instead of working in 15 countries, it now focuses on 10. ‘H2Uppp continues to be very well received by the industry,’ she adds. ‘It’s exciting to see how well the public-private partnership approach is working in this new market.’

At a glance

GIZ supports climate-friendly hydrogen projects in partner countries – together with German and European companies and German Chambers of Commerce Abroad.

GIZ’s partner for this programme:

- **Network of German Chambers of Commerce Abroad (AHK)**

- GIZ makes technical expertise and networks available.
- The focus is on the early phase of project development.
- The key elements are public-private partnerships (PPPs).

10 PPPs

in six countries benefited from project support in the first phase of the programme.

A dynamic partner for the energy transition

Over the last ten years, the Indo-German Energy Programme has supported the energy transition on the Indian subcontinent. The project evaluators found the expertise, flexibility and networks of the GIZ team to be key factors to success.

India has a key role to play in resolving global challenges such as taking climate action and reducing poverty. The most populous country in the world faces the challenge of raising the standard of living of its 1.43 billion inhabitants. At the same time, it needs to make a decisive contribution to reducing global greenhouse gas emissions.

In recent years the Indian Government has taken steps to promote energy efficiency and renewable energies and to start phasing out the use of coal. 'We were able to support that process – and are delighted to see India's progress in the energy transformation,' says energy expert Winfried Damm. For nearly nine years he managed the Indo-German Energy Programme (IGEN) for GIZ. The programme was commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ). The central project evaluation rated the project for 'green energy corridors' within the energy programme as highly successful overall.

During implementation, the project achieved its objectives of improving efficient energy use and the grid integration of renewable energies very effectively – along with a considerable reduction in greenhouse gas emissions compared with the original plans. So the highly rated project demonstrated marked impacts.

Major improvements in energy efficiency

One of the success factors here was the close, continuous and specialist cooperation with the Bureau of Energy Efficiency (BEE), with which the GIZ team developed the Indian Perform, Achieve, Trade (PAT) scheme. In 2024 BEE reported that this Indian variant of emissions trading was now avoiding 110 million tonnes of CO_2 annually. This saving is equal to almost 20 per cent of Germany's CO_2 output. PAT offers an incentive to India's heavy industry in particular to install new energy-efficient technology and thus greatly reduce its energy consumption per tonne of steel, aluminium, cement, etc. BEE has also introduced an energy-efficiency label with GIZ support.

'We have been cooperating successfully with GIZ for many years, and it has provided good support to initiatives in the energy sector in terms of implementation, the sharing of best practice and technology transfer.'

Abhay Bakre, former Director General of the Bureau of Energy Efficiency (BEE) under the Indian Ministry of Power

GIZ has also worked systematically with Indian, international and German partners on the second priority of the Indo-German Energy Programme, i.e. advancing the integration of renewable energy into the grid. This also resulted in a good rating on the criterion of coherence. For example, during the past ten years the Kreditanstalt für Wiederaufbau (KfW) has been supporting a parallel, coordinated project by providing more than EUR 1.4 billion of credit so that solar and wind power from remote regions can be transported to consumers. The grid operators have used this funding to build transmission lines and substations on behalf of the Indian Government.

To drive forward the expansion of solar power directly at consumer level, GIZ has trained men and women in the installation and maintenance of rooftop solar modules. 'We also managed to get

‘We are very grateful to GIZ for the support received to establish a professional forecasting system of renewable energy power generation to ensure a stable grid.’

KVS Baba, retired Chairman and Managing Director of Grid Controller of India Limited, the national system operator

women interested in becoming solar system installers,’ says Damm, the former project manager. Intensive cooperation with institutions, particularly in Gujarat, sending out young people as solar ambassadors and the creation of a digital solar portal resulted in the installation of 100,000 rooftop photovoltaic systems within one year in this federal state alone.

When it comes to the speed of the energy transition, says Damm, one can take inspiration from India. He and Philipp Johannsen, his successor as Head of the Energy Cluster India, are in agreement: ‘A lot is happening there right now.’ GIZ also learned something from the criticism in the project evaluation. The project architecture with its four components was found to be very complex and did not offer any added value. As a consequence, the wide-ranging energy project was later broken down into several specialised follow-on projects.

Well-trained experts for a just energy transition: women solar technicians in India

At a glance

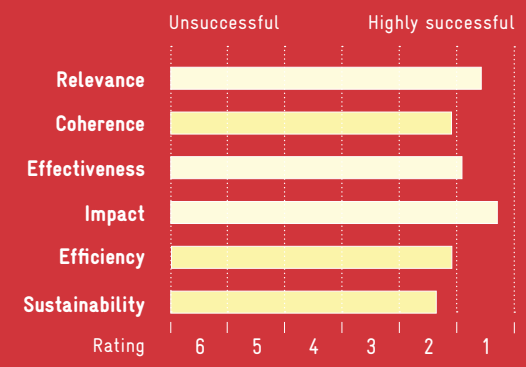
The project has helped to drive energy efficiency, renewable energies and a reduction in electricity generation from coal.

GIZ partners in India for this programme:

- **Ministry for New and Renewable Energy, department responsible for solar photovoltaic applications**
- **Bureau of Energy Efficiency (BEE) under the Ministry of Power**
- **Grid Controller of India Limited, the national system operator**

- Within the last ten years, solar energy capacity has been expanded from 2 GW to 85 GW.
- Improved energy effciency both for industry and for consumers

110 million tonnes of CO_2 emissions are now avoided every year thanks to energy-efficiency programmes in India – an important contribution in the battle against climate change and its consequences worldwide.



Overall rating:

1 / Highly successful

Electricity for all

The ProEnergie project's focus on strengthening Togo's national energy agency as it strives to achieve universal electricity access earned positive ratings in every evaluation category.

Installing solar modules in rural areas of Togo

The goal enshrined in Togo's National Electrification Strategy is for the country's entire population to have access to electricity by 2030. On behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), GIZ has been helping the Government of Togo since 2017 to achieve this ambitious target. Before the ProEnergie project was developed for this purpose, Togo's level of electrification was 45 per cent. Only around seven per cent of rural communities were connected to the electricity grid, and the share of renewable energy was extremely low.

One of the keys to a comprehensive, sustainable energy supply in Togo is the Togolese Agency for Rural Electrification and Renewable Energy (AT2ER), which was established by the Government in 2016. This is where GIZ directed its support. It helped AT2ER create conducive conditions for investing in renewable energies. Principally because of this approach, the project received a good rating on effectiveness in a central project evaluation. The reasoning was that the project had made a major contribution to the agency's development.

Clearly defined roles

The project was also rated positively in terms of relevance due to its alignment with Togo's National Electrification Strategy and with the needs of end users. In all five regions of the country, access to energy improved for households in rural areas in particular and was over 50 per cent by the time the project ended in 2020. The independent evaluators also awarded very good ratings for the efficiency of the project due to its effective cost allocation and

the clearly defined roles and responsibilities within the team.

In addition, the project achieved a positive rating for its impact, based mostly on the fact that it launched a series of innovative approaches for renewable energies. Together with the private sector and with GIZ support, AT2ER established a standardised national tendering system for decentralised energy supply grids. According to the evaluation, innovations such as this strengthen Togo's energy sector and with it the country's overall socio-economic development.

Empowering women to become experts

The evaluators rated the project highly in terms of sustainability because it strengthened the work of AT2ER on a permanent basis. 'At the outset the agency lacked the equipment, know-how and human resources to fulfil its mandates,' says Florian Paffenholz, the former project manager of ProEnergie. 'We provided materials and equipment to help it get established, but the main thing we supplied was technical and organisational support.' One focus of the work was to empower women. 'Young, highly motivated women AT2ER employees gained a lot of expertise through the project,' Paffenholz stresses. He goes on to say that 'In Togo, where gender roles are still very traditional in many regions, well-qualified women decision-makers like these have an important function as role models.' The improved energy supply in rural areas benefits women and girls in particular, partly because – thanks to solar water pumps – they no longer have to walk to wells to fetch water.

The evaluators were more critical of the answers to questions about the agency's sustainability, noting that its funding was still dependent on grants and there were no plans for it to become financially independent. Accordingly, the central recommendation was to develop a robust and clear strategy for the young institution to become self-sustaining in the long term. Action has been taken on this recommendation and AT2ER has received support in building up expertise in fund management. The revenue this generates makes a lasting contribution to its financing. Since then, AT2ER has managed to acquire four million euros from the African Development Bank to promote mini-grids.

At a glance

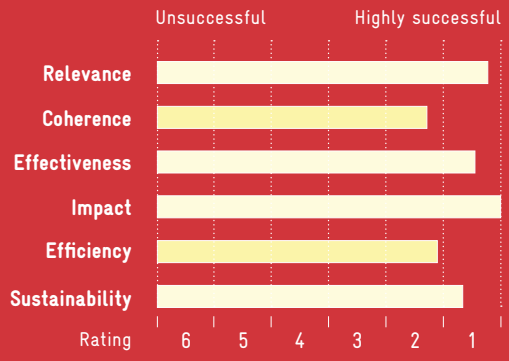
The project has greatly improved the conditions for an environmentally-friendly energy supply in Togo's rural areas.

GIZ's partners in Togo for this project:

- **Ministry of Mines and Energy, Directorate General of Energy**
- **Agency for Rural Electrification and Renewable Energy (AT2ER)**

- The level of expertise at the national energy agency has been permanently improved, most of all in relation to financing strategies.
- Innovative energy projects have been launched in cooperation with the private sector.
- One focus was on empowering women.

67,000 people in rural areas benefit from using solar technologies such as solar water pumps.



Overall rating:

1 / Highly successful

Promoting greater equality

In Bolivia, the multi-donor partnership Energising Development has improved the sustainable supply and use of energy. Among other priorities, the project focused on women entrepreneurs and women in green jobs.

The inadequate supply of energy and efficient technology represents a huge challenge in Bolivia. Even though the average level of electrification in towns and cities is relatively high, 70 per cent of people living in rural areas still have no access to modern energy services. They depend on systems such as diesel generators, which release greenhouse gases into the atmosphere and run on expensive fuel.

Yet access to electricity is crucial to advancement, especially in rural communities. 'Energy affects almost all aspects of social and economic development, from economic growth, better education and health care through to gender equality and climate action,' says Alexander Haack, who heads the Energising Development (EnDev) programme.

'We have managed to facilitate access to electricity in rural areas and urban peripheries, reaching even more families and giving them access to electricity. This successful collaboration also showed me how important precise data and sound analyses are for maximising the impact of our social programmes.'

Nelly Huallpa Condori, Head of the Rural Areas Division at ENDE DELBENI. She coordinates the project on rural electrification between GIZ and ENDE.

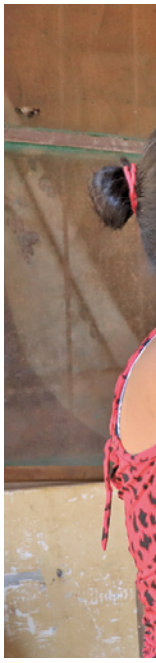
Multi-donor partnership

GIZ plays the lead role in implementing the programme in 20 countries. Funding is provided by an international multi-donor partnership including the German Federal Ministry for Economic Cooperation and Development (BMZ), the Ministry of Foreign Affairs of the Netherlands, the Norwegian Agency for Development Cooperation (Norad) and the Swiss Agency for Development and Cooperation (SDC). EnDev helps to supply more households, social institutions and small businesses in Africa, Asia and Latin America with sustainable energy. By doing so, it supports the United Nations' Sustainable Development Goals and progress towards the goals of the Paris Agreement.

On behalf of the programme, a decentralised exit evaluation was conducted in Bolivia in 2023, in which EnDev Bolivia was given a very positive rating. From 2006 to April 2023, its activities included connecting around 131,000 private households and more than 1,500 social institutions, such as schools and health centres, to the electricity grid in close cooperation with the state-owned electricity company. Installing photovoltaic systems has secured a reliable power supply for more than 23,000 households. In this way, EnDev has significantly increased the level of electrification in Bolivia, according to the evaluation team. One essential factor for success was the close and flexible cooperation with companies, business associations and local government.

The principle of 'leave no one behind' is central to this work. The project therefore concentrates on population groups that do not yet enjoy equal economic and social participation. In Bolivia – as in many other places around the world – that means women and girls.

EnDev Bolivia has launched a Women's Energy Fund (FEM) which provides financial and technical support to rural businesses run by women. Nearly 1,000 Bolivian women now have access to solar-powered



devices and machines for the productive use of energy (PUE). About 400 women have attended training courses in the operation and maintenance of electrical systems.

The evaluation identified this focus on gender equality as an important success factor and suggested that the Bolivian model should be an 'inspiration for EnDev Global and other development programmes'. Programme Manager Haack says it shows 'how transformative the involvement of women at all levels of the different value chains can be.'

Through many years of multi-sector cooperation, EnDev and its partner organisations and ministries have built the foundations for sustainably promoting the productive use of energy in Bolivia. Consequently, there is now an established network of key stakeholders driving the PUE agenda, even though it is not prioritised in the National Energy Plan. The evaluation emphasised that, as a result, EnDev has 'for many stakeholders become the reference point for promoting PUE in Bolivia'. Several civil-society organisations now wish to build on the achievements. This development is also warmly welcomed by Mandy Hupfer from BMZ: 'Trusting partnerships are the foundation of this success – the know-how generated by the cooperation is now being passed on and disseminated by regional partners in Bolivia.'

Novel technology for the productive use of energy, such as this vegetable washing and peeling machine, boosts the incomes of women smallholders such as Maricela Candia and Esther Banegas.

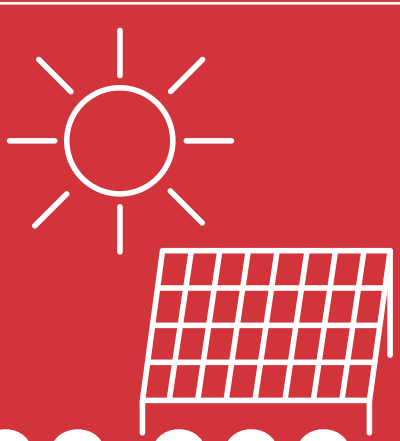
At a glance

With its Women's Energy Fund, the multi-donor partnership Energising Development is a role-model for sustainable development and improved gender equality in Bolivia.

GIZ's partners in Bolivia for this project:

- **Vice-Ministry of Electricity and Alternative Energies**
- **National Electricity Company (ENDE)**

- Working with local cooperatives and local government is a major success factor.
- Successes from the productive use of energy (PUE) are having a broader impact in Bolivia.



23,000

households in rural areas are supplied with electricity from photovoltaic systems.

Renewable energies in a challenging setting

Projects in Bangladesh have learned lessons from the negative experience of the Renewable Energy and Energy Efficiency Programme.

Rooftop solar panels on the building of a welfare organisation in Jessore in western Bangladesh

It is taking a long time to roll out renewable energy in Bangladesh. This is illustrated by the experiences of programmes implemented by GIZ in this South Asian country. Bangladesh is undergoing major changes – at all levels. The government that resigned in summer 2024 had backed economic growth in the years up to then by concentrating on expanding the energy-intensive clothing industry. Its aim was to climb rapidly from the status of a least developed country (LDC) to that of a middle-income country (MIC).

'The focus was on achieving constant growth and rising export figures,' is how chemicals expert Frank Fecher describes the socio-economic context. Until the beginning of 2024, he managed the project Policy Advice for Promoting Energy Efficiency and Renewable Energy (PAP) in Bangladesh. This was the successor to the Renewable Energy and Energy Efficiency Project II (REEEP), which was examined in a central project evaluation. The independent evaluators' overall rating for REEEP II was 'moderately unsuccessful'. The evaluation rated the project's sustainability and its impact, i.e. its contribution to change at development-policy level, as especially inadequate.

Government backing for fossil fuels

The evaluation team identified the Sustainable and Renewable Energy Development Authority, one of the project's partners, as a factor behind the lack of progress. 'SREDA was a new authority, and it lacked political support,' Fecher explains. While REEEP II was running, the Government of Bangladesh was backing fossil fuels to supply the country with energy and it had more fossil-based generation capacity than it needed to meet demand. By contrast, there was virtually no interest in expanding renewable energies.

The evaluators found that in this difficult setting the project was unable to establish a broad coalition for sustainable energy use comprising public, private and civil-society stakeholders. One reason for this was that GIZ did not require the partner organisation to assume greater responsibility. In addition, the evaluators noted, the project had paid too little attention to political and practical challenges in areas such as establishing a national solar service desk. However, the evaluators praised the basic focus on rooftop solar.

Given the shortage of land in Bangladesh, roofs offer the potential for the socially equitable expansion of solar power. A total of 173 million people live in an area less than half the size of Germany, making Bangladesh one of the most densely populated countries in the world.

Success with rooftop solar

The evaluation recommended that GIZ, together with the German Federal Ministry for Economic Cooperation and Development (BMZ) as the commissioning party and the German Embassy in Dhaka, should establish a greater commitment to the sustainable energy agenda among the political institutions in Bangladesh.

‘We didn’t have to start from zero when promoting renewable energies – the ground was already prepared. Sometimes three years is simply not enough to achieve lasting success.’

Frank Fecher, Manager of the follow-on project to the Renewable Energy and Energy Efficiency Programme in Bangladesh

The new approach worked. After REEEP was completed, the follow-on project was able to learn from the findings in the evaluation report and achieve further progress on the expansion of rooftop solar. ‘We understood that action is needed at the top ministerial level to bring about an effective energy transition,’ Fecher explains. ‘Ultimately, the ministry introduced net metering as an instrument to promote rooftop photovoltaic systems. This made it attractive for households, and especially for companies, to install PV systems on their roofs.’ In this scheme those who feed more solar electricity into the grid than they consume receive a credit against their electricity bill. ‘This type of instrument makes solar power more economically attractive in Bangladesh, too,’ Frank Fecher stresses. The project he managed was able to apply the findings from the previous projects and the evaluation report to good effect. ‘Our colleagues had done some important groundwork.’

Assembling a photovoltaic rooftop system in Bangladesh

At a glance

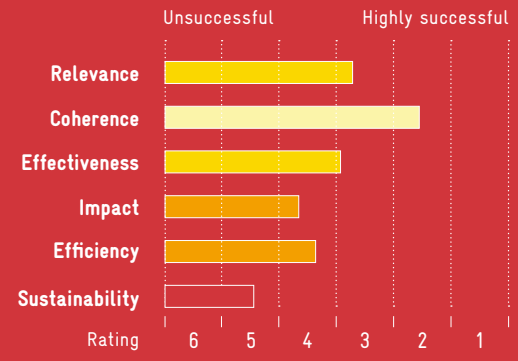
The difficult political and socio-economic context in Bangladesh had a marked influence on the project’s immediate success.

GIZ’s partners in Bangladesh for this project:

- **Ministry of Power, Energy and Mineral Resources**
- **Sustainable and Renewable Energy Development Authority**

- Partnerships with multiple stakeholders are important for sustainable results.
- Project management involves identifying the right intervention level at the partner organisations.
- To achieve realistic objectives, projects should pay more attention to political and practical challenges.

2,475 rooftop solar systems were installed.



Overall rating:

4 / Moderately unsuccessful

Building on experience

Long-term partnerships, a strong GIZ team and agile working are key characteristics of the Egyptian-German Committee for the Promotion of Renewable Energy, Energy Efficiency and Environmental Protection. This resulted in a positive evaluation.

This was a project with a long history. The Egyptian-German Committee for the Promotion of Renewable Energy, Energy Efficiency and Environmental Protection (JCEE) was founded more than 15 years ago. Implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), its goal is to ensure that both energy production and supply in Egypt are sustainable. The country has a rapidly growing population and is the second most industrialised state on the African continent, after South Africa.

In the central project evaluation, the independent evaluators rated the bilateral project as highly successful overall. As well as helping to deliver Egypt's National Climate Change Strategy, the project is aligned with German political priorities, i.e. an energy supply that meets the needs of the entire population and that is also climate-neutral.

To promote the expansion of renewable energy sources – e.g. for the production of green hydrogen – JCEE supports the Egyptian authorities at the energy ministry in Cairo. 'Our office is located within the partner organisation. We have known each other for a long time, and have steadily built up trust,' says Reem Hanna, a senior advisor at JCEE. This enabled the project to react immediately to new requirements during the COVID-19 pandemic, for instance.

Successful deployment of local staff

Since that time, JCEE has employed more Egyptian staff and commissioned more local advisors instead of international ones, thus enabling it to operate during the pandemic and also to continue its work swiftly and seamlessly immediately afterwards. This embedded more expertise in the Egyptian partner structures and in the private sector, according to the evaluators. Indeed, they explicitly recommended maintaining the policy of using largely national staff.

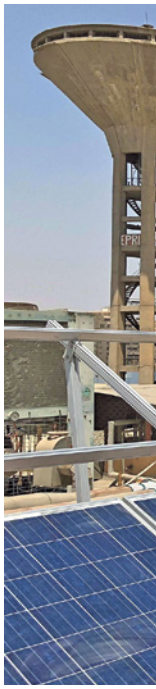
The project has already learned important lessons for the future from the evaluation findings. JCEE has also made adjustments to help pass on and embed the knowledge and skills acquired despite limited financial and human resources at the partner organisation. 'For each activity we ensure that internal expertise is strengthened through a range of activities,' explains JCEE advisor Laura Wiehler, 'for example, through train-the-trainer programmes, manuals and the continuous and thorough documentation of all processes.'

JCEE's methodology is based on intensive engagement at multiple levels. 'Our support for the Egyptian Government has positive impacts on the private sector and regional partners,' Reem Hanna says. The evaluators praised this approach, noting that the successful coordination and exploitation of synergies – both within German international cooperation and with other donors – had helped to ensure the efficient use of resources and to maximise results.

'JCEE is a symbol of Germany's reliable and long-term support for Egypt on its path to sustainable development and in achieving its national sustainable energy goals.'

German Embassy in Cairo

Wind energy in Egypt



Green hydrogen market

Egypt is regarded as a strategically important market for green hydrogen and aims to position itself as a hub for green energy and renewable resources. It is hugely important to identify and legally establish clearly demarcated plots of land before large areas can be designated for green electricity production. JCEE has helped Egypt to develop methods for identifying land suitable for renewable energy. In this way GIZ has assisted in designating more than 26,000 square kilometres of land for the expansion of renewable energy. At the end of 2024, it was confirmed that approximately 3 GW of new wind power capacity will be constructed on this land. Overall, the project's Egyptian partner organisations have made progress towards the construction of large-scale renewable energy plants in the regions to the west and east of the Nile. When these solar parks and wind farms have been completed, they should deliver enough energy to supply 1.5 million households.

JCEE also concentrates on improving energy efficiency. Here the project was very successful in training energy managers in the chemicals industry, which is a large energy consumer. At the same time, it showed Egyptian firms where there were opportunities to invest in energy-efficiency measures. In their report, the evaluators explicitly commended the strategic choice of the chemicals sector.

Training on photovoltaic systems installation in Egypt

At a glance

The long-standing German-Egyptian cooperation on energy and climate action has generated significant results in terms of green electricity production.

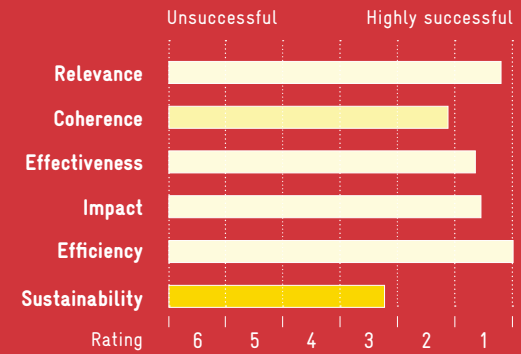
GIZ's partner in Egypt for this project:

↗ **Ministry of Electricity and Renewable Energy**

- ↗ 26,000 square kilometres of land designated for the expansion of renewable energy
- ↗ Strengthening Egypt's capacity to produce green hydrogen
- ↗ Strategically astute selection of the chemicals sector for improving energy efficiency

1.5 million

households are expected to benefit from new large-scale solar and wind power plants.



Overall rating:

↗ 1 / Highly successful

Systematic learning: Evaluation results from the overall portfolio

Our evaluations have delivered important findings that go beyond the topic of energy and help to inform future programmes.

Overall rating

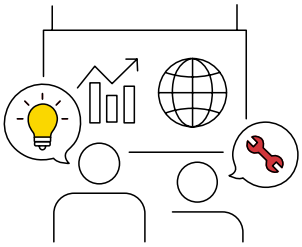
As a learning organisation, GIZ attaches great importance to the objective, evidence-based assessment of its work – this is essential if we are to consistently adapt and optimise our projects. The following pages provide a summary of key findings from the central project evaluations (CPEs).

Central project evaluations were introduced in 2018 and currently assess around 80 projects annually. In CPEs, a random sample of 40 per cent of BMZ-financed projects with a commission value of more than EUR 3 million is evaluated on a scale of 1 (highly successful) to 6 (highly unsuccessful). Projects with a rating of 1 to 3 (moderately successful) are considered to be successful overall. The sample is stratified by BMZ budget items and regions. The sample size of approximately 40 per cent generates a representative picture of success rates (successful vs unsuccessful) for all projects in the cohort that ended within a given two-year period.

This evaluation includes all 149 CPEs that were completed between August 2022 and July 2024. The review period thus started immediately after the previous Evaluation Report in 2022. The individual evaluation reports were first assessed based on their ratings and then again based on several different criteria and themes, e.g. region or project type.

OVERALL RATING

2.50



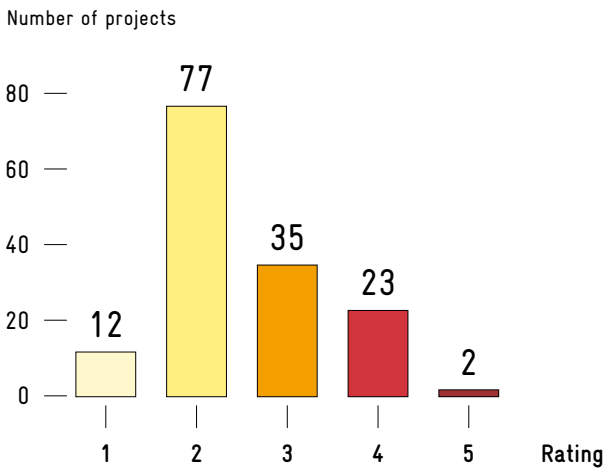
This figure indicates a lower overall success rate than in 2021/2022.

The overall rating for the current review period is 2.50. This is below the figure for 2021/2022, when the average was 2.26. A clear majority of the projects (around 60 per cent) achieved a score of 1 or 2. Around 24 per cent had a score of 3, which put them in mid-range. Fifteen per cent were given a score of 4, and just over 1 per cent scored 5.

Around 60% of projects achieved a score of 1 or 2.

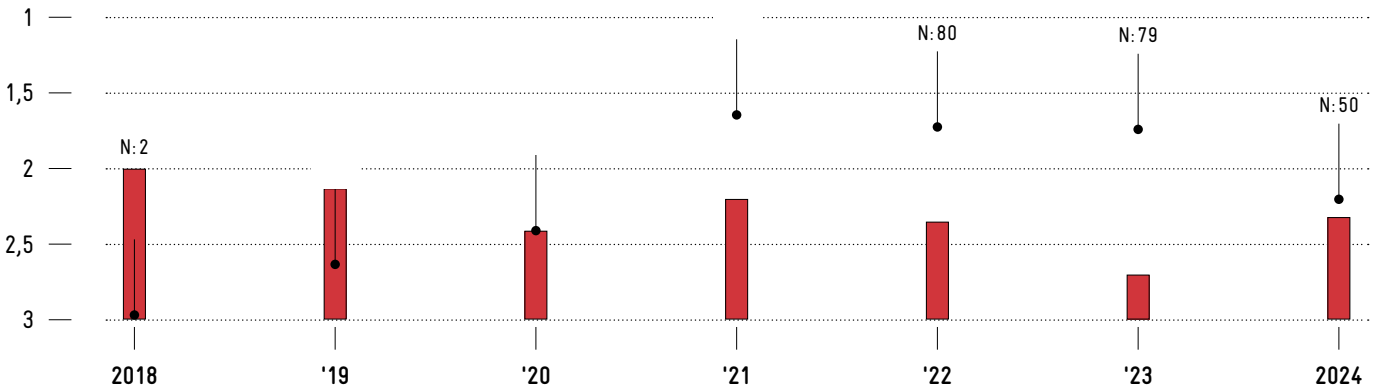
Rating distribution

In total 149 CPEs



Rating distribution over time by reporting date

Overall rating



N indicates the number of CPEs per year. 2021 was the year with the highest number of CPEs to date.

Lower ratings due to knock-out criteria

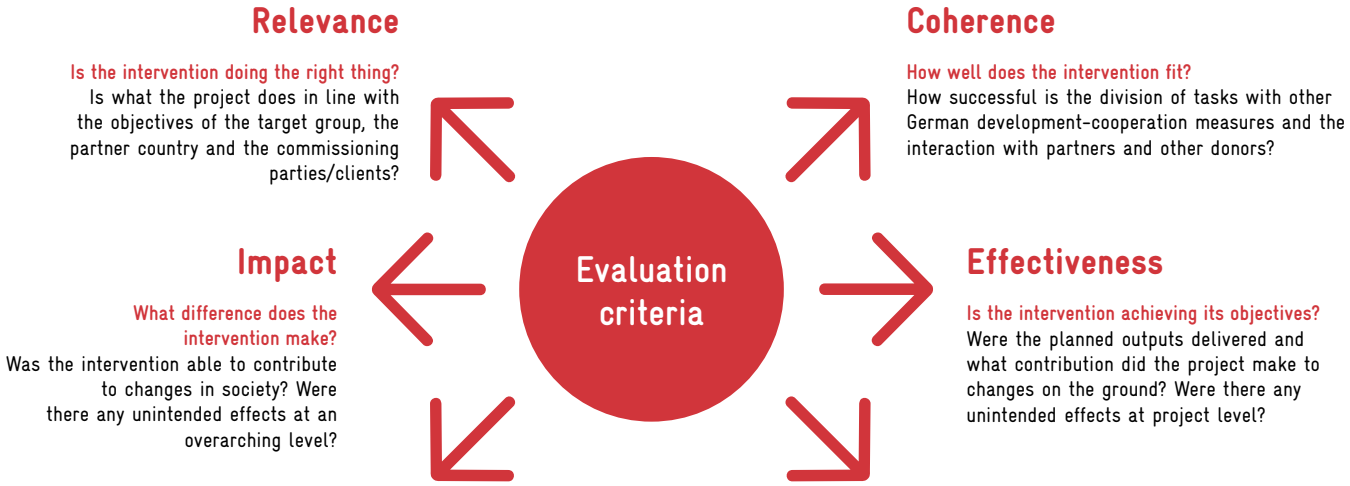
The 'KO' criteria took effect in 24 of the 149 CPEs in the sample. These criteria were introduced by BMZ in 2021 for all projects implemented by state organisations. Since then, projects that score less than 67 out of 100 points on one of the key evaluation criteria of effectiveness, impact and sustainability are deemed to be 'unsuccessful' overall irrespective of the ratings awarded on other criteria.

In the previous reporting period, the KO criteria had only recently been introduced and therefore did not apply to all evaluations. However, they applied to all CPEs in the current sample. The 24 cases where the KO criteria triggered a lower overall rating also had a marked influence on the average of all 149 CPEs in the review period. It is therefore clear that consistent application of the KO criteria produces lower overall results.

The factors that triggered the lower scores in these cases were many and varied. In terms of external factors, the evaluations cite political changes such as a change of government that left the project without support. Some projects could not achieve their objectives owing to the COVID-19 pandemic and the associated constraints on their activities. Regarding sustainability, the evaluations frequently criticised the absence of exit and transfer strategies, meaning that some projects neglected to prepare in good time for their continuation by other organisations. The evaluations contain recommendations on how such deficits should be addressed in follow-on or future projects.

Rating by evaluation criteria

GIZ assesses the success of its projects based not only on the services they provide but first and foremost on their results. We use globally established criteria to help us to determine these results.



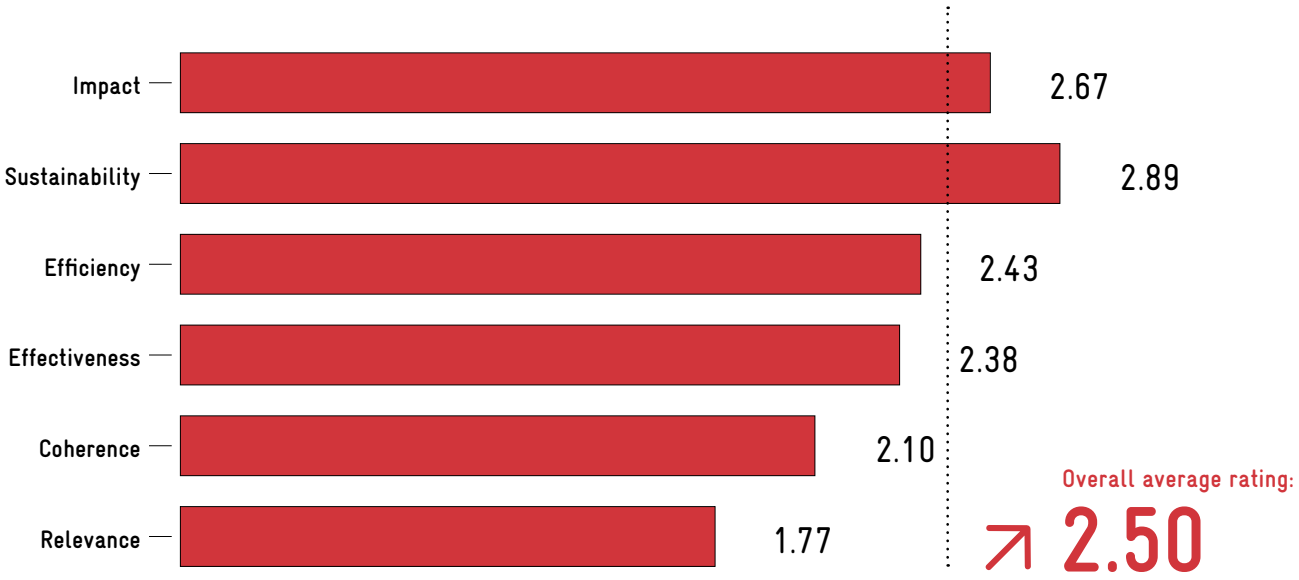
GIZ carries out evaluations using internationally accepted evaluation standards. These include the criteria applied to international cooperation projects by the Development Assistance Committee (DAC) of the Organisation for Economic Co-operation and Development (OECD) and the evaluation criteria for German bilateral cooperation (BMZ, 2021): relevance, coherence (since 2021), effectiveness, efficiency, impact and sustainability.

The evaluation criteria are the normative framework by which GIZ determines the success of a project. Projects that GIZ implements with its partner organisations in each country should be relevant and achieve their objectives in a way that is both coherent with other interventions and efficient. They should also produce durable, positive impacts.

The projects implemented by GIZ scored particularly well on the criteria of relevance and coherence. Around 83 per cent of all projects evaluated were rated either 'highly successful' or 'successful' on relevance (average value for relevance: 1.77). This confirms that the projects are aligned with the needs, strategies and priorities of their partner organisations or their beneficiaries. In addition, the majority of projects were considered very coherent and thus compatible with other interventions (average value for coherence: 2.1).

Projects scored less well on the criteria of impact (2.67) and sustainability (2.89). Here, GIZ still has room for improvement, although these relatively less positive ratings may also be due to the longer-term transformational impacts of a project not having reached their full potential at the time of the evaluation. On average, project sustainability achieved the lowest rating. In many cases, when performing the evaluation, the evaluators can only make a prediction of whether the impact of a project is likely to be durable.

Average of all project ratings according to OECD-DAC evaluation criteria



The lower overall rating achieved in this evaluation period compared with the previous one is also reflected in the individual OECD criteria.

Rating by project type

Bilateral projects made up the largest group in the reporting period – and their ratings were different from those of other project types.

GIZ distinguishes between the following main project types:

Bilateral projects work with selected partner organisations in GIZ partner countries.

Regional programmes focus their work on one region.

Global programmes operate worldwide in different partner countries on one topic.

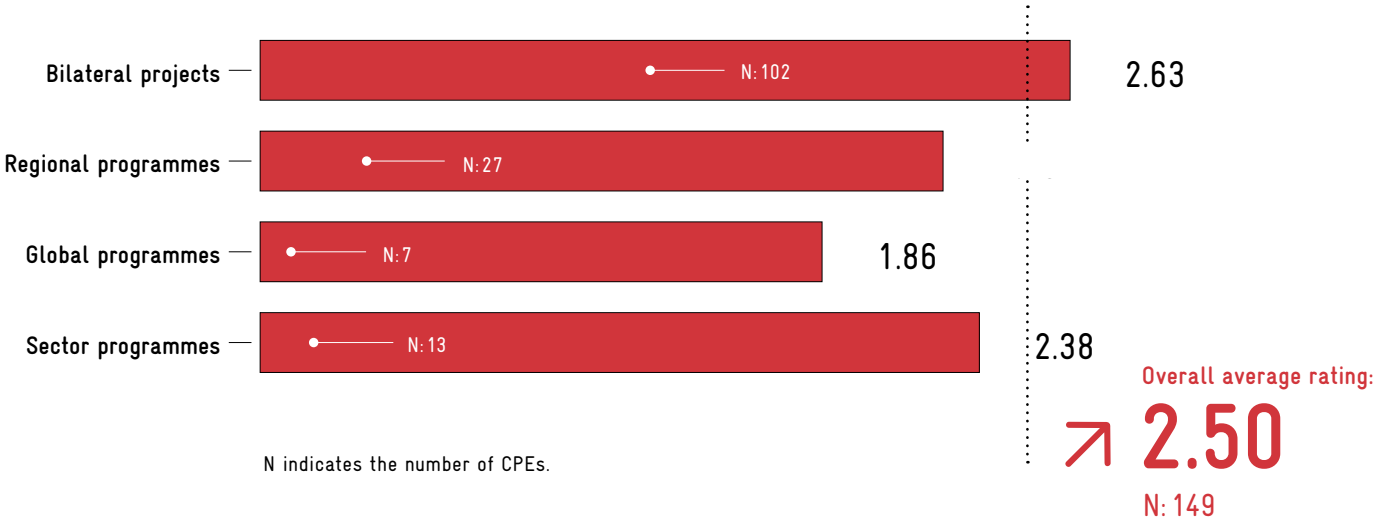
Sector programmes advise BMZ on a specific topic at the local level in Germany.

The project type is a key characteristic for evaluated projects. It determines the design and implementation of an entire project. Bilateral projects constitute by far the largest group (102) in the current review period.

It is notable that the evaluation of bilateral projects produced an average score of 2.63, which was (as in the previous period) lower than that of the other project types. The most successful projects were the seven global programmes (1.86). The 13 sector programmes and the 27 regional programmes also achieved better average scores of 2.38 and 2.26 respectively.

One factor limiting the implementation of bilateral projects may have been the security situation in certain countries, which can prevent activities from being carried out as planned. For global programmes, sector programmes and regional programmes, cooperation with participating actors was highlighted as a success factor, while impeding contextual factors were mentioned less often. Many evaluations cited the technical expertise and commitment of the project team as important factors for good assessments.

Rating distribution by project type



N indicates the number of CPEs.

Rating distribution by region

On average, supraregional projects as well as projects in Europe and Latin America and the Caribbean achieved better ratings than those in Africa and Asia.

Africa ↗ **60**

Latin America and the Caribbean ↗ **17**

Asia ↗ **43**

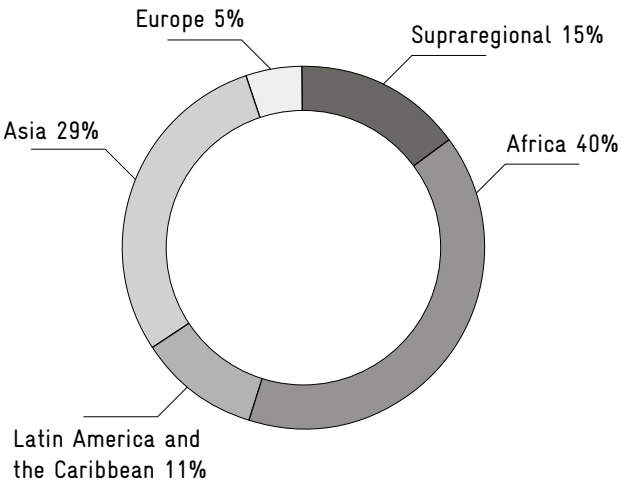
Europe ↗ **7**

Supraregional ↗ **22**

Most CPEs from the review period examined projects in Africa (60). With an average rating of 2.62, these projects achieved somewhat lower ratings than the overall average across all continents (2.50). The same applies to Asia. Here 43 evaluations were carried out that produced an average score of 2.65. The average score of the 17 CPEs in countries in Latin America and the Caribbean came to 2.29, which was better than the overall average. By comparison with other regions, it took longer to set up cooperation systems with the partners there, but as soon as they were established they proved to be more viable.

The seven evaluated projects in the Europe region achieved an average overall rating of 2.0, which set them apart from those in other regions. The 22 CPEs that analysed projects with supraregional relevance also produced a better average score (2.23).

CPE distribution by region



↗

The majority of projects evaluated were implemented in Africa.

Additional parameters

The results also allow conclusions to be drawn about the influence of factors such as a project's term, volume and thematic priorities on its rating.

Rating distribution by project term

The terms of the evaluated projects varied – widely in some cases – from just over two years to five years. The data showed that duration had little influence on a project's overall rating, although there was an identifiable – albeit limited – correlation between duration and sustainability, i.e. projects with longer terms tended to score better on sustainability than projects with shorter terms.

Rating distribution by project volume

The commission values of the 149 evaluated projects ranged from EUR 3 million to EUR 107 million. CPEs were performed on projects with total funding of EUR 2.2 billion. The evaluation analysed how much the commission value influenced a project's rating. The data do not show any clear correlation between the commission value and the success rate.

Rating distribution by thematic priority

A large proportion of the evaluated projects addressed the BMZ core area 'Peaceful and inclusive societies' (46 CPEs). With an average rating of 2.48, these projects are just below average. Another 33 CPEs addressed the core area 'Sustainable economic development, training and employment'. Here, too, the score of 2.55 deviates only slightly from that of the entire sample. The thematic priorities in this core area were technical and vocational education and training (TVET), the private sector and financial system development.

The evaluated projects in the core area 'Health, social protection and population dynamics' achieved a score of 2.20, which was somewhat better than the overall rating. This contrasts with the CPEs in the core area 'Conserving nature and natural resources, protecting life on Earth', which achieved a lower average score of 2.76.

In the core area 'Responsibility for our planet – climate and energy', 22 evaluations were carried out generating an overall average of 2.50. This rating included climate projects, which is why it differs from those in the thematically narrower cross-sectional analysis in the field of energy.

OVERALL RATING

2.20

The highest evaluation ratings were achieved by projects in the core area 'Health, social protection and population dynamics'.

Fragility as a factor

Even if there is no standard definition of fragile statehood, there are indicators that can be used to measure fragility. States whose governments are unwilling or unable to establish the rule of law and security or to provide basic services – ensuring the survival of the population and alleviating extreme poverty – are considered fragile. Other characteristics of fragile states include security-related factors – political uncertainty, conflicts or wars, usually accompanied by human rights violations or violence.

The Fragile States Index (FSI) was used for the analysis. This reflects the stability of states on the basis of twelve political, economic and social indicators. These indicators include corruption, ethnic conflicts, uneven economic development and public service capacity.

Two thirds (99) of the projects included in the current sample of CPEs were implemented in fragile states. This is partly due to the fact that around a quarter of the world's population now lives in fragile states with high security and development risks. Only two evaluations were conducted in countries that the FSI classifies as 'Stable'. 48 evaluations could not be allocated to a particular category. These were sector and global programmes not connected with a particular country, plus regional programmes that spanned several countries in different categories.

The KO criteria often take effect in fragile contexts

Compared with the previous reporting period, there was a slight rise in the proportion of evaluations in especially fragile contexts, from 15.9 per cent to the current 17.5 per cent. A look at the data shows that, on average, a high level of fragility is associated with lower overall ratings. The average overall rating for projects working in especially fragile states is 3.15 (2.55 in the last Evaluation Report), which is considerably below the average overall score of 2.50 (2.26 in the last Evaluation Report).

One reason for the poorer overall scores in especially fragile contexts was that the KO criteria frequently took effect in these projects. The overall rating was then downgraded owing to 'unsuccessful' scores on the criteria of effectiveness, impact or sustainability. This happened particularly often due to a poor sustainability score. It is more difficult to achieve good sustainability in highly fragile contexts because there are many external factors that cannot be influenced and are difficult to predict.

These projects also received lower scores than the overall figure on the other OECD-DAC criteria. Alongside sustainability, the discrepancy is particularly marked in the efficiency score. The total sample achieved an average efficiency score of 2.46, well above that of the CPEs in especially fragile contexts (3.27). This was due to security factors that necessitated additional expenses in these projects.

Projects in highly fragile contexts require more resources to achieve the desired impacts.

Lessons for integrated working

The topic of energy is one of many where GIZ is active. The following pages provide an overview of additional key aspects of our work that have recently been evaluated.

GIZ cooperation with the academic and scientific community

Between now and 2028, GIZ wishes to change from being a project organisation to being a provider of integrated solutions. To do so, we are building on systematic partnerships. Cooperation with the academic and scientific community in particular has the potential to complement and thus strengthen GIZ's core competences.

Cooperation with the academic and scientific community has the potential to complement and thus strengthen GIZ's core competences.

GIZ depends on close cooperation with the academic and scientific community to supply expertise, contribute to innovation and examine results independently. In our partner countries, the academic and scientific community opens doors for us and is an important development player.

A corporate strategic evaluation has determined where we currently stand in terms of this cooperation and what strategic changes are needed. It found that cooperation with the academic and scientific community takes many forms and is part of our day-to-day business. We cooperate with scientists and academics from the Global North and the Global South in equal measure, generally with multiple actors simultaneously and across all sectors. These partners are crucial when it comes to entering new fields such as the just energy transition and the prevention of pandemics. With regard to the politically sensitive topic of phasing out fossil fuels, it is impossible to provide advice without independent research-based evidence. All the same, GIZ could become a more attractive cooperation partner for the academic and scientific community if the administrative work involved in cooperation could be reduced.

GIZ's cooperation with the academic and research community

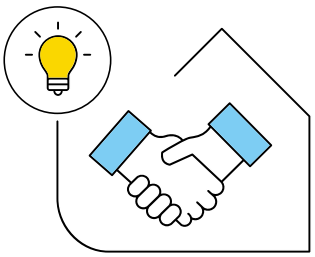
Cooperation between GIZ and KfW rated as effective

This is the conclusion of a joint evaluation report prepared by GIZ and KfW. Within German international cooperation, GIZ is responsible for technical cooperation, while KfW is responsible for financial cooperation. The evaluation found that cooperation between the two organisations increased project effectiveness. In this context, however, cooperation is only possible and useful where there are potential synergies or other areas of overlap between projects.

The joint evaluation also revealed how cooperation works. KfW and GIZ support each other in achieving their project objectives and mitigating any political risks. Each organisation contributes its own strengths and specific expertise. However, cooperation also requires time. For this reason, the arrangement is sometimes viewed by staff in a less positive light.

Important factors for successful cooperation include a good knowledge of the way the partner organisation works, the willingness of managers to embrace cooperation and of course the quality of personal interactions among those involved. Key opportunities for even better cooperation were also highlighted. These include systematically identifying potential synergies in the projects, undertaking joint context analyses and sharing information more effectively.

Joint evaluation of FC/TC cooperation



Maintaining services during the pandemic

By evaluating its experience of handling the COVID-19 pandemic, GIZ wishes to prepare itself for similar crises in the future and improve its organisational resilience.

The most important finding from the corporate strategic evaluation was the broad level of satisfaction among the workforce: 84 per cent of those surveyed rated the company's crisis management as either good or very good. All the same, the evaluation found that the capacity of all units to switch to crisis mode needs to be strengthened, and that managers should be even better prepared for such situations.

GIZ was largely successful in giving its partner organisations flexible, needs-based support. This was due not least to the great flexibility and above-average commitment of staff. During the initial months of the pandemic, we worked intensively with our partner organisations to build up their digital skills and infrastructure. This was the only way to maintain services, which were often switched to online forms of delivery. This support was all the more important because projects had become even more relevant due to the pandemic, creating not only health-related challenges but also economic, political and social ones.

GIZ's organisational resilience – learning from the COVID-19 pandemic

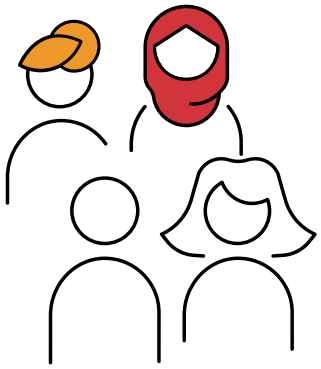
The evaluation shows that GIZ satisfies many of the requirements for a resilient organisation.

Gender equality

For decades, achieving gender equality and upholding human rights, including the 'leave no one behind' principle enshrined in the 2030 Agenda for Sustainable Development, have been important strategic objectives and cross-cutting issues in German international cooperation. Against this background, all evaluations are required to examine the issues of equal opportunities and equal rights for men and women.

The most important lesson for GIZ's work is that a project's conceptual design is crucial. If projects are designed to address equal opportunities for women and men in an explicit and verifiable manner, they achieve results by promoting public engagement, empowerment and economic participation. For example, projects have helped to reduce domestic violence, improve reproductive health or strengthen the right of women to have a say in politics and business. In this context, the value added by deploying women as multipliers is decisive. However, it is difficult to alter discriminatory behaviours and social norms because this takes time. While very many projects make it easier for women to access resources, they achieve little in relation to women's control over these resources. In nearly half of all cases, the evaluations found that projects had made a noticeable contribution to improved gender equality.

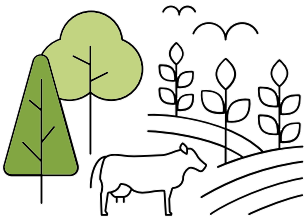
Gender in central project evaluations



Agriculture and rural value chains

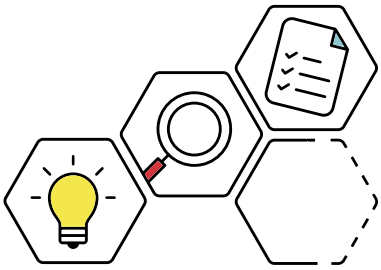
The BMZ Special Initiative entitled Transformation of Agricultural and Food Systems supports development towards sustainable, climate-friendly cultivation and processing methods in several countries in Africa, Latin America and Asia. A total of 22 evaluations of these projects were analysed to provide an overview of their results, strengths and weaknesses. The most important successes of the interventions in agricultural value chains were found to include boosting production and enabling farmers to develop effective strategies for risk management. The projects have considerably improved people's living conditions in terms of food, clothing, housing, hygiene and financial stability. Projects with a nutrition component showed positive results, and the training courses helped numerous participants. Some projects reached political decision-makers, while others principally improved the economic independence of women by helping them to start up small businesses.

Agriculture and Agricultural Value Chains



64%

of projects highlighted the selection of partners with a strong network as a success factor.



Unintended results

International cooperation projects can also have either positive or negative unintended results. Identifying these at an early stage is essential to avert damage, safeguard target groups, avoid risks and harness opportunities to generate additional positive results.

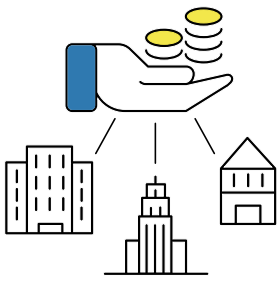
More than 250 evaluations were reviewed in order to assess how GIZ handles such challenges. Research teams helped us to categorise and describe the unintended results in several fields, such as climate, business, peace, human rights, gender and digitalisation. The resulting catalogue will be used in future to address unintended results more systematically – during the course of a project and in the monitoring and subsequent evaluation phases.

Unintended effects of project interventions

Added value and challenges of cofinanced projects

Cofinancing is an important instrument when it comes to deploying the resources of international cooperation projects as effectively as possible. This is because jointly using and maximising resources helps donor organisations to make their activities in a certain country or intervention area more efficient. Even so, challenges frequently arise when cofinanced projects are implemented. This can happen, for instance, if it proves difficult to coordinate the budgeting and accounting mechanisms of the participating donor organisations and this results in transaction costs. Nonetheless, an assessment of around 40 evaluated projects found that the advantages of cofinancing far outweigh the challenges.

Added value, challenges and success factors of cofinanced projects



Our analysis showed that the transaction costs associated with cofinancing are regarded as only a minor obstacle compared with the benefits.

Projects

< EUR 3 million

were evaluated based on the project reports.

Effectiveness of projects with a commission value below EUR 3 million

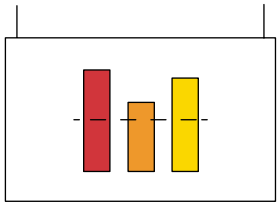
Projects commissioned by BMZ with a commission value below EUR 3 million are not covered by the CPE system. The analysis of these smaller projects included 87 final project reports and 236 project progress reports. It found that, on average, projects with a budget of less than EUR 3 million are successful.

Projects with BMZ commissioning value below 3 Million Euros

Measuring project cost-effectiveness through efficiency analyses

In German international cooperation, efficiency means not only reducing costs but also maximising the impact of interventions on the lives of the target groups. The efficiency of the projects implemented by GIZ was investigated by taking a close look at 80 evaluations. The first important finding was that the higher the efficiency score achieved by a project, the higher was its overall rating. Efficient projects are characterised in particular by close contacts and regular meetings between their financial management, monitoring and project management teams. Project efficiency can also be enhanced through synergies with other GIZ projects and donor organisations. Finally, GIZ also leads by example as it is the only international organisation that includes a systematic efficiency analysis in all its project evaluations.

Findings from efficiency analyses of GIZ



The higher the efficiency score, the better the overall project rating

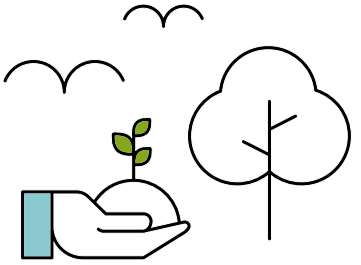
GIZ works

As part of the BMZ 2030 reform process, standard indicators were introduced in 2022 along the core areas and the areas of intervention. By aggregating the results, we can present the impacts of our work with a perspective that goes beyond individual projects. The indicators are calculated annually across all projects and countries, and they show our commissioning parties, partner organisations and the general public at a glance what our work achieves. We present a few examples from 2023 below.

6.4 million

people received support in dealing with climate change.

↗ SDG 13

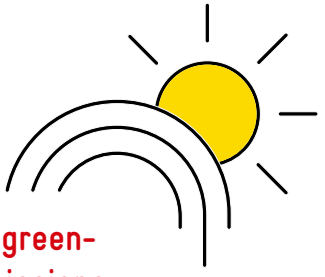


Approximately

497,000 km²

of nature conservation areas are now better protected.

↗ SDG 15



Lower levels of greenhouse gases: emissions were reduced by

5.3 million

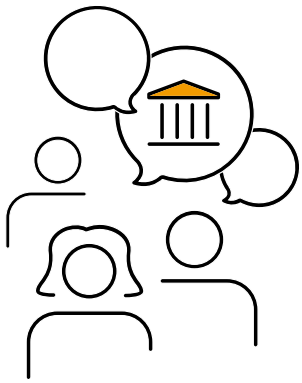
tonnes of CO_2 (direct impact).

↗ SDG 13

2.2 million

people received support to alleviate hunger and malnutrition.

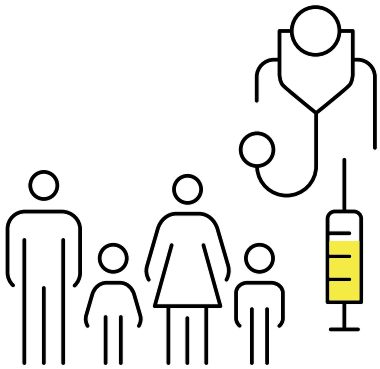
↗ SDG 2



394,000

people participated directly in political processes.

↗ SDG 16



95 million

people can use improved health care services.

↗ SDG 3

950,000

people now have better working conditions.

↗ SDG 8

Read more online about GIZ's worldwide results.

↗ Results – giz.de

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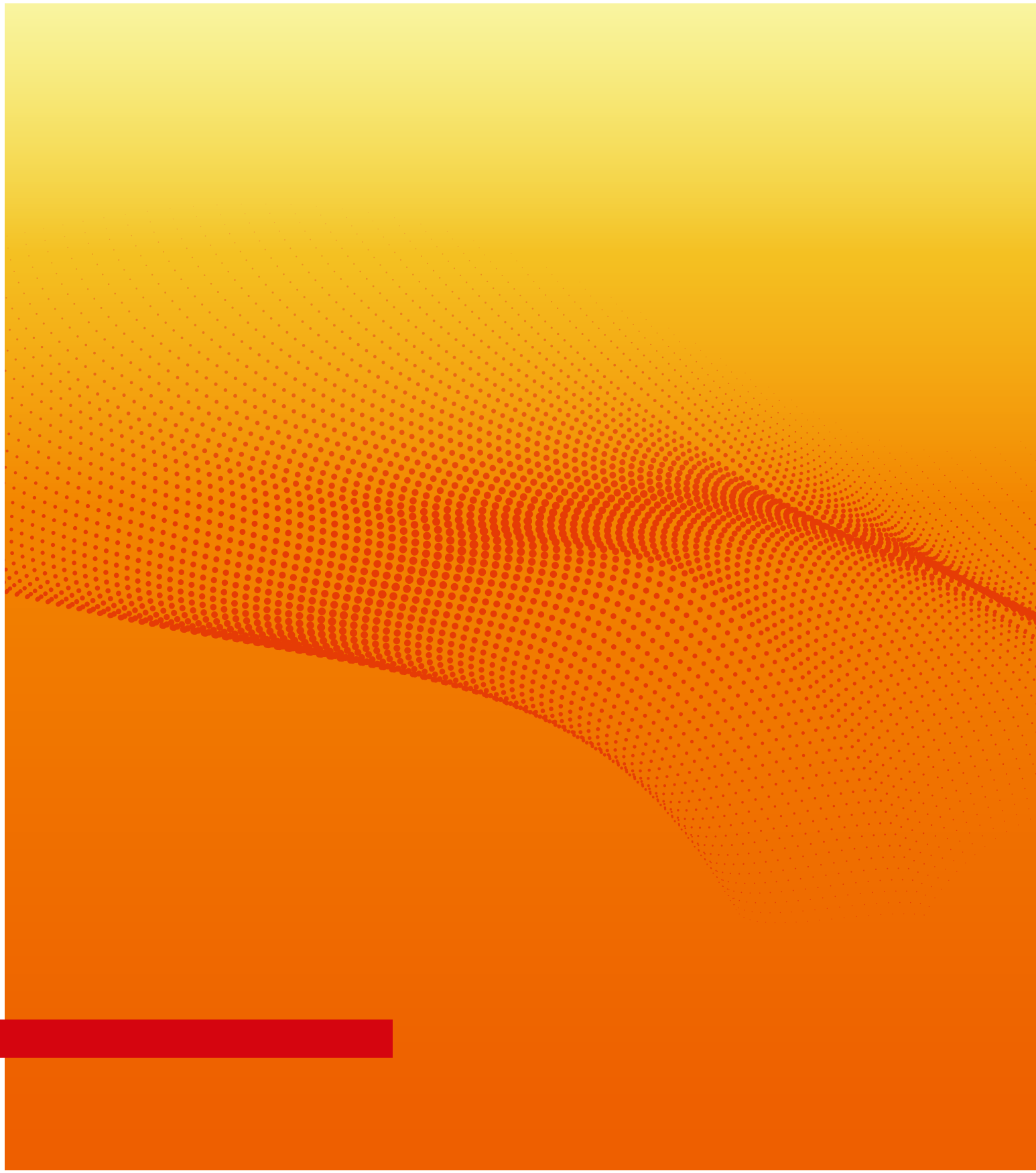

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