Results Monitoring 2007

Evaluation Report

on the work of GTZ and its partners
10th cross-section analysis 2006-2007

gtz Partner für Perspektiven.
Weltweit.

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Foreword

GTZ has accountability obligations towards its clients, the political sphere and the public. Its reliable evaluations enable GTZ to provide credible information about the success and positive results of its work. But it is not enough to establish in detail whether a project or programme has achieved the intended results. It is also important to learn why a development measure has achieved its objectives or not. Only this knowledge can enable us to learn from the success and failure of our work and to set off an institutional learning process that allows us to design our work more effectively and better in future.

In view of growing international donor cooperation, it is becoming increasingly important to continuously adapt and harmonise the instruments used for evaluation. New forms of international cooperation such as programme-based approaches (PBAs) also require that these instruments be further developed in terms of methodology. Keywords such as 'joint evaluations', 'rigorous evaluations' and 'strengthening partner systems' present challenges that we accept in close exchange with the other German interface organisations (KfW, German Development Service (DED), and Inwent Capacity Building International, Germany).

As part of international alignment between development cooperation and results-based management, our development-policy activities also consistently follow the principle of Managing for Development Results (MfDR). In our evaluations, we analyse the success of our work not only on the basis of short-term and medium-term goal achievement, but also by the results of our work and the visibility of these results years after support for a development measure has been concluded. In so doing, we respond to international demands to increase the effectiveness of development measures, and have adopted this as one of our own principles. The proven effectiveness of our work also strengthens the international competitiveness of GTZ as a company.

In response to the growing significance of evaluation, GTZ set up an independent Evaluation Unit in early 2006. This organisational unit reports directly to the Office of the Managing Directors and works independently of our operative business. In keeping with its mandate, the unit ensures that evaluations are conducted in a methodologically competent manner with partner involvement and with the required transparency. In this way we comply with international quality standards.

Wolfgang Schmitt, Managing Director

This has been confirmed to us in the review of German interface organisations' evaluation systems that was conducted by the University of Saarbrücken and the Hamburg Institute of International Economics (HWWI) in 2008. The computer-based interview procedure e-VAL, which was co-developed by GTZ, is an innovative instrument in this context. After GTZ had introduced e-VAL throughout the company in 2003, it was used to conduct more than 8,000 interviews in some 650 projects and programmes up to mid-2007. With the revised version e-VAL^2, GTZ now has a versatile and future-ready evaluation instrument at its disposal. It is flexible and its results can be linked with other instruments in many areas to steer projects and programmes.

This GTZ evaluation report analyses 115 evaluations that were conducted in 2006 and 2007. Unlike the two-yearly cross-section analyses produced in previous years, this report is the first to include the results of 60 independent evaluations conducted by independent institutes, consultancy firms and evaluators under contract with the Evaluation Unit. These independent evaluators came to results that differ hardly at all from those of the decentralised evaluations, corroborating their objectivity. Altogether, the assessment of the development measures presents us with a gratifying picture: 88 per cent of all reviewed projects and programmes were considered successful, and almost 60 per cent received ratings of 'good' to 'very good'.

This places GTZ in a favourable position in terms of its results-based development measures and their credible assessment, both in the international dialogue and on the international cooperation market.

Wolfgang Schmitt

1. What have we evaluated?

This GTZ evaluation report analyses 115 evaluations of projects and programmes implemented by GTZ. It reviews 60 independent evaluations conducted in 2006 and 2007 and the results of 55 decentralised evaluations (Project Progress Reviews, PPRs) from mid-2007 onwards. The assessment of all of these evaluations is based on the criteria of the OECD Development Assistance Committee (OECD-DAC) (see page 3). In the first quarter of 2007, assessment of the DAC criteria was introduced as a mandatory element of all PPRs. That meant that only PPRs from mid-2007 could be included in this evaluation. In contrast to GTZ's previous nine cross-section analyses, not only the results determined in the PPRs were evaluated, but also the results of independent evaluations. These had been commissioned and steered by the Evaluation Unit and conducted by external research institutions, consultancy firms and evaluators. They include 24 evaluations of ongoing projects and programmes (interim evaluations), 18 evaluations performed towards the end of a project or programme (final evaluations) and 18 evaluations performed several years after conclusion of a project/programme (ex-post evaluations) (see section 3).

The results of the 115 evaluations were examined with regard to both regional specificities and sectoral aspects. In addition to statistical analysis, a qualitative review of the evaluation results yields further factors that illuminate the success or failure of our work.

The electronic interview procedure e-VAL is used in the lead-up to all PPRs, interim and final evaluations. This helps to record the subjective opinion of the people involved in the project or programme. For this report, 2,457 e-VAL interviews with a total of 19,640 individual statements were evaluated. These interviews were conducted in 2006/2007 in 60 countries with representatives of the partner organisations, target groups and GTZ from a total of 203 projects and programmes.

The DAC criteria for performance assessment

The Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD) has developed criteria for assessing the performance of development cooperation projects and programmes since the early 1990s. These evaluation criteria recommended by DAC and defined with the involvement of the German Federal Ministry for Economic Cooperation and Development (BMZ), are binding for German development cooperation.

Relevance

Relevance refers to the extent to which the development measure meets the needs of the target groups and matches the partner country's priorities and the development-policy objectives and directives of the German Government.

Effectiveness

Effectiveness is the extent to which the direct results defined in the objectives of a development measure were achieved. Unexpected and negative results are taken into account as well as the intended positive results.

Indirect results (impact)

The indirect, overarching development results are admittedly often not causally attributable to the development measure ('attribution gap'), but can nevertheless be plausibly allocated to it, signify progress in the development policy sense. For example, the improved qualification of water service providers can bring about an overall improvement in the living conditions of poor population groups. This would contribute to an overarching development objective, i.e. the Millennium Development Goal of poverty reduction.

Efficiency

Efficiency is a measure of the relationship between the resources invested in a development measure and the results achieved (cost-benefit ratio). Resources include all cost factors of economic relevance, such as capital, working hours and expertise. Efficiency is also affected by the chosen modes of delivery and procedures, and the levels (centralised, intermediary, local) at which the development measure was effective.

The efficiency of a project or programme is enhanced by using the existing resources of other stakeholders in the region. Another important factor for efficiency is good coordination of an organisation's own activities with those of other binational and multinational donors, which finally implies reciprocal harmonisation of objectives, measures and procedures.

Sustainability

Sustainability refers to the extent to which the positive results of a development measure will continue after its conclusion. Sustainability exists when the partner organisations and target groups continue the activities of the development measure independently, or when the positive results brought about by the projects and programmes are durably anchored within the organisations.

2. How do we evaluate?

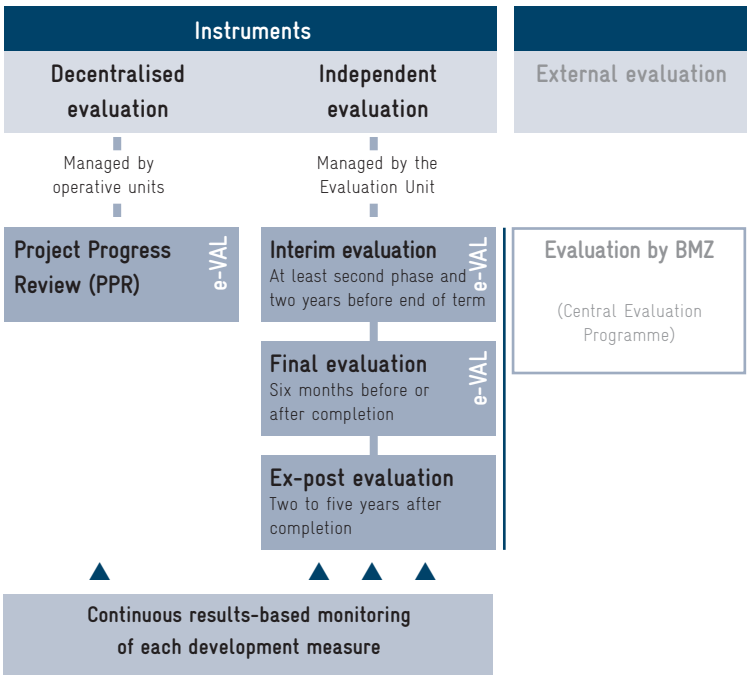
Managing for Development Results

Since 2005, GTZ's evaluation system has been geared to the systematic assessment of results. Whereas evaluations formerly focused on detailed comparisons between the actual and target status of individual activities, today the spotlight is on standardised measurement of results actually achieved and their contribution to overarching development objectives. The 'results chain' with its logically constructed hypotheses – on the connection between intervention and result – therefore stands at the heart of the planning, steering and evaluation of all development measures.

GTZ's evaluation system

On the one hand, evaluations serve to fulfil our accountability obligations towards the client and the public. They also provide important information for further developing concepts and strategies, but especially for steering the individual development measure. The GTZ evaluation system meets both requirements and is therefore based on two pillars:

1) decentralised evaluations with the Project Progress Review (PPR), which supports internal learning and project/programme steering;
2) independent evaluation for accountability purposes.



Both decentralised evaluations and independent evaluations (only interim and final evaluations) make use of the computer-based interview procedure e-VAL. This collects the subjective opinions and assessments of target groups, partners, GTZ staff and other stakeholders. If this procedure is used in a timely manner, the e-VAL results are available before the evaluations begin, providing an important additional source of data. They act as a guideline to evaluators and help them to define their questions more closely.

e-VAL

In the computer-based interview procedure e-VAL, interviews are conducted by specially trained people. The special feature of e-VAL is that all interviewees can voice the themes they consider relevant and describe in their own words how they rate the success or failure of the development measure. They assess the course of the project or programme so far, the present situation, future development and sustainable results according to their own standards. They also assess the concept of the development measure, the framework conditions and the contributions of the various stakeholders. e-VAL offers undeniable advantages especially when it comes to 'soft' issues like ownership, that are hard to quantify, but can be pointedly assessed on a subjective basis.

The data is electronically recorded, statistically processed, anonymised and evaluated. As soon as the interviews have been completed, the results are available to the responsible evaluators and can be used for dialogue with the partner institutions and for further steering of the measure. The new version e-VAL^2 introduced in 2008 is suitable for analysing processes and also enables evaluations at sector, country portfolio and multi-donor programme level.

Decentralised evaluation

In a decentralised evaluation, GTZ critically examines its own work. Decentralised evaluations are initiated and steered by the operative unit that is responsible for the project or programme. This is usually the duty of the officer responsible for the contract and cooperation. The latter establishes the scope of the evaluation and selects evaluators in agreement with the local partners. Even for a decentralised evaluation (PPR), GTZ usually employs at least two independent evaluators, one international and one local expert. Independent evaluators are those who have not been involved in planning or steering the project or programme up to the time of the evaluation.

The Project Progress Review (PPR) is the most important decentralised evaluation instrument at GTZ. It examines the concept and strategy of a development measure to encourage learning and change processes among all stakeholders. In this way, it represents a critical reflection on the status and results of the project/programme and therefore serves steering and learning within the project and throughout the whole company. PPRs are conducted towards the end of a project or programme phase. Their assessments are based on the OECD-DAC evaluation criteria (see section 1).

Independent evaluations

Independent evaluation (IE) is the second pillar on which the GTZ evaluation system rests. Independent evaluations at GTZ are steered by the independent Evaluation Unit, which in turn tasks independent research institutes or consultancy firms with conducting the evaluation.

Independent evaluation primarily serves to fulfil our accountability obligations towards the public and the client, and beyond this provides important findings for steering and learning from evaluations. Altogether, the independent evaluations are aligned with the criteria and evaluation principles of OECD-DAC: credibility (independence, transparency), usefulness, partner orientation and the existence of a functioning evaluation programme.

In 2006 and 2007, altogether 30 independent evaluations were performed each year:

- 10 interim evaluations (ongoing projects/programmes, at the earliest from the second project phase onwards);
- 10 final evaluations (a few months before or after conclusion of the project/programme);
- 10 ex-post evaluations (two to five years after conclusion of the project/programme)

The three types of evaluation that differ in terms of their timing offer different insights into the actual long-term results of the project or programme. Final and ex-post evaluations in particular enable a conclusive review of the project/programme and an independent assessment of the extent to which the development measure has achieved its objectives. Ex-post evaluations give an impression of the actual sustainability and visibility of the results achieved.

Thematic priority areas

Each year, the GTZ Evaluation Unit establishes two thematic priority areas (sectors) in which the 30 evaluations are conducted. By concentrating the evaluations on two thematic priority areas (15 evaluations per theme), it is easier to analyse the evaluation results across projects or programmes than it would be by taking a random sample from the company's entire portfolio.

The two thematic priority areas were

- in 2006:
  - Management of Natural Resources
  - Public Finance (in the context of decentralisation)

- in 2007:
  - Private Sector Development
  - Renewable Energies and Energy Efficiency.

Methodological rules

Two approaches are mandatory for independent evaluations. The 'funnel approach' specifies that the international evaluator starts by examining the changes that have occurred in the intervention area of a development measure rather than its objective. This also reveals the unintended and undesired results. Only in the second step does the evaluator establish which changes in the form of actual direct or indirect results are due to the development measure and can plausibly be attributed to it.

The triangulation method specifies that the object of an evaluation is assessed using different data collection methods, such as individual or group interviews (with and without questionnaires), study of the relevant files etc. In this way, evaluation avoids making a one-sided, possibly biased judgement and ensures that the findings are obtained from several sources.

Evaluation criteria

By orienting itself to the OECD-DAC criteria, GTZ has an evaluation system that meets international standards. The following questions must be assigned to the five DAC criteria:

1. Are we doing the right thing? (relevance)
2. Are we achieving our objectives? (effectiveness)
3. Is our action cost-effective? (efficiency)
4. Do we contribute to achieving over-arching development results? (impact)
5. Are the results durable? (sustainability)

GTZ has devised key questions for each criterion. These are meant to ensure that evaluators have a common basic understanding of how to perform assessment according to the criteria and make it easier to compare the evaluation results. The cross-cutting themes such as poverty reduction or gender equality contribute to assessing the DAC criteria.

Rating the criteria

The projects and programmes are rated according to the DAC criteria on a numerical scale. The criteria relevance, effectiveness, efficiency and impact are rated according to a six-point scale, whereas the criterion of sustainability is rated on a four-point scale.

A development measure rated 1 to 3 is classed as 'successful'. The scale is as follows:

1 = very good rating, significantly better than expected;
2 = good rating, fully in line with expectations, no significant defects;
3 = satisfactory rating, falling short of expectations, but with positive results dominant.

A development measure rated 4 to 6 is classed as 'unsuccessful'. The individual ratings are:

4 = unsatisfactory rating, significantly below expectations, and negative results dominate despite identifiable positive results;
5 = clearly inadequate rating: despite several positive partial results, the negative results clearly dominate;
6 = the project/programme is useless, or the situation has deteriorated on balance.

To be classed as 'successful', the development measure must receive a rating of at least 'satisfactory' (3) for its direct results (effectiveness), its indirect results (impact) and its sustainability. In special cases, a sustainability rating of 4 is sufficient if this was planned in the beginning, was unavoidable and can still be justified.

Weighting of criteria

Since it cannot be presumed that all DAC criteria will have the same importance for every project or programme, the criteria are weighted. The sustainability criterion may play a subordinate role in a measure that provides immediate support to a region hit by a tsunami, and thus receive a lower weighting than in a project/programme that promotes the sustainable use of natural resources by developing the appropriate structures.

The DAC criteria can be weighted at three levels:

- weighting 3: 'very important'
- weighting 2: 'important'
- weighting 1: 'less important'

Calculated overall rating

First, the evaluator multiplies the weighting of the criterion with his/her rating. To calculate the overall rating of the project/programme, the sum of this multiplication is divided by the sum of the weightings and rounded up or down to the nearest whole figure. This procedure is intended to prevent distortion of the overall rating.

Example of the overall rating of a project/programme:

(1) Criterion	(2) Rating of the criterion	(3) Weighting of the criterion	(4) = (2) x (3)
Relevance	3	2	6
Effectiveness	2	2	4
Impact	3	3	9
Efficiency	4	1	4
Sustainability	3	3	9
Total		**11**	**32**
Overall rating			**3**

Further issues

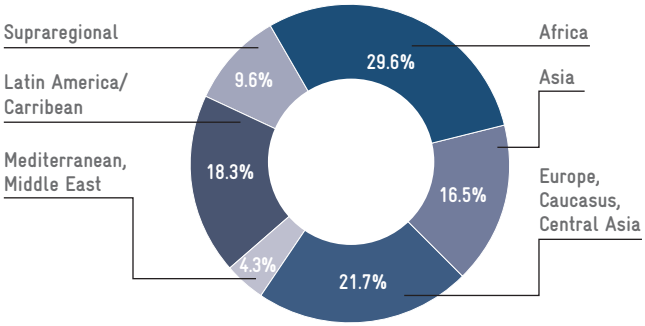
esides the DAC criteria, GTZ evaluations also consider additional aspects:

- cross-cutting development issues: poverty orientation, Millennium Development Goals (MDGs), good governance, gender equality, environmental protection and resource conservation, crisis and conflict prevention and the implementation of GTZ's concept of sustainable development;
- the promotion of participation, partner orientation (alignment) and ownership;
- the results of capacity development, one of GTZ's core competencies;
- the concept of a project or programme, its plausibility and consistency;
- the quality of results-based monitoring at the project or programme;
- the learning processes resulting from the assessments and the successes and failures presented in them.

3. How successful are we?

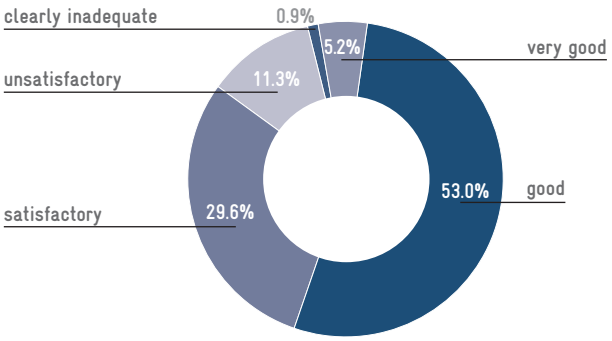
For this analysis, a total of 115 projects and programmes were examined in 2006 and 2007 to determine their effectiveness, 60 of them by means of independent evaluations and 55 by means of decentralised evaluations (PPRs). Assessment was based on the criteria developed by OECD-DAC.

Regional distribution
(n=115)



The reviewed projects and programmes were spread over five developing regions: 34 projects/programmes were active in sub-Saharan Africa, 25 in Europe, Caucasus and Central Asia, 21 in Latin America and the Caribbean, 19 in Asia and 5 in the Mediterranean region and the Middle East. In addition, 11 projects/programmes with supraregional activities were evaluated.

Overall result of all projects/programmes
(n=115)



Almost 60 per cent of these projects and programmes were rated 'very good' (5.2%) or 'good' (53.0%). Roughly one third of the development measures reviewed were 'satisfactory' (29.6%). That means approx. 88 per cent of all projects and programmes were assessed as 'successful'. Twelve per cent of all projects and programmes were considered 'unsatisfactory' or 'clearly inadequate'.

Success factors

Several factors that have a decisive influence on the success or failure of development measures can be identified based on a qualitative comparison of the projects/programmes that were rated 'very good' with those that were rated 'clearly inadequate'.

The analysis clearly shows that a good partnership between stakeholders is an essential prerequisite for successful project or programme implementation. It proves particularly useful to involve the authorities and politicians responsible at national level at an early stage and as comprehensively as possible, and to form linkages with established and functioning networks at both regional and local level. The report on a project progress review (PPR) shown in the box is a perfect example.

PPR of a decentralisation project in 2006:
The use of a multi-level approach and the multiple partner structure have proved to be highly expedient with regard to the politically sensitive theme of fiscal decentralisation. Advice was given not only at republic level (government, parliament) and municipal level, but also to members of the Standing Conference of Towns and Municipalities, who act as intermediaries between the macro and the meso level. In this way, capacities and structures are built at all three levels (macro, meso and micro level).

A participatory approach also has a crucial influence on the success of projects and programmes, since it involves the relevant groups in both planning and implementing a development measure. Further success factors prove to be the willingness of partners and target groups to assume responsibility (ownership), sufficient target group differentiation and the structural anchoring of the project or programme in the context of the partner country. GTZ's many years of technical and regional experience also have a very positive influence on the success of projects and programmes.

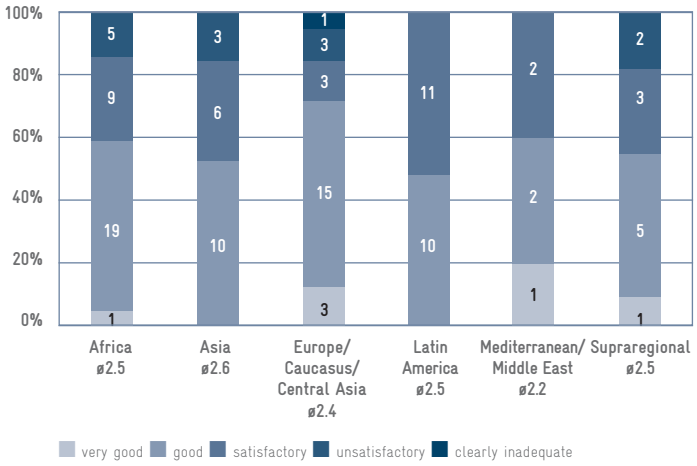
On the other hand, the evaluations from 2006 and 2007 show that projects or programmes are more likely to fail if the local sociocultural, political and economic frameworks are not taken into account. A low organisational level of the lead executing agencies and weak partner structures have a negative influence on the sustainability of development measures (see box).

Independent evaluation in the Philippines in 2006:

The organisational and capacity building measures must be viewed critically when it comes to sustainability. There is very high staff fluctuation at the government agencies. Staff is frequently transferred to other positions without attention being paid to their individual skills. There is insufficient knowledge transfer between individuals, and inadequate mainstreaming of the project content.

The premature ending of development measures or a too short project/programme term are clear reasons why objectives, sustainability or broad-based effectiveness are not achieved to the desired extent. Joint planning and coordination processes over the entire project/programme term represent a major challenge in development measures conducted with other donors.

Regional results
(n=115)



Breaking the overall ratings down according to region, the projects and programmes in the developing region Europe, Caucasus and Central Asia received the best rating: 72 per cent of the projects and programmes there were rated 'good' to 'very good', 84 per cent were rated 'successful'. The majority of these projects can be allocated to the public finance and private sector development sectors.

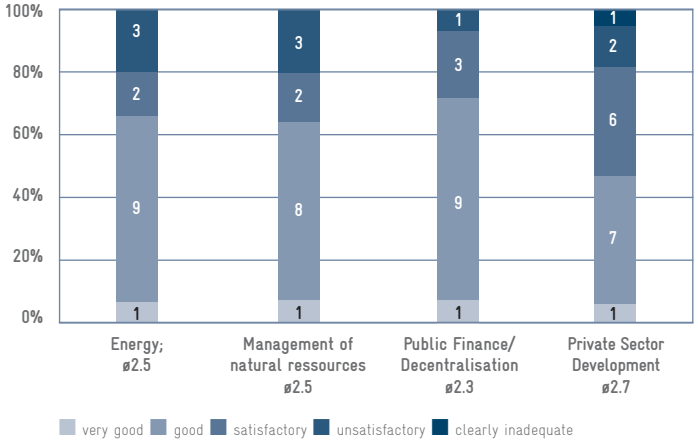
An exemplary project in the region Europe, Caucasus and Central Asia is 'Advice on Developing Croatia's Tax System'. This project is meant to help Croatia establish a state financial system that is geared to the market economy. Using a proven technical advisory approach (three-pillar model consisting of tax law, tax administration and school of finance), it was possible to fully achieve the project objective. Since the project met the requirements of the population, the state and its citizens were very interested in the project right from the start. In Croatia, GTZ was able to fall back on its experience in this sector, which meant that staff deployment was also ideally adjusted to the partner's needs. Seven years after the project ended, the criteria of relevance, effectiveness and efficiency were rated 'very good', and impact and sustainability were rated 'good'. This resulted in the overall rating of 'very good' and indicates the high visibility of the results achieved.

The proportion of projects and programmes in the Mediterranean and Middle East region rated 'good' and 'very good' was also above average (60 per cent each). All projects and programmes in this region were considered 'successful'. The projects and programmes in sub-Saharan Africa rated 'very good' and 'good' also made up about 60 per cent. In Asia, the proportion was 52.6 per cent.

A 'successful' result was confirmed for all projects and programmes in Latin America. 47.6 per cent of measures there were rated 'good'.

About four fifths of the 11 supraregional projects and programmes were considered 'successful'. However, the proportion of 'unsatisfactory' results in this segment (18.2 per cent) was the highest in comparison with all other projects and programmes. In sub-Saharan Africa, almost one in seven projects/programmes (14.7%) and in Asia, almost one in six (15.8%) projects/programmes, was found to have an 'unsatisfactory' result.

Results according to sector (n=60)



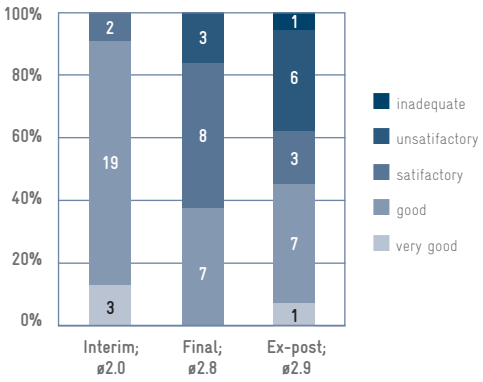
Every year, independent evaluations are conducted in two thematic priority areas (sectors).
Only the results of the 60 independent evaluations were used for evaluation according to sectors. The 55 project progress reviews were not suitable for sectoral comparison because the relevant projects and programmes are spread out over a number of different sectors, combined with a low number of random samples per sector. A clear majority of all independent evaluations in 2006/2007, with four thematic priority areas, received an overall positive rating. About 80 per cent of the projects and programmes with the priority areas Energy, Management of Natural Resources and Private Sector Development were 'successful'. In the priority area Public Finance, in the context of decentralisation, more than 90 per cent of the evaluated projects were rated as 'successful' and 71.4 per cent as 'good' or 'very good'. Some two thirds of the projects and programmes in the sectors Renewable Energies (66.7 per cent) and Management of Natural Resources (64.2 per cent) were also 'very good' or 'good', but somewhat less than half (47.1 per cent) of the projects and programmes designed to 'develop the private sector' achieved these ratings. The proportion of 'unsatisfactory' projects and programmes in all sectors was low, nearly all of them being individual cases.

A synthesis report summarising the results obtained from a cross-section analysis of the evaluations is available on each of the thematic priority areas (sectors) reviewed. The following cross-sector conclusions and recommendations can be inferred from these synthesis reports:

1. The existing technical and conceptual approaches and instruments are differentiated in each sector and have proved their worth in practice.
2. Alongside the technical aptitude of the staff, further key skills such as the ability to solve conflicts, sensitivity towards partners and managerial qualifications are indispensable.
3. More milestones should be established and measured in order to be able to distinguish clearly between actual and anticipated results, in interim evaluations too.
4. In future, projects should be more closely oriented to indirect results and sustainability. Corresponding indicators for poverty, gender and indirect results will be introduced for this purpose, as well as best practices in these thematic areas.
5. The procedure for implementing capacity development, especially at the levels of organisational, network and systems development, should be coordinated better between the stakeholders in a given country.

Interesting differences are revealed by looking at the connection between the timing and the results of the the independent evaluations:

Results according to timing of evaluations (n=60)



Whereas the interim evaluations rate all projects and programmes (100 per cent) as 'successful', the proportion of 'successful' projects and programmes in the final evaluations is only 80 per cent, and only 60 per cent in the ex-post evaluations. According to this, the assessment of the projects and programmes becomes increasingly critical as the project/ programme support is drawing to an end, or is already in the past. The more positive rating of projects and programmes in the interim evaluations may have to do with the fact that the positive results expected to occur in future are often optimistically preempted. With this in mind, we will attach greater importance to ex-post evaluations in future because they are better able to prove which are the truly lasting results.

Rating of the individual DAC criteria according to type of evaluation (n=60)

	Interim	Final	Ex-post	ø*
Relevance	1.4	2.2	2,1	**1.9**
Effectiveness	2.1	2.6	2.8	**2.5**
Impact	2.3	2.6	3.1	**2.7**
Efficiency	2.0	2.7	2.8	**2.5**
Sustainability	2.5	2.7	2.7	**2.6**
ø	**2.0**	**2.8**	**2.7****	

* Average value has been weighted

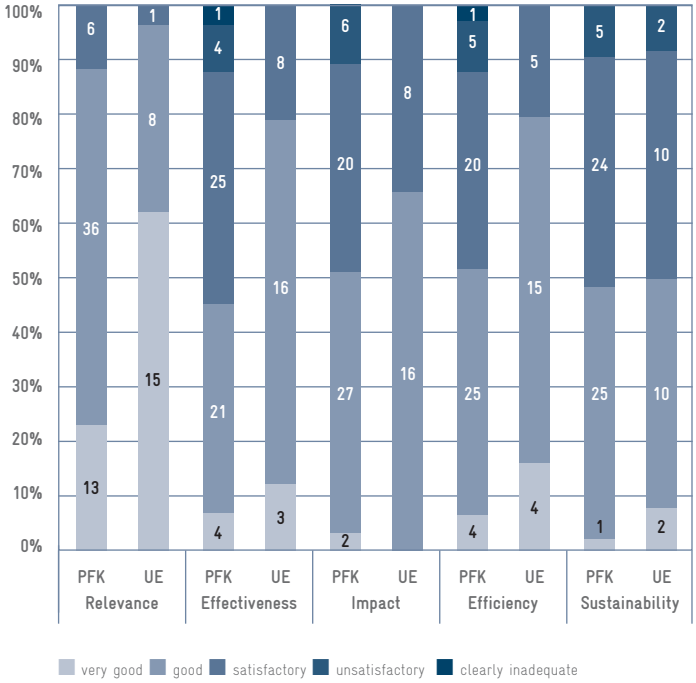
** 2.7 is the calculated value; the actual average rating in the ex-post evaluations is 2.9, because projects/programmes with a rating of 4 for a single criterion automatically receive an overall rating of 4.

Comparing the averages of the individual DAC criteria, it is noticeable that the 'relevance' criterion receives the best rating (1.9), followed by the criteria 'effectiveness' and 'efficiency' (both 2.5). The criteria 'sustainability' (2.6) and 'indirect results' (impact) receive the lowest ratings (2.7). In general, it can be said that the ratings in the ex-post evaluations are the poorest and that in these, the criterion 'impact' receives a particularly poor rating.

Comparison of ratings of the evaluation instruments according to DAC criteria

Decentralised evaluation can best be compared with interim evaluation, as both review the results of ongoing projects and programmes. If the results from 55 PPRs and 24 interim evaluations are compared, this presents the following picture.

Rating of 55 PPR/ 24 interim evaluations acc. to DAC criteria (n=79)



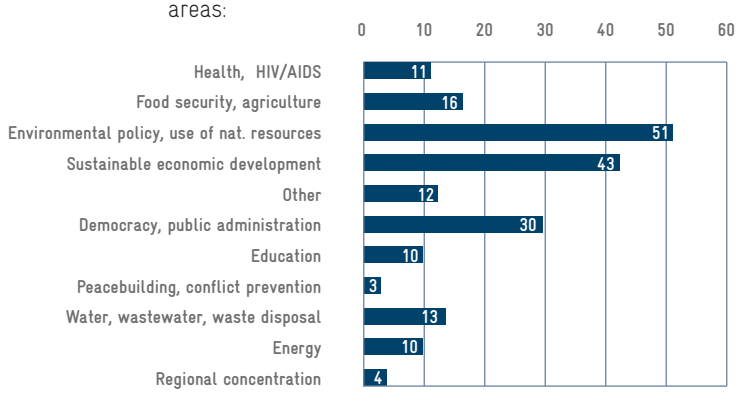
The most positive rating in both evaluation instruments was for the relevance criterion. Whereas the average in the PPRs was 1.9, the rating in the independent evaluations (IEs) was even more positive, with an average of 1.4. The PPRs gave the most critical ratings to the criteria effectiveness (direct results, achievement of the project or programme objective) and sustainability (duration of the intended results) (average: 2.6). Sustainability also received the poorest rating in the independent evaluations (average: 2.5). Altogether, it can be seen that the independent evaluations, with their low number of random samples, arrive at slightly better results than the decentralised evaluations.

e-VAL

GTZ conducts computer-based interviews in connection with independent evaluations (interim and final evaluations) and PPRs, using the e-VAL instrument. This not only complies with the international demand for triangulation of perspectives and methods (viewing the object of an evaluation from different perspectives or by means of different methods), it also makes innovative use of the expectations, opinions and assessments of our partners and of all relevant stakeholders to rate the success of our projects and programmes, and enables them to be compared with each other. Owing to the large data volume, it is also possible to make regional and sectoral comparisons and to make statements on cross-cutting themes or quality principles.

Sectoral distribution

The 203 projects and programmes in which e-VAL interviews were conducted in 2006 and 2007 were at different stages of implementation and are distributed in terms of sector among the following BMZ priority areas:



In some partner countries, projects and programmes that cannot be assigned to any of the applicable BMZ priority areas are implemented. These are listed under 'others'.

Most projects at which interviews were conducted belong to the BMZ priority areas 'Environmental policy – conservation of natural resources' (25%), followed by 'Sustainable economic development' (21%) and 'Democracy/public administration' (15%). Owing to the small number of cases, the priority areas 'Peacebuilding' and 'Regional concentration' are excluded from sectoral reviews. The same applies to the projects and programmes marked 'other'.

Development over time

During the e-VAL interviews, interviewees assess the development of a project or programme in the course of time. Whereas all projects are on average viewed critically at the start (<40%), the assessment is mediocre at the time of the interview (40–70%) and positive towards the end of the project or programme (>70%), i.e. on average, all projects and programmes develop positively according to the average of all interviewees (partners, target groups, GTZ).

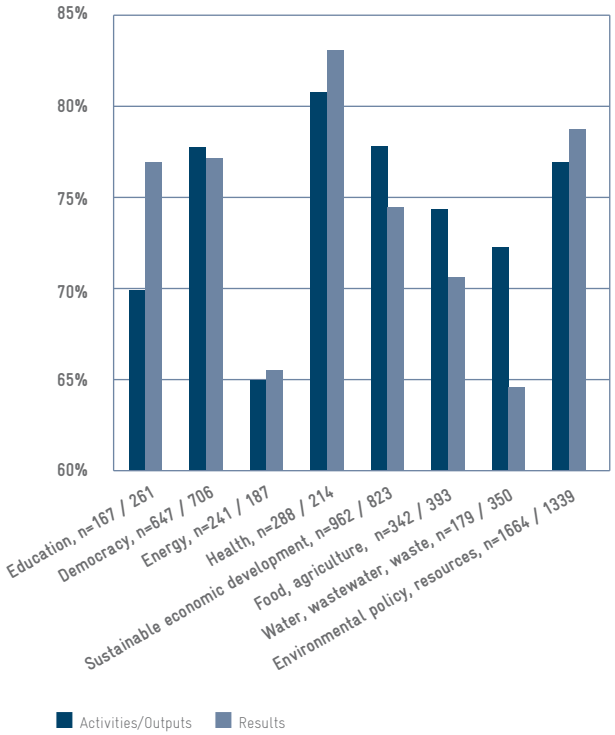
Activities/outputs and results, and success factors

In e-VAL, the interviewees decide themselves what subjects they would like to talk about. At the end of the interview, the statements are classified according to specific lists of themes that are customary and relevant at GTZ. First, a distinction is drawn between whether the interviewees spoke of activities/n outputs and results, and thus about 'What the project/programme does or achieves', or whether the statements refer to 'How does the project/programme achieve something?' The latter aspect is aligned with the new GTZ management model Capacity WORKS, which, on the basis of the EFQM model, defines various factors that influence project success. This includes the success factors 'Strategy', 'Processes', 'Steering', 'Cooperation' and 'Learning', as well as the additional terms 'Resources' or 'Framework conditions'. The following comments all refer to the situation at the time when the interview was conducted:

Almost one quarter of all 19,640 statements refer to the implementation of activities/outputs (22%) and results (25%). These are positively rated by the average of all interviewees at the time the interview was conducted, i.e. at over 70% (the figures along the x-axis are the absolute numbers of statements on

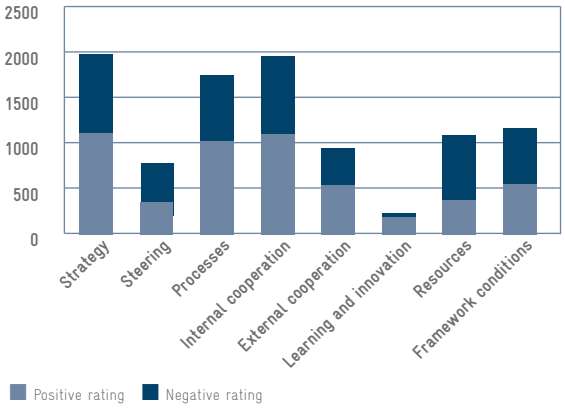
activities/outputs (1st value) and results (2nd value). Only the interviewees in the 'Energy' sector gave a mediocre rating on average as regards the implementation of activities/outputs and the achievement of results in this sector (65%). Although the activities/outputs are positively rated in the water sector, the results are rated less positively at the time of conducting the interviews. Towards the end of the projects/programmes, clear improvements are expected both in activities/outputs and results.

Rating of activities/outputs and results according to BMZ priority areas



The other half of statements in the interviews (53%) refer to the implementation of one of the success factors defined in Capacity WORKS or to resources or framework conditions. The factors **strategy, processes and internal cooperation** were most frequently addressed by interviewees, i.e. in approx. 10% of all statements. As can be seen from the following diagram, the positive assessments slightly outweigh the critical ones as regards these factors. Interviewees referred much less frequently (approx. 4%) to the factors **steering and external cooperation**. Here too, positive assessments dominate. The factor 'Learning and innovation' was only named in 1% of all statements and was not examined in greater depth due to the small number of projects/programmes concerned. The factors **'Resources' and 'Framework conditions'** are the subject of about 6% of all statements. When the theme of resources is addressed by interviewees, they make **critical statements** in **7 of 8 sectors**, including education, water, health, food security, sustainable economic development and energy, both at the beginning of the project/programmes and at the time of the interview. With regard to the framework conditions, critical assessments predominate (52% of all statements on this theme).

Rating of success factors in relation to number of statements



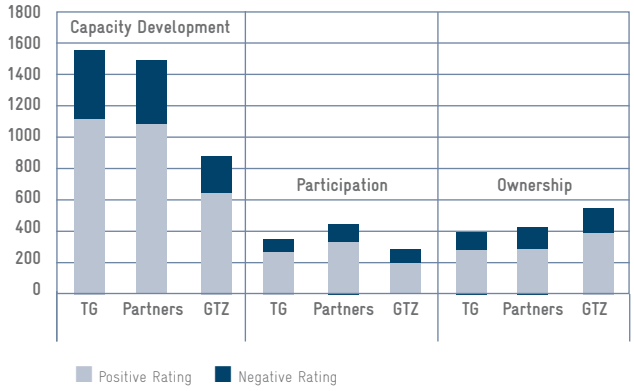
Regional comparison shows that the projects in Africa, in particular, assess the theme of resources critically in all interviewee groups. On average, all interviewees expect the resource situation to improve significantly in future.

GTZ quality principles

GTZ's most important quality principles include the themes 'capacity development', 'participation' and 'ownership'. The theme of capacity development was referred to in roughly one in five statements (21%), and its implementation was on average positively rated by partners, target group representatives and GTZ employees (>70%).

The theme of participation is mentioned much less frequently, i.e. in about one in 15 statements (6%), and is then also positively rated. The theme of ownership is addressed with similar frequency, but not so positively (40–70%).

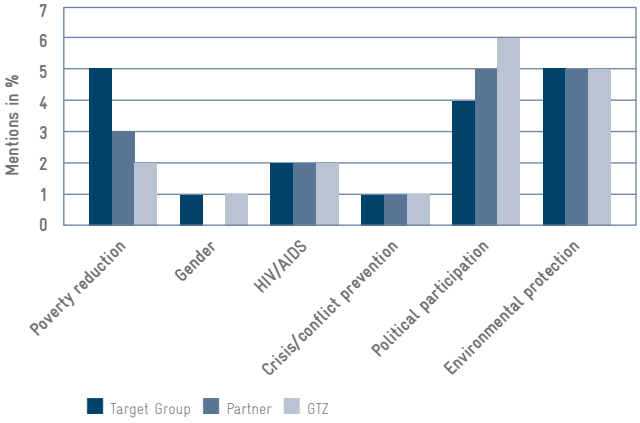
Rating of selected GTZ quality principles in relation to number of statements



Cross-cutting themes

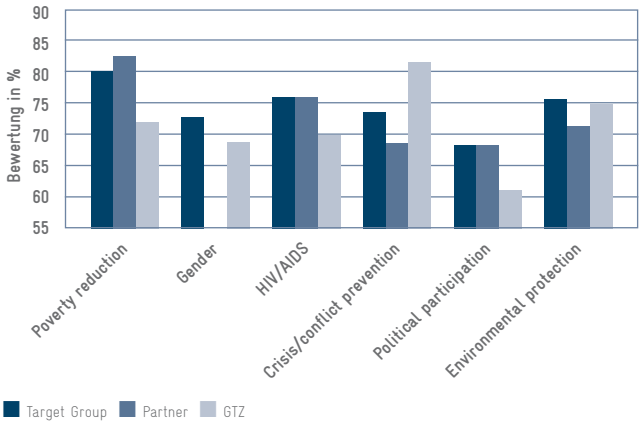
Considering the total number of statements, cross-cutting themes are seldom addressed, and when they are, then to roughly the same small extent by all interviewees.

Mentions of cross-cutting themes according to interviewee group (n= 19,640 statements)



The themes mentioned most frequently, in 5% of statements in each case, are **environmental protection and political participation/good governance (GG)**. All interviewee groups give them a positive rating (environment) and a mediocre rating (political participation). **Poverty reduction (3%), HIV/AIDS (2%) and gender and crisis/conflict prevention** play an even smaller role in all interviews **(1% each)**. Where they are mentioned, these themes are on average rated positively by all interviewees (>70%).

Rating of cross-cutting themes according to interviewee group



With regard to the cross-cutting themes according to sector, it is noticeable that most mentions are made in the priority areas that are closely related to the cross-cutting theme in terms of content. Thus, 12% of statements on political participation/good governance are made in projects and programmes concerned with democracy/public administration, 14% of those on the theme of environmental protection are made in the priority area environmental policy, conservation of natural resources, and 27% of the statements on HIV/AIDS come from projects and programmes in the priority area health/family planning. To put it another way, the cross-cutting themes are rarely mentioned where there appears to be no direct sectoral connection between the themes and the project or programme. On a self-critical note, therefore, it must be said that the underlying principle of themes that span all sectors and intervention levels has so far not been adequately reflected in the everyday practice of GTZ projects and programmes.

4. How do we use the results?

The insight gained from evaluations has enormous potential for better project concepts, more effective approaches and new themes, well beyond the actual project or programme reviewed.' (Dr. Christoph Beier, Director General of the GTZ Country Department Asia/Pacific, Latin America/ Caribbean).

The more precisely GTZ knows which factors led to the established findings, successes and failures, positive and negative results, the easier it is to design better solutions in future. Through the large number of its evaluations, GTZ receives comprehensive information that provides many lessons learned, which may be important not just for the evaluated project, but also for other projects/programmes and colleagues in the sector and regional divisions. An evaluation provides important insight into the suitability of a selected project approach, for instance. We also receive information on the factors that may influence the sustainability of a measure, as well as general information on the comparative advantages of our work that can be used to market and specifically position GTZ in international cooperation. One of the special challenges is to generate statements that go beyond an individual project or programme, which explain why some measures in certain regions and/or sectors were more successful than others. We shall face up to this challenge as we further develop our evaluation system.

GTZ places special emphasis on generating reliable statements on the results of projects and programmes. That is why the Evaluation Unit has started to pilot evaluations that are more demanding in terms of methodology. In future, these are to be conducted at selected projects/programmes and interventions where BMZ, GTZ and its partners require statements on results that can be corroborated with facts, figures and data.

Previously, questions about factors of success or failure were asked by the staff responsible for the project and the answers were only fed back to them. The acquired knowledge was thus often withheld from colleagues in comparable projects or in GTZ's sector and regional divisions. Since 2007, however, all operative departments at GTZ are increasingly concerned with processing the evaluation findings more systematically, sharing them on a broader basis and ensuring more consistently that they can be used for future project cycles and improved concepts. In future, the managers in the operative departments will monitor more closely whether the recommendations from the evaluations are actually put into practice. For this purpose, corresponding monitoring of how recommendations are implemented has been developed and is currently being piloted as the Management Response System.

GTZ's sector networks that are organised according to region and thematic area are key elements for exchanging lessons learned. Sector networks address the lessons learned from successes and setbacks and point to exemplary projects on whose experiences others can draw. Each year, the sector networks draw up evaluation questions that are of particular interest to the network and are to be taken into account in the project progress reviews. The findings obtained using these evaluation questions are presented to employees in the following year's sector network conference and are discussed so that they can be continuously incorporated into project concepts and the formulation of sector strategies.

The synthesis reports of the thematic evaluations provide a further important instrument for institutional learning at GTZ. These are produced each year on each of the two priority themes of the independent evaluations and sum up the results of the individual evaluations. The synthesis reports identify general strengths and weaknesses, and factors of success and failure in a sector (thematic priority area). This makes it possible to identify generalised recommendations and lessons learned.

The findings derived from evaluations are an important foundation for systematically improving the intervention strategies of GTZ and German development cooperation. On this basis, we can optimise our work, which in the final analysis is meant to make an effective contribution to the international development goals.

Our aim for the future is that our local partners also ask for and use the results of evaluations to a greater extent. To develop this type of ownership, partners should be increasingly involved in planning, implementing and analysing evaluations. In this context it would appear important to build the corresponding evaluation capacities in the partner countries. GTZ therefore intends on behalf of BMZ to provide greater support in future to evaluation capacity development in the partner countries. Where projects and programmes are conducted together with other German implementing organisations or international development agencies, the corresponding evaluations have to be jointly planned and implemented, as decided in the Paris Declaration and the Accra Agenda for Action. GTZ will follow this principle when planning its evaluation programmes and try not to increase the volume of evaluation in our partner countries unnecessarily.

5. Project examples

Very good (1)
Energy Advisory Project in Uganda

Most of Uganda's energy requirement is met by wood, which is leading to increasing deforestation. The effort or money required to procure wood is constantly growing. Outside the cities, the country has a low level of electrification, and households have to depend on simple petroleum lamps for lighting. The use of these fuels entails considerable health risks. Furthermore, the entire power supply, even with electricity, is extremely inefficient.

At the end of the 1990s, the Ugandan energy sector and in particular the electricity sector underwent a transformation as a result of market liberalization. In 1999, with support from GTZ, the government started a project that aimed to advise and strengthen the energy department of the Ministry of Energy and Mineral Development (MEMD). This project acted as the model for several energy policy strategy developments and laid the groundwork for medium-term and long-term objectives.

In the third quarter of 2007, an interim evaluation of the project in its third phase was conducted, which concentrated on measures intended to boost energy efficiency. Renewable energy technologies were also introduced for decentralised power generation. Poor population groups in particular were to receive better access to sustainable energy services. The project established a close-meshed monitoring system for energy-efficient stoves and ovens. This ensured a minimum quality standard for dissemination even in remote areas. Existing non-governmental organisations were enlisted as partners and were given further training. By involving local microfinance institutions, the project succeeded in removing the barrier of high initial investments. Photovoltaic power generation has also been successfully introduced so far, especially at health care centres. Specially trained ministry employees were able to raise the awareness of commercial and industrial users with regard to improved energy efficiency. Indian experts with experience of similar problems provided a South-South transfer of expertise.

The project complies with the objectives of Uganda's national policy, which gives key priority to improving energy supply and conserving resources. Funds provided for the GTZ project by Dutch development cooperation underline its special relevance and the commitment of other donors in this field. The dissemination of energy-efficient stoves in rural areas has greatly exceeded expectations. By mid-2007, some 300,000 stoves had become established in private households, reducing wood consumption by more than half. But the project not only contributes to conserving existing forest cover, it also reduces conflicts resulting from the procurement of wood and cuts health costs. An elementary supply of solar electricity increases the quality of life of the rural population, and improved energy efficiency in the institutional sector relieves the state budget. The strategies pursued and publicised by Ugandan energy policy are now considered exemplary for all of East Africa. As the topic of solar energy has now been included in national curricula for school and vocational education, skilled staff has been trained and there is good response on the part of the population, the project can be expected to achieve sustainable results.

Altogether, the interim evaluation classified the project as 'very good'.

Successful (2)
Forest protection and forest management in Viet Nam

Song Da (Black River) in North-West Viet Nam has a catchment area that covers 2.7 million hectares and irrigates the paddy fields of about one million farmers. The area, which is one of the poorest regions in the country, is home to a total of 23 ethnic minorities. Kinh Vietnamese only constituted about 18% of the population in 1994. The inhabitants of the region, who frequently suffer from food shortages, mainly live by subsistence farming and cultivate corn and cassava as well as rice.

When the project began in 1993, the water catchment area had only about 10 per cent forest cover. In previous decades, uncontrolled timber felling, slash-and-burn farming and the expansion of agriculture into the mountains had led to rapid deforestation. The strong population growth increased the pressure on the remaining forest area. In the 1990s Vietnamese forestry policy aimed to raise the forest cover in the area to more than 30 per cent by the year 2000.

The Tropical Forestry Action Plan of 1991 identified the core problems in North-West Viet Nam, especially in the two provinces of Son La und Lai Chau: rural poverty and massive deforestation. Land use there was not appropriate to the location and was neither ecologically nor economically sustainable. The threats resulting from the core problems included further decimation of the forest, increasing soil erosion, flooding and a lack of drinking water.

With GTZ support, the rural communities in the provinces of Son La and Lai Chau were to be enabled to use innovative methods for the ecologically, economically and socially sustainable management of their natural resources. To achieve these goals, the project conducted a package of measures including elements of forest management, agriculture and rural regional development. A strong participatory approach was pursued to implement all measures, and emphasis was placed on promoting the participation of women. The priority area of the project was the model development and testing of methods and processes. In the course of the project, the overall framework changed in a positive sense.

Since 1990, the forested area in Viet Nam has increased substantially, e.g. from 9.8 to 37.5 per cent (2004) in Son La Province. The project was terminated in 2004 after a term of ten years.

Two years later, an independent evaluation came to the conclusion that the project as a whole should be rated as highly successful. It was fully in line with the developmentpolicy concerns of Viet Nam and the German Government and met the needs of the local population. The new participatory methods proved to be very effective in several areas: for land use and village development planning, for improved agricultural and forestry production, and for protecting the forest cover. Through institutionalisation, the project was has helped stabilise to the ecosystem on a sustainable basis. The enlarged forest area had a positive impact on the water balance and biodiversity, and erosion diminished. The larger number of forest products increased the income of the target group, which led to an improvement in their general quality of life. The project resources were used in a very good cost-benefit ratio. By training partner experts, the project built capacities that are now available to Viet Nam's entire forestry sector.

The project is ecologically, economically and socially sustainable. It promoted the integration and emancipation of the target group, especially women and ethnic minorities, and helped to defuse conflicts. Because of the successful participation, the population feels responsible for its own concerns. Beyond this, the political will to change can be clearly recognised. These are very good prerequisites for getting the government and the population to work together in order to protect the country's forests, and for cooperating in other respects too. Meanwhile, the successful methods are also being used by other projects in Viet Nam, producing a broad-based effect. This far exceeds the original expectations.

The project received an overall rating of 'good'.

Successful (2)
Use of resources in Burkina Faso

The United Nations Human Development Index (HDI) classifies the West-African Republic of Burkina Faso, whose northern part lies within the Sahel zone, as the world's third poorest country. Despite this, it has the highest population density (13 million inhabitants) of all states in the Sahel zone, and high population growth. Although the soil in the Sahel region of Burkina Faso permites only low yields and rain is often lacking, 82 per cent of the people there live from agriculture, most of them from a combination of field crops and animal husbandry. The uncontrolled advance of arable cultivation into pasture zones leads to a conflict of interest with the minority group of animal breeders, and destroys social cohesion. At the same time, the state institutions are too weak to counteract the damage to natural resources and progressive desertification.

From 1989 to 2004, GTZ supported a regional programme in two of Burkina Faso's four Sahel provinces, which aimed to enable the local population to use their natural resources responsibly and sustainably, and thus to safeguard their livelihoods. At the end, 111 villages with 85,400 inhabitants were involved in the programme. In the course of the programme, it was possible to involve all population groups in developing local land use regulations, to defuse conflicts by setting up new local bodies, to improve living conditions by means of innovative and appropriate production technologies and to sustainably conserve natural resources through planned management. Meanwhile, the strategies applied at national level have been politically integrated. They promote the current decentralisation process and meet with a good response from other donors and neighbouring countries in the Sahel zone. In 2006, two years after the end of the programme, an ex-post evaluation was conducted that confirmed its success. The programme took the national policy of Burkina Faso into account and gave it vital impetus. Its realistic concept and participatory procedure made a major contribution to achieving the objectives of land use that conserves resources. Beyond this, the programme helped to increase yields, regenerate the tree cover, reduce conflicts between crop farmers and animal breeders, and to diminish traditional dependencies. The programme has a sustainable effect particularly due to the continued existence of local bodies that carry out several functions in the programme's interest. Unfortunately, the measures to conserve natural resources are not being continued independently and individually to the hoped-for extent. However, former employees do fall back on the knowledge they acquired and use it in subsequent organisations. The programme's efficiency could have been increased further by closer cooperation between donors, if the state had consciously and emphatically coordinated this cooperation. This is to be done in future because long-term commitment by both donors and the state is required for sustainable resource conservation. The programme showed in model fashion that the conservation of natural resources depends on whether their sustainable management boosts income, which in turn presupposes legally assured access to land.

The programme received an overall rating of 'good'.

Satisfactory (3)
Sustainable management of natural resources in Costa Rica

Poverty is widespread in the ACOSA region (Área de Conservación Osa) in the south of Costa Rica, especially among the indigenous population. This increases the risk of irreversible destruction of natural resources, although 40% of the region has been designated as a nature protection area. In 2003, the Government of Costa Rica began a project with GTZ support that aimed to improve the management of natural resources. Owing to reorientation of development cooperation with Costa Rica on the part of BMZ, the project that was originally planned to run until 2012 was terminated after roughly four years in December 2006, and a final evaluation was conducted.

The project was to design a sustainable development concept together with strategic alliances, which were to include cooperatives, municipalities and local governments. Further aims of the project were to increase income from the sustainable use of natural resources by means of new production methods and to improve the position of indigenous population groups and women on a participatory basis. The project designed differentiated strategies to implement measures according to each target group. Nevertheless, its chances of success were restricted because the responsible implementing organisation, the protected area management authority, was not sufficiently convinced by the objectives and only committed itself reluctantly to fulfilling them.

After the reorientation of development cooperation between Germany and Costa Rica, the project was no longer listed under the priority area of 'environmental protection in urban-industrial areas' agreed between the two governments, which led to a decrease in relevance. Measured against its opportunities within the shortened term, it did achieve some success, however: Among the directly supported target groups, i.e. some 2,600 indigenous people, 300 families in a cooperative and 54 carpentry workshops, it improved the level of knowledge with regard to the responsible use of resources, improved opportunities for development and reduced poverty. Although the influence of women, who played an active part, was strengthened, their full equality was not achieved. As the project restricted itself to those areas that promised the greatest success, it succeeded in using the limited funds expediently and increasing its efficiency by cooperating with a GTZ project on local and municipal development, as well as with other actors. Owing to the shortened project term, it was not possible to consolidate most of the intended results to a sufficient extent. The results may still be sustainable, however, because several institutions are involved in follow-up.

The project received an overall rating of 'satisfactory'.

Not successful (4)
Setting up a tax system in Bosnia and Herzegovina

After the civil war in Bosnia and Herzegovina, the Dayton Agreement of 1995 divided the state into two political entities, the Federation of Bosnia and Herzegovina and the Republika Srpska, as well as the multiethnic district Brcka. The treaty gave these entities a large degree of autonomy with regard to public finances. This led to the establishment of different tax systems. Tax legislation continued to be hampered by planned-economy elements, which turned out to be a great impediment to the country's opening up to market economy.
A project advised by GTZ since July 2000 aimed to establish a uniform income tax system geared to the market economy throughout the country and to create a joint economic area on this basis. This was also hoped to promote willingness for political cooperation between the entities and a feeling of social unity.

The project was intended to benefit the entire population of the national territory. Simple, transparent taxation based on the rule of law was to motivate taxpayers and boost their willingness to pay, stimulate investment and thus create growth and jobs. The ministries of finance and tax authorities in the entities were the project's partner institutions involved in the planned reform of income tax for natural and juristic persons. The aim was to develop new legal foundations and the relevant implementing orders. On the one hand, tax officials were to be trained and advised, and on the other hand, taxpayers themselves were to be informed and supported. A tax advice law and a tax assessment model were also intended.

The project was unable to achieve its ambitious objective and the related anticipated impact. The political, economic and sociocultural frameworks were extremely complex and without precedent in terms of their constellation. Although tax reforms are always of great development-policy relevance, the partner did not consider the intended income tax reform to be a priority. Instead, preference was given to introducing value added tax. Instead of harmonised donor cooperation it came to large-scale competition. The foremost objective of uniform income taxation was not achieved. As different laws still prevailed in all entities after the project was concluded, it was by no means effective enough. The high investment in the project bore no relation to the results achieved. Hardly any impacts could be measured. However, the ability of employees at the ministries of finance and tax authorities to solve problems did increase after receiving training from short-term experts. Also, the market-economy knowledge that was conveyed makes a backslide into planned-economy thinking rather improbable. So the project could be said to have a certain degree of sustainability.

A final evaluation conducted in 2006 of the project that was concluded in 2005, showed an 'unsatisfactory' result, despite a number of minor successes.

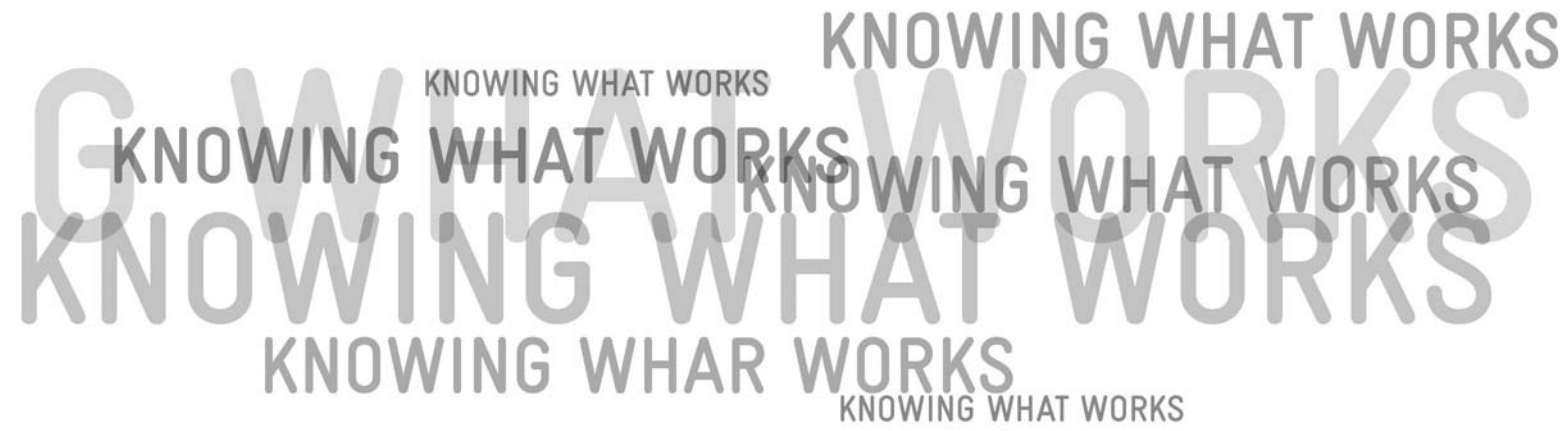
6. Annex

List of projects and programmes evaluated in PPRs and independent evaluations in 2006/2007 (n=115)

Country	Project – Title	Year of Evaluation	Overall rating
Albania	Modernising agriculture and the food industry	2006	2
America supraregional	Gender-oriented fiscal policy in Latin America	2006	3
America supraregional (Dom.Rep.)	Poverty reduction through the sustainable use of natural resources in the cross-border catchment area of Rio Artibonito	2006	4
ASIA supraregional (located in Fiji)	Regional Forestry Programme - South Pacific Community (SPC)	2006	1
Bosnia	Advisory services for setting up a uniform tax system	2006	4
Bosnia and Herz.	Vocational Training	2006	2
Bulgaria	Regional development Lovech	2006	2
Burkina Faso	Agricultural Development Programme	2006	4
Burkina Faso	Programme Sahel Burkinabe (Burkina Sahel Programme)	2006	2
Burkina Faso	Advisory Services to the Ministry of Economy and Finance	2006	2
Burundi	Support for the Reintegration of Refugees	2006	2
Burundi	Reintegration	2006	2
Chile	Decentralisation and regional development programme	2006	3
China	Training of Vocational Education Instructors at Tongji University	2006	3
Costa Rica	Sustainable management of natural resources in the ACOSA region (PRO-OSA)	2006	3
Croatia	Advice on Developing Croatia's Tax System	2006	1
Dominican. Rep.	Modernisation of the Taxation System	2006	3
Dominican. Rep.	Decentralisation and regional planning	2006	3
Ecuador	Modernisation and Decentralisation, second component: Pro-poor fiscal management	2006	2
Ecuador	Sustainable Management of Natural Resources (NAMARES) (second component: Added value of environmental services)	2006	3
Ethiopia	Urban Government and Decentralisation Programme	2006	2
Ethiopia	Sustainable Land Management Programme, sustainable use of natural resources for food security	2006	2
Georgia	Support to the Chamber of Control of Georgia	2006	2
Ghana	Good Financial Governance, improving tax administration	2006	2
Ghana	Forest Protection and Resource Use Management Project in the Volta Region (FORUM)	2006	3
India	Indo-German Changar Eco-Development Project	2006	2
Indonesia	Support for Decentralisation Measures (SfDM)	2006	2
Kazakhstan	Exemplary build-up of business development structures	2006	4
Lesotho	Social Forestry and Erosion Control	2006	4
Macedonia	Advising on the new VAT Act and Excise Act, Macedonia (individual measure within the project Advisory services on state, eco-nomic and social reform)	2006	2
Malawi	Forum for Dialogue and Peace/Conflict prevention	2006	2
Mali	Advisory Services to the Economy and Finance Ministry	2006	2
Mali	Municipal Land Management	2006	2
Mauritania	Management of Natural Resources	2006	2
Mexico	Protection of natural resources and regional development in South-East Mexico	2006	2
Morocco	Support for Vocational Training Reform	2006	2
Nicaragua	Programme for Sustainable Resource Management and Entre-preneurial Capacity Building (MASRENACE)	2006	2
Philippines	Community-based Forest Management Quirino	2006	4
Romania	Tax Reform in Romania	2006	2
Rwanda	Tropical forest resource conservation programme	2006	4
Serbia+Monten.	Vocational education and training reform in Serbia	2006	2
Uganda	Promotion of Employment-Oriented Vocational and Technical Training (PEVOT)	2006	2
Uzbekistan	Vocational Training in the Information Technology Sector	2.006	2
Viet Nam	Social Forestry Development Project Black River (Song-Da), North-West Viet Nam	2006	2
Yemen	Urban development of Shibam in Hadramaut	2006	1

Country	Project – Title	Year of Evaluation	Overall rating
Africa supraregional	Household energy program (HEP) Sahel (Burkina Faso and Mali)	2007	4
Algeria	Sustainable integrated resource management in the water and environment sector	2007	3
Argentina	Raising Energy and Production Efficiency in Small and Medium-Sized Enterprises	2007	2
Armenia	Support for the Implementation of the Armenian Poverty Reduction Strategy Paper (PRSP)	2007	3
Benin	Small Enterprise Promotion	2007	3
Bolivia	Assistance to the reform of criminal proceedings law	2007	2
Bosnia and Herz.	Economic Development and Employment Promotion	2007	2
Brazil	Energy saving in small and medium-sized industries in the Federal State of Rio de Janeiro	2007	2
Burkina Faso	Decentralisation and municipal development programme	2007	3
Cameroon	Sustainable Management of Natural Resources (PGDRN)	2007	2
Central Asia	Regional Economic Cooperation Central Asia (supraregional)	2007	2
Central Asia /Caucasus	Vocational Qualification (supraregional)	2007	2
China	Renewable Energies in Rural Areas, China	2007	3
China PR (Tibet)	Rural Infrastructure and Vocational Training in Tibet (Rehabilitation of small hydropower stations continued as Component 3)	2007	2
Colombia	Strengthening the rule of law	2007	2
Congo DR	Water Sector Reform	2007	3
Croatia	Economic Development and Employment Promotion	2007	3
Dom. Rep.	Promoting Renewable Energy in the Dominican Republic	2007	3
Ecuador	Sustainable Management of Natural Resources (NAMAREAS)	2007	3
El Salvador	Economy Development and Job Creation Programme Fortalece, (five components)	2007	3
Georgia	Private Sector Development	2007	2
Guatemala	Micro, Small and Medium Enterprises Promotion (PROMOCAP) (three components)	2007	2
Honduras	Promotion of sustainable use of natural resources and local economic development in Honduras (PRORENA)	2007	3
India	Advisory Services for Restructuring and Expanding the National Vocational Training System	2007	3
India	Health Sector Support Programme	2007	2
Kenya	Private Sector Development in Agriculture (PSDA), incl. combined financing	2007	3
Kyrgyzstan	Export and Investment Promotion	2007	5
Madagascar	Support for implementation of the multisectoral HIV/AIDS strategy	2007	2
Madagascar	German-Madagascan environmental programme	2007	3
Malawi	Promotion of Local Governance in Malawi	2007	3
Mali	Support for the environmental policy	2007	3
Mauritania	Good Governance Programme	2007	
Mongolia	Conservation and sustainable management of natural resources	2007	3
Mongolia	Small and Medium-Sized Enterprise Promotion	2007	4
Morocco	Improvement of the international competitiveness of the Moroccan economy	2007	2
Nepal	Nepalese-German Integrated Economic Promotion	2007	2
Nepal	Rural Finance - RUFIN	2007	2
Nepal	Nepalese-German Integrated Economic Promotion	2007	2
Nepal	Small Hydropower Promotion Nepal	2007	2
Pakistan	Education Sector Development Programme (ESDP)	2007	3
Pakistan	Renewable Energy and Energy Efficiency in Pakistan	2007	2
Paraguay	Good governance at decentralised level and poverty reduction	2007	3
Peru	Supporting the reform of the justice system	2007	2
Peru	Good Governance and Inclusion	2007	2
Peru	Promotion of Small and Medium-Sized Enterprises in Selected Regions	2007	3
Romania	Promotion of the Private Sector and Employment	2007	1

Country	Project – Title	Year of Evaluation	Overall rating
SADC	Programme for Biomass and Energy Conservation in Southern Africa – ProBEC	2007	2
SADC	Advisory Service for Private Business, ASPB	2007	3
Senegal	Support for Fishery Management in West Africa	2007	2
Senegal	Programme for Rural Electrification and Sustainable Management of Household Fuels - PERACOD	2007	2
Senegal (Maghreb supraregional)	Support for Fishery Management in West Africa	2007	2
Serbia	Reorganising the financial sector	2007	1
Serbia	Promotion of the Private Sector and Employment	2007	2
Serbia+Monten.	Economic Development and Employment Promotion	2007	2
Serbia+Monten.	Job creation via new job training (Montenegro)	2007	3
Serbia+Monten.	Tourism development in the hinterland of Montenegro	2007	2
South Africa	Strengthening Local Governance; Local Economic Development component	2007	2
Supraregional, global	TERNA wind energy programme	2007	2
Supraregional, global	Resource conserving irrigation using photovoltaic pump systems	2007	2
Supraregional/ELN	Implementing Recommendations of the World Commission on Dams	2007	2
Supraregional/ELN	Sector Project Promotion of Responsible Fisheries	2007	3
Syria	Support for Syria's Economic Reform Programme	2007	3
Tajikistan	Support for microfinance services in rural regions	2007	2
Tanzania	Strengthening Self-help Organisations in the Informal Economy	2007	4
Thailand	Promoting the Rational Use of Energy (DEDP)	2007	4
Thailand	Small-Scale Industry Promotion (SSIPP)	2007	3
Turkey	Promotion of Energy Efficiency in Buildings, Erzurum	2007	4
Uganda	Development of the water sector	2007	3
Uganda	Energy Advisory Project	2007	1
Zambia	Democratization, State and Civil Society (Good Governance)	2007	2
Zambia	Programme for the Support of Decentralised Rural Development	2007	4



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