



## Working for sustainable results Evaluation at GTZ

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Deutsche Gesellschaft für  
Technische Zusammenarbeit (GTZ) GmbH  
Dag-Hammarskjöld-Weg 1-5  
65760 Eschborn, Germany

T +49 (0) 61 96 79-0

E [info@gtz.de](mailto:info@gtz.de)

I [www.gtz.de](http://www.gtz.de)

**Evaluation Unit:**

T +49 (0) 61 96 79-1717

F +49 (0) 61 96 79-6109

E [evaluierung@gtz.de](mailto:evaluierung@gtz.de)

**Responsible:**

Dr. Fred Brandl

**Concept and text:**

Annette Schmid

**Translation:**

Lynne Jagau/GTZ Language Services

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Engler Schödel, Mainz

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**gtz** Partner for the Future.  
Worldwide.

» Evaluations enjoy a prominent status at GTZ. The systematic scrutiny of projects and programmes to assess their achievement of objectives and results, economic efficiency and sustainability is an integral part of our work. «

Wolfgang Schmitt, Managing Director

GTZ uses evaluations to take a critical look at its own work, or to have its work assessed by a third party.

### Evaluations help us

- | demonstrate accountability in the use of public funds
- | obtain information that is used to steer projects
- | identify our contribution to sustainable development
- | continuously improve the quality of our work
- | achieve better results
- | foster individual and corporate learning.

### Evaluations have consequences

They cause us to modify concepts, instruments and procedures. We are continually learning from them.

Clients, partners and target groups place great trust in us. By consistently reviewing the results and success of our work and making the results public, we demonstrate that we are a reliable partner in international cooperation.

Through our cooperation with other specialist organisations, we are constantly improving our own methodological competencies. This also benefits our partners and clients – we can offer them the advantages of our long-standing practical experience coupled with a wide range of evaluation instruments.

Our work is geared to GTZ's concept of sustainable development and the Paris Declaration on Aid Effectiveness. Joint evaluations conducted with German and international cooperation partners will be a challenge for the future.

### Low-cost health services for the poor

It was long assumed that the promotion of health services in Africa would automatically benefit the poor. The most important indicator for measuring success was the extent to which the target group used health services. However, an evaluation of Project Progress Reviews in 2001 revealed that numbers were in fact declining.

The GTZ network of health projects in Africa studied the evaluation results. Their analysis indicated that fewer and fewer poor people were making use of the health services because they were finding the cost of treatment increasingly prohibitive.

The overemphasis on the supply side in projects working to improve the health services thus meant that a major problem was being neglected. Measures to increase demand for health services, such as setting up funds for the poor or health insurance schemes, are therefore needed to complement the improved services, according to the analysis.

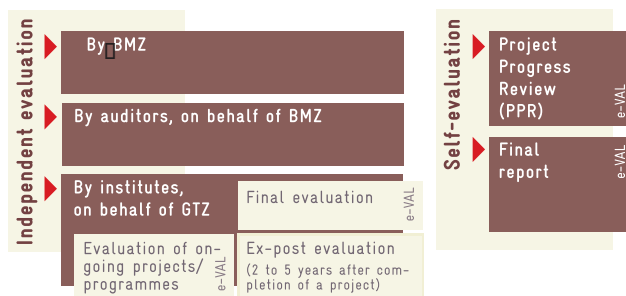
The most recent evaluation of Project Progress Reviews in 2005 shows that their poverty orientation has improved since 2003. As a result of the learning process, numerous new approaches have emerged, including social health insurance schemes, funds for the poor, community care and targeted disease control. Together, these have markedly improved access to health services for the poor.



New services improve health care

Projects and programmes are assessed using self-evaluations and independent evaluations. The various complementary evaluation instruments serve to meet different objectives.

Evaluations are an integral part of every project or programme, and they accompany it from the planning phase through to completion. Evaluation is based on continuous results-based monitoring. Our experience in the practical application of the instruments allows us to continue developing GTZ's evaluation system.



We gear our work to the internationally recognised principles of

- | credibility and transparency
- | usefulness of results
- | independence of the Evaluation Unit and those performing the evaluation
- | involvement of partner institutions in the cooperation country.

In line with the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD), we pose the following questions:

- | Are we doing the right thing? (relevance)
- | Are we achieving the project or programme objectives? (effectiveness)
- | Are we working cost effectively? (efficiency)
- | Are we helping achieve overarching development goals? (impact)
- | Are the results durable? (sustainability)
- | Do we have an effective division of labour and do we coordinate our actions with others? (complementarity)

In self-evaluations, GTZ takes a critical look at its own work. This is particularly helpful for internal learning and knowledge management.

The **Project Progress Review (PPR)** is used by the GTZ division responsible for the project/programme to systematically review the implementation status, the achievement of objectives and results. It is conducted towards the end of every phase of the project or programme and serves to help prepare the concept for the following phase. PPRs are founded on results-based monitoring and e-VAL interviews. These provide the management with important information, for example on whether or not conceptual changes are needed within a project or whether another form of service delivery would be more expedient. Independent consultants contribute their external views.

In the Internet:

- | [www.gtz.de/en/](http://www.gtz.de/en/) under GTZ services – Evaluation
- | Guidelines on the Project Progress Review
- | Project Progress Review – brief reports

The **final report** is produced for the client by the officer responsible for the project or programme on its completion. This report provides information on the objectives and results achieved, as well as the most important decisions made in the course of the project/programme. Lessons learned and possible ways of transferring these to other projects and programmes are also important aspects.

In the Internet:

- | [www.gtz.de/en/](http://www.gtz.de/en/) under GTZ services – Evaluation
- | Final report
- | Cross-section analysis

### Weakness identified – project concept modified

In the face of shrinking forests in the region, the Vietnamese Government decided to afforest slopes used as farmland and at the same time to introduce sustainable forest management practices in the “Black River” forestry project (1993–2004). Initially, it was necessary to create the legal basis. As a first step, long-term forest use rights were awarded to small farmers and their families. In spite of initial resistance on the part of those affected, the project got off to a good start.

A Project Progress Review in 2001 revealed an unintended and counterproductive side-effect: as land use rights were awarded only to the heads of households – generally male – the position of women was being undermined. As a result of the project’s efforts and in conjunction with similar measures run by other donors, this issue was then placed on the national agenda.

Today, gender equality in land reform within the framework of poverty reduction programmes is an important indicator of success. This also applies to all other technical cooperation projects that are concerned with land tenure.



Women receive certificates that set out their land use rights

Independent evaluation involves a review of projects and programmes by a third party.

The evaluation programme of the Federal Ministry for Economic Cooperation and Development (BMZ) focuses on strategic, overarching issues. It comprises the evaluation of themes, development-policy instruments and country portfolios in German Development Cooperation as a whole. The aim is to further fine-tune development cooperation. GTZ assists BMZ with the planning and implementation of the programme.

In the Internet:

[www.gtz.de/en/](http://www.gtz.de/en/) under GTZ services – Evaluation

| BMZ evaluations

| BMZ evaluation reports

Every year an independent auditing firm examines around 75 ongoing projects on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ). They are audited for the most part on the basis of project documents, with on-the-spot investigations also being conducted in ten cases. The auditors look at the achievement of objectives, compliance with development-policy directives, working methods and the use of funds. GTZ utilises these results to enhance quality management.

Starting in 2005, GTZ’s Evaluation Unit ensures that 30 independent evaluations with varying thematic focus are conducted every year by independent academic institutes and international and local consultants. Final evaluations are conducted a few months prior or subsequent to the completion of the project/programme; ex-post evaluations, which look in particular at the sustainability of results, are conducted two to five years after completion of the project or programme. Uniform evaluation criteria and a standard assessment grid enable us to compare results.

In the Internet:

[www.gtz.de/en/](http://www.gtz.de/en/) under GTZ services – Evaluation

| Evaluation by auditors

| Independent evaluations at GTZ

| Evaluation reports

The results of the computer-assisted interview procedure e-VAL are channelled into and supplement both self-evaluations and independent evaluations. In the run-up to Project Progress Reviews, final reports, independent evaluations of ongoing projects or programmes, and in final evaluations, the subjective impressions of the target groups, partner institutions, GTZ staff members and others are gathered. For external consultants, the e-VAL results are an important source of information at the commencement of their evaluation.

The interviewers are specially trained for their task. The unique feature of e-VAL is that it allows interviewees to describe in their own words how they rate the success or failure of the project or programme. They use their own yardsticks to assess the course of implementation to date and the current status, to forecast future developments and sustainable results. Equally, they assess the contribution of the various stakeholders, the framework conditions and the concept of the project.

The data are recorded electronically, processed and analysed, ensuring the anonymity of interviewees. Immediately after the interviews are completed, the results can be submitted to those responsible, and can thus be used for dialogue with partner institutions and in the further steering of the project or programme.

In the Internet:  
[www.gtz.de/en/](http://www.gtz.de/en/) under GTZ services - Evaluation  
 | e-VAL

## Taking a critical look at a poverty reduction strategy

At the start of 2005, the international donor community under the aegis of the World Bank and the International Monetary Fund chose e-VAL as a tool to assess the poverty reduction strategy (PRS) in Armenia. Government representatives and representatives of international donors and NGOs were asked for their assessment of the PRS process.

At a workshop, the e-VAL results were discussed and in May 2005 officially presented to the PRS Working Group. This led to a new action plan. It was quite clear: e-VAL rendered transparent the differences and common ground in the assessment of the PRS process and in the expectations and fears of stakeholders, and it triggered an entirely new discussion. The results could be used immediately to re-work the poverty reduction strategy.

All stakeholders agreed that e-VAL is an excellent instrument for the assessment of the PRS process; the methods and information technology are coherent and appropriate. Moreover, the donors and the Armenian partner institutions all underscored the importance of e-VAL in rapidly identifying the strengths and weaknesses of national poverty reduction strategies.



e-VAL: Target groups have their say

... just contact GTZ's Evaluation Unit at [evaluierung@gtz.de](mailto:evaluierung@gtz.de). We will be happy to help you.

The Evaluation Unit is independent of the operational divisions; it reports directly to the Managing Directors. Its duties comprise

- | fine-tuning GTZ's evaluation system and the instruments used
- | planning and steering GTZ's independent evaluation programme
- | advising GTZ's operational divisions on the self-evaluation of projects and programmes
- | evaluating corporate-strategy topics on behalf of GTZ's Managing Directors
- | contributing to company-wide learning from evaluations
- | assisting the Federal Ministry for Economic Cooperation and Development (BMZ) in the planning and implementation of its evaluation programme
- | sharing practical experience gained with other German and international specialist institutions and fine-tuning evaluation methods
- | assisting GTZ's Managing Directors and BMZ in ensuring external accountability
- | offering GTZ's evaluation expertise to other national and international clients.

### Our organisation

The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH is an international cooperation enterprise for sustainable development with worldwide operations. It provides viable, forward-looking solutions for political, economic, ecological and social development in a globalised world. GTZ promotes complex reforms and change processes, often working under difficult conditions. Its corporate objective is to improve people's living conditions on a sustainable basis.

### Our clients

GTZ is a federal enterprise based in Eschborn near Frankfurt am Main. It was founded in 1975 as a company under private law. The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, partner-country governments and international clients as well as on behalf of private enterprises. GTZ works on a public-benefit basis.

### GTZ – worldwide operations

In almost 130 countries of Africa, Asia, Latin America, the Eastern European countries in transition and the New Independent States (NIS), GTZ employs almost 9,300 staff. Around 8,200 of these are national personnel. GTZ maintains its own offices in 67 countries. Some 1,000 people are employed at Head Office, and another 350 individuals are employed in supraregional projects based at various locations within Germany.