

Preface

To keep pace with new conditions and tasks in development cooperation, GTZ has repeatedly had to align its organizational structures and procedures with new developments and circumstances. Such is the case again. Today GTZ is shedding its rather bureaucratic way of working and is starting to operate more like a modern-day service company. This change affects virtually all areas of activity, especially the way our company promotes and ensures the quality of its work.

It makes a big difference whether quality assurance relies on control or brings self-responsibility into play. Experience has taught us that, as a rule, self-evaluation is more critical and less expensive than external control – and that it makes a far greater contribution to internal learning, both in the projects and in the organization as a whole.

The key concepts of our new quality management were agreed on at the end of 1997¹ and have since become firmly established in our corporate principles². Now is the time to go a step further and actually implement them. Although it has been widely known for quite some time that the PPR instrument needed overhauling, the process of finding a new, confidence-inspiring approach still proved to be a challenging one, characterized by very intensive talks and consultations, particularly with our main commissioning body, the German Federal Ministry for Economic Cooperation and Development (BMZ). However, we ultimately succeeded in finding a solution and are now able to present the new approach in this guide.

PPR will remain a key instrument of quality assurance in our company. Professional standards and sound experience gained in the past ("best practices") will not be forgotten. At the same time, however, PPR will take on an essentially different character, becoming primarily an instrument of self-evaluation and impact monitoring.



Internal Evaluation Team

¹ Cf. Decision by Committee of Executives, November 19, 1997

² Cf. "We are the GTZ", "The core process of the GTZ", July 1998