

2.3 Occasion

A PPR is conducted whenever the officer responsible for the commission considers it expedient to do so.

Until now, the PPR has taken place at the end of the ongoing project phase, always leading to a planning workshop that results in a modification offer for the given project. From now on, the PPR instrument can be used whenever the officer responsible for the commission wishes to clarify the project's status and benefits. If, for example, doubts are raised as to the relevance, effectiveness or sustainability of a project, or whenever altered framework conditions call the project's purpose into question, project management can use a PPR to look into these issues and, if necessary, work out new objectives and targets. The new PPR need not necessarily happen at the end of a project phase.

In exceptional cases and with a good reason, the superior of the officer responsible for the commission may arrange for a PPR, perhaps at the advice of the partner, BMZ or P+D. In such cases, the PPR is a managerial steering instrument whose predominant feature is that of external control.

2.4 Responsibility

As a rule, the officer responsible for the commission is responsible for planning and conducting the PPR.

The officer responsible for the commission is responsible for defining the contents and technical focus of the PPR; he or she also decides when and how the PPR will be carried out. In keeping with the professional standards called for, the officer selects the external experts to take part in the PPR and formulates the special requirements they must fulfill. Acceptance of the PPR report is part of these responsibilities. In consultancy projects, responsibility for the PPR also rests with the officer.

Support from the officer's superior in the fulfillment of these various responsibilities takes the form of advisory inputs and is a matter of standard managerial dialogue.

In the case of an externally initiated PPR, the officer's superior is responsible for planning and steering. Execution of the PPR is preceded by intensive managerial dialogue, identifying those steps that can be conducted by the officer responsible for the commission (or by the project).

2.5 Planning and Implementation

The officer responsible for the commission steers the PPR in terms of its sector-specific, technical contents and administrative aspects, in close cooperation with the project partners.

To enhance the learning effect amongst all those concerned, PPRs are conducted with the support of external experts. This will make it easier to question any established routines and certitudes and thus introduce new perspectives. Independent third parties are intended to enhance the project's process of reflection, often they will also find it easier to deal with possible conflicts.