

Corporate Unit Evaluation

Central Project Evaluation

KNOWING WHAT WORKS

Central project evaluation

Global Business Network (GBN)

Project number 2016.1004.7

Evaluation report

On behalf of GIZ by Dr Felipe Isidor-Serrano and Bogdan Pavel (Mainlevel Consulting AG)

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Abbreviations

AHK	Auslandshandelskammer (German Chambers of Commerce Abroad)
AO	Armutsorientierung (poverty orientation: a BMZ development marker)
BMWi	Federal Ministry for Economic Affairs and Energy
BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (German Federal Ministry for Economic Cooperation and Development)
DAC	Development Assistance Committee
DEG	Deutsche Investitions- und Entwicklungsgesellschaft (German Investment Corporation)
DIHK	Deutscher Industrie- und Handelskammertag (Association of German Chambers of Industry and Commerce)
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (German Society for International Cooperation)
GBN	Global Business Network
GG	Gleichberechtigung der Geschlechter (gender equality: a BMZ development marker)
GTAI	Germany Trade and Invest
KfW	Kreditanstalt für Wiederaufbau (German state-owned investment and development bank)
MO	Module Objective
MOI	Module Objective Indicator
NGO	Non-Governmental Organisation
IPD	Import Promotion Desk
MIT	Ministry of Industrialisation, Trade and SME Development, Namibia
OAV	German Asia-Pacific Business Association
OECD	Organisation for Economic Co-operation and Development
ProBATS	Promotion of Business Advisory and Economic Transformation Services
SDG	Sustainable Development Goal
SES	Senior Expert Service
SI Jobs	Special Initiative Jobs Programme
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SME	Small and medium-sized enterprise
TD	Trade Development (Handelsentwicklung: a BMZ development marker)
ZmW	Zusammenarbeit mit der Wirtschaft



The project at a glance

Global: Global Business Network (GBN)

Project number	2016.1004.7
Creditor reporting system code(s)	25010 - Business support services and institutions
Project objective	Cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions have improved.
Project term	April 2017 – December 2020
Project value	EUR 6,128,853.51
Commissioning party	Federal Ministry for Economic Cooperation and Development (Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung, BMZ)
Lead executing agency	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)
Implementing organisations (in the partner country)	The project does not have an implementing organisation in partner countries but collaborates with a wide range of partners with whom it implements activities.
Other development organisations involved	<ul style="list-style-type: none"> • The develoPPP.de programme • Germany Trade and Invest (GTAI) • Auslandshandelskammer (German Chambers of Commerce Abroad, AHK) • The Senior Expert Service (SES) • EuroCham Cambodia • Import Promotion Desk (IPD)
Target group(s)	Local companies and institutions (e.g. bilateral business associations) in selected German development cooperation partner countries, and German/European companies and institutions.

1 Evaluation objectives and questions

This chapter aims to describe the purpose of the evaluation, the standard evaluation criteria, and additional stakeholders' knowledge interests and evaluation questions.

1.1 Evaluation objectives

Central project evaluations of projects commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) fulfil three basic functions: they support evidence-based decisions, promote transparency and accountability, and foster organisational learning within the scope of contributing to effective knowledge management. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH structures the planning, implementation and use of evaluations so that the contribution the evaluation process and the evaluation findings make to these basic functions is optimised (GIZ, 2018a).

This evaluation is a final evaluation of the project subject to this evaluation ending on 31 December 2020. The project was selected randomly following the guidelines of GIZ's central project evaluations team (a 40% random regional stratified sample is selected annually). Considering continued restrictions caused by the global Covid-19 pandemic, a remote evaluation design was followed. Exchanges, interviews and discussions were conducted remotely by two international evaluators between 19 and 30 April 2021.

1.2 Evaluation questions

The project was assessed on the basis of standardised evaluation criteria and questions to ensure comparability by GIZ. This is based on the Organisation for Economic Co-operation and Development ([OECD/Development Assistance Committee \(DAC\) evaluation criteria](#) (updated 2020) for international cooperation and the [evaluation criteria for German bilateral cooperation \(in German\)](#): **relevance, coherence, efficiency, effectiveness, impact and sustainability**.

Specific assessment dimensions and analytical questions have been derived from this framework. These form the basis for all central project evaluations in GIZ and can be found in the **evaluation matrix** (see Annex). In addition, contributions to the United Nation's 2030 Agenda for Sustainable Development and its principles are taken into account as well as cross-cutting issues such as gender, the environment, conflict sensitivity and human rights. Also, aspects regarding the quality of implementation are included in all OECD/DAC criteria.

During the inception mission the knowledge interests and additional questions of a wide range of stakeholders were gathered through workshops and interviews conducted with project coordinators in the field as well as representatives from GIZ and GIZ's sectoral department. Further indications on which sections of the report these additional questions were integrated for each knowledge interest are provided in Table 1.

Table 1: Knowledge interests by main evaluation stakeholder group

Evaluation stakeholder group	Knowledge interests in evaluation/additional evaluation questions	Relevant section in this report
BMZ	<ul style="list-style-type: none"> Public accountability (success rate of German development cooperation projects). 	4.3, 4.4 and 4.7
Sectoral department	<ul style="list-style-type: none"> To what extent was the project able to integrate and/or collaborate with the GIZ offices in the implementation countries? Will the current approach of the project be used during the follow-on project? If yes, to what extent? 	4.3, 4.4 and 4.7
Project team (HQ and in-country)	<ul style="list-style-type: none"> Learning when it comes to sharing and transferring best practices. How effective was the project in establishing synergies and a clear division of roles and responsibilities with the other projects active in the same sector? 	4.3, 4.4 and 4.7
GIZ (G130: Cooperation with the business community group)	<ul style="list-style-type: none"> How to avoid duplication of efforts: where do the responsibilities end and start for each instrument in place? There are many different private sector related projects and instruments: to what extent do coordination mechanisms need to better define what roles the different projects have? Are value chains in the sectors where the project operates climate neutral? 	4.3, 4.4 and 4.7
European/German and local companies that were consulted by Global Business Network (GBN) on more than 10 occasions	<ul style="list-style-type: none"> See if there has been any noticeable benefit from the GBN consultation. What is the benefit in concrete terms, such as matchmaking, more business-to-business (B2B) contacts, access to networks, access to know-how, access to training, access to finance? What are their expectations towards GBN/development cooperation? What is their need with regard to cooperation? 	4.3, 4.4 and 4.7
Auslandshandelskammer (German Chambers of Commerce Abroad, AHK)	<ul style="list-style-type: none"> Evaluate if GBN presence is seen as competition, as an opportunity or neutral; how could the cooperation look like in the future? What are their expectations towards GBN/development cooperation? What is their need with regard to cooperation? 	4.2, 4.4 and 4.5
Special Initiative Jobs Programme (SI Jobs)	<ul style="list-style-type: none"> Evaluate if cooperation with GBN is seen as 'win-win' or neutral. How could the cooperation look like in the future? What are their expectations towards GBN/development cooperation? What is their need with regard to cooperation? Are the measures really effective or do they just reduce risks for companies? Is the set-up appropriate? Should the project really leave the country even if AHKs are established? Is the project more than just doing policy? 	4.3, 4.4, 4.5 and 4.7
GIZ corporate unit evaluation (see GIZ, 2018b)	<ul style="list-style-type: none"> Public accountability (success rate of GIZ's projects). Learning to understand strengths and weaknesses of single projects, potential for replication in other countries and lessons learned. Informing key stakeholders who inquire about GIZ activities. 	Included in all criteria

2 Object of the evaluation

This chapter aims to define the evaluation object, including the theory of change, and results hypotheses.

2.1 Definition of the evaluation object

The main object of evaluation was the selected global project 'Global Business Network (GBN)' categorised by project number 2016.1004.7 and henceforth called 'the project'. The project's objective was to improve cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions.

Temporal delineation: The project was implemented from 1 April 2017 to 31 December 2020.

Financial delimitation: The project was financed by BMZ and implemented by GIZ. The project was initially planned to last 36 months (from April 2017 to March 2020) with a budget of EUR 4,000,000. During the implementation, there were several amendments that ultimately increased the project's budget to EUR 9,104,853.51 (in July 2020). Out of this budget, EUR 6,128,000 was attributed to the project and used by December 2020. The rest of the budget has been transferred to the follow-on 'Business Scout for Development' project and allocated for the years 2021 to 2023.

Geographical delimitation: The project had a global focus and was implemented in Africa and Asia. At the time of this evaluation, the project had been implemented in Ethiopia (since September 2017), Rwanda (since May 2018), Cambodia (since August 2018), Ivory Coast (since November 2018), Namibia (since April 2019), Senegal (since January 2020), Cameroon (since March 2020) and Uganda (since April 2020), with Bangladesh foreseen for mid-2021. The project received a peace and security (FS – Frieden und Sicherheit) marker of 0 as it is not implemented in a fragile context.

Political and sectoral context and the framework conditions: A competitive private sector in developing countries is an important prerequisite for generating income and employment. Development cooperation can contribute in this regard, but it depends on efficient partners from the private sector in the partner countries to achieve sustainable economic success. Private investments create impulses for growth and development and, along with good governance, are an essential approach to tackling underemployment, poverty and migration. However, many local enterprises in partner countries lack the capital and know-how to reach a critical size to successfully position product innovations in the market. Cooperation with foreign companies is therefore a key to promote knowledge and technology exchange as well as to increase access to capital for local companies. It remains to be seen whether cooperation relations between local and German/European companies and institutions are still weak in selected partner countries (**project's core problem**).

The 'Basic Policy Paper on Future Cooperation with the Private Sector' published in 2014 confirmed the growing importance of the German private sector in achieving development policy goals and defined suitable instruments and initiatives for future cooperation. The BMZ discussion paper 'Business and Sustainable Development in the 21st Century', written in 2016, identified the expansion of cooperation with the private sector as a central approach of German development policy. The so-called 'Marshall Plan with Africa' (BMZ, 2017) refers in several places to the need to 'mobilise and strengthen private investment with new funding instruments'.

In line with the above, the project's strategy was to develop new local cooperation formats and provide advisory services to companies in countries and sectors in which there was potential for deeper cooperation between

business and development cooperation. The information and services were offered in selected countries within the framework of so-called Business & Cooperation Desks. This approach was used in countries that had no AHK structures in place.

The project cooperated with other German development cooperation projects (e.g. develoPPP.de programme) and with numerous partners in German development cooperation and foreign trade promotion, such as Deutsche Investitions- und Entwicklungsgesellschaft (German Investment Corporation, DEG), Germany Trade and Invest (GTAI), Kreditanstalt für Wiederaufbau (German state-owned investment and development bank, KfW), AHK and the Senior Expert Service (SES).

2.2 Results model including hypotheses

Prior to the evaluation, no results model was available for the project. It was therefore necessary to dedicate enough time to this during the inception workshops. The only document available was the 'BMZ Wirkungsmatrix' from the project proposal (and an updated version dated January 2019) only showing the key outputs and their respective indicators. It did not show medium- or long-term results that the project would contribute to. Figure 2 shows the results model.

Overall project structure

The **project's objective** was to improve the cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions. To do so, the project developed new local cooperation formats and supported companies with services in countries and sectors where there was potential for closer cooperation between business and development cooperation.

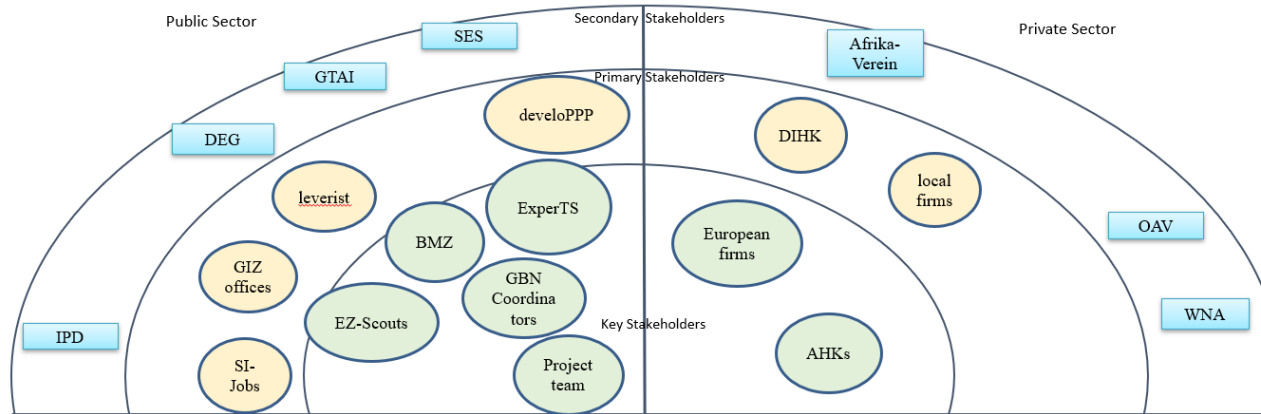
The project was implemented by a **project team** based at GIZ headquarters in collaboration with a locally based project team composed of one project coordinator for each of the countries in which the project was implemented. As presented in the stakeholder map (see Figure 1), the project did not cooperate with civil society or international Non-Governmental Organisations (NGOs).

The project's **direct target groups** were local/German/European companies or institutions that benefitted from services provided by the project, for example consultations and initiation of cooperation projects.

The project has been working with **indirect target groups** from both the public sector and the private sector (see Figure 1).

The project worked with the following **partners**: the AHKs in Ghana, Eastern Africa, Southern Africa and Myanmar.

Figure 1: Graphical presentation of the project's stakeholder map (December 2020)



Notes: Public sector: IPD – the Import Promotion Desk.

Private sector: DIHK – Deutscher Industrie- und Handelskammertag (the Association of German Chambers of Industry and Commerce); Afrika Verein – the German African Business Association; OAV – the German Asia-Pacific Business Association; WNA – Wirtschaftsnetzwerk Afrika (Africa Business Network).

Levels of intervention: The measure focused primarily on the micro level by acting as an entry point and advising German and European companies on cooperation formats and potential within the development cooperation sector, as well as providing local networks. Besides this, the project also advises local companies on support schemes and provides them with contacts of European and German partners. At the meso level, institutions and associations in the cooperation countries were supported in offering complementary services.

The project's capacity development strategy addresses the following levels. At the individual level, international management and networking skills of local entrepreneurs and consultants were expanded. At the organisational level, associations and business promotion institutions in the cooperation countries were encouraged to assume multiplier and advisory functions through organisational and marketing consulting. The cooperation management skills of entrepreneurs were supported through events, training courses and networking.

Furthermore, the project envisioned increasing the capacity of GIZ personnel on cooperation with the private sector and integrating the latter within government consultation support (multi-actor approach) and identifying best practices that can be scaled up and applied in other countries (global approach).

Output A aimed to set up Business & Cooperation Desks in selected countries, analysing the needs of local companies and institutions with regard to information and service offerings, sounding out potential for cooperation with German/European companies, and establishing corresponding functional and service guidelines. The main activities implemented by the GIZ project team to get the Business & Cooperation Desks operational were identification of adequate and flexible partners (**R1**) and of suitable locations for the desks (**R2**), and establishment of dialogue with partners from DIHK (**R4**). At the same time, consideration was given regarding the countries in which to implement the desks to ensure effectiveness (**R17**). The Business & Cooperation Desks were considered to benefit from a collaboration with the AHK networks (**R6**). The **key underlying assumption** was that such joint coordination would contribute to increased institutional cooperation between the private sector and development cooperation, as well as between the German/European private sector and the private sector in the partner countries. An example is the events organised by the desks and integrated within the Chamber of Commerce (**R14**). Another example is the opportunity to identify activities and best practices that can be applied across countries, for example by identifying services offered to companies in country A that could also benefit companies in countries B, C, etc. (**R3** and **R5**).

The Business & Cooperation Desks enabled the provision of support services to local companies (**R10**), an increase of GIZ personnel capacity for cooperation with the private sector (**R11**) and reinforcement of the capacity of private sector associations (**R12**).

The latter was a prerequisite for **output B** to be put into place (hypothesis 1 on the output outcome level). The aim of output B was to enable German and European companies to make use of the demand-oriented services offered by GBN in the selected partner countries. According to the results model, this would ultimately contribute to improving the cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions (hypothesis 2 on the output outcome level). To do so, a diversification strategy of partners was put in place (**R7**) with the aim to provide tailored support to companies.

Output B is a prerequisite for **output C**: thanks to the support received from the results under output B, German and European companies were enabled to design and implement development policy-relevant project initiatives at the local or supra-regional level in selected partner countries (hypothesis 3 on the output outcome level). For output C to be operationalised, the most suitable clients needed to be identified (**R9**) and a competence centre established to provide sector-specific services to companies (**R8**). To adequately monitor the implementation of output C, a definition was considered useful with the purpose of correctly counting partnerships established in the framework of the project (**R16**).

Outcome and impact level

At the **outcome level**, the above-mentioned **outputs A and B** were expected to contribute to the integration of the private sector within government consultations (**R13**). The support provided by output A, and specifically result **R10**, was expected to contribute to enabling local companies to gather the know-how and the capacity needed to access the market (**R18**). **Output B** was expected to contribute to increased knowledge of German and European companies' opportunities and challenges, as well as local networks and instruments (**R15**), to enable better access to the markets in the selected partner countries. **Output C** was intended to contribute to the development and approval of concepts for project initiatives by German and European companies (**R19** and **R20**). Ultimately, **R15**, **R18**, **R19** and **R20** were expected to contribute to improving the cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions (**project/module objective**).

At the impact level the project could contribute to Sustainable Development Goals (SDGs) related to economic growth, production and poverty. Results R15 and R18 could lead to the project contributing to SDG 12 (sustainable consumption and production) by increasing the knowledge and building the capacity of the German/European and local companies. Eventually, the project objective could also contribute at impact level to SDG 8 (decent work and economic growth related to hypothesis 3 on the outcome impact level) and SDG 17 (revitalise the global partnership for sustainable development related to hypothesis 2 on the outcome impact level). The contribution at impact level will look at any new employment opportunities created, and any new partnerships established and leading to an increase of opportunities for trade development as a result of the project objective. Finally, the project could indirectly contribute at the impact level to SDG 1 (no poverty as an effect of the project objective, in line with the logic: Module Objective (MO) → SDG 8 → SDG 1). The contribution of the project to the above-mentioned SDGs is corroborated by reference within the project offer to the development markers TD-2 (Trade Development; Handelsentwicklung) and AO-1 (Armutsorientierung; poverty orientation).

Hypotheses selected for contribution analysis: Following the requirements of GIZ central project evaluations, five hypotheses were identified and analysed through a contribution analysis (three at the output/outcome level and two at the outcome/impact level). The hypotheses were selected based on two criteria: 1) interest in the identified linkage, oriented on lessons learned/learning and/or good practice criteria and 2) feasibility of implementing the analysis in the given time frame. The three hypotheses on the output/outcome level are introduced and discussed in Section 4.4. The two hypotheses on the outcome/impact level are introduced and discussed in Section 4.5.

Risks: No risks were identified by the evaluators. Potential risks for validation of the contribution analysis hypotheses are explored in Section 4.4 and Section 4.5.

System boundary: The system boundary of the results model was defined based on the scope of the control of the project, i.e. results outside the system boundary are beyond the exclusive responsibility of the project and are affected by other factors, stakeholders and interventions in the respective countries. The results that lie outside the system boundary of the project are mostly dependent on external factors and/or other interventions. An example is the contribution of the project at the impact level to SDGs 1, 8, 12 and 17. In general, results linked to the reduction of poverty, the generation of employment, support for sustainable consumption and production, and establishment of partnerships lie outside the model's system boundary. These factors were examined in more detail as part of the contribution analysis.

Willingness of partners to provide inputs during the project implementation are also outside the system boundary and might vary from country to country of implementation. Furthermore, results that depend on the political climate and economic conditions of partner countries lie outside of the model's system boundary. The same is true for the extent to which both local and German/European companies were interested in the services provided by GBN, willing to engage in capacity-building activities and the extent to which they benefit from these services.

Potential interactions between social, economic, and environmental results: The project had a predominantly economic dimension, with the aim of developing new local cooperation formats and supporting companies with services in countries and sectors where there is potential for closer cooperation between business and development cooperation. Through its activities, the project could contribute to SDG 12 by increasing the knowledge and building the capacity of German/European and local companies. Furthermore, the project provided training on European Union (EU) environmental standards.

Concept updates: The project submitted six modification offers (Änderungsangebot in German) to amend its budget (for further details see Section 2.1). The amendments did not result in any changes to the project's content or procedures (GIZ, 2017a). The budget increase was requested by the project team and approved by BMZ with the purpose of extending the intervention to further partner countries. As a matter of fact, whereas the initial offer had foreseen implementing the project in six countries, by the time of the evaluation report, eight countries were involved and a ninth (Bangladesh) had just received its approval (January 2021). Eight international long-term experts were deployed within the Business & Cooperation Desk structures, four of them partially financed and integrated into the SI programme (Ethiopia, Rwanda, Senegal, and Ivory Coast).

The diagram illustrates the logic model for the result 'New employment opportunities created'. It is structured into several layers, with the central flow highlighted in red arrows. The layers are: Results, Impact level results, Module objective, Outputs, Hypotheses, and System boundary.

Results (Top):

- 1 NO POVERTY: Poverty rate is reduced
- 8 DECENT WORK AND ECONOMIC GROWTH: New employment opportunities are created
- 17 PARTNERSHIPS FOR THE GOALS: The new established partnerships increase opportunities for trade development

Module objective (MO): The cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions are improved.

Impact level results (C): German and European companies support developmentally relevant project initiatives in selected partner countries.

Outputs (B): Demand-oriented services offered by the Global Business Network in the selected partner countries are used by German/European companies and institutions.

Hypotheses (A): German Business & Cooperation Desks are established in selected partner countries for local and German/European companies and institutions.

System boundary (Bottom): The diagram is enclosed in a large oval, with various supporting results (R1-R20) and a legend on the left.

Supporting Results (R1-R20):

- R1: Adequate and flexible partners are identified
- R2: Suitable locations for support desks are identified
- R3: Best practices are identified and applied in other countries
- R4: A dialogue with partners from DIHK is in place
- R5: Activities that can be applied in other countries are identified
- R6: Capacity-building services were provided jointly with AHK networks
- R7: Diversification strategy of partners is in place
- R8: A competence centre is established
- R9: The most suitable clients are identified
- R10: Provision of support services to local companies (incubation programmes, trainings, capacity-building on applying for opportunities through develoPPP)
- R11: Increased capacities of GIZ personnel on cooperation with the private sector
- R12: Increased capacities of private sector associations
- R13: Integration of the private sector within government consultations
- R14: Increased institutional cooperation between private sector and development and cooperation (e.g., of events integrated within the Chamber of Commerce)
- R15: Knowledge of opportunities and challenges, local networks and instruments for companies is increased
- R16: A definition is in place with the purpose of correctly counting partnerships established in the framework of the project
- R17: Countries of implementation are adequately chosen / pre-defined (to ensure effectiveness)
- R18: Local companies have the know-how and the capacity needed to access the market
- R19: Concepts for projects initiatives are developed
- R20: Concepts for projects initiatives are approved

Legend (Left):

- Results
- Impact level results
- Module objective
- Outputs
- Hypotheses
- System boundary

3 Evaluability and evaluation process

This chapter aims to clarify the availability and quality of data and the process of the evaluation.

3.1 Evaluability: data availability and quality

This section covers the following aspects:

- availability of essential documents,
- monitoring and baseline data including partner data and
- secondary data.

Availability of essential documents

The project provided the evaluation team with a series of documents that formed the basis for this evaluation. These include the project proposal, the project's results logic, progress reports, a limited number of sectoral/technical documents and cost data documents. Several documents were missing, specifically the Peace and Conflict Assessment (PCA Matrix), gender analyses, environmental and climate assessments, safeguard and gender analysis and national strategies. The available documents, together with discussions and clarifications by the project team during the inception mission, provided the background information required for the evaluation.

Monitoring and baseline data including partner data

Project's monitoring system: The team monitored the progress made on output and outcome indicators via an ad-hoc 'GBN-Wirkungsmonitoring' Excel tool created by the project team and regularly updated by the team member responsible for the monitoring and evaluation tasks. Data was periodically collected from each project coordinator in the selected partner countries and fed into the document. Identified risks to the project were not monitored on a regular basis. Two satisfaction surveys using Askallo were carried out throughout the project to inquire about the satisfaction of partners and final beneficiaries. The **KOMPASS** procedure was not used, because, according to the feedback received from the project team, GBN did not need to use this tool. The existing monitoring data described above was considered a valuable source of information and the evaluation team used the project's monitoring data to a great extent. To mitigate any risk of survey fatigue, the evaluation team ensured they did not collect data that already existed.

Overall, the evaluators considered the efforts of the project adequate in terms of monitoring achievement of the indicators. However, room for improvement was also identified: for more comprehensive monitoring, the project would have benefitted from using the KOMPASS procedure and including details on assumptions and risks (e.g., that might be influenced by a fragile context in some of the selected countries of implementation) for the project results within the monitoring system.

Baseline data and analysis of project indicators: This evaluation followed a results-oriented approach for which the main focus was on assessing whether the indicators were ultimately fulfilled. The evaluators acknowledged the importance of knowing indicators' baseline values to conduct such an evaluation. Nevertheless, in the case of this project no baseline study was available; therefore, the project (planning) team decided to operate under the assumption that the baseline values were '0'. Based on the data available, the

evaluators could not gather any evidence to contradict this assumption. For this reason, the evaluator concluded that this procedure could be considered valid in the case of the project.

The project's indicators were mainly defined based on previous knowledge of the sector and exploratory missions that took place in the preparation phase preceding proposal writing. Both module indicators, as well as indicators A1, B1, B2, C1 and C2, were deliberately left undefined at the proposal stage (they were indicated as 'X'; e.g. for module indicator 1: '60% of x local companies and institutions in y selected partner countries supported by the project, 20% of which are headed by women, have entered into a cooperation with a German/European company/institution'). This was due to the limited amount of information available on, among others, the number of companies that would be interested in the services, and the intention was to clearly define these indicators during the first progress report/state of affairs (Sachstand in German). The indicators were subsequently defined in the second progress report based on the knowledge gathered during the project implementation. The project has not submitted a first progress report.

The evaluation team conducted a remote workshop with the GIZ project team, during which they jointly reflected on the project indicators. All indicators fulfil the so-called SMART principles (SMART: specific, measurable, achievable, relevant, and time-bound).

Partners' monitoring system and data: During the interviews with the project team, it became evident that the project's monitoring system did not rely on partner contributions. No evidence could be gathered by the evaluators on any negative impact this might have had on the project implementation.

Secondary data

Regional and/or national data: Based on the information gathered by the evaluators, the project relied mostly on its internal data. Secondary data on, for example, the number of partnerships established at the country level and specific project initiatives that were introduced was only available in some cases and provided by the GBN coordinators in Cambodia, Ivory Coast and Namibia that were involved in the data collection phase. This data was assessed as reliable and accurate by the evaluators.

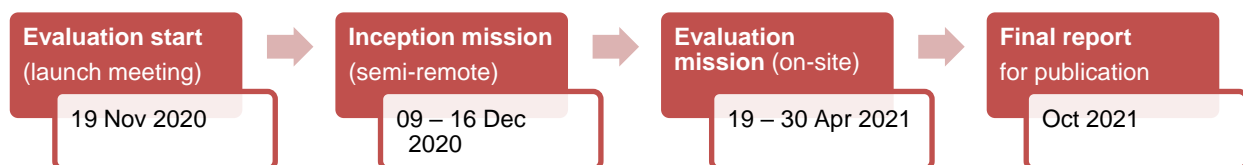
Other international and German implementing organisations: The project collaborated closely with other German development cooperation projects active in the same sector and exchanged data with, among others, DIHK, OAV, Sequa, the AHK in Ghana, Southern Africa and Myanmar, EuroCham in Cambodia, GTAI, SI Jobs and develoPPP. This included databases of contacts of companies and institutions in the selected partner countries, events and fairs organised, sectoral briefs and similar technical information. Furthermore, the 'Ease of Doing Business' World Bank index was used by the project team during the scoping phase to assess the potential of extending the intervention to new partner countries. There were no joint monitoring activities with other international implementing agencies or German development cooperation projects.

3.2 Evaluation process

This section covers the following aspects:

- milestones of the evaluation process,
- involvement of stakeholders,
- selection of interviewees,
- data analysis process,
- (semi-)remote evaluation and
- roles of international and local evaluators.

Figure 3: Milestones of the evaluation process



Involvement of stakeholders

The involvement of various stakeholders in the evaluation is central to the project evaluation. It strongly determines the success of the evaluation and acceptance of the evaluation findings and recommendations. During the inception mission, the evaluation team initiated an activity with key project team members to map crucial stakeholders of the project and discuss their involvement in the evaluation. The final decision on whom to involve in the evaluation was taken by the evaluation team considering (i) the importance of the stakeholder, (ii) value of (additional) information provided, and (iii) feasibility of inclusion within the time frame/evaluation mission schedule.

Data protection regulations limited the evaluators' access to information regarding companies that were advised by the project, resulting in the evaluators not being able to directly contact local and German/European companies. To reduce any information gaps and engage the direct target groups, the evaluation team applied a quantitative data collection method in the form of an online survey. The evaluators developed the survey items based on the theoretical framework of the 'Opportunity-Image model' (Mitchell and Shepherd, 2010).

The survey was programmed by the evaluators using online software. To guarantee full compliance with data protection regulations, the evaluators were not in direct contact with the survey's target group. The project team was in charge of distributing the survey directly to relevant companies and institutions. The survey results were analysed descriptively and inferentially using the statistical software IBM SPSS Statistics. At the inferential level, two tests were applied: a two-sample t-test (to compare two population means based on independent samples from two populations or groups) and a one-sample t-test (used to compare a single mean to a fixed number, in this case the value of the neutral middle category of the five-point Likert scale).

Selection of interviewees

During interviews with team members in the inception phase, key institutional actors to be interviewed were analysed and key criteria for selecting interviewees within the target group were identified:

- representativeness of the three countries (Cambodia, Ivory Coast and Namibia) chosen for in-depth assessments at the inception phase (GBN coordinators, public and private sector actors, partners and other development actors),
- gender distribution in the overall target groups and
- inclusion of GIZ management at the country level, when possible.

Overall, 38 people participated in interviews and 169 in the survey, as illustrated in Table 2.

Table 2: List of evaluation stakeholders and selected participants

Organisation/company/ target group	Overall number of persons involved in evaluation (including gender disaggregation)	No. of interview participants	No. of focus group participants	No. of workshop participants	No. of survey participants
Donors	1F, 0M	1F, 0M			
BMZ					
GIZ	13F, 8M	13F, 8M			
GIZ project team Germany and project team abroad, sectoral department, regional department Africa, SI Jobs, the online platform Leverist, develoPPP					
Direct target groups					169
Companies or institutions that were consulted by GBN on more than 10 occasions; companies or institutions that initiated cooperation projects after consultation with GBN; companies or institutions that were consulted by GBN at least once					
Indirect target groups	7F, 9M	7F, 7M			
Public sector actors	4F, 4M	4F, 4M			
IPD, EuroCham Cambodia, SES, GTAI					
Private sector actors	0F, 2M	0F, 2M			
DIHK, German African Business Association (Afrika Verein), OAV, Wirtschaftsnetzwerk Afrika					
Partners	3F, 3M	3F, 3M			
AHK Ghana, AHK Eastern Africa, AHK Southern Africa, AHK Myanmar					
Note: F = female; M = male					

Data analysis process

The evaluation team coherently followed data triangulation, i.e., using two or more methods for the verification of findings and results, to increase the credibility and validity of the findings. For efficient data management and analysis, the evaluation team compiled all qualitative findings from the documents and interviews by using qualitative data analysis software (MaxQDA®). In a first step, notes were taken during the actual interviews. The evaluation team used the paper and pencil technique to identify first insights and recommendations as the interviews progressed and added to these notes once the interviews were over, i.e. at the end of each day while impressions were still vivid. To analyse different data sources, a category system of the evaluation questions, as per the evaluation matrix, was developed. By doing so, information comprised from several data sources regarding a certain evaluation dimension could be retrieved, contrasted and findings summarised. Preliminary findings were then discussed with the project management during validation interviews.

Remote evaluation design

The Covid-19 pandemic has affected the way work procedures have been performed and often required (field) work to be conducted remotely. This evaluation was foreseen to take place on a fully remote basis in its Terms of Reference. The international evaluators have extensive experience of coordinating data collection with all stakeholders remotely. To help set up the processes for virtual data collection, the evaluation team could leverage Mainlevel's digital profile and make use of a variety of innovative collaboration and communication software, such as Microsoft Teams and Skype. Additionally, an online survey was successfully programmed to collect additional quantitative data. A methodical quality control of products was performed by the international consultants with the evaluation team leader checking the quality of the data and final reports and releasing the evaluation products.

Roles of international and local evaluators

Mainlevel's evaluation team consists of two international evaluators, Dr Felipe Isidor-Serrano as team leader and Bogdan Pavel as second international evaluator. The team leader oversaw the evaluation design and choice of instruments and quantitative evaluation tools and was in charge of the implementation of virtual interviews with the project team and stakeholders, as well as of drafting the presentations and reporting. The second international evaluator was responsible for compiling the schedules and arranging the interviews, participating in briefings and workshops, carrying out the desk study, and contributing to implementing qualitative tools for data collection and drafting the reports.

Selection of countries to be evaluated: While the activities of all eight implementing countries were the subject of evaluation, due to the limited time of the evaluation mission, the focus for in-depth assessments was put on three countries: Cambodia, Ivory Coast and Namibia.

Validation of results: A validation workshop with key team members was scheduled at the end of the evaluation mission via MS Teams. A presentation of the preliminary findings was given by the international evaluators, including an assessment of the contribution analysis, main challenges encountered and viable recommendations.

4 Assessment according to OECD/DAC criteria

In the following sections, information is provided on how the evaluation team evaluated the project against the OECD/DAC criteria. The following sections are to be considered in connection with the evaluation matrix. The tables show the respective section of the individual criteria.

Before diving into single criteria, the following general comments regarding the evaluation design, data collection methods and data analysis shall be made:

- The evaluators assessed elements of relevance, effectiveness, impact and sustainability (see Sections 4.2, 4.4, 4.5 and 4.7) through a quantitative data collection method in the format of an online survey. The survey items were developed based on the theoretical framework of the 'Opportunity-Image-Model' (Mitchell and Shepherd, 2010). The 'Opportunity-Image model' contributes to the understanding of factors influencing decisions, especially in uncertain situations, and describes cognitive processes as well as the main factors in decision-making situations. The model's assumption is that such processes are an interplay of images of opportunity and images of self (both being cognitive information structures that enable individuals to organise information, form expectations, make decisions and act accordingly). The 'Opportunity-Image-Model' defines various (person-independent) elements of images of opportunity, among them 'desirability' (potential gain or value attributed to a cooperation opportunity) and 'feasibility' (an individual's perception of having the necessary knowledge regarding a cooperation opportunity). Furthermore, the model defines (person-dependent) elements of self-images, among them 'capabilities'. The survey items were based on these aspects: for the effectiveness chapter, elements referring to the desirability and feasibility of an (cooperation relationship) opportunity were applied to develop tailored survey items while other items measured the extent to which stakeholders believe that their knowledge and skills were enhanced through the project's activities.
- The survey was sent to 936 people initially, but a failed delivery message was returned for 66 of them. Therefore, the final number of stakeholders actually reached was 870. Out of the 870 invitees, the survey was taken by 169 companies and/or institutions. Out of the 169 responses received, only 115 contained responses to the survey items; the other 54 were blank. Therefore, only 115 responses were considered valid (13.2% response rate). Of the respondents, 55% of companies and institutions were local, while 45% were German/European. Ideally, a selection framework for the recruitment of survey participants would have existed (such as different variants of sampling). The fact that local as well as German/European companies could decide on a voluntary basis and according to their own needs and prior experience whether to participate in the online survey could have led to self-selection effects, i.e. the systematic differentiation of survey participants from the population they come from. Self-selection can potentially jeopardise the representativeness of the results, as the probability of selection depends on individual characteristics of the respondents. When looking at the present survey results, it is therefore important to bear in mind that results could have been positively biased and that the online survey sample might not be representative of the local and German/European target population.
- Considering that a lot of effort went into capacity building as a prerequisite for compliance with sustainability standards and corporate social responsibility, the evaluation team also used the Kirkpatrick framework on evaluating training effectiveness to understand the changes induced by the project. Specifically, the evaluators developed additional questionnaire items based on levels 3 (behaviour) and 4 (results) (Kirkpatrick, 2016) and integrated them into the evaluation interview guidelines to assess the sustainability criterion (see Section 4.7).

4.1 Impact and sustainability of predecessor projects

No predecessor project exists; therefore, this was not the subject of evaluation.

Methodology for assessing predecessor project

Not applicable for this project.

4.2 Relevance

This section analyses and assesses the relevance of the Global Business Network (GBN) project.

Summarising assessment and rating of relevance

Table 3: Rating of OECD/DAC criterion: relevance

Criterion	Assessment dimension	Score and rating
Relevance	Alignment with policies and priorities	30 out of 30 points
	Alignment with the needs and capacities of the beneficiaries and stakeholders	24 out of 30 points
	Appropriateness of the design	17 out of 20 points
	Adaptability – response to change	19 out of 20 points
Relevance total score and rating		Score: 90 out of 100 points Rating: Level 2: successful

The analysis of the relevance criterion showed that the project aligned with relevant policies, priorities and strategic frameworks of the German federal government and the private sector representatives. According to the evidence gathered by the evaluators, the needs and capacities of the beneficiaries and stakeholders have been taken into consideration by the project. At the time of the evaluation, limited data was available concerning particularly disadvantaged groups and could thus not be integrated into the evaluation of the relevance criterion.

The design was considered appropriate as the project was seen as a reliable connecting actor between development cooperation and foreign trade promotion in the implementation countries. Room for improvement was also identified: the project's design did not include details on assumptions and risks for the project results, and a fragile context analysis in the selected partner countries was not part of its planning and implementation logic. A change that occurred was identified at the political level, which seems to have influenced the choice for locations where the GBN would operate. In terms of Covid-19, the uncertainty caused by the spread of the pandemic forced the GBN coordinators in Cambodia, Ivory Coast and Namibia to find innovative ways of further providing advisory services, and the project managed to do so successfully.

In total, the relevance of the project is rated as Level 2: successful, with 90 out of 100 points.

Analysis and assessment of relevance

Relevance dimension 1: Alignment with policies and priorities

The project's objective was to improve the cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions. The first dimension of the

relevance criterion aimed at analysing whether the project objective and aspired results (according to the defined results model) are in line with relevant strategic reference frameworks, at both national and international level and with relevant strategies of German development cooperation published by BMZ. The project was conceived with the main role of acting as an entry point for companies into German development cooperation and as a bridge between German development cooperation and private sector actors. Therefore, its design was mainly aligned with policies and of BMZ and other German actors, as evidenced in the paragraphs below. The only international frameworks referred to were BMZ's Agenda 2030 and the United Nations' SDGs.

The project is in line with BMZ's Agenda 2030 (Reformkonzept BMZ 2030). Specifically, the SDGs mentioned in the project design that are also considered core issues (Kernthemen in German) by Agenda 2030 are those referring to renewable energy and energy efficiency (SDG 7), private sector and financial system development, trade, and economic infrastructure (SDGs 8, 9 and 17).

Concerning SDG 17, the project was in line with the BMZ position paper 'Cooperation with the Private Sector in the Context of Development Cooperation' as well as the 'Sector Strategy for Private Sector Promotion', and in particular with the third promotion strategy, 'Building Competitive and Sustainable Economic Structures'.

Secondly, and as far as the selection of GBN sites is concerned, seven out of the eight implementation countries were based in Africa. The choice of countries was made by the project in close cooperation with relevant local development cooperation structures and supported by BMZ Division 110 and the relevant BMZ regional divisions. From its geographical focus and project objective, the project was closely aligned with the investment plan of the Marshall Plan with Africa (BMZ, 2017). As a matter of fact, point 4 of the so-called '10 starting points for a Marshall Plan with Africa' refers to the importance of engaging with the private sector and creating an attractive business environment within the African continent.

Thirdly, the project was aligned with the foreign trade-based agenda of the Federal Ministry for Economic Affairs and Energy (BMWi), DIHK and AHK. For example, before establishing a Business and Cooperation Desk in a selected partner country, an intensive dialogue was established between BMZ, BMWi, DIHK and relevant GIZ regional structures to ensure the most adequate set-up and operational structure for the desks.

Furthermore, the conceptual and strategic planning of the Business & Cooperation Desks was carried out in close cooperation with German development cooperation and foreign trade promotion actors, in particular the DIHK network, GTAI, German embassies and selected regional associations (especially the Africa Association and the East Asia Association).

Detailed preparation of the service portfolio of the desks was also carried out in close cooperation with the ExperTS programme and the EZ-Scout Programme, which complemented each other. Information services were coordinated with GTAI to provide information relevant to foreign trade and development cooperation on a broad scale (source: 'Project Final Report', INT_PROJ_01, 02, 03, 04). The project was thus aligned with the policies and priorities with the main stakeholders from the private sector area and enabled foreign trade promotion actors, such as DIHK and AHK, to have a point of contact in countries where one of their structures was not present (INT_PART_03, 04, 06, 07, 08).

The project team referred to the alignment of the GBN with the work of the Entwicklungsinvestitionsfonds (Development Investment Fund) and the Compact with Africa initiative, which was founded in 2017 under the German G20 presidency and aims to promote private investment and infrastructure development in reform-oriented African countries.

Overall, the evaluators concluded that the project is in line with national strategic reference frameworks and the objectives of the Agenda 2030. Therefore, the maximum score is given.

Relevance dimension 1 – Alignment with policies and priorities – scores **30 out of 30 points**.

Relevance dimension 2: Alignment with the needs and capacities of the beneficiaries and stakeholders

To understand the project's relevance for the target groups, perceptions were gathered through interviews and discussions. They were then triangulated with the assessed needs from the project documents and the results of the survey items developed for this dimension. The analysis follows the analytical questions from the evaluation matrix (see Annex).

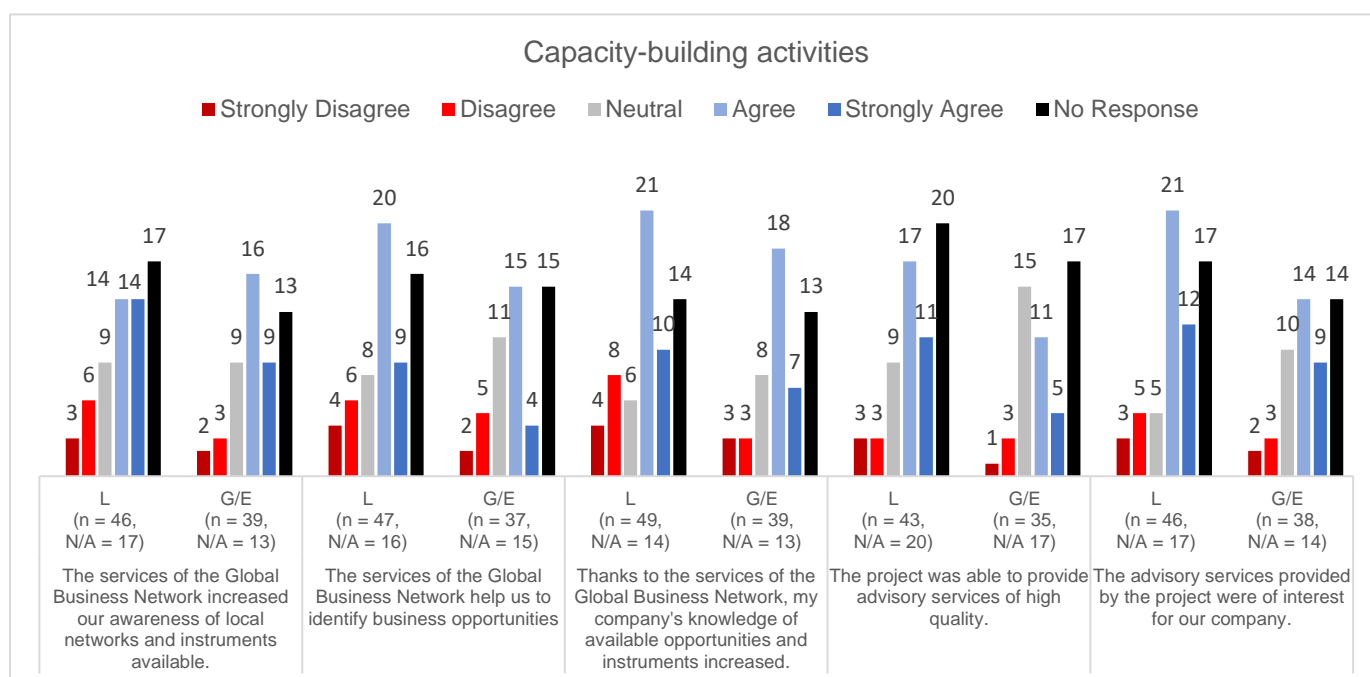
When analysing the needs and potential benefits of the project's target group, the project's main target groups were distinguished:

- Local and German/European companies and institutions that received services provided by the project (direct target group). Core needs comprised (i) increased knowledge of available instruments for cooperation, and/or ii) increased capacity to develop project initiatives and benefit from the potential of cooperation with other companies.
- Public and private sector actors (indirect target group). In the project rationale it was considered that these stakeholders could benefit from the establishment of dialogue with companies and institutions in Germany/Europe and/or the selected partner countries via the Business and Cooperation Desks.

The project team gave very positive feedback on the project's alignment with relevance dimension 2. The mere fact that there is an entry point for companies and institutions, both German/European and local, was considered by the team as an improvement compared to the situation before the project – when these actors had no contact point for engagement with the development cooperation sector.

To assess the alignment of the project with the needs and capacity of local and German/European companies and institutions, the evaluators developed five survey items on the relevance criterion and integrated them within the survey that was sent out to companies and institutions advised by the project. They were developed based on the theoretical framework of the 'Opportunity-Image-Model' (Mitchell and Shepherd, 2010) and focused on the above-mentioned core needs. The survey items and results are presented in Figure 4.

Figure 4: Survey results – relevance



1. **The services of the GBN increased our awareness of networks and instruments available.** *Results:* 28 (44%) local survey participants agreed or strongly agreed and 25 (48%) of the participating German/European companies and/or institutions agreed or strongly agreed. While 9 (14%) of the local companies gave a neutral answer, another 9 (14%) (strongly) disagreed with the statement. On the German/European company side, 9 (17%) companies gave a neutral answer, while 5 (10%) companies (strongly) disagreed with the statement.
2. **The services of the GBN help us to identify business opportunities.** *Results:* 29 (46%) local companies and/or institutions agreed or strongly agreed, compared with 19 (nearly 37%) German/European ones. While 8 (13%) of the local companies gave a neutral answer, 10 (16%) (strongly) disagreed with the statement. On the German/European company side, 11 (21%) companies gave a neutral answer, while 7 (13%) companies (strongly) disagreed with the statement.
3. **Thanks to the services of the GBN, my company's and/or institution's knowledge of available opportunities and instruments increased.** *Results:* 31 (49%) local companies and/or institutions agreed or strongly agreed compared with 25 (48%) German/European ones. While 6 (10%) of the local companies gave a neutral answer, 12 (19%) (strongly) disagreed with the statement. On the German/European company side, 8 (15%) companies gave a neutral answer, while 6 (12%) companies (strongly) disagreed with the statement.
4. **The project was able to provide advisory services of high quality.** *Results:* 28 (nearly 45%) local companies and/or institutions agreed or strongly agreed compared with 16 (31%) German/European ones. While 9 (14%) of the local companies gave a neutral answer, 6 (10%) (strongly) disagreed with the statement. On the German/European company side, 15 (29%) companies gave a neutral answer, while 4 (8%) companies (strongly) disagreed with the statement.
5. **The advisory services provided by the project were of interest for your company and/or institution.** *Results:* 33 (52%) local companies and/or institutions agreed or strongly agreed compared with 23 (44%) German/European ones. While 5 (8%) of the local companies gave a neutral answer, 8 (13%) (strongly) disagreed with the statement. On the German/European company side, 10 (19%) companies gave a neutral answer, while 5 (10%) companies (strongly) disagreed with the statement.

Concerning the items described above, a high number of neutral answers ('neither disagree nor agree') is striking (especially in the case of German/European response behaviour concerning item 'The project was able to provide advisory services of high quality') as well as an even higher number of non-responses, both on the local and German/European company side. These results indicate a generally high level of indecisiveness regarding the items presented. There are various reasons for such indecision, among them the possibility that the survey participants did not have enough experience to answer the questions at the time of the survey. This, as well as the potential self-selection effects already mentioned, endangers the representativeness of the survey data. Particularly careful data triangulation must therefore be carried out.

Interviews and discussions with public and private sector actors confirmed the project's relevance to a great extent. The main contributions of the GBN in line with their needs and capacity were as follows:

- The project was able to effectively channel the multiple programmes and instruments available from Germany and filter which could be applied and tailored to the local reality in the selected countries (INT_PART_01, 02, 03, 05, 08).
- The project provided services that local companies could not normally afford, such as through training on sustainable consumption, business integrity, sustainable supply chains and environmental standards, business conduct and corporate social responsibility. This was also reaffirmed by the project coordinators in Cambodia (e.g., to companies in the waste management and mango production sectors), in Namibia (e.g. to companies in the field of mining of tourmaline stones) and Ivory Coast (e.g. support to a network of companies working on introducing a technology to detect fake medicines) (INT_PROJ_01, 02, 04 and INT_PART_01, 02, 03, 05).
- The project helped raise awareness of the advantages of connecting local companies with German/European ones through development cooperation instruments, and by doing so also increased the visibility of public and private stakeholders operating on the ground in the selected partner countries (INT_PART_01).

A success story was mentioned by one of the project's private sector partners in Cambodia. Despite being initially sceptical about how a development and cooperation project could support a private sector organisation such as theirs, the project exceeded all expectations and successfully catered for its needs to reach out to companies, both local and German/European.

'The fact that the GBN shared the same office with our association was the key success factor to our collaboration: it allowed us to clearly divide our roles and responsibilities and align the development sector objectives with our business development objectives. Thanks to this project we understand better what development cooperation support is available, what different programmes exist and how we can bring the two sectors together: the joint activities we organised helped us in acquiring new members and over 100 companies showed their interest in 2020 alone!' – INT_PART_01

In terms of the policy of Leave No One Behind, a limitation identified by the evaluators was that particularly disadvantaged groups were not fully integrated in the project's implementation logic, but rather only sporadically. Disadvantaged women benefitted, for example, from training activities organised by the project in Ivory Coast. Nevertheless, comprehensive data on how the project met the needs of particularly disadvantaged groups was missing.

Photo 1: The project provided support to a network of companies working on introducing a technology to detect fake medicines in Ivory Coast. © GIZ



Overall, the evaluation team concluded that the needs of the stakeholders were adequately considered. The range of advisory services offered and the presence of project coordinators in the field was appreciated by all

stakeholders interviewed. The findings from the survey were considered confirmation that the needs and capacity of the direct target groups were adequately taken into consideration by the project. However, only 40% to 50% of both the local and the German/European target groups agreed or strongly agreed with the survey items. Furthermore, and as shown in Table 4, limited data was available concerning particularly disadvantaged groups and was only sporadically integrated in the project's approach. For this reason, the evaluators deducted six points from the assigned score.

Relevance dimension 2 – Alignment with the needs and capacities of the beneficiaries and stakeholders – scores **24 out of 30 points**.

Relevance dimension 3: Appropriateness of the design

The assessment of the appropriateness of the design was based on the revised results model (see above) as well as the capacity development strategy (GIZ, 2018) and interviews with the project team and private and public sector stakeholders. The analysis follows the analytical questions from the evaluation matrix (see Annex). The updated results model formed a solid base for the evaluation and contribution analysis.

The central assumption of the project was that improved access for German/European business to relevant market information and networks in selected partner countries would improve cooperation relations between German/European and local companies and organisations. This would ultimately contribute to a sustainable transfer of technologies and know-how towards the selected partner countries, where labour, environmental and social standards as well as access to foreign capital would also be improved.

To do so the GBN focused on selected partner countries in which cooperation with the German private sector was to be promoted from a development policy perspective. The Business & Cooperation Desk provided a contact structure for companies and institutions on the ground. A significant part of the work initially focused on raising awareness of the GBN approach within the German implementing organisations, among business associations and chambers, as well as in various federal ministries (in Germany and in the selected partner countries). The project cooperated very closely with the relevant AHKs on site: the GBN coordinators and AHK regional managers on site regularly coordinated with the aim of clarifying roles and responsibilities in the respective fields of action. This multi-level exchange between the project and the aforementioned actors served to elaborate a common position and desired interlinkage between development cooperation and foreign trade promotion.

Based on the project proposal and progress reports, the capacity development strategy of the project operated at the following levels:

- At the individual level, international management and networking skills of local enterprises and advisory service providers were expanded.
- At the organisational level, associations and business promotion institutions in the cooperation countries were encouraged to take on multiplier and advisory functions through organisational and marketing advice.
- The capacity for cooperation management of enterprises was supported through events, training and networking.

According to the project team, the design of the project was relevant and suitable for the project's objective. Before the project there was no contact point for German/European companies and institutions that might have been interested in learning more about development cooperation instruments available. Therefore, the project responded to a clear gap and offered advisory services aimed at increasing cooperation between the private sector and development cooperation.

Other stakeholders also confirmed the benefits of having 'business-minded' GBN coordinators on the ground that can act as a connecting 'bridge' between the needs and capacity of companies and institutions and the

reality on the ground in the selected partners countries (INT_PART_06, INT_Other_04). The role of coordinators was considered vital in this sense to identify and assess market opportunities and sectors of interest in each country, and approach companies active in these sectors. Once contact was established, the coordinators acted as a point of contact through which companies could count on great added-value support: German/European companies were guided in the process of identifying adequate local partners and networking with them (e.g. through fairs and delegation trips before the Covid-19 pandemic, and virtual 'fairs' and webinars following the spread of the pandemic), and local companies benefitted from capacity-building activities aimed at training on EU production, regulatory, environmental and other standards necessary to comply with partnership requirements with German/European companies (Source: 'Project Final Report', INT_PROJ_01, 02, 04, 05 and INT_PART_02, 03, 04, 05, 07, 08).

Overall, the evaluation team concluded that the project's design was very appropriate due to its realistic, practical and needs-oriented approach in establishing itself as a reliable connecting actor between development cooperation and foreign trade promotion in eight selected partner countries over a short period of time. Nevertheless, three points were deducted as the project design seems to i) have overlooked including details on assumptions and risks for the project results, and ii) not have included the fragile context in its planning and implementation logic in the selected partner countries marked as yellow and red by GIZ's security assessment (Ethiopia, Rwanda, Cambodia, Ivory Coast, Uganda and Bangladesh are yellow, and Cameroon is red). Only three points were deducted as the project team in Germany and project coordinators in the field were in constant contact with the risk management offices and GIZ bilateral offices on the ground to avoid any potential risk that might have affected their work (INT_PROJ_01, 02, 03, 04, 05).

Relevance dimension 3 – Appropriateness of the design – scores **17 out of 20 points**.

Relevance dimension 4: Adaptability – response to change

The assessment was based on change offers (see Section 2.1 for further details), the yearly progress reports (2019, 2020) and interviews with the project management and GBN coordinators. The analysis follows the analytical questions from the evaluation matrix (see Annex).

A change that occurred at the political level was mentioned by the project team, namely the change in BMZ's 2030 Agenda towards Africa which occurred after the project had started being implemented. Whereas at the beginning it was foreseen that the project would focus on both Africa and Asia (see project proposal), the shift in the political agenda influenced the choice for locations where the project would operate and limited it predominantly to Africa (with the only exception being Cambodia as the location had been already approved by BMZ at the time of the change). The project team mentioned that at times this did not fully match with the interests of German/European companies and institutions which had an increased interest in other geographical regions. No further evidence was available on how this change affected the project, and the evaluators assessed that the project's adaptability allowed it to identify and select jointly with BMZ adequate partner countries in Africa.

Similarly to many projects, the surge of the Covid-19 pandemic affected the organisation of events and capacity-building activities and shifted them from an in-person to a virtual format. This especially affected the number of German/European companies and institutions that could be reached out to and that could

Photo 2: Following the spread of the Covid-19 pandemic, the project conducted many of its activities remotely. Here is a screenshot of a webinar coordinated by the GBN desk in Namibia. © GIZ



visit the selected partner countries, and thus the number of matches made between companies and institutions. In Cambodia, for example, a collaboration between the GBN and the SES programme was not possible any more as companies interested in receiving training services from the GBN and SES could not travel. Due to the pandemic, seven of the eight GBN coordinators were based remotely for several months. Special funds provided by the BMZ (amounting to EUR 116,000) made it possible to implement targeted measures to deal with or adapt to the Covid-19-related challenges in the partner countries (see 'Project Final Progress Report').

However, positive factors could also be identified:

- In Ivory Coast the pandemic was catalytic for GBN's collaboration with develoPPP: the project successfully ran specific 'Covid-19 calls' and launched their first projects directly addressing the Covid-19 emergency and its impacts.
- In Namibia, no interruption in the planned activities occurred because of the pandemic and various webinars were coordinated by the GBN with different stakeholders.
- In Cambodia, despite Covid-19, activities could continue in important areas of work, such as consumer protection, renewable energy and waste management. Moreover, additional funds were allocated due to the pandemic. This allowed for more flexibility in implementing certain activities, for example in setting up a sustainable Sourcing Desk in collaboration with EuroCham financed by these additional funds, which further generated demand on the private sector side. Representatives from sequa/IPD and OAV also mentioned that the remote events and training organised by GBN were of high quality and positively rated the collaboration with GBN.

Overall, in the three countries closely evaluated (and in the rest of the GBN countries as well), the uncertainty caused by the spread of the pandemic forced the project to find innovative ways of providing advisory services, and the project managed to successfully do so.

The evaluation team concluded that the project remained flexible and was able to carry out most of its activities despite the above-mentioned changes. As a consequence of Covid-19, a certain loss in terms of German/European companies and institutions that the project could reach out to occurred, and this impacted the achievement of module indicator 1 (see dimension 1 in Section 4.4 for further details). Despite the changes brought about by Covid-19, the project team did not take any initiative to adapt module indicator 1. For this reason, one point was deducted from the score.

Relevance dimension 4 – Adaptability – response to change – scores **19 out of 20 points**.

Methodology for assessing relevance

Table 4: Methodology for assessing OECD/DAC criterion: relevance

Relevance assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Alignment with policies and priorities	Comparison of objectives and goals between project and frameworks. <u>Data sources:</u> <ul style="list-style-type: none"> • project proposal, • Zusammenarbeit mit der Wirtschaft (ZmW) Orientierungspapier and • project progress reports. 	Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex). Empirical methods: Documents review and criteria-led analysis.	No limitations.
Alignment with the needs and capacities of the beneficiaries and stakeholders	Perception of direct and indirect target groups.	Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex). Empirical methods: Document analysis, interviews (and focus group discussions if necessary).	Limited data available concerning particularly disadvantaged groups (e.g., gender component).
Appropriateness of the design*	<ul style="list-style-type: none"> • Results model (including results hypotheses and indicators). • Capacity development strategy. • Analysis of synergies and trade-offs. 	Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex). Empirical methods: Document analysis and interviews.	Accessibility of data: <ul style="list-style-type: none"> • Project's design did not include details on assumptions and risks. • Fragile context analysis was not available.
Adaptability – response to change	Six amendments to the initial offer.	Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex). Empirical methods: Document analysis and interviews.	No limitations.

* The project design encompasses the project's objective and theory of change (GIZ results model, graphic illustration and narrative results hypotheses) with outputs, activities, instruments and results hypotheses as well as the implementation strategy (e.g., methodological approach, capacity development strategy, results hypotheses).

4.3 Coherence

This section analyses and assesses the coherence of the project. It is structured according to the assessment dimensions in the GIZ project **evaluation matrix** (see Annex).

Summarising assessment and rating of coherence

Table 5: Rating of OECD/DAC criterion: coherence

Criterion	Assessment dimension	Score and rating
Coherence	Internal coherence	48 out of 50 points
	External coherence	45 out of 50 points
Coherence score and rating		Score: 83 out of 100 points Rating: Level 2: successful

In terms of internal coherence, the project has identified synergies based on available opportunities for collaboration with other German development cooperation programmes and instruments. The coordination and communication with the latter, as well as with GIZ bilateral projects, where available, was efficient and well set up, especially considering the rather short period since the GBN Business & Cooperation Desks were established. Synergies were established and in only one case was mention made about a risk of duplication of efforts in the initial phase of the project (in Ivory Coast between the GBN and the German Chambers of Commerce). When it comes to external coherence, in only a few cases did the project manage to identify viable synergies with other partners, donors and international organisations, especially European ones. Nevertheless, sufficient evidence was not available to determine whether this was due to a lack of initiative from the project or an external factor, such as short implementation time or an unfavourable context in the selected partner countries. Overall, the project's coherence was assessed as highly successful.

In total, the coherence of the project is rated as Level 2: successful, with 83 out of 100 points.

Analysis and assessment of coherence

Coherence dimension 1: Internal coherence

Internal coherence addresses the synergies and division of tasks between the German development cooperation interventions and also the intervention's consistency with the relevant international norms and standards to which German development cooperation adheres. The assessment was based on interviews with GBN coordinators and partners from other German development cooperation instruments, as well as programme documents (GIZ, 2017b). The analysis follows the analytical questions from the evaluation matrix (see Annex). Furthermore, key stakeholders interviewed during the inception mission suggested additional knowledge interests should be evaluated concerning coherence, such as synergies established, duplication of efforts and recommendations on how to improve the cooperation relations in the future.

The evaluation team analysed the project progress reports and available technical documents and discussed the internal coherence with the project team and relevant partners. The project has established numerous synergies with actors from both German development cooperation and foreign trade promotion and complemented their efforts to provide advisory services to companies and institutions. These include the develoPPP programme, GTAI, country associations (especially the Africa Association and the East Asia Association), the AHK network, Business Network Africa funded by the BMWi, the German Agency for Economic and Development Affairs, SI Jobs, EZ-Scouts, ExperTS, Leverist and SES.

According to interviews with the project team, the GBN was well integrated in the GIZ portfolio 'cooperation with the private sector' in all implementation countries. A clear example of this is the close integration with SI Jobs: in some countries, such as Ivory Coast, the GBN was in place before SI Jobs, and therefore the lessons learned could be fed into the SI Jobs project design.

A representative from Leverist, an online platform established by GIZ to facilitate collaboration between the private sector and development cooperation, mentioned the added value of having the GBN in the field as a 'middle person' between the development cooperation instruments available and the companies. A clear example of the role it played is that one-fifth of the total business opportunities advertised on leverist.de came from the GBN (66 out of 300).

In **Cambodia** processes were put into place to ensure a clarity of roles and responsibilities. According to the in-country GBN coordinator, regular meetings were organised with the main development cooperation and foreign trade promotion partners; this helped clearly establish the GBN mandate in Cambodia. Among others in 2019, a market guide in the series 'New Markets – New Opportunities' for Cambodia as a business location was produced in cooperation with the EZ-Scouts programme and GTAI. Furthermore, the GBN coordinator conducted several delegation trips and information events in collaboration with chambers of commerce and industry, and sector associations from the German economy.

The GBN was seen as an important partner by the AHK in Myanmar (INT_PART_02). Given its presence in Cambodia, the AHK could benefit from GBN's unique advantage of access to data on elements such as the local market opportunities, databases of local companies and associations, and sectoral briefs.

The contact person for develoPPP in Cambodia had only recently started in the position at the time of the evaluation and could therefore not provide a thorough assessment of the collaboration with the GBN.

In **Ivory Coast**, the project closely collaborated with the SI Jobs programme. The GBN and SI Jobs coordinators in the field both referred to the joint and coordinated efforts made to improve access to information on the business environment and specific economic sectors that are potentially attractive for investment and job creation. As some of the GBN coordinator's tasks overlap with certain fields of action of SI Jobs (e.g. business outreach), it was agreed that 49% of the coordinator's personnel costs would be financed by SI Jobs. Consequently, the GBN desk in Ivory Coast also functioned as a business support desk for SI Jobs (source: 'Project Final Progress Report').

Furthermore, the GBN desk in Ivory Coast held various events in cooperation with the Chambers of Commerce and Industry in Ghana and Nigeria and the GBN desk in Senegal (a webinar series, a digital matchmaking event in the agribusiness sector, two virtual delegation trips on waste disposal and education and training, and a virtual event on business potential in West Africa). As a result of the collaboration between the GBN desk and the German Embassy in Abidjan, a joint website was created that has been providing an overview of the numerous offers to the business community since 2019.

The develoPPP contact person in Ivory Coast confirmed the synergy and clear distribution of responsibilities with the GBN. In particular, the presence in the same office and good working relations favoured the proximity between the two instruments and led to the initiation of a develoPPP project with the French company Orange.

For the AHK in Ghana responsible for also covering Ivory Coast, the collaboration with the project was close when business delegation trips were organised to Ivory Coast. Nevertheless, the AHK in Ghana also mentioned how at times in the initial phase of the project it was unclear for companies who was the right contact point – whether the AHK or the GBN. Discussions were therefore held with GBN on how to clearly provide information on the different mandates of the two actors and clarity on the roles was reached.

In Namibia, the GBN worked closely with GIZ's bilateral portfolio, especially in the sustainable economic development sector (Nachhaltige Wirtschaftsentwicklung), such as with the Promotion of Business Advisory and Economic Transformation Services (ProBATS), and the Start-Up Namibia projects. For example, in the framework of the ProBATS project implemented with the Ministry of Trade and Industrialisation, where the GBN office also resides, joint planning meetings were held between the bilateral project and the GBN, and synergies were established on how to jointly coordinate outreach activities for local companies. A ProBATS appraisal mission is scheduled in 2021, and the GIZ office will recommend integrating good practices from GBN and any relevant findings from the GBN evaluation into their planning.

Furthermore, the GBN coordinator exchanged regularly with the German embassy in Namibia, established contacts between local companies and KfW, supported business delegation trips to Namibia and Germany, and advised on instruments from DEG.

The representative from the AHK in Southern Africa confirmed the close collaboration and exchanges with the GBN coordinator and stated that having a contact person in the field is an added value in terms of knowledge of the market opportunities and establishing a network with local actors. The job done by the GBN was assessed to be very good when it came to providing support with raising awareness on available cooperation tools and formats.

Representatives from the German African Business Association (Afrika Verein) and develoPPP Namibia were not available for interview at the time of the evaluation, therefore additional perspectives on their collaboration with the GBN could not be gathered.

'The support provided by the GBN [in Namibia] was good and reliable. Having colleagues in the field that are very knowledgeable on cooperation with private sector is very useful for other colleagues at GIZ. I remember how, in the case of a project that worked with local artists in Namibia, the GBN coordinator supported us throughout the entire matchmaking process, and followed up when the match was made, to make sure that the communication was clear and effective.' – INT_Other_01

Overall, the evaluation team concluded that the project managed to identify synergies based on available opportunities for collaboration with other German development cooperation programmes and instruments. The coordination and communication with the latter, as well as with GIZ's bilateral projects where available, was assessed as efficient and well set up, especially considering the rather short period since the GBN Business & Cooperation Desks were established. Synergies were established and in only one case was mention made about a risk of a duplication of efforts in the initial phase of the project (in Ivory Coast between the GBN and the German Chambers of Commerce). Therefore, the evaluation team deducted two points from the internal coherence score.

Coherence dimension 1 – Internal coherence – scores **48 out of 50 points**.

Coherence dimension 2: External coherence

External coherence considers the intervention's complementarity, harmonisation and coordination with the interventions of other partners, donors and international organisations. The criterion relates both to the intervention's design and to the results achieved. The assessment was based on interviews with external development cooperation projects and stakeholders. The analysis follows the analytical questions from the evaluation matrix (see Annex).

According to the 'Project Final Progress Report', the project was only integrated to a limited extent into the programmes and structures of a partner country (e.g. into the Namibian Ministry, EuroCham and the Working Group of the German Business Group in Cambodia). Nevertheless, the project remained active in communicating and exchanging with international stakeholders on an operational level.

In **Cambodia** the GBN integrated into the EuroCham office and close synergies have been established since the very beginning. The GBN coordinator was based in the office structure of EuroCham and closely

collaborated with the EuroCham team and could thus benefit from direct access to companies and private sector associations collaborating with the latter, including the Cambodian Chamber of Commerce and the Young Entrepreneurs Association. The two actors jointly collaborated on the publication of sector briefs and the establishment of a Sourcing Desk at EuroCham Cambodia, and the GBN project could benefit from a sub-section on the EuroCham Invest in Cambodia website.

Secondly, synergies were established with the Swiss Agency for Development and Cooperation in a joint activity to create an overview of support services offered by European development cooperation to the private sector. Furthermore, the GBN coordinator established contacts with the EU Delegation to Cambodia, the latter being interested in whether the GBN approach could be scaled up on the European level. In the framework of the evaluation of the grant provided by the EU to EuroCham, it was recommended that this approach is scaled up (INT_PROJ_04).

Regular exchanges with the EU Delegation also occurred in **Namibia**, where the potential to set up an EU chamber is under consideration. Furthermore, in 2020 the EU ambassador invited the GBN coordinator in Namibia, as a GIZ representative, to attend a workshop held by the EU on post-Covid support measures. No further attempts to coordinate with the interventions of other partners, donors and international organisations were mentioned in **Ivory Coast**.

Overall, only in a few cases did the project manage to identify viable synergies with other partners, donors and international organisations, especially European ones. Nevertheless, sufficient evidence was not available to determine whether this was due to a lack of initiative from the project or to external factors such as short implementation time or an unfavourable context in the selected partner countries. Therefore, the evaluation team only deducted five points from the external coherence score.

Coherence dimension 2 – External coherence – scores **35 out of 50 points**.

Methodology for assessing coherence

Table 6: Methodology for assessing OECD/DAC criterion: coherence

Coherence assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Internal coherence	<ul style="list-style-type: none"> Theory of change: collaboration with EZ-Scouts, ExperTS, SI Jobs, develoPPP, sector programme ZmW-leverist. Feedback from interview partners. 	<p>Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex).</p> <p>Empirical methods: Interviews.</p>	No foreseen limitations.
External coherence	<ul style="list-style-type: none"> Explore the extent of collaboration and synergies with other donors and international partners. 	<p>Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex).</p> <p>Empirical methods: Interviews.</p>	No foreseen limitations.

4.4 Effectiveness

This section analyses and assesses the effectiveness of the project. It is structured according to the assessment dimensions in the GLZ project evaluation matrix (see Annex 1).

Summarising assessment and rating of effectiveness

Table 7: Rating of OECD/DAC criterion: effectiveness

Criterion	Assessment dimension	Score and rating
Effectiveness	Achievement of the (intended) objectives	18 out of 30 points
	Contribution to achievement of objectives	20 out of 30 points
	Quality of implementation	15 out of 20 points
	Unintended results	20 out of 20 points
Effectiveness score and rating		Score: 73 out of 100 points Rating: Level 3: moderately successful

The evaluators identified a few deficiencies with respect to achieving the Module Objective Indicators (MOIs): while indicator 1 was almost fully achieved, indicator 2's achievement was very poor compared to the targeted value. Despite not having been fully met, it is understood that the conditions required to be in place for the first indicator did not fully depend on the project but were closely tied to several other external factors. Similarly, for indicator 2 the project could not directly influence the geographical origin of companies and institutions using its services and Covid-19 lowered the number of German/European companies and institutions that could use GBN's services. To obviate the challenges posed by the two indicators, the project team could have considered requesting an amendment of the indicator by adapting the indicator's target value to a more realistic number.

Contribution analyses allowed for more detailed examination of the effectiveness of the project. Based on the available evidence from the survey and interviews conducted, hypotheses 1 and 2 could be only partially confirmed, while hypothesis 3 could not be confirmed. The quality of implementation was deemed adequate in terms of operational set-up. The Capacity WORKS instrument was not used by the project, nor were unintended results integrated within the monitoring system. None of the interviewed stakeholders reported any unintended positive or negative results.

In total, the effectiveness of the project is rated Level 3: moderately successful, with 73 out of 100 points.

Analysis and assessment of effectiveness

Effectiveness dimension 1: Achievement of the (intended) objectives

As a first step, the evaluation team assessed to what extent the agreed project objective (outcome) has been achieved, measured against the objective indicators. This required a comparison between the current status and the targets of the outcome indicators. The evaluation team built on monitoring data as well as further primary data sources. During a qualitative content analysis, key project documents as well as relevant external documents were reviewed and examined for evidence regarding the indicators. The evaluation team further collected and triangulated perceptions from key stakeholders, including (i) the project team management and GBN coordinators in the field, and (ii) key partners and further project stakeholders.

All indicators fulfil the SMART criteria, no adaptation was needed, and no further indicators were added. Table 8 provides an overview of the indicator achievement including base, current and target values. Further details are provided below.

As mentioned in Section 3.1, there was no baseline study available for the project at the beginning of the project. Consequently, the project team considered the baseline values as 0 for all the indicators. The target values were only clearly defined at a later stage during the first project progress report.

MOI1: 60% of 300 (i.e., 180) local enterprises and institutions in eight selected partner countries supported by the project, 20% of which are led by women, have entered into cooperation with a German/European enterprise/institution.

According to the project's proposal and final report, in the context of the project, cooperation was intended as the establishment of contacts with relevant partners. This included, for example, referring enquiries from local enterprises and institutions to the develoPPP programme, potential business partners, IPD or regional AHKs for further processing, as well as providing advice and project support to local companies within the framework of BMZ funding programmes.

A total of 501 local companies and institutions were advised on cooperation opportunities, including BMZ funding instruments, and on potential cooperation with German/European partners. Of these 501 actors, 169 entered cooperation with enterprises/institutions in Germany/Europe (94% of the target value). Out of these 169 local enterprises and institutions, 15% had at least one female lead member (the project documents defined this as 'female leader' (weibliches Führungsmitglied); to our understanding, therefore, this included being a female board member, owner and/or chief executive officer). Therefore, the indicator was **not fully met**.

From the analysis of the 'Project Final Report', it could be inferred that for a local enterprise and institution to enter cooperation with a German/European enterprise/institution, an investment decision needed to be approved. Such a decision depended on a series of factors, such as the respective legal framework in the partner countries, which sectors allow for foreign direct investment, and the minimum investment amount. In some cases, these framework conditions impeded the cooperation between local and German/European stakeholders from being concluded within the project's time frame. Ultimately the investment decision depended on whether the financing entities decided to finance the project initiatives that would allow for the above-mentioned cooperation to start (see 'Project Final Progress Report'). These findings have been confirmed in interviews with the GIZ project team in Germany and the GBN coordinators based in Cambodia, Ivory Coast and Namibia (INT_PROJ_01, 02, 03, 04, 05).

Therefore, the evaluators assessed the work of the project in respect to MOI1 positively. Despite the indicator not having been fully met, it is understood that the conditions required for the cooperation to be set up did not fully depend on the project but were closely tied to several other external factors. The same applied to the percentage of local enterprises and institutions that were led by women as the decision as to which companies would obtain a favourable investment decision (and the gender of their leadership) was not under the control of the project. To obviate these two challenges and enable the project to reach MOI1, the project team could have considered requesting an amendment of the indicator by adapting the indicator's target value to a more realistic number. Based on the project's documents and interviews, the evaluators gathered that such an amendment had not been considered.

MOI2: 60% of 800 German/European companies and institutions that have used the services offered by the GBN or the Business & Cooperation Desks rate them on a scale of 1–5 as useful for a) initiating contact with local companies, or b) concluding cooperation agreements with local companies and institutions in selected partner countries.

The target of 800 German/European companies and institutions set for the indicator could not be reached. At the time when this target value was agreed upon, it was not foreseeable that the Covid-19 pandemic would spread and negatively impact the capacity of German/European companies for new business and development projects in foreign markets. During the project period, 561 companies which had their headquarters in Germany or Europe were advised directly by the GBN coordinators. In total 1,124 companies and institutions were consulted.

To monitor client satisfaction, two centralised anonymous satisfaction surveys were conducted by the project team via Askallo in 2019 and 2020. A total of 413 companies and institutions (out of this 561) were asked for their feedback, with 217 in 2019 and 196 in 2020, of which 112 participated (41 in 2019 and 71 in 2020). A total of 148 German/European companies could not be invited to participate due to missing/malfunctioning email addresses. According to the 'Project Final Report' and interviews with the project team, the difference between the above-mentioned 561 German/European clients who received direct GBN counselling and the figure of 413 was partly due to the fact that individual email addresses were not documented or were documented incorrectly, and, to a lesser extent, to the fact that the second survey was conducted before the end of the project, thus new client contacts acquired after the start of the survey could no longer be considered.

In the first survey, 60.5% of respondents rated question a) on the usefulness of the GBN consultation for initiating contact with local partners as 'useful' (14 out of 38 respondents) or 'very useful' (9 out of 38 respondents).

For question b) on the usefulness of GBN advice for concluding cooperation agreements with local partners, 56% answered with 'useful' (13 out of 34 respondents) or 'very useful' (6 out of 34 respondents).

In the second survey, question a) was answered with 'useful' (23 respondents) or 'very useful' (22 respondents) by 63.4% of the participants, while question b) was answered with 'useful' (21 respondents) or 'very useful' (15 respondents) in 50.7% of the cases.

In both surveys, at least one of the questions specified by the indicator (question a in both cases) was rated as useful by at least 60% of the participants. Specifically, 62.34% is the weighted average of the total 112 companies that participated in the surveys who were satisfied/very satisfied (ratings of 4 or 5). The project team therefore considered the indicator as fulfilled in the 'Project Final Report' (62.34% corresponds to a 104% indicator achievement).

At this point the evaluators want to highlight that the rating, despite being above the 60% requested by the indicator, is based on a sample of respondents significantly lower than requested: only 561 companies and institutions that used GBN's services were German/European while only 112 responded to the project's surveys compared to the 800 mentioned by the indicator. This means that instead of 60% of 800 German/European companies and institutions only 60% of 112 German/European companies and institutions assessed the services as (very) useful. This can be taken as a lower-bound estimate for the indicator achievement rate, thus 14% (112 out of 800) provided clear evidence in this regard. As an upper-bound estimate one could extrapolate from the 112 respondents to the 561 German/European recipients of the advisory services and assume an indicator achievement rate of 70% (561 out of 800). However, it seems plausible that the truth lies somewhere in-between as survey results are likely to be upward-biased given self-selection and social desirability.

On a different note, the partial achievement of the indicator was arguably due to several limitations and external challenges that the project encountered. Firstly, there was a framework challenge as the project could not directly influence the geographical origin of companies and institutions using its services, i.e. whether they were German/European or local. Secondly, Covid-19 has understandably affected the number of German/European companies and institutions that could use GBN's services. While acknowledging these

limitations, the evaluators' assessment is that MOI2 cannot be assessed as fulfilled. The sample of companies and institutions is largely inferior to the one requested to validate the indicator. As was the case for MOI1, the project team could have considered requesting an amendment of the indicator. By presenting a clear picture of the challenges on the ground, the project could have justified such a request and adapted the indicator's target value to a realistic number. Based on project documents and interviews, the evaluators gathered that such an amendment had not been considered.

Table 8: Assessed and adapted objective indicators for specific modules (outcome level)

Project's objective indicator according to the (last change) offer	Assessment according to SMART criteria	Specified objective indicator (only if necessary, for measurement or understanding)
<p>1. 60% of 300 (i.e. 180) local enterprises and institutions in eight selected partner countries supported by the project, 20% of which are led by women, have entered into cooperation with a German/European enterprise/institution.</p> <p>Base value (2017): 0 Target value (2018): 180 (20% led by women) Current value (Q4 2020): 169 (15% led by women) Source: <i>Project documentation, Progress report 03–04/2021</i></p>	The indicator fulfils all SMART criteria.	<ul style="list-style-type: none"> No adaptation was requested by the project. Nevertheless, the evaluators assessed that an amendment of the target value could have been considered given the limitations incurred by the project.
<p>2. 60% of 800 German/European companies and institutions that have used the services offered by the GBN or the Business & Cooperation Desks rate them on a scale of 1–5 as useful for a) initiating contact with local companies, or b) concluding cooperation agreements with local companies and institutions in selected partner countries.</p> <p>Base value (2017): 0 Target value (2018): 480 Current value (Q4 2020): 62.34% Source: <i>Surveys conducted by GBN, Progress report 03–04/2021</i></p>	The indicator fulfils all SMART criteria.	<ul style="list-style-type: none"> No adaptation was requested by the project. Nevertheless, the evaluators assessed that an amendment of the target value could have been considered given the limitations incurred by the project. The target of 800 German/European companies and institutions set for the indicator could not be reached as a consequence of Covid-19. The indicator's achievement was therefore assessed based on the 112 companies and institutions that responded to the surveys operated by GBN, instead of the initially planned 800.

Overall, the project has done work on activities related to both MOIs. Nevertheless, the evaluators concluded that MOI1 and MOI2 cannot be considered wholly fulfilled due to the challenges discussed in the above paragraphs. A potential solution for the project team to face these challenges could have been to request an amendment of the indicators' target values. Nevertheless, evidence could not be gathered on any attempt of the project to do so. Having considered the indicators' achievement and mindful of the external challenges that affected the latter, the evaluation team opted to decrease the score for this dimension by 12 points.

Effectiveness dimension 1 – Achievement of the (intended) objectives – scores **18 out of 30 points**.

Effectiveness dimension 2: Contribution to achievement of objectives

In this section, the chosen results hypotheses for the contribution analysis are scrutinised to illustrate how outputs contributed to project outcomes. Following Mayne (2012), the validated results model including risks and assumptions guided the analysis. The evaluation team together with the project management identified

three causal links from output to objective during the inception mission. Evidence for the underlying hypotheses was then collected through a mixed methods approach based on primary data from a survey distributed to the direct target group and triangulated, when possible, with findings from interviews. This is an important caveat to be mindful of when reading the evaluators' contribution analysis, as in many cases it was not possible to gather data to confirm or refute the three effectiveness hypotheses from semi-structured interviews. This limited the assessment to evidence entirely gathered through the survey.

Findings were compiled in a contribution story to find plausible explanations for either confirming or rejecting the chosen hypotheses.

When examining hypotheses within the effectiveness criterion, the theoretical framework of the 'Opportunity-Image model' (Mitchell and Shepherd, 2010) was examined. For the effectiveness chapter specifically, elements of the model referring to the 'desirability' of an opportunity (potential gain or value attributed to a cooperation opportunity) and its 'feasibility' (an individual's perception of having the necessary knowledge regarding a cooperation opportunity) were applied to develop tailored survey items.

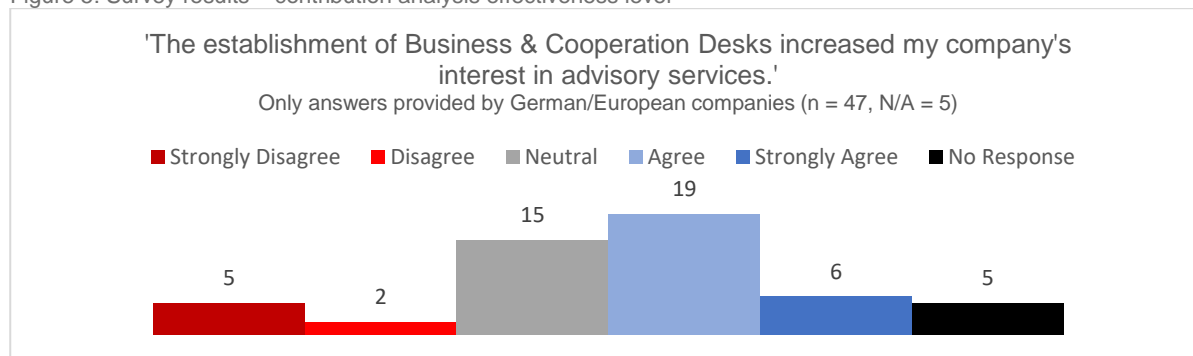
Table 9: Selected results for hypothesis 1 for effectiveness

Hypothesis 1 (activity – output – outcome)	The activities that contributed to setting up Business & Cooperation Desks in selected partner countries provided the basis for German/European companies and institutions to use demand-oriented services provided by the latter (output A – output B).
Main assumption	The establishment of the Business & Cooperation Desks in partner countries contributes to German/European companies being interested in the advisory services offered by the project.
Risks/unintended results	<u>Potential risks:</u> German/European companies may not be interested in the advisory services offered by the Business & Cooperation Desks.
Confirmed/partly confirmed/not confirmed	Partly confirmed.

The first hypothesis of the contribution analysis examined the pathway of change of activities under output A (establishment of Business & Cooperation Desks) contributing to German/European companies being interested in the advisory services offered by the project (output B).

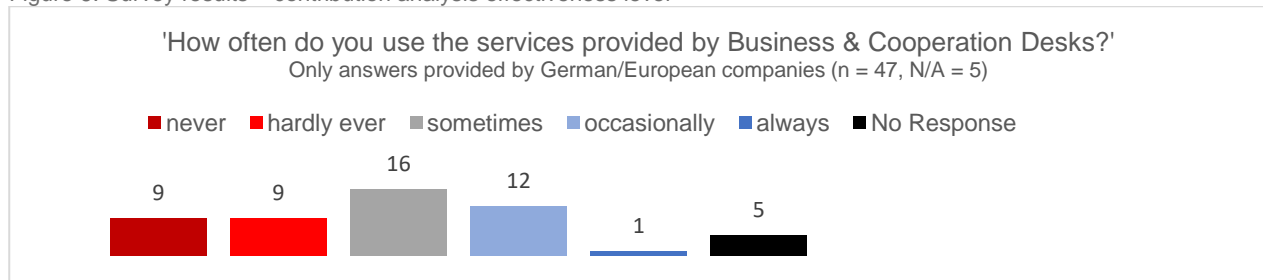
To assess the validity of the hypothesis, the survey solicited feedback from the German/European target group on i) their interest in the advisory services offered by the project and ii) the frequency of use of said services.

Figure 5: Survey results – contribution analysis effectiveness level



On the first survey item, 25 (48%) German/European stakeholders agreed or strongly agreed that the establishment of Business & Cooperation Desks increased their interest in advisory services. The findings were confirmed during interviews with GBN coordinators, according to which the project managed to gain a good reputation among German/European companies and institutions. As anecdotal evidence, it was mentioned that often the companies and/or institutions would get directly in contact with GBN coordinators to find out more about available advisory services (INT_PROJ_01, 02, 04).

Figure 6: Survey results – contribution analysis effectiveness level



On survey item two, 13 (25%) surveyed German/European companies indicated that they used services provided by Business & Cooperation Desks occasionally (12) or always (1), 16 (around 31%) sometimes, and 18 (nearly 35%) hardly ever (9) or never (9).

The survey results show that the interest of German and European companies in advisory services could be aroused through project activities. However, this increased interest is not yet reflected in the use of Business & Cooperation Desks reported by survey participants as a large part – namely 34 (65%) – of the surveyed German/European companies state that they never, hardly ever or only sometimes use the services. Hypothesis 1 could therefore be only partly confirmed.

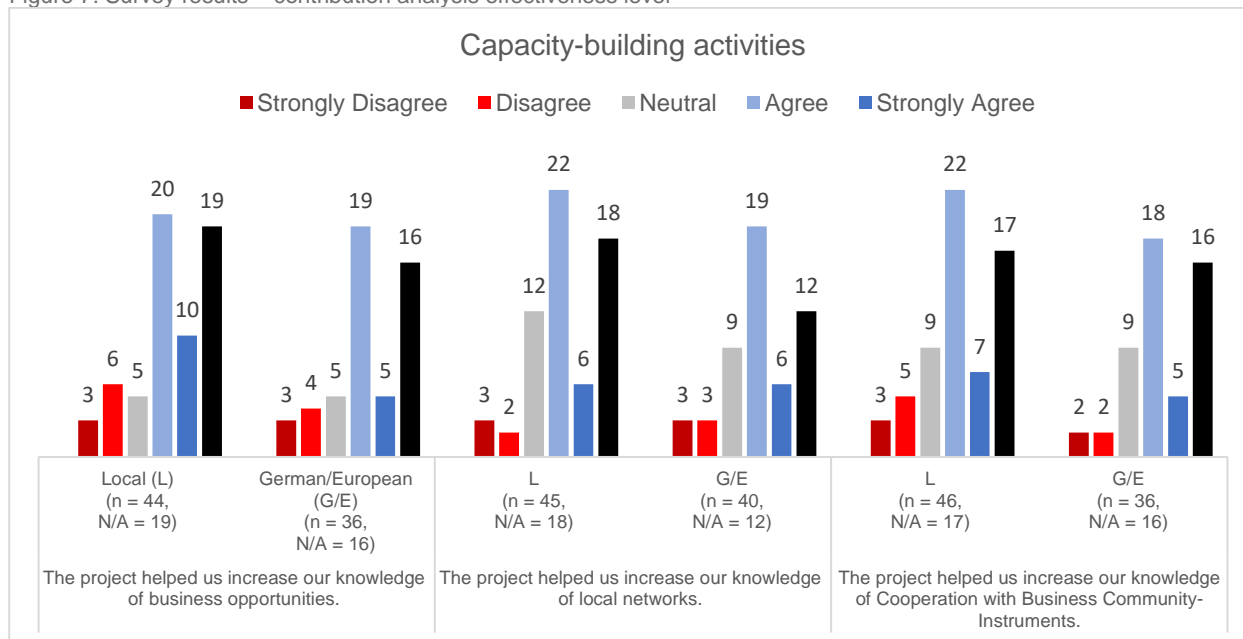
Table 10: Selected results for hypothesis 2 for effectiveness

Hypothesis 2 (activity – output – outcome)	Demand-oriented services offered by the GBN in the selected partner countries led to an increased knowledge of opportunities and contributed to improving the cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions (output B – R15 – MO).
Main assumption	Local and German/European companies are interested in the advisory services offered by the project. The project can provide such services. The above services contribute to improving cooperation relations between local and German/European companies.
Risks/unintended results	<u>Potential risks:</u> Local and German/European companies may not be interested in the advisory services offered by the project. The above services may not contribute to improving cooperation relations between local and German/European companies.
Confirmed/partly confirmed/not confirmed	Partly confirmed.

The second hypothesis of the contribution analysis examined the pathway of change of activities under output B (advisory services offered by the project to local and German/European companies) contributing to an increase in knowledge of the direct target groups (R15 in the results model) and an improvement in the cooperation relations between these actors (MO).

To assess the validity of the hypothesis, the survey solicited feedback from the local and German/European target groups on i) their increased knowledge as a result of the project's activities and ii) the improvement in cooperation relations between local and German/European companies and institutions.

Figure 7: Survey results – contribution analysis effectiveness level



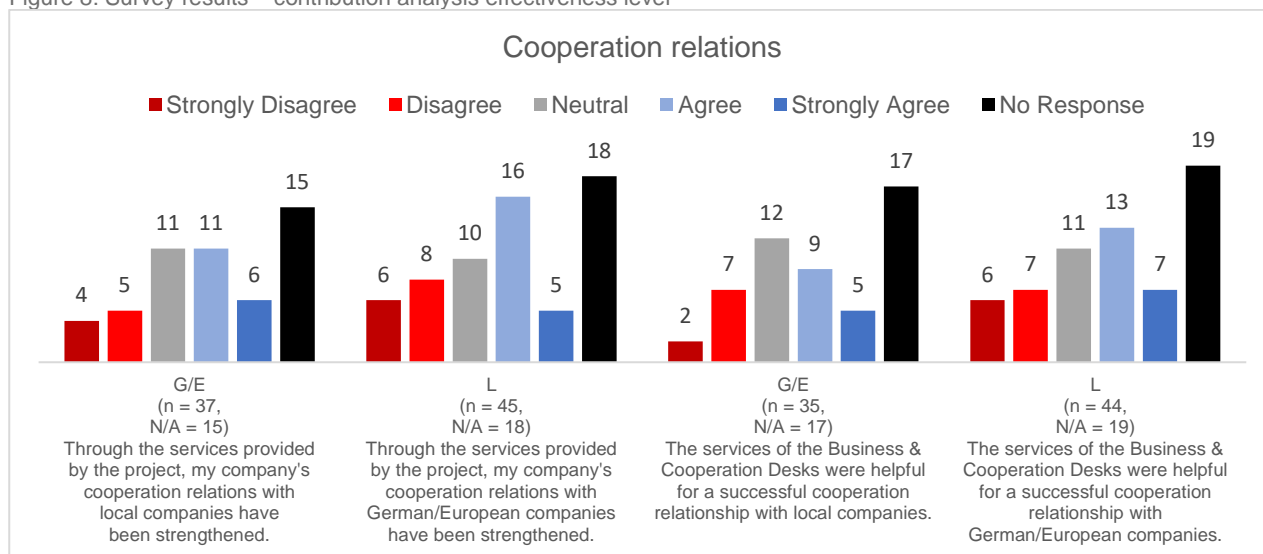
On the first survey item, 24 (46%) German/European companies agreed or strongly agreed that the project helped them increase their knowledge of business opportunities while 7 (nearly 14%) disagreed or strongly disagreed. Overall, 25 (48%) agreed or strongly agreed that the project helped them increase their knowledge of local networks while only 6 (nearly 12%) disagreed or strongly disagreed. Finally, 23 (44%) agreed or strongly agreed that the project helped them increase their knowledge of cooperation with business community instruments while 4 (7.6%) disagreed or strongly disagreed.

Comparably, 30 (nearly 48%) local companies agreed or strongly agreed that the project helped them increase their knowledge of business opportunities while 9 (14%) disagreed or strongly disagreed. Overall, 28 (44%) agreed or strongly agreed that the project helped them increase their knowledge of local networks while 5 (8%) disagreed or strongly disagreed. Finally, 29 (46%) agreed or strongly agreed that the project helped them increase their knowledge of cooperation with business community instruments while 8 (nearly 13%) disagreed or strongly disagreed.

It is important to note that an actual increase in the extent of knowledge could only have been captured with a comparison of pre- and post-study evaluation design. The above survey results therefore only refer to the perceptions of the companies surveyed. The quite positive survey results indicate for both the local and German/European stakeholders that services offered by the GBN are perceived to lead to an increased knowledge of opportunities, local networks, and cooperation with business instruments.

The findings were confirmed during interviews with GBN coordinators, according to which the project considerably contributed to increasing knowledge through its capacity-building activities, such as training provided to local companies, investment guides created and incubation programmes for local companies. According to their assessment, without the project there would have been less interest in and awareness of specific markets and sectors in selected partner countries, less market access for local companies, less knowledge of cooperation opportunities available from development cooperation, and ultimately less cooperation between development cooperation and the private sector.

Figure 8: Survey results – contribution analysis effectiveness level



On the survey item 'Through the services provided by the project, my company's cooperation relations with local/German/European companies have been strengthened', 21 (nearly 33%) local stakeholders and 17 (33%) German/European ones agreed or strongly agreed that their cooperation relations with the other party had been strengthened through the services provided by the project, while 14 (22%) local stakeholders and 9 (17%) German/European stakeholders disagreed or strongly disagreed. Regarding both items, there is a high number of non-responses.

Furthermore, 20 (nearly 32%) local stakeholders and 14 (27%) German/European ones agreed or strongly agreed that the services of the Business & Cooperation Desks were helpful for a successful cooperation relationship with the other party while 13 (nearly 21%) local companies and 9 (17%) German/European companies disagreed or strongly disagreed. Again, there is a high number of non-responses for both items.

Based on the survey results, it could not be confirmed that demand-oriented services offered by the GBN contributed to improving the cooperation relations from either a local or a German/European perspective. As already indicated, a high number of non-responses is striking, as well as a high number of neutral responses from German/European companies with regard to the following item: 'The services of the Business & Cooperation Desks were helpful for a successful cooperation relationship with local companies'.

Again, these indicate a generally high level of indecisiveness regarding the items presented. As previously mentioned, there are various reasons for such indecision, among them the possibility that the survey participants did not have enough experience at the time of the survey, making it difficult for them to answer the questions. No further data or further explanation for this could be collected during the interviews.

In conclusion, although the rather positive survey results and interviews suggested that services offered by the GBN led to an increased knowledge of opportunities from the perspective of both German/European and local stakeholders, the evidence collected was not strong enough to confirm the hoped-for practical consequence of improved cooperation relations. Overall, hypothesis 2 could only be partly confirmed.

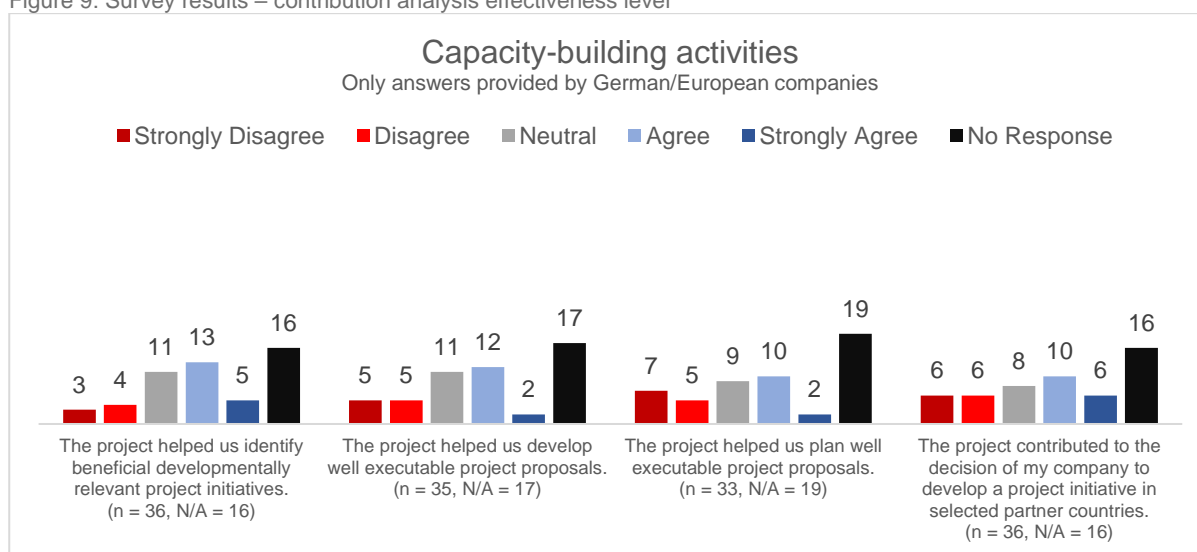
Table 11: Selected results for hypothesis 3 for effectiveness

Hypothesis 3 (activity – output – outcome)	Capacity-building activities aimed at increasing the knowledge of opportunities and challenges, local networks and instruments contributed to German and European companies being able to support developmentally relevant project initiatives in selected partner countries (R15 – output C).
Main assumption	German and European companies received useful capacity-building services from the project. The German and European companies that benefitted from the above services could apply their knowledge and develop strategies for project initiatives in the partner countries.
Risks/unintended results	<u>Potential risks:</u> German/European companies may not be able to apply the acquired knowledge to develop strategies for project initiatives.
Confirmed/partly confirmed/not confirmed	Not confirmed.

The third hypothesis of the contribution analysis examined the pathway of change on activities under R15 (the increase in knowledge of the direct target groups) contributing to German and European companies being able to support developmentally relevant project initiatives in selected partner countries (output C).

To assess the validity of the hypothesis, the survey solicited feedback from the German/European target groups about whether they could apply the acquired knowledge to develop strategies for project initiatives through four survey items.

Figure 9: Survey results – contribution analysis effectiveness level



A total of 18 (nearly 35%) German/European companies agreed or strongly agreed that the project helped them identify beneficial developmentally relevant project initiatives, 11 (21%) neither disagreed nor agreed, and 7 (nearly 14%) disagreed or strongly disagreed.

Overall, 14 (27%) German/European companies agreed or strongly agreed that the project helped them develop well-executable project proposals, 11 (21%) neither disagreed nor agreed, and 10 (19%) disagreed or strongly disagreed with the statement.

Only 12 (23%) German/European companies agreed or strongly agreed that the project helped them plan well-executable project proposals, 9 (17%) neither disagreed nor agreed with the statement, and 12 (23%) disagreed or strongly disagreed.

Finally, 16 (31%) German/European companies agreed or strongly agreed that the project contributed to their decision to develop a project initiative in selected partner countries, 8 (15%) neither disagreed nor agreed, and 12 (23%) disagreed or strongly disagreed.

The survey results do not indicate that German/European companies have been able to transfer the knowledge improved by the project activities into support for developmentally relevant project initiatives in selected countries. Therefore, the conclusion is that hypothesis 3 could not be confirmed based on the survey results. A high number of non-responses is again striking, also indicating a generally high level of indecisiveness regarding the items presented.

When asked about hypothesis 3, GBN coordinators mentioned that by offering different services for German/European companies and institutions (such as information material, customised advisory services, relevant networks, and training and capacity for Small and Medium-sized Enterprises (SMEs) or start-ups), the project has increased market access and access to development cooperation of these actors. This was mentioned as the most significant change brought about by the project and it was considered that it has the potential to, in the longer term, lead companies to be willing to support developmentally relevant project initiatives in selected partner countries.

Overall, the evaluation team concluded that the project's contribution was effective in terms of establishing its presence in the selected partner countries through the Business & Cooperation Desks and providing advisory and capacity-building services. Although not all the hypotheses could be confirmed yet, this was partly because contributions to aspects such as improvement of cooperation and willingness to support projects need a longer period of time for observation, with more certainty of evidence. Furthermore, the direct attribution of these elements to the project remain challenging as other factors might have contributed as well.

Nevertheless, the project's role as an important contact point on the ground and a provider of capacity-building and advisory services was perceived as very successful based on the assessment of the effectiveness.

Photo 4: Training during the German Solar Week, Cambodia. © GIZ



Photo 3: In 2019, GBN coordinated a trip for technical and vocational education training experts to Ethiopia. © GIZ



Effectiveness dimension 2 – Contribution to achievement of objectives – scores **20 out of 30 points**.

Effectiveness dimension 3: Quality of implementation

Under this dimension, the quality of implementation in the sense of GIZ's management model (Capacity WORKS) was analysed. The assessment was based on strategic documents as well as interviews with the project team and related key partners.

The project had a clear internal structure and operational set-up (INT_PROJ_01, 02, 04, 05). GBN coordinators had regular meetings to share the status of their activities, effectively communicated and shared good practices (a case in point is the scaling up of some activities from a GBN country to others; for further details see Section 4.6). Furthermore, a monitoring tool was established by the project (Excel file entitled 'GBN-Wirkungsmonitoring') to monitor the achievement of the project's indicators.

In technical terms, the project made proficient use of GIZ structures and processes, for example when launching procurement procedures.

A few limitations were also identified by the evaluators. Firstly, GIZ's management model for cooperation (Capacity WORKS) was not used for the project's planning and implementation. Secondly, unintended positive and negative results were not part of the Excel-based monitoring tool.

Overall, the evaluation team concluded that the project's operational set-up was functional and adequate to implement the project. The project did not make use of the management model, nor did it integrate unintended results into its monitoring system. Nevertheless, no evidence could be gathered on whether the above-mentioned limitations had any negative impact on the project's implementation.

Effectiveness dimension 3 – Quality of implementation – scores **15 out of 20 points**.

Effectiveness dimension 4: Unintended results

To identify unintended positive and negative results, the evaluation team included explorative questions into focus group discussions and interviews. With the help of the most significant change technique, unintended results could be identified. Special attention was given towards the motivation and ownership of project partners to achieve results jointly.

None of the interviewed stakeholders reported any unintended negative results. Some activities were reported to have been less successful in terms of matchmaking as a consequence, among others, of Covid-19.

Therefore, the evaluation team gave full points to this dimension.

Effectiveness dimension 3 – Unintended results – scores **20 out of 20 points**.

Methodology for assessing effectiveness

Table 12: Methodology for assessing OECD/DAC criterion: effectiveness

Effectiveness assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Achievement of the (intended) objectives	<ul style="list-style-type: none"> Indicator progress update sheets. Perception of key partners; perception of project team members. SMART indicators. 	<p>Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex).</p> <p>Empirical methods: Interviews, review of monitoring data, analysis of progress and endline reports.</p>	No limitations.
Contribution to achievement of objectives	<ul style="list-style-type: none"> Hypotheses 1, 2 and 3. 	<p>Evaluation design: Contribution analysis.</p> <p>Empirical methods: Interviews and validation workshop.</p>	No limitations.
Quality of implementation	<p>Capacity WORKS considerations:</p> <ul style="list-style-type: none"> results-based monitoring system, capacity development strategy and plan of operations. 	<p>Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex).</p> <p>Empirical methods: Document analysis and interviews.</p>	No limitations.
Unintended results	No unintended results were identified during the inception mission. The evaluation team included explorative questions into interviews to identify unintended results.	<p>Evaluation design: Most significant change.</p> <p>Empirical methods: Interviews and focus group discussions if necessary.</p>	No limitations.

4.5 Impact

This section analyses and assesses the impact of the project. It is structured according to the assessment dimensions in the GLZ project evaluation matrix (see Annex 1).

Summarising assessment and rating of impact

Table 13: Rating of OECD/DAC criterion: impact

Criterion	Assessment dimension	Score and rating
Impact	Higher-level (intended) development changes/results	25 out of 30 points
	Contribution to higher-level (intended) development results/changes	25 out of 40 points
	Contribution to higher-level (unintended) development results/changes	20 out of 30 points
Impact score and rating		Score: 70 out of 100 points Rating: Level 3: moderately successful

The evaluators positively assessed the contribution of the project in respect to higher-level (intended) development changes/results, particularly to SDGs 1, 7, 8, 9, 12 and 17 and BMZ development markers AO, TD and GG (Gleichberechtigung der Geschlechter; gender equality). Regarding the question on Leaving No One Behind, no conclusive findings could be made as particularly disadvantaged groups were not fully integrated in the project's implementation logic. Contribution analyses allowed for more detailed examination of the impact of the project. Based on the available evidence from the survey and interviews conducted, both hypotheses 1 and 2 could be only partly confirmed. No higher-level (unintended) development results/changes could be identified, nor any substantial risks at the higher impact level. As for effectiveness, unintended positive and negative results were not part of the project's Excel-based monitoring tool.

In total, the impact of the project is rated Level 3: moderately successful, with 70 out of 100 points.

Analysis and assessment of impact

Impact dimension 1: Higher-level (intended) development changes/results

The assessment of impact dimension 1 was based on the project's results model and documents, triangulated through primary data from interviews. The results model had been revised and validated during the inception mission of the evaluation. Overarching development results that the project contributed to were identified (in accordance with the project proposal) during the reconstruction of the results model. During the data collection phase, the evaluators could gather evidence on these higher-level intended development changes/results through interviews with the GBN coordinators and the project team. It is worth mentioning that the availability of evidence on impact dimension 1 was limited as other stakeholders interviewed did not have enough information to answer and provide further data on this aspect.

At the higher impact level, the results identified included a potential contribution of the MO to SDGs 1 (no poverty), 8 (decent work and economic growth), 9 (industry, innovation and infrastructure), 12 (responsible consumption and production) and 17 (partnerships for the goals).

In particular, the reference to SDG 17 was emphasised in the 'Project Final Report'. For several years, BMZ has been increasingly developing strategies and instruments for cooperation with the private sector (for further details on the main BMZ guiding documents, see Section 4.2 dimension 1). During interviews, GBN

coordinators confirmed the contribution of the project towards establishing multi-actor cooperation relations in the selected partner countries.

In terms of contribution to SDG 8, the project organised a series of events and training sessions on the topics of compliance, corporate social responsibility, sustainable supply chain management and national action plans. GBN coordinators suggested that by providing training to companies, the project improved the recipients' chances of benefitting from funding and potentially creating employment opportunities. The project also claimed to have contributed to SDG 12 by improving the knowledge of local companies on sustainability safeguards and sustainable production.

From interviews with the GBN coordinators and the project team, evidence was also collected on activities carried out by the project in relation to SDG 7 (affordable and clean energy), such as training on environmental standards in supply chains, climate-relevant chains and technology transfer in sectors such as renewable energy.

Furthermore, in the case of Rwanda, the project carried out activities contributing to SDG 9 (industry, innovation, and infrastructure) in digital innovation.

These goals go hand in hand with development markers AO-1 and TD-2. Furthermore, the project was also assigned the GG-1 marker, and gender was included in MOI1. The project contributed to this marker by providing training to disadvantaged women and empowering female entrepreneurs. These initiatives were coordinated initially in Ivory Coast, and subsequently scaled up to Rwanda and Namibia.

Despite the above-mentioned contributions of the project, the direct attribution remains a challenge: as confirmed also by the GBN coordinators during interviews, it is not easy to detect a direct attribution of the project to SDGs (e.g., whether any other factors contributed to an established partnership or improved consumption standards).

Regarding the question on Leave No One Behind, no conclusive findings could be made. As mentioned before in the relevance chapter, particularly disadvantaged groups were not fully integrated in the project's implementation logic, but rather only sporadically (activities aimed at disadvantaged women).

Impact dimension 1 – Higher-level (intended) development changes/results – scores **25 out of 30 points**.

Impact dimension 2: Contribution to higher-level (intended) development results/changes

To understand perceptions of (potential) contributions to overarching results, similar to the effectiveness criterion, contribution analyses were chosen. Key data sources were project progress reports, secondary data as well as perceptions of key project stakeholders. Additionally, as with effectiveness, the evaluators assessed the impact through a quantitative data collection method in the format of an online survey.

Two hypotheses from the results model were examined in more detail to explain causal relationships between project outcomes and impacts.

As shown when analysing effectiveness hypotheses 2 and 3 in Section 4.4, strong evidence could not be gathered to confirm that cooperation relations between German/European and local companies improved. The basic assumption of the two impact hypotheses was the improvement of the cooperation relations (that might contribute respectively to SDGs 17 and 8). The evidence backing the fact that the cooperation relations actually improved was assessed as not being strong enough by the evaluators based on the survey results. The survey allowed the evaluators to become aware of a few existing challenges and limitations in terms of contributions of the project, improving cooperation relations or creating new trade development or job opportunities. Due to this

fact, it was therefore not possible to fully confirm the impact hypotheses on the basis of the survey results. At times only anecdotal evidence from the interviews could back up the mentioned hypotheses. Nevertheless, a few isolated results from the survey that were triangulated with qualitative interview results will be discussed below.

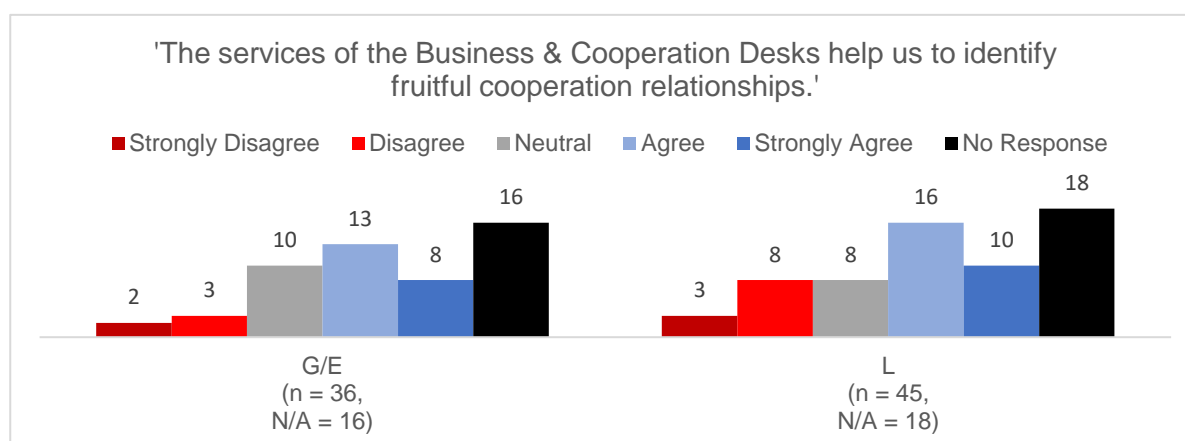
Table 14: Selected results for hypothesis 1 for impact

Hypothesis 1 (outcome – impact)	The improvement of cooperation relations between local companies and German/European companies and establishment of new partnerships contributed to an increase of opportunities for trade development (MO – SDG 17).
Main assumption	Cooperation between companies has the potential to contribute to strengthening the implementation and creation of global partnerships and, ultimately, to increase opportunities for trade development.
Risks	The cooperation relations are not improved enough to generate and/or strengthen global partnerships and increase trade development opportunities.
Confirmed/partly confirmed/not confirmed	Partly confirmed.

The first hypothesis of the contribution analysis examined the contribution of the project's MO to SDG 17. Specifically, the evaluation looked at whether improvement of cooperation relations between local companies and German/European companies, and the establishment of new partnerships between the two groups of actors contributed to an increase of opportunities for trade development.

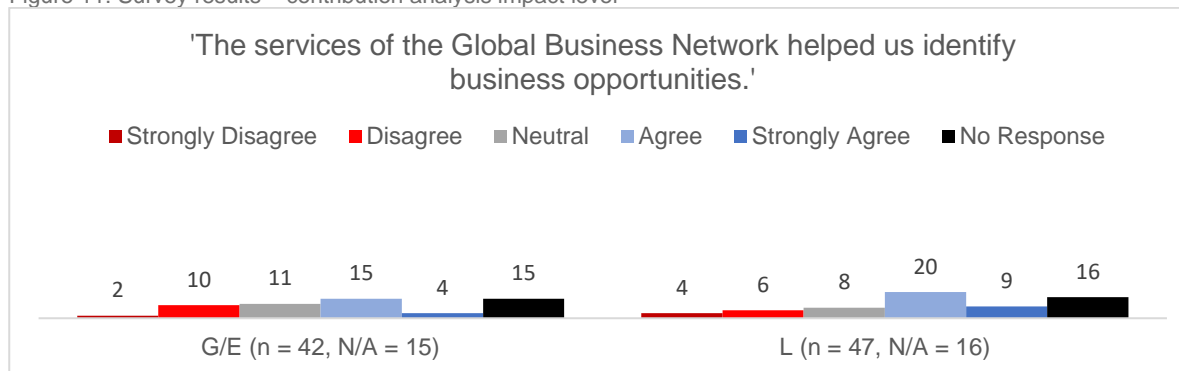
To assess the hypothesis' validity the survey solicited feedback from the German/European and local companies on whether the services provided by the project helped them establish fruitful cooperation relations, and identify business opportunities.

Figure 10: Survey results – contribution analysis impact level



26 (41%) of local and 21 (40%) of German/European companies agreed or strongly agreed that the services of the Business & Cooperation Desks helped them identify fruitful cooperation relationships. 11 (nearly 18%) of local as well as 5 (nearly 10%) of German/European companies disagreed or strongly disagreed. Although the results of this statement cannot replace or compensate for the lack of survey results on improved cooperation relationships, they provide a hint that the project supported the creation of a precondition for the establishment and improvement of cooperation relationships, namely, to make companies aware of potential fruitful cooperation relationships. This could eventually contribute to the creation of trade relations on a higher level but cannot be definitively proven at the time of the evaluation based on the survey results. Given the project's contribution to establishing the required preconditions for the hypothesis, the latter could hold true in the medium run.

Figure 11: Survey results – contribution analysis impact level



Overall, 29 (46%) local and 19 (nearly 37%) German/European companies agreed or strongly agreed that the services of the GBN helped them to identify business opportunities, while 10 (nearly 16%) local and 12 (13%) German/European disagreed or strongly disagreed. The high number of neutral answers among German/European companies (11 or 21%) as well as of non-respondents among both local and German/European companies is striking.

Based on this survey result, it could at least be confirmed that the services of the project have enabled participating companies to identify new business opportunities. However, based on this evidence it could only be assumed that this activity could have the potential to contribute to increased trade development. During interviews, the project team and other stakeholders from the public and private sector mentioned that the GBN had the potential to contribute in the long term to an increase in trade development opportunities (INT_PROJ_05, INT_Other_04, INT_PART_06).

Based on data from the project's final report, the project actively contributed to 34 developmentally relevant cooperation projects being funded until the end of the project. In Namibia, the training provided to local companies on EU regulations and environmental standards in the mineral extraction sector (e.g. tourmaline stones) has been mentioned as having the potential to improve the chances of partnership between German/European and local companies being established and trade opportunities created. Similar examples were mentioned in Ivory Coast in terms of technology transfer and in Cambodia in the waste management and renewable energy sectors. The evaluators thus assessed that the potential for an increase of trade development opportunities exists and could become concretised in the medium and longer term.

In addition, 12 more similar cooperation projects were at an advanced stage of initiation, i.e. nearing completion, as of December 2020. It can therefore be assumed that these and other project initiatives can be successfully implemented within the framework of the follow-up project, especially in view of the targeted expansion to nine GBN desks (Bangladesh was approved at the beginning of 2021), even closer cooperation with the four other merging ZmW projects and the resulting synergies. All these factors contribute to validating the main assumption of this hypothesis and potentially confirming it in the medium or long term.

The evaluators also identified two challenges related to impact hypothesis 1. Firstly, it is difficult to assess the higher-level impact due to the effects of Covid-19 and the short implementation time of the project. For this reason, as mentioned in the paragraph above, the follow-on project will play an important role in consolidating the contribution of the GBN's approach to a higher-level impact. Secondly, whether big projects are implemented depends so much on other framework conditions that go beyond development and cooperation, and it is ultimately the investors' decision (this also affected the achievement of MOI1 as mentioned in Section 4.4). Impact hypothesis 1 could therefore only be partly confirmed.

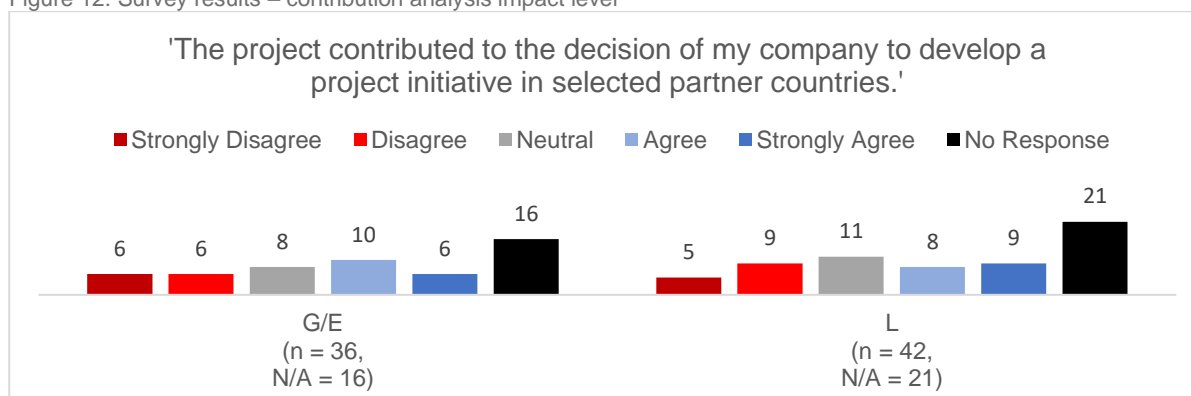
Table 15: Selected results for hypothesis 2 for impact

Hypothesis 2 (outcome – impact)	The improvement of cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions contributed to creating new employment opportunities (MO – SDG 8).
Main assumption	Cooperation between companies has the potential to contribute to a positive economic impact (creation of employment opportunities).
Risks	The cooperation relations do not generate new employment opportunities.
Confirmed/partly confirmed/not confirmed	Partly confirmed.

The second hypothesis of the contribution analysis examined the contribution of the project's MO to SDG 8. Specifically, the evaluation looked at whether an improvement of cooperation relations between local companies and German/European companies contributed to creating new employment opportunities.

To assess the validity of the hypothesis, the survey solicited feedback from the German/European and local companies on whether the project contributed to the decision of their respective companies to develop a project initiative in selected partner countries. This aspect was considered relevant because a successful project initiative has the potential to lead to the establishment of a business in a selected partner country and, therefore, to the creation of new employment opportunities.

Figure 12: Survey results – contribution analysis impact level



The results of the survey item show that only 17 (27%) local and 16 (nearly 31%) German/European companies agreed or strongly agreed that the project contributed to their decision to develop a project initiative in selected partner countries. Overall, 14 (22%) local companies as well as 12 (23%) German/European companies disagreed or strongly disagreed that the project contributed to their decision to develop a project initiative in selected partner countries. These survey results were considered not strong enough to validate the hypothesis: although the project did provide valuable advisory and awareness-raising work and thus drew the attention of participating companies to potential profitable cooperation opportunities, it could only motivate and guide the companies to pursue such potential to a limited extent on a practical level.

During interviews with the project team, the team mentioned the work done by the project to increase market access for German/European and local companies, and to increase their capacity. In the medium and long term, these activities have the potential to lead the companies which benefitted from said service to an increase in their turnover and number of jobs created. For the time being, such impact could only be foreseen in the case of big projects: for example, in Cambodia, a European company established contacts with local producers to export 100 tons of dried mango per year and is expected to employ around 1,000 smallholders for this. This assessment was shared by other stakeholders, both in Germany and in the field (INT_PART_06, 08 and INT_Other_04).

'In the long term, the collaborations established through the GBN could lead to creating new employment opportunities; it is a realistic long-term goal.' (INT_PART_08)

The evaluators also identified a few challenges related to impact hypothesis 2. Firstly, as with impact hypothesis 1, it is difficult to assess the higher-level impact due to the effects of Covid-19 and the short implementation time of the project. Creating new employment opportunities usually requires a longer time frame. Impact hypothesis 2 could therefore only be partly confirmed.

Overall, the evaluators identified the potential for the two impact hypotheses to be confirmed in the medium and longer term. The assessment also took into account the current status quo and still existing challenges. Therefore, the evaluators deducted 15 points.

Impact dimension 2 – Contribution to higher-level (intended) development results/changes – scores **25 out of 40 points**.

Impact dimension 3: Contribution to higher-level (unintended) development results/changes

The assessment of this dimension faced several limitations. Firstly, the project had a very short time span and thus overarching (unintended) results are not yet available, nor will they be in the very near future. Secondly, the virtual setting of the evaluation mission, with data being collected remotely, hampered discussions on potential changes at impact level with key stakeholders, as they appeared very hypothetical. To encourage discussion on questions posed under this dimension, a 'most significant change' question was integrated into interview questionnaires to discover potential additional/unintended outcomes and impacts of the project. As a result of this exercise, no higher-level (unintended) development results/changes could be identified.

Under this dimension, risk monitoring was also discussed. No substantial risks at the higher impact level were identified in the three countries under close evaluation: Cambodia, Ivory Coast and Namibia.

As for effectiveness, unintended positive and negative results were not part of the project's Excel-based monitoring tool. The project team monitored risks at impact level to understand the risk and conflict situation in a pragmatic way, through ad-hoc discussions in case of any evident risk, but not systematically.

Overall, based on the data collected the evaluators could not identify any higher-level (unintended) development results/changes, nor risks. However, substantial data on impact dimension 3 was missing and the assessment could only rely on limited inputs provided through interviews. Systematic monitoring of unintended positive and negative results has not been done by the project, and evidence was not available to determine whether this affected the project's implementation. Therefore, the evaluators deducted 10 points from this dimension's score.

Impact dimension 3 – Contribution to higher-level (unintended) development results/changes – scores **20 out of 30 points**.

Methodology for assessing impact

Table 16: Methodology for assessing OECD/DAC criterion: impact

Impact assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Higher-level (intended) development changes/results	Programme objective indicators. Further impact on: <ul style="list-style-type: none"> • SDGs 1, 8, 12 and 17, • Agenda 2030 and • TD 2, GG 1, AO 1. 	Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex). Empirical methods: Interviews and document analysis.	Only anecdotal evidence from interviews was available – robust statistical data was missing.
Contribution to higher-level (intended) development results/changes	<ul style="list-style-type: none"> • Programme objective and sub-objective. • Hypotheses 1 and 2. 	Evaluation design: Contribution analysis. Empirical methods: Interviews, validation workshop and online survey.	Limited availability of data.
Contribution to higher-level (unintended) development results/changes	Evidence for widespread impact on final beneficiary level.	Evaluation design: Most significant change. Empirical methods: Interviews and focus group discussions if necessary.	Limited availability of data.

4.6 Efficiency

This section analyses and assesses the efficiency of the project. It is structured according to the assessment dimensions in the GIZ project evaluation matrix (see Annex 1).

Summarising assessment and rating of efficiency

Table 17: Rating of OECD/DAC criterion: efficiency

Criterion	Assessment dimension	Score and rating
Efficiency	Production efficiency (Resources/Outputs)	65 out of 70 points
	Allocation efficiency (Resources/Outcome)	23 out of 30 points
Efficiency score and rating		Score: 88 out of 100 points Rating: Level 2: successful

The evaluation team concluded that the project's production efficiency was very good. Considering the small project budget if compared to the broadness of output areas and geographical coverage, the project found appropriate ways to allocate costs, create synergies between outputs and make use of project management resources. Overall, according to the evaluators' analysis, there are no robust indications that outputs A, B or C could have been maximised with the same volume of resources by considering a different setting or structure.

Output indicators C1 and C2 were not achieved in time, partly due to the impact of Covid-19. The evaluation team concluded that the project's use of resources was appropriate with regard to achieving its objectives. Synergies with other German development cooperation instruments were largely utilised, as well as with other

donor organisations and international agencies in some cases, such as in Cambodia and Namibia. Several best practices were scaled up from one GBN country to others, for example the IT training provided by the project to local NGOs to train disadvantaged women in Ivory Coast that was scaled up to Namibia.

In total, the efficiency of the project is rated Level 2: successful, with 88 out of 100 points.

Analysis and assessment of efficiency

Efficiency dimension 1: Production efficiency

The following assessments are based on information extracted from the Costs and Commitments Report and further discussions with the project team and project management using the 'follow-the-money' approach (Palenberg, 2011: 46). The costs and commitments of the project are presented in Table 18. The total costs presented are the total direct costs incurred by the project (*Summe Einzelkosten* budget line 7 of the Cost and Commitments Report).

Table 18: Overview of costs

Module objective	The cooperation relations between local companies and institutions in selected partner countries and German/European companies and institutions have been improved.
BMZ costs	EUR 5,117,694.64
Co-financing	EUR 0.00
Partner contribution	EUR 0.00
Total costs	EUR 5,117,694.64
Residual	EUR -187,788.91

The data in the Costs and Commitments Report was dated April 2021. The project's administrative closure process was due to continue until 30 June 2021, due to the residual costs (INT_PROJ_05).

Maximum principle and reallocation of funds: Although not all indicators were fulfilled (see Table 19), the evaluation team concluded that there is still a high likelihood that the outputs have been maximised. Output indicators A1, A2, B1 and B2 measured the success of the project's design to establish its presence in the selected partner countries and its full operational status in a short time frame and were fully achieved by the project.

Regarding output C, indicators C1 and C2 are not wholly fulfilled. This has been the object of close analysis for the evaluators during the desk review of project documents and triangulated during interviews with the project team, GBN coordinators and partners.

Funds were adequately allocated to maximise results; nevertheless, some external challenges impeded the full achievement of the indicators (INT_PROJ_01, 02, 04, 05). As far as C1 is concerned, among others, the Covid-19 pandemic negatively impacted its achievement. Due to the pandemic, there has been a decline in global economic growth and interest of German/European companies in the African market. This was not pointed out in the case of Cambodia. The travel restrictions limited the business opportunities and capacity for development policy engagement of German/European companies in selected partner countries.

As far as C2 is concerned, it must be kept in mind that entrepreneurial decisions and investments take a very long time and thus do not necessarily fall within the GBN's term, even if the Business & Cooperation Desks have done essential preparatory work. Furthermore, it should be mentioned that the application process for cooperation projects (e.g., in develoPPP projects) is sometimes very time-consuming, which means that the approval of projects can sometimes fall outside of the reporting period. Case in point, 12 cooperation projects were at an advanced stage of initiation and nearing completion at the time of the 'Project Final Report' as of December 2020 but could not be included in the indicator as the cooperation was not yet officially concluded.

Table 19: Overview of output achievement

Output indicators A	A.1) The Business & Cooperation Desks were established in the six selected partner countries (e.g., Ethiopia, Rwanda, Uganda).	A.2) Standardised functional and service guidelines have been created for the Business & Cooperation Desks.
Achievement	133%	100%

Output indicators B	B.1) The Business & Cooperation Desks have developed 10 local, demand-driven service offers for German/European companies and institutions for selected sectors, which are developmentally relevant, in the six selected partner countries.	B.2) 800 German/European companies have made use of the services offered by the GBN and the Business & Cooperation Desks.	B.3) An online platform with demand-driven service offers of the GBN for cooperation initiation between German/European companies and institutions and local companies and institutions was established.
Achievement	100%	70%	100%

Output indicators C	C.1) 100 concepts for developmentally relevant project initiatives have been developed by the Business & Cooperation Desks in cooperation with German/European companies.	C.2) 20 developmentally relevant project initiatives are supported financially by German and European companies.
Achievement	69%	85%

As shown in Table 20, costs are evenly distributed between outputs A, B and C (25% each). During the interview with the project team, the team considered the allocation of an equal budget share to each output adequate since all the outputs are interdependent. Overarching costs were also allocated a 25% budget share. This was because this budget line included 97% of the costs related to the project staff in Germany (IMA/PMI) and 100% of other project's direct costs.

Table 20: Overview of costs allocated to outputs

	Output A	Output B	Output C	
Outputs	German Business & Cooperation Desks for local and German/European companies and institutions are established in selected partner countries.	Demand-driven service offers of the GBN in the selected partner countries are used by German/European companies and institutions.	German and European companies support developmentally relevant project initiatives in selected partner countries.	Overarching costs
Cost incl. obligations	€1,262,241.32	€1,296,792.21	€1,296,792.21	€1,262,138.89
Co-financing	€0.00	€0.00	€0.00	€0.00
Partner contributions	€0.00	€0.00	€0.00	€0.00
Total costs	€1,262,241.32	€1,296,792.21	€1,296,792.21	€1,262,138.89
Total costs in %	25%	25%	25%	25%
BMZ total in % without co-financing	25%	25%	25%	25%

As shown in Table 21, and given that the outputs are interdependent, the distribution of personnel in the selected partner countries (AMA/PMA and NP) is equal among outputs A, B and C. As mentioned already, the project staff in Germany (IMA/PMI) mostly worked under the overarching costs budget line. International staff comprised 73.3% of the staff costs, project staff in Germany 26.45%, and national staff in the partner countries comprised only 0.25%.

AMA/PMA were the eight GBN coordinators deployed in the field, and their work was equally shared across the three outputs at a 33.33% share. The IMA/PMI consisted of two project staff responsible for coordination and monitoring of the project based at GIZ headquarters in Germany. During interviews, it was reaffirmed that the approach of the project was very '*personnel-intensive*': most of the budget was spent on hiring GBN coordinators, whose role was fundamental since the rationale was to provide an entry point and networks in Germany and into selected partner countries (INT_PROJ_01, 02, 04, 05).

The project team and GBN coordinators pointed out that the project was managed efficiently and did not see potential for an alternative use of inputs (INT_PROJ_01, 02, 04, 05). Other stakeholders interviewed did not have any further insights on the budget allocation to outputs.

Table 21: Distribution of personnel on outputs

	Output A	Output B	Output C	Overarching costs
International staff (AMA/PMA)	33.33%	33.33%	33.33%	0%
National staff (NP)	33.33%	33.33%	33.33%	0%
Project staff in Germany (IMA/PMI)	1%	1%	1%	97%

Monitoring system and handling of risks: As mentioned above, a monitoring system at project level was in place and well-maintained. Risk mitigation was not integrated in the monitoring at project level; however, it was frequently discussed at country level, the GBN coordinators being in close contact with the risk management offices on the ground.

Leveraging of cross-country synergies: To create synergies between the eight selected partner countries, team meetings were regularly organised between the GBN coordinators to share updates, best practices and challenges. This favoured efficient work by the Business & Cooperation Desks in the field. At the same time, different approaches were adopted in different countries when it came to the work set-up, depending on the most suitable and efficient structure. For example, the GBN coordinator in Cambodia integrated the office of the European Chamber of Commerce in Cambodia (EuroCham), the one in Ivory Coast worked in closer collaboration with SI Jobs, while the one in Namibia was based at the Ministry of Industrialisation, Trade and SME Development and worked closely with the GIZ bilateral portfolio.

Project management and leadership: In terms of project management and staff fluctuation, the project had very little changes with regard to personnel turnover. Identifying an adequate number of coordinators to deploy in the field, especially in the case of certain countries, and onboarding and accompanying them in the process of setting up the Business & Cooperation Desks in eight different countries was time-consuming. Nevertheless, this was managed efficiently by the PMI staff. Where personnel changes did occur, for instance in the case of Ethiopia, with the GBN coordinator changing during the project implementation, the main challenge was to hand over the established networks, good practices and local knowledge. According to the information gathered during interviews, this has been managed efficiently by the project team.

The evaluation team concluded that the project's production efficiency was very good. Considering the small project budget if compared to the broadness of output areas and geographical coverage, the project found appropriate ways to allocate costs, create synergies between outputs and make use of project management resources. According to the evaluators' analysis, there are no robust indications that outputs A, B or C could have been maximised with the same volume of resources by considering a different setting or structure. Based on the evidence available, output indicators B2, C1 and C2 were not achieved in time, partly due to the impact of Covid-19 and partly due to the framework conditions and limitations explained in the paragraphs above.

Overall, efficiency dimension 1 was given a high score as the evaluators did not assess that any other implementation design would have maximised the project's success/outputs achievement. For these reasons, the evaluators reduced the score by only five points.

Efficiency dimension 1 – Production efficiency – scores **65 out of 70 points**.

Efficiency dimension 2: Allocation efficiency

In terms of allocation efficiency, the evaluation team assessed to what extent the project's use of resources was appropriate with regard to achieving its objective based on the Excel tool analysis. Further findings are considered plausible assumptions and anecdotal evidence. Nevertheless, this evidence provides indications on how the outcomes could have been maximised. In contrast to production efficiency, allocation efficiency describes the transformation of inputs to outcomes. As shown in Table 22, at module objective level, MOI1 has been almost fully achieved (94%). The achievement of MOI2 was rated between a minimum of 14% and a maximum of 70% (as described in Section 4.4). For the purpose of the efficiency analysis, the evaluators opted to use the average of the two values, thus the indicator was considered achieved at 42%.

Table 22 summarises the results already described in more detail in Section 4.4.

Table 22: Overview of outcome achievement

Outcome indicators	MOI1) 60% of 300 local companies and institutions in six selected partner countries supported by the project, of which 20% are run by women, have entered into cooperation with a German/European company/institution.	MOI2) 60% of 800 German/European companies and institutions, which have used the services offered by the GBN or the Business & Cooperation Desks, rated them on a scale of 1–5 as useful for a) establishing contact with local companies, or b) concluding cooperation agreements with local companies and institutions in selected partner countries.
Achievement	94%	42%

Strong evidence could not be gathered by the evaluators that an alternative allocation strategy should have been put in place by the project team to avoid the underachievement of MOI2. As explained in Section 4.4, several limitations also played a role in this. To achieve a more satisfactory allocation efficiency, the indicators, especially MOI2, could have been amended as already suggested in Section 4.4.

Beyond the assessment of the indicator achievement, interviews and discussions revealed additional aspects to be considered under the assessment of allocation efficiency.

Synergies with other German development cooperation instruments: As already mentioned in the assessment of internal coherence, the project benefitted from close synergies with several other German development instruments: develoPPP, SI Jobs, EZ-Scouts, ExperTS, Leverist and SES.

Synergies with other donor organisations and international agencies: In Cambodia, synergies were established with the Swiss Agency for Development and Cooperation in a joint activity of creating an overview of support services offered by European development cooperation to the private sector. Furthermore, the GBN coordinator established contact with the EU Delegation to Cambodia, the latter being interested in whether the GBN approach could be scaled up at the European level. A recommendation in favour of scaling up was provided in the framework of the evaluation of the grant provided by the EU to EuroCham (INT_PROJ_04). Regular exchanges with the EU Delegation also occurred in Namibia, where the potential to set up an EU chamber is under consideration. Furthermore, in 2020 the EU ambassador invited the GBN coordinator in Namibia, as a GIZ representative, to attend a workshop held by the EU on post-Covid support measures.

Co-financing: The project had no co-financing. Nevertheless, four GBN coordinators were partially financed and integrated into SI Jobs (Ethiopia, Rwanda, Senegal and Ivory Coast).

Scaling-up results achieved: Some best practices were scaled up from one GBN country to others. An example is that of a digital matchmaking event organised for European buyers first in Namibia, then scaled up to Ethiopia and Uganda. This measure was also identified as an example of best practice by GIZ management (INT_PROJ_06). Another example is the IT training provided by the project to local NGOs to train disadvantaged women in Ivory Coast: this measure was scaled up to Namibia. The virtual format of investor

talks was also scaled up from Ivory Coast to Cameroon and Senegal, and so was the 'next stage' initiative (acceleration of female-led SMEs) from Ivory Coast to Rwanda.

To conclude, the evaluation team assessed the underachievement of MOI2 as the main challenge for the project's allocation efficiency. However, strong evidence that an alternative strategy should have been put in place by the project team to improve the allocation efficiency could not be gathered during the evaluation mission. Satisfactory efforts to establish synergies and scale up results were also observed.

Efficiency dimension 2 – Allocation efficiency – **scores 23 out of 30 points.**

Methodology for assessing efficiency

Table 23: Methodology for assessing OECD/DAC criterion: efficiency

Efficiency assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Production efficiency (Input/outputs)	Transformation of inputs to outputs based on: <ul style="list-style-type: none"> • GIZ efficiency tool, • Cost and Commitments Report, • the results matrix, • progress reports and • results-based monitoring system. 	Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex). 'Follow-the-money approach'. ¹ Empirical methods: Interviews and document analysis.	No limitations.
Allocation efficiency (Input/Outcome)	Same as above.	Evaluation design: Same as above. Empirical methods: Interviews and document analysis.	No limitations.

¹ The 'follow-the-money approach' is a pragmatic and comprehensive method for identifying potential improvements in the efficiency of a project. All expenditure is allocated to the corresponding outputs of the project. While the first step involves a systematic 'mapping' of costs, the second step covers both the evaluation of cost expenditure per output and the assessments by involved or external actors. The strength of the 'follow-the-money approach' lies in the fact that costs of the project can be systematically tracked and costs that cannot be assigned to outputs easily identified. In addition, outputs can be identified that may make little or no contribution to the module goal.

4.7 Sustainability

This section analyses and assesses the sustainability of the project. It is structured according to the assessment dimensions in the GLZ project evaluation matrix (see Annex 1).

Summarising assessment and rating of sustainability

Table 24: Rating of OECD/DAC criterion: sustainability

Criterion	Assessment dimension	Score and rating
Sustainability	Capacities of the beneficiaries and stakeholders	17 out of 20 points
	Contribution to supporting sustainable capacities	22 out of 30 points
	Durability of results over time	42 out of 50 points
Sustainability score and rating		Score: 81 out of 100 points Rating: Level 2: successful

Overall, the evaluation team concluded that there is significant potential for beneficiaries and stakeholders of the project to maintain the institutional and human resources and the willingness to sustain the results of the project over time. Similarly, the project was able to identify a few strategies to enable the institutionalisation of its efforts, for example in the case of the Sourcing Desk in Cambodia. From interviews, it appeared clear that the follow-on project will continue providing a valuable contribution to supporting sustainable capacity. The project has also established some important fundamentals of durability of results over time, both in terms of good practices developed and transferability of its approach to the follow-on project. A few challenges remain, both at the political and operational level, that the follow-on project should address during its implementation.

In total, the sustainability of the project is rated Level 2: successful, with 81 out of 100 points.

Analysis and assessment of sustainability

Before outlining the main findings for the three sustainability dimensions, the evaluators would like to point out the evaluability limitation encountered during the data collection phase. As mentioned in Section 3.2, the evaluators encountered the general challenge of not being able to directly contact local and German/European companies for interviews and/or focus group discussions due to data protection regulations. To reduce any information gap and engage the direct target groups, the evaluation team developed a survey that was distributed to companies and institutions by the project team. However, while the survey could gather perceptions on changes to which the project contributed, such as the increase of knowledge generated by training given by GBN, it could not provide strong evidence on the institutionalisation and/or durability of results over time. Data on the two latter aspects could only be collected through interviews with GBN coordinators and a few other representatives from the public and private sector partners.

Sustainability dimension 1: Capacities of the beneficiaries and stakeholders

The first dimension assessed the extent to which the beneficiaries and stakeholders of the project have the institutional and human resources as well as the willingness to sustain the results of the project over time.

For the assessment of this dimension, the evaluators developed additional questionnaire items based on levels 3 (behaviour) and 4 (results) (Kirkpatrick, 2016) to collect information and perceptions. The questions firstly focused on whether the companies and institutions are using what they learned during training provided by the project, and secondly on any noticeable changes since the establishment of Business & Cooperation Desks,

for example in the way the companies interact in the matchmaking, or in the knowledge that companies have on instruments available.

From interviews with GBN coordinators and representatives of the public and private sector partners, the project contributed to building institutional and human resources as well as the willingness to sustain the results of the project over time. Two examples were provided, namely the fact that local companies used the knowledge gained from training on (environmental, compliance, sustainable production, etc.) procedures when interacting with German/European companies and that as a follow-up for the training received, local companies became more interested in learning and establishing partnerships and reached out to GBN to ask for further advice. Concrete examples include training provided in Cambodia to companies in the waste management and mango production sectors and in Namibia to companies in the field of mining of tourmaline stones, while in Ivory Coast, support was provided to a network of companies working on introducing a technology to detect fake medicines.

German and European companies were made familiar with the many different private sector and state actors that shape the German foreign trade promotion landscape in the target countries they were interested in. The GBN coordinators guided them through the extensive list of actors to find suitable offers. Furthermore, the GBN coordinators provided support by following national and international calls for tenders at their locations, published by, among others, the African Development Bank, KfW or the local governments, and forwarding them to potentially interested companies. Through these services, in many cases companies entered the market in the developing country of interest. This was a fundamental step in creating sustainability in the opinion of the stakeholders interviewed: *'Once a company decides to move its production into a selected partner country, they are there to stay'* (INT_PROJ_02).

The previous interview results are reflected in the survey's findings. As described in Section 4.4, the survey solicited feedback from the local and German/European target groups on their increased knowledge as a result of the project's activities. Both German/European companies and local companies (strongly) agreed that the project helped them to increase knowledge about i) business opportunities, ii) existing local networks and iii) cooperation with business community instruments (see Figure 5). The increase in knowledge, both organisational and personal, was interpreted by the evaluators as evidence of the project's sustainable contribution. Companies applied the newly acquired skills from the training provided by the project in their daily work and their capacity to establish cooperation relations with other companies was strengthened (as in the examples provided above).

Overall, the evaluation team concluded that there is a significant potential for beneficiaries and stakeholders of the project to maintain the institutional and human resources and the willingness to sustain the results of the project over time. The interview findings could only be based on the feedback received from stakeholders from the public and private sector, as German/European and local companies could not be directly interviewed by the evaluators due to data protection regulations. Although the survey results partially compensate for this lack of insight, the evaluators suggested that three points should be deducted for dimension 1.

Sustainability dimension 1 – Capacities of the beneficiaries and stakeholders – scores **17 out of 20 points**.

Sustainability dimension 2: Contribution to supporting sustainable capacities

For dimension 2, the evaluation team collected evidence on the project's contribution to institutionalisation. A few positive examples were provided by the GBN coordinators in the field:

- In Cambodia, GBN's approach was to be fully integrated within the EuroCham structure. Both the GBN coordinator and the representative from EuroCham considered this close cooperation the main success factor of the project component in Cambodia. This made it possible, for example, to train colleagues at EuroCham on the different German development cooperation instruments available. By

doing this it was considered that after the end of the project, they will be able to act as multipliers for German development cooperation.

- In Cambodia, the Sourcing Desk (now called the Export Support and Sustainable Sourcing Desk) initialised by the project has the potential to be replicated. The intention was that the ownership would not remain with GBN, but that it would be integrated within the structure of its main partner, EuroCham. This would enable EuroCham to provide export support services and to be paid by companies interested in these services. Therefore, the Sourcing Desk has the potential to become a sustainable approach within EuroCham.
- In Ivory Coast, the activities related to female empowerment were mentioned as good practice in terms of sustainability. The women that benefitted from the support were not just provided with training but were also accompanied into the next stages of their development, both personal and for their companies. As a result, their businesses became more solid and could grow faster, they had access to new markets, received financing and gained a wider network.

In terms of challenges to the institutionalisation of the project's results, the evaluators would like to mention the limited time in which the GBN approach has been applied. The coordinators on the ground assessed that the sustainability would benefit from a longer implementation time. In this sense they considered that the follow-on 'Business Scouts for Development' project will positively contribute to that. From interviews the evaluators gathered that all stakeholders want the follow-on project to continue working by applying the same approach as GBN and extending some of its features, such as the use of the online platform Leverist (INT_PART_04, INT_Other_03).

Evidence of another challenge was collected by the evaluators: in the case of Namibia, given the country's small market, and the still limited interest from German/European companies in the country, GBN's work could not yet be institutionalised. The industry did not appear to be ready to widely invest in the country, thus stakeholders still need the support of the project at least for the time being (INT_PROJ_03).

Overall, the evaluation team concluded that the project was able to identify a few strategies to enable the institutionalisation of its efforts, such as in the case of the Sourcing Desk in Cambodia. From interviews, it was clear that the follow-on project will continue providing a valuable contribution to supporting sustainable capacity. A few challenges remain thus eight points were deducted.

Sustainability dimension 2 – Contribution to supporting sustainable capacities – scores **22 out of 30 points**.

Sustainability dimension 3: Durability of results over time

For the assessment of this dimension, the evaluators developed additional questionnaire items based on levels 3 (behaviour) and 4 (results) (Kirkpatrick, 2016) to collect information and perceptions on the biggest risks/obstacles to the sustainability of the project's results.

Overall, the project provided an important contribution to strengthening the collaboration between development cooperation and the private sector. As mentioned for the contribution analysis in Section 4.4, without the project there would have been less interest for specific markets and sectors, less interest for selected countries, and ultimately less cooperation between development cooperation and the private sector.

As an example of project results that might be durable over time, in some countries the SI Jobs programme was inspired by GBN and its approach and applied it to the sectors in which it operates (INT_PROJ_02, 05 and INT_Other_04). Furthermore, the project's lessons learned in the eight selected partner countries were documented and fed into the design of the follow-on project. GBN's current project approach could be used to the full extent during the follow-on project as the Business & Cooperation Desks will continue their work in the respective partner countries and the services provided to the companies will be further improved by integrating

the services of the other merging programmes that are part of the follow-on. In the long term, the political support at the BMZ level was also mentioned as a defining factor of whether durability is to be achieved. Should a radical shift in the development cooperation priorities occur as a result of the German national elections to be held in September 2021, this might have an impact on whether projects such as GBN/follow-on Business Scouts for Development will continue to be implemented (INT_PROJ_05).

A few positive examples of factors contributing to the durability of the project's results over time were as follows:

- The fact that companies invest in a selected partner country means they anticipate working longer term in a country.
- The business-to-development approach used by the Leverist platform to link businesses to development instruments provided a durable contribution to the project: almost 900 companies registered on Leverist as a result, and companies became more aware of the work that GIZ carries out in terms of cooperation with the private sector.
- It was possible to achieve close collaboration of the project with other development cooperation programmes within the 'Cooperation with the private sector' (G130) group.

In terms of identified challenges, interviewees raised the following issues:

- The documentation of best practices has not been done systematically, but rather on an ad-hoc basis, with each GBN coordinator responsible at their respective country level. This might have led during implementation to a loss in terms of lessons learned.
- In Ivory Coast, GBN was mentioned as an important bridge between German and local companies. In the opinion of one of the stakeholders interviewed there, 'the sustainability will depend on the establishment or not of the AHK in Ivory Coast' (INT_Other_04). In the view of this respondent, the durability of the results was closely interlinked with the operational set-up of the AHK responsible for Ivory Coast.
- The project rarely provided a follow-up service to companies after the matchmaking had been made (some companies still needed support when exporting or importing). Providing follow-up services could contribute to results being durable over time (INT_PART_04).

Overall, the project has established some important fundamentals of durability of results over time, both in terms of good practices developed and transferability of its approach to the follow-on project. A few challenges remain, both at the political and operational level, that the follow-on project should address during its implementation. For this reason, eight points were deducted.

Sustainability dimension 3 – Durability of results over time – scores **42 out of 50 points**.

Methodology for assessing sustainability

Table 25: Methodology for assessing OECD/DAC criterion: sustainability

Sustainability assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Capacities of the beneficiaries and stakeholders	<ul style="list-style-type: none"> • Perception of partners and project team. • Kirkpatrick level 3 (behaviour). 	<p>Evaluation design: The analysis follows the analytical questions from the evaluation matrix (see Annex).</p> <p>Empirical methods: Interviews, focus group discussions, if necessary, and online survey.</p>	<p>Limitation of availability and outreach of direct target groups for interviews.</p> <p>Only anecdotal evidence available.</p>
Contribution to supporting sustainable capacities (of final beneficiaries and disadvantaged groups)	<ul style="list-style-type: none"> • Perception of private sector and local stakeholders. • Assessment of capacity-building activities carried out to the benefit of local companies. • Disadvantaged groups assessment. 	<p>Evaluation design: Training effectiveness (Kirkpatrick): level 3: behaviour and level 4: results.</p> <p>Empirical methods: Interviews and focus group discussions if necessary.</p>	<p>Limited data available concerning disadvantaged groups as they were not an object of interest for the project intervention.</p> <p>Only anecdotal evidence available.</p>
Durability of results over time	<ul style="list-style-type: none"> • Perception of project's activities with regards to advisory services. 	<p>Evaluation design: Interviews and validation workshop (presentation of preliminary evaluation results to the project team at the end of the evaluation mission).</p> <p>Empirical methods: Interviews and online survey.</p>	<p>Only anecdotal evidence available.</p>

4.8 Key results and overall rating

The project achieved satisfactory results: considering the complexity of the sector in which it operated, it is remarkable how GBN managed to establish its presence and prove its added value as a connector and bridge between development cooperation and the private sector. Companies and institutions from both Germany/Europe and the eight selected partner countries benefitted from a wide range of advisory services that were not provided in such a systematic and effective way before GBN had been set-up. Public and private partners appreciated the support provided on site by the GBN coordinators and benefitted from the intelligence shared by the project through, for example, sectoral briefs, joint events coordination and delegation trips. The project teams' activities were perceived as highly relevant and in line with the needs of stakeholders. At the time of the evaluation, limited data was available concerning particularly disadvantaged groups and could thus not be integrated in the evaluation of the relevance criterion.

The evaluators identified a few deficiencies with respect to achieving the MOIs, particularly for MOI2. The survey developed to assess the effectiveness and impact of the project provided evidence that the establishment of the Business & Cooperation Desks increased companies' interest in learning about German development cooperation programmes available. Furthermore, it showed that the training and capacity-building

were valid support options for the companies. The survey also allowed the evaluators to become aware of a few existing challenges and/or limitations, such as in terms of contributions of the project to improving cooperation relations or creating new trade development or job opportunities. However, based on the available evidence from the survey and interviews conducted, effectiveness hypotheses 1 and 2 could only be partially confirmed, while hypothesis 3 could not be confirmed. Similarly, impact hypotheses 1 and 2 could only be partially confirmed. The project made use of synergy effects and collaborated with both German development instruments and other donor organisations and international agencies, especially European.

Several best practices were scaled up from one GBN country to others. The project found appropriate ways to allocate costs, create synergies between outputs and make use of project management resources, and its operational set-up was functional and adequate. In terms of Covid-19, the uncertainty caused by the spread of the pandemic forced the GBN coordinators in Cambodia,

Ivory Coast and Namibia to find innovative ways of providing advisory services remotely, for example through virtual calls and webinars, and the project managed to do so successfully. The project also established some important fundamentals of durability of results over time, both in terms of good practices developed and in terms of transferability of its approach to the follow-on project.

Table 26 summarises the final ratings provided to each of the OECD/DAC criteria. The evaluators conclude that the project was successful.

Photo 5: Public–private dialogue on the circular economy. © GIZ



Table 26: Overall rating of OECD/DAC criteria and assessment dimensions

Evaluation criteria	Dimension	Max	Score	Total (max. 100)	Rating
Relevance	Alignment with policies and priorities	30	30	90	Level 2: successful
	Alignment with the needs and capacities of the beneficiaries and stakeholders	30	24		
	Appropriateness of the design	20	17		
	Adaptability – response to change	20	19		
Coherence	Internal coherence	50	48	93	Level 1: highly successful
	External coherence	50	45		
Effectiveness	Achievement of the (intended) objectives	30	18	73	Level 3: moderately successful
	Contribution to achievement of objectives	30	20		
	Quality of implementation	20	15		
	Unintended results	20	20		
Impact	Higher-level (intended) development changes/results	30	25	70	Level 3: moderately successful
	Contribution to higher-level (intended) development results/changes	40	25		
	Contribution to higher-level (unintended) development results/changes	30	20		
Efficiency	Production efficiency	70	65	88	Level 2: successful
	Allocation efficiency	30	23		
Sustainability	Capacities of the beneficiaries and stakeholders	20	17	81	Level 2: successful
	Contribution to supporting sustainable capacities	30	22		
	Durability of results over time	50	42		
Mean score and overall rating		100	83		Level 2: successful

Table 27: Rating and score scales

100-point scale (score)	6-level scale (rating)
92–100	Level 1: highly successful
81–91	Level 2: successful
67–80	Level 3: moderately successful
50–66	Level 4: moderately unsuccessful
30–49	Level 5: unsuccessful
0–29	Level 6: highly unsuccessful
<p><u>Overall rating:</u> The criteria of effectiveness, impact and sustainability are knock-out criteria: if one of the criteria is rated at level 4 or lower, the overall rating cannot go beyond level 4 although the mean score may be higher.</p>	

5 Conclusions and recommendations

5.1 Key findings and factors of success/failure

To facilitate learning from the findings of this evaluation, this section corroborates key factors of success and central weaknesses of the project. Efforts and positive achievements in the key factors of success (which sometimes overlap) have the potential to leverage current achievements, mitigate current or future risks, or be applied to other similar projects.

Successes

- + **Connecting development cooperation and private sector:** The GBN coordinators managed to establish themselves as a **‘bridge’** between the available German development cooperation programmes and the private sector actors willing to benefit from these instruments at both the German/European and the local levels. This was done through **raising awareness** of the available tools and establishing a **first contact** between the German/European companies and institutions and the local ones. Building on this contact, in many cases **common business interests** could be identified, and **mutually beneficial partnerships and projects** could be established.
- + **Capacity-building provider:** The project provided local companies with training on, among others, EU environmental and other standards, which enabled them to comply with the requirements of the German/European business partners.
- + **Making use of existing structures:** The project made use of and built on the added value of their partners and/or structures that they integrated. This was the case, among others, with the use of the existing GIZ procedures for procurement and other administrative processes or with how the GBN integrated the office of EuroCham in Cambodia and could benefit from direct access to companies and private sector associations collaborating with the latter.

- + **Building on the awareness of the project's added value:** When extending the implementation of the project to new selected partner countries, the lessons learned and elements of success of the project's approach in existing countries were transferred to the new locations.
- + **Good adaptation to the changes brought about by Covid-19:** The uncertainty caused by the spread of the pandemic required the project to find innovative ways of providing advisory services, and the project managed to do so successfully.
- + **Scale-up of best practices:** Several best practices were scaled up from one GBN country to others; for example, the IT training provided by the project to local NGOs to train disadvantaged women in Ivory Coast were scaled up to Namibia.
- + **Durability over time:** The project was able to identify a few strategies to enable the institutionalisation of its efforts, for example in the case of the Sourcing Desk in Cambodia.

Weaknesses

- **Monitoring approach:** Although the project periodically gathered feedback from the GBN coordinators in the field and from the project target groups (e.g., through satisfaction surveys), the monitoring processes should have been more structured. The project only made use of an Excel file to monitor the achievement of the indicators. A systematisation of lessons learned and good practices at the central level was missing, and unintended results and data concerning particularly disadvantaged groups were not integrated within the monitoring system. **The project design** did not include details on assumptions and risks for the project results, nor was a fragility context analysis in the selected partner countries part of its planning and implementation logic.
- **The MOIs, particularly MOI2 and output indicator B2,** were not revised during the project's implementation despite the limitations identified, such as the framework and Covid-19-related challenge. Not amending the indicators to reflect the reality in which the project was implemented led to weak results.
- **Assessing the indicator achievement rate for MOI2** was identified as a challenging aspect of the project design. Even without the limitations brought about by Covid-19, it is hard to envisage how to assess the indicator's achievement as low response rates to online surveys are a common phenomenon in comparable projects.
- **Use of GIZ tools:** The Capacity WORKS instrument was not used by the project. This should have been an integral part of the project steering, communication, and project management processes.

Findings regarding 2030 Agenda

Universality, shared responsibility, and accountability

The project focused on the contribution to several SDGs: 1, 7, 8, 9, 12 and 17. A particular focus was placed on SDG 17 in line with BMZ's developing strategies and instruments for the 'Cooperation with the private sector' area. The evaluation team identified several achievements in terms of capacity-building activities on sustainability safeguards and sustainable production (SDG 12), environmental standards (SDG 7) and training for disadvantaged women (SDG 5 / BMZ marker GG).

Synergies were in some cases established, especially with European donors and organisations. For example, in Cambodia the EU is currently considering whether the GBN approach could be scaled up at the European level. Regular exchanges with the EU Delegation occurred in Namibia, where the potential to set up an EU chamber is under consideration. Furthermore, in 2020 the EU ambassador invited the GBN coordinator in Namibia, as a GIZ representative, to attend a workshop held by the EU on post-Covid support measures.

Interplay of economic, environmental, and social development

Local businesses benefitted from technological, trade-based, and financial partnerships established through GBN. This was assessed as having the potential to contribute in the medium and long term to economic, environmental, and social developments, for example to the creation of income and employment, as well as the

introduction of new environmentally and climate-friendly technologies and the improvement of social and labour standards.

Inclusiveness/leave no one behind (LNOB)

In terms of Leave No One Behind (LNOB), a limitation identified by the evaluators was that particularly disadvantaged groups were not fully integrated in the project's implementation logic, but rather only sporadically. Disadvantaged women benefitted, for example, from training activities organised by the project in Ivory Coast. Nevertheless, comprehensive data on how the project met the needs of particularly disadvantaged groups was missing.

Findings regarding follow-on project

A few questions on the follow-on project were integrated in the interview guidelines, namely whether the GBN approach would be used during the follow-on project and if so to what extent and how lessons learned from the GBN had been incorporated. Interviewees mentioned that the GBN approach had been integrated to a great extent into the follow-on project, and so had best practices and lessons learned. The Business & Cooperation Desks will continue their work in the respective partner countries and the services provided to the companies will be further improved by integrating the services of the other merging programmes that are part of the follow-on. This was considered important by the interviewees, notably for the sustainability of GBN's results.

Furthermore, the evaluators assessed the results matrix of the follow-on project. The main remark of the evaluators refers to indicator O3.2: *'80% of the local companies (25% of which are women-owned) that have gained access to trade fairs in Germany rate participation as positive for their business development'*. To the assessment of the evaluators, in terms of gender equality, the project team opted for a similar approach and phrasing of the indicator as GBN's MOI1. This might negatively impact the indicator's achievement (as it did in the case of GBN) as it is not in the project's control to decide which companies to include and therefore what the gender of the owner is.

5.2 Recommendations

Recommendations for the follow-up project and the design of new projects (directed to the project team and GIZ's sectoral department):

- Continue the focus on connecting development cooperation and the private sector as a vehicle to contribute to, among others, creating new trade development and employment opportunities (reference to the updated results model, see Section 2.2).
- Define indicators based on rigorous data from baseline assessments or, should the latter not be available, consider a review of the indicators, such as mid-term and/or throughout the project implementation, to ensure they reflect realistically upon the project's intervention logic and objective.
- Refine the project design and planning to maximise synergies between existing instruments and avoid any duplication of efforts. To further ensure synergies, the project should provide clear instructions as to its mandate and competences to avoid any overlapping and set clear expectations as to what the collaboration between the project and the other instruments could lead to, such as in terms of project initiative development.
- Increase efforts put into identifying viable synergies with other partners, donors, and international organisations.
- Identify further strategies to enable the institutionalisation of the project's results, as was done in the case of the Sourcing Desk in Cambodia.
- Provide clear indications on whether cooperation with the private sector will remain a priority for BMZ following the German national elections to be held in September 2021.

- As mentioned in Section 5.1, it is recommended that the follow-on project team considers during project implementation whether indicator O3.2 would benefit from being reassessed and/or rephrased to refer to aspects that can fall under the project's system boundary.

Recommendations for the general project implementation (directed to the project team):

- Systematically document lessons learned and good practices at the central level and integrate unintended results and data concerning particularly disadvantaged groups within the project's monitoring system.
- Streamline uniform processes across countries to communicate with all stakeholders, including details on assumptions and risks for the project results, and integrate a fragile context analysis in the project's planning and implementation logic in the selected partner countries marked as yellow and red by the GIZ security assessment (Ethiopia, Rwanda, Cambodia, Ivory Coast, Uganda, and Bangladesh are yellow, and Cameroon is red).
- Make more timely use of the Capacity WORKS instrument for the project steering, communication, and project management processes.

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Annex: Evaluation matrix

OECD-DAC Criterion Relevance – Is the intervention doing the right things? (max. 100 points) The 'relevance' criterion focuses on the intervention's design. It refers to the extent to which the objectives and design of a development intervention are consistent with the (global, country and institution-specific) requirements, needs, priorities and policies of beneficiaries and stakeholders (individuals, groups, organisations and development partners). It also identifies the ability of the intervention's design to adapt to a change in circumstances. 'Relevance' is assessed in relation to 1) the time of the intervention design ¹ and 2) from today's perspective ² .								
Assessment dimensions	Filter – Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Alignment with policies and priorities	Standard	To what extent are the intervention's objectives aligned with the (global, regional and country specific) policies and priorities of the BMZ and of the beneficiaries and stakeholders and other (development) partners? To what extent do they take account of the relevant political and institutional environment?	<ul style="list-style-type: none"> • Orientation at BMZ country strategies and BMZ sector concepts • Strategic reference framework for the project, e.g. national strategies including the national implementation strategy for Agenda 2030, regional and international strategies, sectoral and cross-sectoral change strategies, in bilateral projects especially partner strategies, internal analytical framework e.g. safeguards and gender⁴ • Orientation of the project design at the (national) objectives of Agenda 2030 • Project contribution to certain Sustainable Development Goals (SDGs) • Explanation of a hierarchy of the different policies, priorities (especially in case of contradictions) 	Comparison of objectives and goals between project and frameworks	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Project proposal ZmW Orientierungspapier (private sector cooperation) Progress reports Interview with FMB, project team	No foreseen limitations	good
	and Fragility	To what extent was the (conflict) context of the project adequately analysed and considered for the project concept?	<ul style="list-style-type: none"> • Key documents: (Integrated) Peace and Conflict Assessment (I)PCA, Safeguard Conflict and Context 	(Integrated) Peace and Conflict Assessment (I)PCA, Safeguard Conflict and Context Sensitivity	Design and Methods: interviews with project team and in-country partners	Interviews with project team and in-country partners	Lack of strong evidence (no project documents available). Interviews might lead to merely	moderate

			Sensitivity documents	documents do not exist for the project			anecdotal evidence on this question.	
	and SV/GV	To what extent does the project complement bilateral or regional projects? To what extent does it complement other global projects?	• Please use CPE factsheet on SV / GV / IZR	Assessment of collaboration with other German development cooperation projects	Design and Methods: documents analysis and interviews with project team and in-country partners	Project progress reports, national strategies (where available) Interviews with project team and in-country partners	No foreseen limitations	good
	and SV/GV	To what extent is the project geared towards solving a global challenge that cannot only be effectively addressed bilaterally/ regionally?	• Please use CPE factsheet on SV / GV / IZR	Assessment of collaboration with other German development cooperation projects	Design and Methods: interviews with project team and in-country partners	Interviews with project team and in-country partners	No foreseen limitations	good
Alignment with the needs and capacities of the beneficiaries and stakeholders	Standard	To what extent are the intervention's objectives aligned with the development needs and capacities of the beneficiaries and stakeholders involved (individuals, groups and organisations)?	• Also: consideration of stakeholders such as civil society and private sector in the design of the measure	Perception of key partners	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Interview with key partners	No foreseen limitations	good
	and Fragility	How were deescalating factors/ connectors ⁵ as well as escalating factors/ dividers ⁶ in the project context identified and considered for the project concept (please list the factors)? ⁷	• e.g. see column I and II of the (Integrated) Peace and Conflict Assessment	(De-)escalating factors have not been identified by the project, nor considered during project implementation	Design and Methods: interviews with project team and in-country partners	Interviews with project team and in-country partners	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate
	and Fragility	To what extent were potential (security) risks for (GIZ) staff, partners, target groups/final beneficiaries identified and considered?		RMO country office risks and mitigation strategies will be inquired and assessed	Design and Methods: review of strategies and interviews with project team and risk management offices if necessary	Interviews with project team and risk management offices if necessary	No foreseen limitations	good
	Standard	To what extent are the intervention's objectives geared to the needs and capacities of particularly disadvantaged and vulnerable beneficiaries and stakeholders (individuals, groups	• Reaching particularly disadvantaged groups (in terms of Leave No One Behind) • Consideration of potential for human rights and gender aspects	Gender representations is considered in key project documents (module indicator)	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Module objective indicator 1 Interview with team	Limitation in obtaining data on gender component of MO indicator 1	moderate

		and organisations)? With respect to groups, a differentiation can be made by age, income, gender, ethnicity, etc. ?	<ul style="list-style-type: none"> • Consideration of identified risks 						
Appropriateness of the design³	Standard	To what extent is the intervention's design appropriate and realistic (in terms of technical, organisational and financial aspects)?	<ul style="list-style-type: none"> • Realistic project goal from today's perspective and in view of the available resources (time, finances, partner capacities) • Consideration of potential changes in the framework conditions • Dealing with the complexity of framework conditions and strategic reference frameworks and with possible overloading • Strategic focusing 	The proposal was realistic and results and indicators are achievable	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Project proposal: indicators Interview with team	No foreseen limitations	good	
	Standard	To what extent is the intervention's design sufficiently precise and plausible (in terms of the verifiability und traceability of the system of objectives and the underlying assumptions)?	<p>Assessment of the (current) results model and results hypotheses (Theory of Change, ToC) of the actual project logic:</p> <ul style="list-style-type: none"> • Adequacy of activities, instruments and outputs in relation to the project objective to be achieved • Plausibility of the underlying results hypotheses • Clear definition and plausibility of the selected system boundary (sphere of responsibility) • Appropriate consideration of potential influences of other donors/ organisations outside the project's sphere of responsibility • completeness and plausibility of assumptions and 	The results model represents the project logic in an adequate way.	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Project proposal Updated ToC (results model and hypotheses) Interview with team	No foreseen limitations	good	

			risks for the project results • How well is co-financing (if any) integrated into the overall concept of the project and what added value could be generated for the ToC/project design?					
	Standard	To what extent is the intervention's design based on a holistic approach to sustainable development (interaction of the social, environmental and economic dimensions of sustainability)?	• Presentation of the interactions (synergies/trade-offs) of the intervention with other sectors in the project design – also with regard to the sustainability dimensions in terms of Agenda 2030 (economic, ecological and social development)	Synergies and trade-offs are considered within the project design	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Project proposal Interview with team	No foreseen limitations	good
Adaptability – response to change	Standard	To what extent has the intervention responded to changes in the environment over time (risks and potentials)?	• Reaction to changes during project including change offers (e.g. local, national, international, sectoral changes, including state-of-the-art sectoral know-how)	Modification Offers represent sectoral knowledge	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	G130 COVID-19 measures (overview document) applied to GBN	No foreseen limitations	good

(1) The 'time of the intervention design' is the point in time when the offer/most recent modification offer was approved.

(2) In relation to the current standards, knowledge and framework conditions.

(3) The design of an intervention is usually assessed by evaluating its intervention logic. The intervention logic depicts the system of objectives used by an intervention. It maps out the systematic relationships between the individual results levels. At the time an intervention is designed, the intervention logic, in the form of a logical model, is described in the offer for the intervention both as a narrative and generally also on the basis of a results framework. The model is reviewed at the start of an evaluation and adjusted to reflect current knowledge. Comprehensive (re)constructed intervention logics are also known as 'theories of change'. In GIZ the 'project design' encompasses project objective (outcome) and the respective theory of change (ToC) with outputs, activities, TC-instruments and especially the results hypotheses as well as the implementation strategy (e.g. methodological approach, Capacity Development strategy). In GIZ the Theory of Change is described by the GIZ results model as graphic illustration and the narrative results hypotheses.

(4) In the GIZ Safeguards and Gender system risks are assessed before project start regarding following aspects: gender, conflict, human rights, environment and climate. For the topics gender and human rights not only risks but also potentials are assessed. Before introducing the new safeguard system in 2016 GIZ used to examine these aspects in separate checks.

(5) Deescalating factors/connectors: e.g. peace-promoting actors and institutions, structural changes, peace-promoting norms and behaviour. For more details on 'connectors' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 55/135.

(6) Escalating factors/dividers: e.g. destructive institutions, structures, norms and behaviour. For more details on 'dividers' see: GIZ (2007): 'Peace and Conflict Assessment (PCA). Ein methodischer Rahmen zur konflikt- und friedensbezogenen Ausrichtung von EZ-Maßnahmen', p. 135.

(7) All projects in fragile contexts, projects with FS1 or FS2 markers and all transitional aid projects have to weaken escalating factors/dividers and have to mitigate risks in the context of conflict, fragility and violence. Projects with FS1 or FS2 markers should also consider how to strengthen deescalating factors/ connectors and how to address peace needs in its project objective/sub-objective.

OECD-DAC Criterion Coherence – How well does the intervention fit? (max. 100 points)

This criterion refers to the intervention's compatibility with other interventions in a country, sector or institution as well as with international norms and standards. Internal coherence addresses the synergies and division of tasks between the intervention and other interventions of German development cooperation and also the intervention's consistency with the relevant international norms and standards to which German development cooperation adheres. External coherence considers the intervention's complementarity, harmonisation and coordination with the interventions of other partners, donors and international organisations. The 'coherence' criterion relates both to the intervention's design as well as to the results it achieves.

Assessment dimensions	Filter – Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Internal coherence	Standard	Within German development cooperation, to what extent is the intervention designed and implemented (in a sector, country, region or globally) in a complementary manner, based on the division of tasks?	• Also analysis of whether the project takes the necessary steps to fully realise synergies within German development cooperation	Focus on results in the ToC whose achievement is dependent on the contribution of different stakeholders (collaboration with EZ-Scouts, ExperTS, SI Jobs, develoPPP, sector programme ZmW-leverist)	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Progress reports	Data collection with each project representative might not have a strong evidence, therefore representatives from the GIZ sectoral unit might provide more reliable information	good
	Standard	To what extent are the instruments of German development cooperation (Technical and Financial Cooperation) meaningfully interlinked within the intervention (in terms of both design and implementation)? Are synergies leveraged?	• if applicable, also take into account projects of different German ressorts/ministries	Overview on organisations on Technical and Financial Cooperation Feedback from interview partners from Technical and Financial Cooperation institutions (assessment of cooperation with DEG, KfW, Sequa, SES)	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Progress reports Interviews with partners Monitoring list of the project (contains info on all countries)	Data collection with each project representative might not have a strong evidence, therefore representatives from the GIZ sectoral unit might provide more reliable information	good
	Standard	To what extent is the intervention consistent with international and national norms and standards to which German development cooperation is committed (e.g. human rights)?		Development markers (GG – 1, TD – 2, AO – 1) Decent work (in accordance with ILO standards) Guidelines provided by the special initiative jobs	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Project proposal Interview with project team	Data collection with each project representative might not have a strong evidence, therefore representatives from the GIZ sectoral unit might provide more reliable information	good
External coherence	Standard	To what extent does the intervention complement and support the partner's		What kind of efforts are currently done by the partners?	Design and Methods: Documents analysis &	Interview with partners List events for matchmaking (co-	No foreseen limitations	good

		own efforts (principle of subsidiarity)?		(network effort, information flows?)	qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	implemented by AHKs)		
	Standard	To what extent has the intervention's design and implementation been coordinated with other donors' activities?	• Also: To what extent could synergies be achieved through co-financing (where available) with other bilateral and multilateral donors and organisations and how did co-financing contribute to improved donor coordination?	No co-financing in the framework of the project (further specify collaboration Bavaria – Ethiopia)	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	No co-financing in the framework of the project	No foreseen limitations	good
	Standard	To what extent has the intervention's design been designed to use existing systems and structures (of partners/other donors/international organisations) for implementing its activities? To what extent are these systems and structures used?	• Also analysis of whether the project is taking the necessary steps to fully realise synergies with interventions of other donors at the impact level	Extent of collaboration and synergies with other donors	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	Progress reports Terms of Reference of the Business & Cooperation Desk in Cambodia (collaboration with EuroChambers)	No foreseen limitations	good
	Standard	To what extent are common systems (together with partners/other donors/international organisations) used for M&E, learning and accountability?		Project M&E system	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews, focus group discussions, document analysis	n/a (the project uses solely their own M&E system)	No foreseen limitations	good

OECD-DAC Criterion Effectiveness – Is the intervention achieving its objectives? (max. 100 points)

'Effectiveness' refers to the extent to which the intervention has achieved, or is expected to achieve, its objectives (at outcome level), including any differential results across beneficiary and stakeholder groups. It examines the achievement of objectives in terms of the direct, short-term and medium term results.

Assessment dimensions	Filter – Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Achievement of the (intended) objectives¹	Standard	To what extent has the intervention achieved, or is the intervention expected to achieve, the (intended) objectives as originally planned (or as modified to cater for changes in the environment)?	<ul style="list-style-type: none"> Assessment based on the project objective indicators (agreed with BMZ) Check whether more specific or additional indicators are needed to adequately reflect the project objective 	Achievement of project objective indicators	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	<ul style="list-style-type: none"> Indicator Progress Update Sheets Perception of key partners, perception of project team members SMART* criteria have been met. 	No foreseen limitations	good
	and Fragility	For projects with FS1 or FS2 markers: To what extent was the project able to strengthen deescalating factors/connectors? ^{2, 4}		Perception of key partners and project team members	Design and Methods: interviews	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate
Contribution to achievement of objectives	Standard	<i>To what extent have the intervention's outputs been delivered as originally planned (or as modified to cater for changes in the environment)?</i>		Achievement of output indicators	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	<ul style="list-style-type: none"> Indicator Progress Update Sheets Perception of key partners, perception of project team members SMART* criteria have been met. 	No foreseen limitations	good
	Standard	To what extent have the delivered outputs and increased capacities been used and equal access (e.g. in terms of physical, non-discriminatory and affordable access) guaranteed?		Achievement of output indicators	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Perception of key partners, perception of project team members	No foreseen limitations	good
	Standard	To what extent has the intervention contributed to the achievement of objectives?	<ul style="list-style-type: none"> Assessment based on the activities, TC-instruments and outputs of the project (contribution analysis as focus of this assessment dimension and minimum standard, see annotated reports) What would have 	Results Hypothesis output outcome	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good

		happened without the project? (usually qualitative reflection)					
Standard	To what extent has the intervention contributed to the achievement of objectives at the level of the intended beneficiaries?		Results hypothesis outcome – impact	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	To what extent has the intervention contributed to the achievement of objectives at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.)?		Assessment of do-no-harm and unintended impact	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Project proposal paragraph of risk mitigation Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	<i>Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended objectives?</i>	• Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s).	Assessment of internal factors	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	<i>Which external factors were decisive for achievement/non-achievement of the intervention's intended objectives (taking into account the anticipated risks)?</i>	• External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s).	Assessment of external factors	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Quality of implementation	Standard What assessment can be made of the quality of steering and implementation of the intervention in terms of the achievement of objectives? What assessment can be made of the quality of steering and implementation of, and participation in, the intervention by	Capacity Works considerations: - Results-oriented monitoring (RoM / WoM) is established and used, e.g. for evidence-based decisions, risk management. Data are disaggregated by gender and marginalised groups. unintended positive and negative results are monitored.	Capacity Works is established and used	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Capacity Works considerations: • Results-based Monitoring System (yes) • Cooperation agreement with SI Jobs (internal document available on distribution of roles and responsibilities) • GBN-Funktions- und Dienstleistungsrichtlinien document	No foreseen limitations	good

		the partner/executing agency?	<p>Conflict-sensitive monitoring and explicit risk-safety monitoring are particularly important for projects in fragile contexts.</p> <ul style="list-style-type: none"> - A bindingly communicated strategy agreed with the partners is pursued - Involvement and cooperation of all relevant actors (including partners, civil society, private sector) - Steering: decisions influencing the project's results are made in time and evidence-informed. Decision processes are transparent. - Processes: Relevant change processes are anchored in the cooperation system; project-internal processes are established and regularly reflected and optimised. - Learning and innovation: There is a learning and innovation-friendly work culture that promotes the exchange of experience; learning processes are established; context-specific adjustments are possible 					
Unintended results	Standard	To what extent can unintended positive/negative direct results (social, economic, environmental and among vulnerable beneficiary groups) be observed/anticipated?	<ul style="list-style-type: none"> • The focus is on the outcome level, but for the analysis the unintended effects can also be included on the output level 	n/a	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions		No foreseen limitations	good

	and Fragility	To what extent was the project able to ensure that escalating factors/ dividers ³ have not been strengthened (indirectly) by the project? Has the project unintentionally (indirectly) supported violent or 'dividing' actors?		Perception of key partners and project team members	Design and Methods: interviews	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate	
	Standard	What potential benefits/risks arise from the positive/negative unintended results? What assessment can be made of them?	• also check whether the risks were already mentioned and monitored in the design phase	n/a	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions		No foreseen limitations	good	
	and Fragility	To what extent have risks and unintended negative results in the context of conflict, fragility and violence ⁵ been monitored (context/conflict-sensitive monitoring) in a systematic way?		During the inception mission workshops held with the project team no unintended results were pre-identified. No further risk assessment/monitoring is available.	Design and Methods: interviews	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate	
	Standard	How has the intervention responded to the potential benefits/risks of the positive/negative unintended results?	• Check if positive results at the outcome level have been monitored and set in value	n/a	Design and Methods: interviews	No documents are available.	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate	

OECD-DAC Criterion Impact (higher-level development results) – What difference does the intervention make? (max. 100 points) Based on recognisable higher-level development changes (at impact level), the criterion of 'higher-level development results (at impact level)' relates to the extent to which the intervention has already produced significant positive or negative, intended or unintended results at the overarching level (contributions to the observed changes), or is expected to do so in the future. This includes any differential results across different stakeholders and beneficiaries. This criterion refers to the results of the development intervention.									
Assessment dimensions	Filter – Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)	

**Higher-level
(intended)
development
changes¹**

Standard	To what extent can the higher-level development changes (social, economic and environmental dimensions and the interactions between them) to which the intervention will/is designed to contribute be identified/foreseen)? (Specify time frame where possible.)	<ul style="list-style-type: none">Consider module proposal for suggested impact and program objective indicators (program proposal), if it is not an individual measurePotential basis for assessment: program objective indicators, identifiers, connection to the national strategy for implementing 2030 Agenda , connection to SDGs	Degree of contribution to overarching development results (SDGs, Agenda 2030)	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Progress reports Interviews with project team	No foreseen limitations	good
Standard	To what extent can the higher-level development changes (social, economic, environmental dimensions and the interactions between them) be identified/foreseen at the level of the intended beneficiaries? (Specify time frame where possible.)		Degree of contribution at target group level; Perception of partners on impact for final beneficiaries	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Progress reports Interviews with project team	No foreseen limitations	good
Standard	To what extent can higher-level development changes to which the intervention will/is designed to contribute be identified/foreseen at the level of particularly disadvantaged/vulnerable groups of beneficiaries and stakeholders? (These may be broken down by age, income, gender, ethnicity, etc.) (Specify time frame where possible.)		Perception of partners on impact for vulnerable target groups (gender component)	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Progress reports Interviews with project team	No foreseen limitations	good
Standard	To what extent has the intervention actually contributed to the identified and/or foreseeable higher-level development changes (social, economic, environmental dimensions and their interactions, taking into account political stability) that it was designed to bring about?	<ul style="list-style-type: none">Contribution analysis (evaluation design) as minimum standard and focus of this assessment dimension, further approaches are possible and welcome, see also annotated reportsEvaluation of the project's contribution to impacts based on	Achievement of outcome indicators	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good

		an analysis of the results hypotheses from outcome to impact level					
Standard	To what extent has the intervention achieved its intended (original and, where applicable, revised) development objectives?	• This question can already be assessed in Dimension 1 Question 1, the contribution to impact is assessed in Dimension 2, Question 1	Achievement of outcome indicators	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	To what extent has the intervention achieved its (original and, where applicable, revised) development objectives at the level of the intended beneficiaries?		Achievement of outcome indicators	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	To what extent has the intervention contributed to higher-level development changes/changes in the lives of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders that it was designed to bring about? (These may be broken down by age, income, gender, ethnicity, etc.).		Perception of partners on impact for vulnerable target groups (gender component)	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	<i>Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended development objectives?</i>	• Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s)	Assessment of internal factors	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good
Standard	<i>Which external factors were decisive for the achievement/non-achievement of the intervention's intended development objectives?</i>	• External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s). • Take into account the activities of other actors or other policies, framework conditions, other policy areas,	Influence of framework conditions	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders, validation workshop with project team	No foreseen limitations	good

			strategies or interests (German ministries, bilateral and multilateral development partners)					
	Standard	To what extent has the intervention achieved structural or institutional changes (e.g. for organisations, systems and regulations)?		Perception of organisation and partners on structural and institutional changes (AHKs and DIHK)	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders Anecdotal evidence from interviews with project team	No foreseen limitations	good
	Standard	To what extent did the intervention serve as a model and/or achieve broad-based impact?	<ul style="list-style-type: none"> Scaling-up is a consciously designed process to anchor changes in organisations and cooperation systems (e.g. concepts, approaches, methods) to generate broad impact There is vertical scaling-up, horizontal scaling-up, functional scaling-up or a combination of these² also analyse possible potential and reasons for not exploiting it 	Perception of organisation and partners of the intervention	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders Anecdotal evidence from interviews with project team	No foreseen limitations	good
	Standard	<i>How would the situation have developed without the intervention?</i>	• usually qualitative reflection, quantitative approaches welcome	Perception of the European private sector of the countries in which the intervention was implemented	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with all key stakeholders Anecdotal evidence from interviews with project team	No foreseen limitations	good
	Standard	To what extent can higher-level, unintended development changes (social, economic and environmental dimensions and their interactions, taking into account political stability) be identified/foreseen? (Specify time frame where possible.)		n/a	Design and Methods: Documents analysis, contribution analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate
	and Fragility	To what extent did the project have (unintended) negative or escalating effects on the conflict or the context of fragility (e.g. conflict dynamics, violence, legitimacy of		Perception of key partners and project team members	Design and Methods: interviews	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate

	state and non-state actors/institutions)? To what extent did the project have positive or deescalating effects on the conflict or the context of fragility (e.g. conflict dynamics, violence, legitimacy of state and non-state actors/institutions)?							
Standard	To what extent has the intervention brought about foreseeable/identifiable unintended (positive and/or negative) higher-level development results?	<ul style="list-style-type: none"> Analyse whether the risks were already known in the design phase Check how the assessment of risks in connection with (unintended) negative or (not formally agreed) positive results at the impact level in the monitoring system has been carried out (e.g. use of 'compass') measures taken to avoid or counteract the risks/ negative effects/ trade-offs³ Determine relevant framework conditions for negative results and the project's reaction to them Examine to what extent potential (not formally agreed) positive results and synergies between the ecological, economic and social development dimensions have been monitored and exploited 	n/a	Design and Methods: interviews	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate	
Standard	To what extent has the intervention contributed to foreseeable/identifiable unintended (positive and/or negative) higher-level development results at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders? (These		n/a	Design and Methods: interviews	Project staff; key implementing partner interviews	Lack of strong evidence (no project documents available). Interviews might lead to merely anecdotal evidence on this question.	moderate	

		may be broken down by age, income, gender, ethnicity, etc.)					
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<p>OECD-DAC Criterion Efficiency – How well are resources being used? (max. 100 points) This criterion describes the extent to which the intervention delivers results in an economic and timely way (relationship between input and output, outcome and impact level). The evaluation dimension ‘production efficiency’ refers to the appropriateness of the relationship between inputs and outputs. The evaluation dimension ‘allocation efficiency’ refers to the appropriateness of the relationship between the inputs and the results achieved (project/development objective; outcome/impact level) by the intervention. The ‘efficiency’ criterion relates both to the intervention’s design and implementation and to the results it achieves.</p>								
Assessment dimensions	Filter – Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Production efficiency	Standard	<i>How are the intervention's inputs (financial, human and material resources) distributed (e.g. by instruments, sectors, sub-interventions, taking into account the cost contributions of partners/executing agencies/other beneficiaries and stakeholders etc.)?</i>	<ul style="list-style-type: none"> • Description of the data: Costs per output, type of costs, agreed and provided partner contributions • Description of the deviations between original planned costs and actual costs (with comprehensible justification, changes are certainly desirable for increased efficiency) 	Transformation of inputs to outputs based on: <ul style="list-style-type: none"> • GIZ efficiency tool 	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	<ul style="list-style-type: none"> • ‘Kostenträger-Obligo’ report of the project, • the comparison of planned budget figures with actual figures, • the results matrix • Progress reports Project management and team	No foreseen limitations	strong
	Standard	To what extent have the intervention's inputs (financial, human and material resources) been used economically in relation to the outputs delivered (products, investment goods and services)? If possible, refer to data from other evaluations in a region or sector, for instance.	<ul style="list-style-type: none"> • Use of 'Efficiency tool' including instructions and use of the follow-the-money approach as evaluation design (may be combined with other high-quality approaches) • Output level: Analysis of approaches and activities as well as TC instruments (personnel instruments, financing, materials and equipment)¹ compared to possible alternatives with a focus on the minimum principle (use of comparative data if 	Transformation of inputs to outputs based on: <ul style="list-style-type: none"> • GIZ efficiency tool 	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	<ul style="list-style-type: none"> • ‘Kostenträger-Obligo’ report of the project, • the comparison of planned budget figures with actual figures, • the results matrix • Progress reports Project management and team	No foreseen limitations	strong

		<p>available)</p> <ul style="list-style-type: none"> • The project is oriented on internal or external benchmarks in order to achieve its effects economically • Regular reflection of the resources used by the project with focus on economical use of resources and cost risks • The overarching costs of the project are in an appropriate proportion to the costs of the outputs 					
Standard	<p>To what extent could the intervention's outputs (products, investment goods and services) have been increased through the alternative use of inputs (financial, human and material resources)? If possible, refer to data from other evaluations of a region or sector, for instance. (If applicable, this question adds a complementary perspective")</p> <p>* This case is always applicable in the technical cooperation (TC), please answer the question bindingly</p>	<ul style="list-style-type: none"> • Use of 'Efficiency tool' including instructions and use of the follow-the-money approach as evaluation design (may be combined with other high-quality approaches) • Output level: Analysis of approaches and activities as well as TC instruments (personnel instruments, financing, materials and equipment)¹ compared to possible alternatives with focus on output maximisation (use of comparative data if available) • Analysis of alternative options for allocating resources and shifts between outputs for output maximisation • saved resources can and should be used to maximise outputs • Reflection of the resources during the design phase and regularly during the implementation of the project with focus on output maximisation 	<p>Transformation of inputs to outputs based on:</p> <ul style="list-style-type: none"> • GIZ efficiency tool 	<p>Design: Follow-the-Money Approach</p> <p>Methods: e.g. interviews, focus group discussions, document analysis</p>	<ul style="list-style-type: none"> • 'Kostenträger-Obligo' report of the project, • the comparison of planned budget figures with actual figures, • the results matrix • Progress reports <p>Project management and team</p>	No foreseen limitations	strong

			(with comprehensible justification, changes are certainly desirable for increased efficiency) • 'maximising outputs' means with the same resources, under the same conditions and with the same or better quality						
	Standard	Were the outputs (products, investment goods and services) produced on time and within the planned time frame?		Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Progress reports, indicator progress update sheets	No foreseen limitations	strong	
	Allocation efficiency	Standard	<i>By what other means and at what cost could the results achieved (higher-level project objective) have been attained?</i>	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Further interviews with key stakeholders	No foreseen limitations	strong	
		Standard	To what extent – compared with alternative designs for the intervention – could the results have been attained more cost-effectively?	• Outcome level: Analysis of approaches and activities as well as TC-instruments in comparison to possible alternatives with focus on minimum principle (use of comparative data if available) • Regular reflection in the project of the input-outcome relation and alternatives as well as cost risks • The partner contributions are proportionate to the costs for the outcome of the project	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Further interviews with key stakeholders	No foreseen limitations	strong
		Standard	To what extent – compared with alternative designs for the intervention – could the positive results have been increased using the existing resources? (If applicable, this question adds a complementary perspective*)	• Outcome level: Analysis of applied approaches and activities as well as TC-instruments compared to possible alternatives with focus on maximising the outcome (real comparison if available) • The project manages its	Transformation of inputs to outputs based on: • GIZ efficiency tool	Design: Follow-the-Money Approach Methods: e.g. interviews, focus group discussions, document analysis	Further interviews with key stakeholders	No foreseen limitations	strong

			<p>* This case is always applicable in the technical cooperation (TC), please answer the question bindingly</p> <p>resources between the outputs in such a way that the maximum effects in terms of the module objective are achieved</p> <ul style="list-style-type: none"> • Regular reflection in the project of the input-outcome relation and alternatives • Reflection and realisation of possibilities for scaling-up • If additional funds (e.g. co-financing) have been raised: Effects on input-outcome ratio (e.g. via economies of scale) and the ratio of administrative costs to total costs • Losses in efficiency due to insufficient coordination and complementarity within German DC are sufficiently avoided 						

OECD-DAC Criterion Sustainability – Will the benefits last? (max. 100 points) The 'sustainability' criterion relates to continued long-term benefits (at the outcome and impact level) or the probability of continued long-term benefits – taking into account observed or foreseeable risks – over time, particularly after assistance has ended.								
Assessment dimensions	Filter – Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators	Evaluation Design and empirical methods	Data sources	Data Quality and limitations	Data Quality Assessment (weak, moderate, good, strong)
Capacities of the beneficiaries and stakeholders	Standard	To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the institutional, human and financial resources as well as the willingness (ownership) required to sustain the positive results of the	<ul style="list-style-type: none"> • Transitional Development Assistance (TDA) projects primarily address final beneficiaries, whose resilience to crises and recurring shocks is to be strengthened. The focus for TDA projects is thus often on the resilience of final beneficiaries and/or at least the 	Perception of partners and project team	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key project partners	Limitation of availability and reach-out of some partners for interviews	moderate

		intervention over time (once assistance has drawn to a close)?	continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).					
	Standard	To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the resilience to overcome future risks that could jeopardise the intervention's results?		Perception of partners and project team	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key project partners	Limitation of availability and reach-out of some partners for interviews	moderate
Contribution to supporting sustainable capacities	Standard	To what extent has the intervention contributed to the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) having the institutional, human and financial resources as well as the willingness (ownership) required to sustain the intervention's positive results over time and to limit the impact of any negative results?	<ul style="list-style-type: none"> • Analysis of the preparation and documentation of learning experiences • Description of the anchoring of contents, approaches, methods and concepts in the partner system • Reference to exit strategy of the project • If there is a follow-on project, check to what extent the results of the evaluated project are taken up; the anchoring of the effects in the partner's organisation should be pursued independently of a follow-on project, since sustainability should be achieved even without donor funds • Transitional Development Assistance (TDA) projects primarily address final 	Perception of private sector and local stakeholders	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Key project partners in countries of implementation	Limitation of availability and reach-out of some partners for interviews	moderate

				beneficiaries, whose resilience to crises and recurring shocks is to be strengthened. The focus for TDA projects is thus often on the resilience of final beneficiaries and/or at least the continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).						
		Standard	To what extent has the intervention contributed to strengthening the resilience of the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies)?		Assessment of capacity-building activities on corporate social responsibility, compliance, due diligence carried out to the benefit of local companies	Design and Methods: Documents analysis & qualitative/quantitative triangulation through endline-assessment and Interviews	Capacity-building reports (Cambodia : corporate social responsibility training for entrepreneurs; EU market-access training of trainers; Senegal : training of trainers; Ethiopia : SME Award) Project team interview	No foreseen limitations	good	
		Standard	To what extent has the intervention contributed to strengthening the resilience of particularly disadvantaged groups? (These may be broken down by age, income, gender, ethnicity, etc.)		Disadvantaged groups assessment	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Report on the training for entrepreneurs & promotion of female entrepreneurs activities (Ivory Coast)	No foreseen limitations	good	
	Durability of results over time	Standard	<i>How stable is the context in which the intervention operates?</i>		Perception of context stability (at scoping/preparation phase for new locations)	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with project team	No foreseen limitations	good	
		Standard	<i>To what extent is the durability of the intervention's positive results influenced by the context?</i>	• Consideration of risks and potentials for the long-term stability of the results and description of the reaction of the project to these	Perception of context	Design and Methods: Documents analysis & qualitative/quantitative triangulation through interviews and focus group discussions	Interviews with project team	No foreseen limitations	good	
		Standard	To what extent can the positive (and any negative) results of the intervention be deemed durable?	• Consideration of the extent to which continued use of the results by partners and beneficiaries can	Perception of projects activities with regards to advisory services	Design and Methods: Documents analysis & qualitative/quantitative triangulation through	Interviews with key partners, validation with project team	Limitation of accessing data (liaising with beneficiary	moderate	

			be foreseen • Reference to conditions and their influence on the durability, longevity and resilience of the effects (outcome and impact) • In the case of projects in the field of Transitional Development Assistance (TDA), at least the continuity of the measure must be examined: To what extent will services or results be continued in future projects (of GIZ or other donors/organisations) or their sustainability ensured? (Clarification in the inception phase)		interviews and focus group discussions		companies) due to data protection issue		



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