

ity criterion is no longer absolute, but relative, no longer prescribed by us, but requested by our clients. Naturally, we influence our clients' wishes through an intensive advisory process, and we can always refuse to accommodate a request, if it is incompatible with the professional ethics of our development mandate. Ultimately, however, the quality and sustainability of our work depends on the degree of client satisfaction.

This is why impact evaluation is so important. Client satisfaction is not simply a matter of good intentions and impressive plans, but is determined, first and foremost, by the usefulness of the project results and the development impact they have. Quality assurance thus means ensuring that the results and effects of our work are able to generate the benefits that our clients expect. This is what the new PPR is here to do.

2.2 Function

A PPR reviews and assesses project status from the point of view of its impacts; it makes recommendations and documents important lessons learned.

The PPR is a critical appraisal of a project's status and its impact, conducted with external support. It is primarily learning oriented and designed to initiate change amongst all those involved in the project.

The PPR not only takes a close look at the German contribution, but also at the changes occurring in partner organizations and target groups. Since the entire project and its impacts have to be examined, PPR planning, implementation and evaluation must be closely coordinated with our partners and adequate participation by project management must be ensured.

PPRs provide an insight into the planning process, they evaluate actual achievements against and planned targets and comment on the verifiable development impact of the project. Furthermore, a PPR usually culminates in a list of recommendations for the areas investigated. A PPR is not designed to substitute for technical studies required by the project.

Box 2: Evaluation Areas of a PPR

PLANNING

- Quality of planning and the planning process
- Current planning status

IMPLEMENTATION STATUS

- Status of contributions
- Organization and steering of project implementation
- Project integration into partner-country structures
- Cooperation with other GTZ-assisted projects and projects of other organizations
- Changes to framework conditions and assumptions

CONTRIBUTIONS AND IMPACTS

- Use made of project contributions and direct benefits
- Unintentional positive and negative impacts
- Highly aggregated development impacts

RECOMMENDATIONS

LESSONS LEARNED