

KNOWING WHAT WORKS

Central Project Evaluation

Sino-German Center for Sustainable Regional and
Global Development, Asia, with global outreach
Project number 2017.2152.1

Evaluation Report

On behalf of GIZ by Dr Berthold Kuhn (Madiba Consult), Rebecca Chung and Ahadu Gebru (independent consultants)

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Evaluator/s:

Dr Berthold Kuhn (Madiba Consult), Rebecca Chung and Ahadu Gebru

Author/s of the evaluation report:

Dr Berthold Kuhn, Rebecca Chung and Ahadu Gebru

Consulting firm:

Madiba Consult,
Am Michaelshof 4
53177 Bonn
Germany
T: +49 228 534 573 18
E: info@madiba.group



Coordination and management:

Claudia Kornahrens, GIZ, Head of Section
Ulrike Haffner, GIZ, Evaluation Manager
Central Project Evaluation Section
GIZ Corporate Unit Evaluation

Responsible:

Martha Gutierrez, GIZ, Director
GIZ Corporate Unit Evaluation

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International Correspondents in Education (ICE)

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Registered offices:

Bonn and Eschborn
Friedrich-Ebert-Allee 32 + 36
53113 Bonn, Germany
T: +49 228 44 60-0
F: +49 228 44 60-17 66

E: evaluierung@giz.de

I: www.giz.de/evaluierung

www.youtube.com/user/GIZonlineTV

<https://linkedin.com/company/gizgmbh>

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Abbreviations

BMU	German Federal Ministry of the Environment, Nature Conservation and Nuclear Safety
BMZ	German Federal Ministry for Economic Cooperation and Development
CAU	China Agricultural University
CHINCA	China International Contractors Association
CIDCA	China International Development Cooperation Agency
CSD	(Sino-German) Center for Sustainable (Regional and Global) Development (the project)
DAC	Development Assistance Committee
ESG	Environmental, social and governance (criteria)
FAO	Food and Agriculture Organization (of the United Nations)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IUCN	International Union for Conservation of Nature
MofCom	Ministry of Commerce of the People's Republic of China
OECD	Organisation for Economic Co-operation and Development
SDGs	Sustainable Development Goals (of the United Nations)
TDB	Trade Development Bureau of the Ministry of Commerce
UIBE	University of International Business and Economics
UNIDO	United Nations Industrial Development Organization



The project at a glance

Asia/ with global outreach: Sino-German Center for Sustainable Regional and Global Development

Project number	2017.2152.1
Creditor reporting system code	43010 - Multisector Aid (100%)
Project objective	Sino-German development policy dialogue and a system of effective, attractive and strategic joint triangular, regional and global cooperation arrangements contribute to sustainable regional and global development.
Project term	October 2017 – December 2021
Project value	EUR 6 million (commission value) – up to EUR 3 million as per the original project offer dated 7 November 2017 and EUR 3 million as per the modification offer of 8 November 2019; no co-financing.
Commissioning party	German Federal Ministry for Economic Cooperation and Development (BMZ)
Lead executing agency/partner organisations	Ministry of Commerce of the People's Republic of China (MofCom)/ Trade Development Bureau (TDB) of MofCom
Other development organisations involved	China International Development Cooperation Agency (CIDCA); University of International Business and Economics in Beijing (UIBE); China Agricultural University (CAU); China International Contractors Association (CHINCA); Development partners of China and their implementing agencies (UN organisations, European Union, Australia, Denmark, France, Switzerland, United Kingdom); Political and implementation partners from beneficiary countries, currently Ethiopia, Kenya, Laos, Namibia and Zambia.
Target group(s)	Policy-makers and professionals working in the field of development cooperation in China and Germany; project managers and other professionals involved in triangular cooperation projects in third countries (especially in Africa and Asia); and beneficiaries of triangular cooperation projects in Ethiopia, Kenya, Laos, Namibia and Zambia; professionals working for Chinese and German business associations; German and Chinese companies that are active in developing countries.
German development cooperation programme	Not applicable
Reporting year CPE	2022
Sample year CPE	2018

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 project, Sino-German Center for Sustainable Regional and Global Development (CSD), was selected as part of a random sample to undergo a central project evaluation (CPE). The evaluation objectives are outlined in the Terms of Reference.

This final evaluation covers the period from the start of the project term in October 2017 up to the time of the evaluation phase (September 2021). The project received a no-cost extension until December 2021 and was granted a follow-on project for another three years (January 2022 to December 2024). BMZ, GIZ and the Ministry of Commerce of the People's Republic of China (MofCom) expressed a keen interest in the quality of the project, which was subject to close political supervision. The CSD expected some guidance from its commissioner on the priorities of the next phase of its project. Stakeholders contacted during the evaluation phase were open and interested in participating in the evaluation and learning about its mandate and focus, and the strengths and weaknesses of the project, and discussing these with an independent evaluation team.

The evaluation was conducted in a fully remote way, apart from a few meetings in Addis Ababa, Ethiopia, organised by the national consultant. Interviews took place via online video meetings. Given the time difference with China, online meeting time was confined to mornings in Germany, which made it difficult to arrange some appointments. However, 30 interviews were able to be conducted and no major technical difficulties occurred during the online meetings.

1.2 Evaluation questions

The project is 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 2030 Agenda for Sustainable Development and its implementation principles are taken into account, as are 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.

With regard to human rights, the ongoing (at the time of this evaluation) Sustainable Textile Programme in Ethiopia (a triangular cooperation project) is most relevant. This project aims to improve the environmental, social and labour standards of Ethiopia's textile sector through capacity development and awareness-raising in factories receiving Chinese foreign direct investment and in selected Ethiopian supply-chain partners.

Overall, partners expressed an interest in learning from this evaluation and looked on it as an opportunity to critically reflect on and possibly review implementation arrangements. There was no predecessor project. The project was granted a three-year follow-on project by BMZ on 27 August 2021.

Table 1: Knowledge interests by main evaluation stakeholder groups

Evaluation stakeholder group	Knowledge interests in evaluation/additional evaluation questions	Relevant section in this report
BMZ	Political relevance of the project	Section 4.1 on relevance
	Assessment of the suitability of the steering and implementation structure, including effectiveness of cooperation with international organisations	Section 4.3 on effectiveness
	Impact of the project in third countries	Section 4.4 on impact
	Visibility of the project	Not specifically included in the evaluation matrix, so it was added to it
MofCom	Assessment of the triangular cooperation projects by political authorities in third countries	Not specifically included in the evaluation matrix, so it was added to it
GLZ project team	Assessment of the suitability of the steering and implementation structure	Section 4.3 on effectiveness criterion
	Strategies to enhance triangular cooperation in third countries	Section 4.3 on effectiveness

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 evaluation of CSD refers to technical cooperation measures under project agreement 2017.2152.1 covering the period from October 2017 to December 2021.

The German title of the project was **Deutsch-Chinesisches Zentrum für nachhaltige regionale und globale Entwicklung**. It was based on a **Joint Declaration of Intent** entitled Establishment of the Sino-German Center for Sustainable Development that was signed by BMZ and MofCom on 13 June 2016. The centre was inaugurated by the Chinese Minister for Commerce (Mr Zhong Shan) and the German Minister for Economic Cooperation and Development (Dr Gerd Müller) in May 2017 in Beijing.

Both sides agreed that CSD should support dialogue on development policies and facilitate efforts by both China and Germany to implement the 2030 Agenda for Sustainable Development. The CSD is intended to provide a platform for information collection, triangular project facilitation and comprehensive research and knowledge-sharing so as to further deepen Sino-German development cooperation (BMZ & MofCom, 2016).

In terms of the logo, website and external communication, the project operated under the name of Sino-German Center for Sustainable Development, abbreviated to CSD. The word 'Center' in the title implies that both parties, Germany (BMZ) and China (MofCom), are interested in long-term cooperation. Based on an offer by GIZ to BMZ dated 13 July 2021, a three-year follow-on project was agreed on 27 August 2021, covering the period from January 2022 to December 2024. Project expenditure amounted to EUR 4.7 million over the period from October 2017 to December 2021. A new fund was set up to support triangular cooperation projects. CSD was able to draw on additional resources from the Regional Fund for Triangular Cooperation with Asia. The financial resources of this fund, which runs from 1 December 2020 to 30 November 2024, amount to EUR 5.1 million.

The project operated from Beijing, where the CSD is located. The University of International Business and Economics (UIBE) provided an office for the CSD team on campus, free of charge. However, because of restrictions on accessing the campus during the pandemic and the advantage of being integrated in the GIZ system, the project team mostly worked from the GIZ China office in the Chaoyang district of Beijing.

CSD facilitated triangular cooperation projects in various sectors and countries. It supported projects to promote environmental, social and governance standards in the textile industry in Ethiopia, manage protected areas in Zambia and Namibia, provide vocational training in Laos and promote carbon-neutral tea value chains in Kenya. Information on initiatives and triangular cooperation projects in which the CSD was involved were presented on the [centre's website](#).

Key stakeholders in triangular cooperation projects initiated by the CSD included UIBE, China International Contractors Association (CHINCA), Ethiopian Textile Industry Development Institute (ETIDI), United Nations Industrial Development Organization (UNIDO), China National Textile and Apparel Council (CNTAC), Vocational Education Development Institute (VEDI) of the Ministry of Education and Sports of Laos, Qingdao Education Bureau of China, International Union for Conservation of Nature (IUCN), Directorate of Wildlife and National Parks (DWNP) in Namibia, Department of National Parks and Wildlife (DNPW) in Zambia, Chinese Academy of Forestry (CAF), Kreditanstalt für Wiederaufbau (KfW Development Bank), Chinese Academy of Agricultural Sciences (CAAS) and the Food and Agriculture Organization of the United Nations (FAO).

2.2 Results model including hypotheses

The results matrix was formulated by the project in accordance with the overall GIZ guidelines that were applicable when the project started. Owing to time pressure, the results matrix was developed in a simplified process at the start of the project (GIZ, 2014a). During the inception phase in March 2021, the international evaluator discussed and finalised the theory of change (see below) in close consultation with the project team and an expert from the GIZ sectoral department Division Methods, Digital Transformation, Innovation. This person frequently supported the project team and helped develop the results matrix.

The theory of change describes how the project planned to achieve the intended objectives and results. This project aimed to contribute to sustainable regional and global development through the promotion of policy dialogue on development cooperation between China and Germany, jointly agreed triangular cooperation projects in third countries in Africa and Asia, and involvement of the business community in various sustainability initiatives and triangular cooperation projects. The project focused on contributions to the 2030

Agenda for Sustainable Development, especially SDG 17 ('Strengthen the means of implementation and revitalise the global partnership for sustainable development').

Given the political sensitivity and complexity of the development cooperation architecture in China, the project adopted a strategy that focused on engagements with multiple stakeholders, including specialised government departments and agencies, academic institutions/think tanks, professional associations, international organisations and companies. The rationale of the approach was that engaging with many different stakeholders would provide good opportunities for dialogue on instruments and methodologies of German and Chinese development cooperation, and offer potential for promoting triangular cooperation in third countries.

The project's objective at the outcome level stated that 'Sino-German development policy dialogue and a system of effective, attractive and strategic joint triangular, regional and global cooperation arrangements contribute to sustainable regional and global development'.

The unit in charge at the level of the Chinese Ministry of Commerce was the Department of International Trade and Economic Affairs (DITEA). However, the Department was, for many years, only responsible for inbound aid – and coordination with donors, especially Germany – and not outbound aid. This is the reason why it was assigned a counterpart role. The official implementing partner was the Trade Development Bureau (TDB) under the Ministry of Commerce. Because additional funding for TDB's contributions to the CSD was limited, TDB did not permanently or significantly contribute staff to the CSD. It acted as liaison between the CSD and Chinese organisations, including other ministries, business associations and think tanks. Since Chinese contributions to the CSD were provided by multiple institutions for a variety of joint activities and projects, including identifying and preparing them, TDB also served to collect and estimate contributions from Chinese partners to the CSD.

The Chinese system of development cooperation was and remains very complex and is subject to reforms and changes, which cannot be explained in full detail here. After a significant administrative overhaul of China's foreign assistance, responsibility for the policy, planning, coordination, supervision and evaluation of outbound aid was largely transferred to the China International Development Cooperation Agency (CIDCA), which was created in 2018, after the start of the project. CIDCA has been made responsible for policy- and strategy-setting, planning, monitoring and evaluation of China's foreign aid, and supervision of how China's South-South Cooperation Assistance Fund is run. However, CIDCA had relatively few personnel, and areas of competence and procedures were never fully established during project implementation. Administration of China's foreign aid mostly still remains with MofCom, in particular through the China International Centre For Economic & Technical Exchanges (CICETE), the Academy for International Business Officials (AIEBO), the Agency of International Economic Cooperation and the Economic and Commercial Counsellor's Offices overseas. CIDCA had no formal counterpart role in the CSD. However, since the founding of CIDCA, the CSD has been in touch with the development agency that signed a memorandum of understanding with BMZ in April 2021 on strengthening exchange on international development cooperation.

Target groups of the project were: policy-makers and professionals working in the field of development cooperation in China and Germany; project managers and other professionals involved in triangular cooperation projects in third countries (especially in Africa and Asia); beneficiaries of triangular cooperation projects, currently located in Ethiopia, Kenya, Laos, Namibia, Laos and Zambia; professionals working for Chinese and German business associations; and German and Chinese companies that are active in developing countries.

Output 1 refers to **support for the development policy dialogue and states that** ‘Sino-German cooperation and the development policy dialogue receive support in the form of methodology and instruments’.

Main activities implemented by the GIZ project team together with multiple stakeholders consisted of:

- preparing and agreeing on common criteria for assessing triangular cooperation approaches,
- fact-finding trips for German and Chinese development cooperation players,
- studies of stakeholders, approaches, procedures, priority areas, dynamics of development cooperation and Chinese South–South cooperation,
- deriving lessons learned in consultation with academia and other donors for feeding into the political dialogue,
- joint studies and research activities to support the development policy dialogue and shared creation of knowledge, and
- preparation, coordination and follow-up of (high-level) policy dialogue events.

The project’s contributions have provided instrumental and methodological resources that improve the effectiveness of policy dialogue for sustainable regional and global development (Hypothesis 1). The **underlying assumption** of this output and its associated risks is that access by project management to key institutions of Chinese development cooperation is ensured.

Output 2 refers to the **facilitation of joint triangular, regional and global cooperation arrangements** and states that ‘projects of triangular, regional or global cooperation are implemented and are geared to sustainable development in partner countries’.

Main activities implemented by the GIZ project team together with multiple stakeholders consisted of:

- identifying potential projects in triangular cooperation,
- preparing, coordinating and assessing project descriptions for triangular cooperation with implementation partners,
- identifying sources of funding for triangular cooperation in the German and Chinese development cooperation systems,
- developing and coordinating formats for the implementation of triangular cooperation projects,
- implementing measures and triangular cooperation projects (added in the third project progress report covering the period October 2019 to December 2020),
- monitoring triangular cooperation projects and supporting the reporting activities.

The identification and implementation of projects of triangular, regional or global cooperation contributed to building effective and attractive joint action in support of sustainable regional and global development (Hypothesis 2). The **underlying assumption** of this output and its associated risks are that key institutions in third countries are interested in implementing Sino-German triangular cooperation projects.

Output 3 refers to **involvement of the business sector** and states that ‘business representatives have become involved in Sino-German projects and/or measures in triangular, regional or global cooperation’.

Main activities implemented by the GIZ project team together with multiple stakeholders consisted of: holding forums and other events focusing on options, added value, instruments and experience from Sino-German triangular cooperation,

- preparing models for cooperation with Chinese and German companies as development players in joint projects,
- establishing and maintaining networks in German and Chinese business, as well as contacts with organisations already acting as intermediaries between development cooperation and the business sector, and
- cooperating with Chinese business associations to contribute to sustainable development through the drafting of sustainability guidelines and by enhancing the capacities of companies with regard to sustainability issues.

The project's networking and preparation of cooperation models led to increased involvement of the business sector in Sino-German projects and/or measures in triangular, regional or global cooperation (Hypothesis 3).

The **underlying assumptions** of this output and its associated risks are:

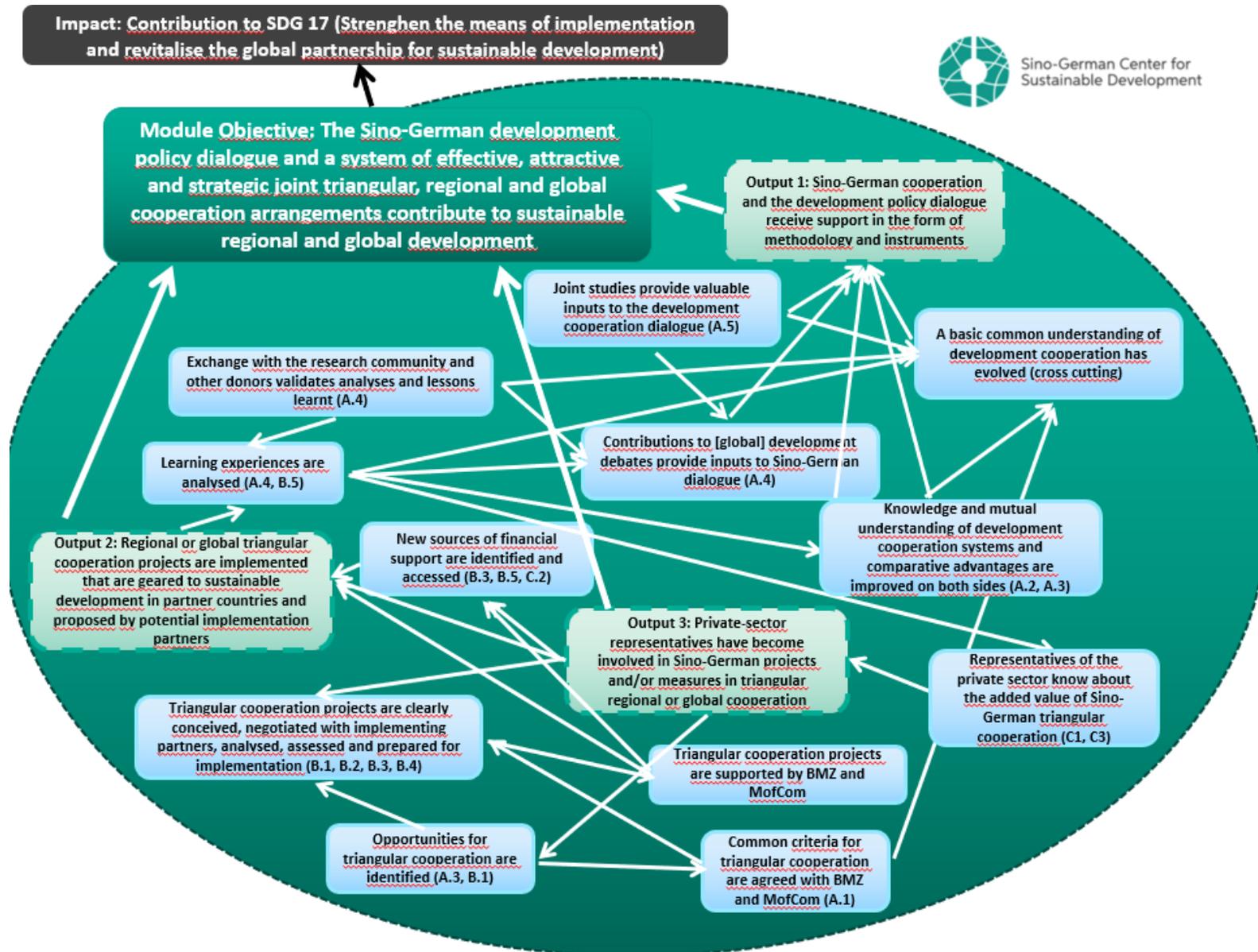
- attractive and flexible arrangements could be set up to facilitate the involvement of the business sector,
- earmarked countries, sectors and projects are attractive for business-sector involvement,
- the political situation is conducive to the involvement of companies in Sino-German cooperation projects.

The central results hypotheses are:

Hypothesis 1 (activity – output – outcome)	The project's contributions have provided instrumental and methodological resources that improve the effectiveness of policy dialogue for sustainable regional and global development.
Main assumption	Access by project management to key institutions of Chinese development cooperation is ensured.
Risks/unintended results	Chinese and German stakeholders lose interest in exchanges on methodologies and instruments of development cooperation; unintended positive results could relate to replication of dialogue practices in other areas of Sino-German cooperation.
Alternative explanation	Other projects and initiatives make much more relevant contributions to enhancing policy dialogue in support of sustainable regional and global development and make the project redundant.
Hypothesis 2 (activity – output – outcome)	The identification and implementation of projects of triangular, regional or global cooperation contributed to building effective and attractive joint action in support of sustainable regional and global development.
Main assumption	Interest of key institutions in third countries in implementing Sino-German triangular cooperation projects.
Risks/unintended results	Triangular cooperation projects result in reputational risks for Germany in China and in other countries sceptical of China's South-South cooperation and/or do not meet their objectives owing to poor implementation. Unintended positive results could relate to a better image of Germany and China among cooperation stakeholders in third countries.
Alternative explanation	Other projects and initiatives make much more relevant contributions to building effective and attractive joint triangular cooperation in support of sustainable regional and global development.
Hypothesis 3 (activity – output – outcome)	The project's networking and preparation of cooperation models led to increased involvement of the business sector in Sino-German projects and/or measures in triangular, regional or global cooperation.
Main assumption	Attractive and flexible arrangements could be set up to facilitate the involvement of the business sector. Earmarked countries, sectors and projects are attractive for business-sector involvement. The political situation is conducive to the involvement of companies in Sino-German cooperation projects.
Risks/unintended results	Business-sector representatives' views on cooperation priorities and project goals differ significantly from the priorities and goals of the Sino-German cooperation arrangement and triangular projects in which they were involved.
Alternative explanation	Other projects and initiatives made more relevant contributions to create structures and arrangements for involvement of the business sector.

Hypothesis 4 (outcome to impact)	Sino-German policy dialogue improved multi-stakeholder exchanges and cooperation practices and thus contributed to the revitalisation of global partnerships for sustainable development.
Main assumption	Within German and/or Chinese development cooperation there is sufficient agreement about the use of policy dialogue in the field of development cooperation.
Risks/unintended results	Fundamental differences in concepts of development cooperation impede closer cooperation and exchange. Unintended positive results could be recognition of the benefits of Sino-German dialogue by actors not directly involved in international or development cooperation, which could, in turn, improve Sino-German relations.
Alternative explanation	Partnerships with other donors and institutions make such exclusive and significant contributions to revitalising global partnerships for sustainable development that the project is redundant.
Hypothesis 5 (outcome to impact)	Triangular cooperation projects between China and Germany are recognised as examples of effective cross-sector and cross-country collaboration in pursuit of the 2030 Agenda, especially SDG 17.
Main assumption	Within German and/or Chinese development cooperation there is sufficient understanding of the potential of triangular cooperation.
Risks/unintended results	Fundamental differences in the implementation approaches of German and Chinese development cooperation undermine future triangular cooperation. Unintended positive results could be recognition of the effectiveness of Sino-German cooperation in third countries by actors not directly involved in international or development cooperation, which could, in turn, improve the image of both China and Germany in third countries.
Alternative explanation	Other partnerships and projects of either Germany or China are far more promising in terms of strengthening implementation of the SDGs (SDG 17).
Hypothesis 6 (outcome to impact)	The project's support of the involvement of the business sector in Sino-German projects and/or measures of triangular, regional or global cooperation strengthens business sector commitment to the 2030 Agenda for Sustainable Development. The interest and engagement of the business sector in triangular cooperation, regional or global sustainable development, has set positive examples for implementation of SDG 17.
Main assumption	Within German and/or Chinese development cooperation there is continued interest in involving the business sector in international cooperation.
Risks/unintended results	Mixed implementation experiences of the business sector in projects of development cooperation jeopardise the commitment of the business sector to supporting the implementation of the 2030 Agenda for Sustainable Development. Unintended positive results could be recognition of the effectiveness of Sino-German cooperation by actors not directly involved in international or development cooperation, which could, in turn, improve Sino-German relations at different levels.
Alternative explanation	Other initiatives in support of the involvement of the business sector in Sino-German projects and/or measures of triangular, regional or global cooperation have provided more substantial contributions to strengthening the business sector's commitment to the 2030 Agenda for Sustainable Development.

Figure 1: Current results model (March 2021, adapted during the inception phase in March/April 2021)



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 evaluation team was able to access essential policy and project documents. Adequate support was provided by the project, and stakeholders provided the evaluation team with useful tips. An updated version of *Measures for the Administration of Foreign Aid* published by the Chinese Ministry of Foreign Affairs was received. The measures were reviewed and approved by China's Agency for International Development Cooperation, Ministry of Foreign Affairs and Ministry of Commerce (MoFA and MofCom, 2021). They came into force on 1 October 2021. The evaluation team was also able to study another updated key policy document, *China's International Development Cooperation in the New Era*, January 2021 version (State Council Information Office of the People's Republic of China (2021)). Other key documents, such as agreements between MofCom and BMZ and the new project offer submitted by GIZ to BMZ on 13 July 2021, were also made available to the evaluation team. The [website of the project](#) contained well-organised information on the activities of CSD, including triangular cooperation projects.

Monitoring and baseline data, including partner data

The project was the first one involving triangular cooperation between China and Germany and the first with the explicit goal of strengthening Sino-German dialogue on development cooperation. As such, the baseline data was 0 for the indicators. According to the project, it was therefore not necessary to conduct a baseline survey. The project pointed to the novel approach of the CSD, which was established with the rationale of providing a structure for dialogue and triangular cooperation activities.

In the context of monitoring and supervision of this project by BMZ, detailed arrangements were made with regard to submission of status reports. At the request of BMZ, the project prepared status reports from 2017 until August 2018. The practice was found to be unnecessary and thus was discontinued for some time; however, it resumed in July 2019 at the request of BMZ, with reports submitted at six-weekly intervals thereafter.

The project used the standard GIZ Excel-based results monitoring tool, which presents the results matrix and covers progress against indicators on an annual basis, from the project start to the end of the first phase, in December 2021. The KOMPASS qualitative survey method was not used.

The monitoring system was not explicitly based on the partner's monitoring and evaluation (M&E) system, as joint M&E was not covered by the agreement with the political partner MofCom or any other Chinese organisation involved in implementing activities. Partner data of international organisations were accessed in the context of triangular cooperation, especially via [UNIDO's open data platform](#).

Secondary data

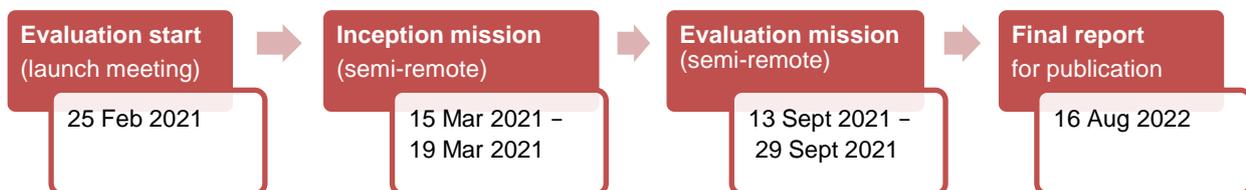
Policy documents and reports on triangular cooperation were accessed by the evaluation team. The most insightful reports were published by OECD (OECD, 2021), German Development Institute (GDI, 2020) and German Institute for Development Evaluation (DEVAL, 2020). They provided useful information on concepts and the relevance of triangular cooperation. A workshop report on triangular cooperation sponsored by the EU delegation in Beijing was not available at the time of the evaluation phase.

3.2 Evaluation process

This section covers the following aspects:

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

Figure 2: Milestones of the evaluation process



Involvement of stakeholders

During the inception phase, the project provided access to key stakeholders and political partners of the project. These included representatives of BMZ, MofCom, TDB, China International Contractors Association (CHINCA) and the University of International Business and Economics (UIBE).

During the evaluation phase, partners were again contacted and interviews were conducted. Furthermore, stakeholders involved in triangular cooperation projects in third countries, including from international organisations, GIZ (experts in third countries) and business associations, were interviewed.

The evaluation team arranged online meetings with MofCom, Department of International Trade and Economic Affairs (DITEA), CIDCA, the German Embassy in Beijing, BMZ and the German Federal Ministry of the Environment, Nature Conservation and Nuclear Safety (BMU) to assess the design, steering structures and overall management of the project and the political commitment of key international cooperation actors. A series of meetings was conducted with stakeholders involved in the implementation of triangular cooperation projects in different countries and sectors, including UNIDO, FAO and Chinese and German project partners.

The evaluation team prioritised engagement with diverse stakeholders to understand and assess the sensitive political and complex administrative contexts.

A few interview partners questioned whether GIZ's highly standardised evaluation approach would fit this project well, because there was, perhaps, not enough scope to grasp the political dimension and the experimental nature of innovative cooperation formats (Int_6, Int_19, Int_21, Int_23, Int_24). Nevertheless, their participation in the interviews was highly cooperative.

Selection of interviewees

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
Embassies/international organisations					
German Embassy	1 (1F, Beijing)	1	-	-	-
BMZ	3 (1F & 2M)	3	-	-	-
German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety	2 (1F & 1M)	2	-	-	-
KfW Development Bank	1 (1M)	1	-	-	-
EU delegation	1 (1F)	1	-	-	-
United Nations Development Programme (UNDP)	1 (1M)	1	-	-	-
United Nations Industrial Development Organization (UNIDO)	1 (1M)	1	-	-	-
Food and Agriculture Organization of the United Nations (FAO)	1 (1F)	1	-	-	-
International Union for Conservation of Nature (IUCN)	1 (1M)	1	-	-	-
GIZ project team (CSD)	3 (2F, 1M)	3	-	-	-
GIZ Ethiopia	1 (1M)	1	-	-	-
GIZ headquarters, Germany	4 (4M)	-	4	-	-
Partner organisations	3 (3M)	3	-	-	-
Ministry of Commerce – Department of International Economic and Trade Affairs (DITEA)					
Trade Development Bureau (TDB), Ministry of Commerce					
Other stakeholders (e.g. public actors, other development projects)	9 (2F, 7M)	9	-	-	-

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
China International Development Cooperation Agency (CIDCA)					
Foreign Economic Cooperation Centre (FECC) under the Ministry of Agriculture and Rural Affairs (MARA)					
Ministry of Trade and Industry of Ethiopia (MoTI)					
Ethiopian Textile Industry Development Institute (ETIDI)					
Vocational Education Development Institute of the Ministry of Education and Sports of Lao PDR (VEDI)					
Pingdu Vocational Education Center (VEC)					
National Forestry and Grassland Administration of China (NGFA)					
Civil society and private actors	3 (3M)	3	-	-	-
China International Contractors Association (CHINCA)					
Hanns Seidel Foundation (HSS)					
China National Textile and Apparel Council (CNTAC)					
Universities and think tanks	3 (1F, 2M)	3	-	-	-
China Agricultural University (CAU)					
German Development Institute (GDI)					
University of International Business and Economics (UIBE)					
* Notes: F = female, M= male					

Data analysis process

The evaluation team benefited from the well-organised website of the project, which also features the triangular cooperation projects and specific events. Important policy documents were discussed in the team, especially the new white paper on policy and governance of China's international development cooperation (State Council of China, 2021). Access to the Chinese political partner, MofCom, and to CIDCA required official letters, including a cover letter and questions in Chinese, which was challenging, especially considering the availability of both bodies during the evaluation phase was limited. However, interviews were eventually able to be conducted in a friendly and productive atmosphere towards the end of the evaluation phase.

The evaluation team paid special attention to assessing the triangular cooperation project Sustainable Textile Investment and Operation in Ethiopia, because this was the most advanced triangular cooperation project of the CSD at the time of the evaluation. Under the signed Memorandum of Understanding (MoU) for triangular cooperation between MofCom, the Ethiopian Ministry of Trade and Industry (MoTi) and BMZ, the three governments reached a consensus on advancing the sustainable development of Ethiopia's textile and apparel

industry, which is considered a significant achievement in itself. The triangular cooperation project comprises three stages: baseline survey, capacity-building and awareness-raising, and knowledge-sharing and replication. In September 2021, only activities of the first stage had been accomplished.

Roles of international and local evaluators

For this evaluation, the team consisted of three members (one international evaluator and two national evaluators – one each from China and Ethiopia). In Ethiopia, there is one major triangular cooperation project, in the textile sector. The international evaluator acted as team leader for the evaluation. Whenever possible, the national evaluators were included in all central tasks of the evaluation, including interviews and debriefing with GIZ, the German Embassy and BMZ. The national evaluators were mainly in charge of researching country-specific information and preparing and organising meetings with stakeholders. They also collected secondary data and specific information from partners and stakeholders. The team leader attended all of the meetings organised by the national evaluators. Summary notes were taken by the team leader and the national evaluators. Data and information received were triangulated.

(Semi-)remote evaluation

The inception mission was conducted in a fully remote way owing to COVID-19 restrictions. The same applied to the evaluation phase. One focus group and more than 25 interviews were organised, mainly via Cisco WebEx or MS Teams. In Ethiopia, however, the national evaluator was able to pay a few visits to the offices of stakeholders and set up online meetings from their offices to include the team leader and the Chinese national evaluator. Sometimes, internet access was poor and the team leader and the Chinese evaluator were unable to join online meetings.

Context and conflict sensitivity within the evaluation process

The bilateral relations between Germany and China were discussed by the evaluation team with partners and stakeholders. Some stakeholders also referred to EU-China relations and indicated that these worsened after mutual sanctions were imposed in spring 2021. The evaluation team avoided making any comments that could have affected the evaluation in a negative way. The interviews mainly focused on questions relating to OECD-DAC criteria, project design and implementation. However, it is acknowledged that political factors influenced Sino-German cooperation and the implementation of this project in the past few years. Interview partners stated that the political factor is likely to become even more significant (Int_5, Int_29).

Table 3: Context and conflict sensitivity within the evaluation process

Risk (or opportunity) of evaluation process	Measures for mitigation	Measures if risk (opportunity) becomes reality
Evaluation addressed politically sensitive topics in an unprofessional, provocative way.	During the interviews, the evaluation team avoided politically sensitive topics unrelated to the project design or implementation. Evaluation team addressed political issues in Germany, China and third countries in a diplomatic, professional way.	Return to the subject matter of the evaluation interview in a professional and friendly way.

4 Assessment according to OECD/DAC criteria

4.1 Impact and sustainability of predecessor projects

No predecessor project is part of the evaluation, because the project was the first to involve triangular cooperation between China and Germany.

4.2 Relevance

This section analyses and assesses the relevance of the project Sino-German Center for Sustainable Regional and Global Development (CSD).

Summarising assessment and rating of relevance

Table 4: Rating of OECD/DAC criterion: relevance

Criterion	Assessment dimension	Score and rating
Relevance	Alignment with policies and priorities	26 out of 30 points
	Alignment with the needs and capacities of the beneficiaries and stakeholders	26 out of 30 points
	Appropriateness of the design	18 out of 20 points
	Adaptability – response to change	20 out of 20 points
Relevance total score and rating		Score: 90 out of 100 points Rating: Level 1: highly successful

The project's relevance is assessed along four analytical dimensions: the alignment of the project design with relevant strategic frameworks, its alignment with the needs and capacities of its beneficiaries and other stakeholders, the adequacy of its design for achieving its objectives and its adaptability to changing conditions.

China is described as a partner, competitor and rival in EU and German policy documents (European Commission, 2019; Deutscher Bundestag, 2020). China being a competitor and rival could potentially cast a shadow over interaction with the country, including at project level. However, this project focused on common commitments of Germany and China to international agreements, especially the 2030 Agenda for Sustainable Development.

The CSD was a joint endeavour between Germany and China to which the project provided the German contribution. The project was highly relevant to the United Nations 2030 Agenda for Sustainable Development and, in particular, Sustainable Development Goal (SDG) 17 (Partnerships for the goals), and to the agendas of international organisations, especially UNIDO and FAO. Triangular cooperation projects are widely regarded as relevant and innovative cooperation formats. They aim to raise environmental, social, governance and educational standards in cooperation with international organisations and/or other partners and stakeholders with relevant expertise.

In total, the relevance of the project is rated as Level 1: highly successful, with 90 out of 100 points.

Analysis and assessment of relevance

Relevance dimension 1: Alignment with policies and priorities

The alignment with policies and priorities was analysed on the basis of national, regional and international policy documents, especially the 2030 Agenda for Sustainable Development. The evaluation team enquired in the many interviews and the one focus group discussion how different stakeholders viewed the relevance of the projects and asked them if they had any specific comments on the project's alignment with policies and priorities.

The project was very well connected to global challenges and the priority areas of international, German and Chinese development cooperation policies as documented by global initiatives, particularly the 2030 Agenda for Sustainable Development, OECD policy documents on triangular cooperation, and UNIDO and FAO's South-South cooperation initiatives. Triangular cooperation is on the rise in Africa: at the time of writing, the OECD online triangular cooperation project repository housed information on 921 triangular cooperation projects worldwide, of which a third involve African countries (OECD, 2021). With regard to the 2030 Agenda for Sustainable Development, the project is of particular relevance to SDG 17, especially to the SDG targets 17.6, 17.9, 17.16, 17.16.1 and 17.17.1. The project corresponds well with BMZ development cooperation policy and strategy documents, and with policies outlined in the white paper on policy and governance of China's international development cooperation (State Council of China, 2021). The latter mentions that China has actively participated in international conferences and activities, such as the Second High-Level UN Conference on South-South Cooperation and the Fifth International Meeting on Triangular Cooperation. The BMZ website (BMZ, 2022) outlines Germany's approach to the new format of triangular cooperation. In a BMZ position paper on triangular cooperation as of January 2022 (BMZ 2022a), China and the triangular cooperation project in Ethiopia are mentioned. Even though this publication came out after the project under evaluation had come to an end, it still shows that experience of triangular cooperation with China in the framework of the CSD is being recognised and referenced by BMZ. In addition, China and triangular cooperation with China are specifically mentioned in the strategy for cooperation with global partners.

BMZ has recently set up a new project called "Fund for Triangular Cooperation with Asia" (PN: 2020.2216.8) to finance the German contribution to triangular cooperation projects in Asia, particularly in China and India. This fund offers additional financial resources for triangular cooperation projects, regional dialogue on approaches and competency development. For example, the most recent triangular cooperation project initiated by the CSD, the Carbon-Neutral Tea Value Chains project in Kenya, will be financed by this fund.

Some interview partners referred to potential reputational risks in the context of project cooperation with China (Int_5, Int_6, Int_10, Int_18). According to the interviewees, such concerns had been voiced by a few members of parliament in Germany, as well as by members of the European Parliament and by some EU countries. One interview partner stated that China could potentially use project achievements for propaganda purposes, e.g. by attributing them to the Belt and Road Initiative (BRI) (Int_6). Stakeholders largely agreed, however, that ending international and development cooperation with China should not be an option, given the joint accomplishments and high level of trust between many partners and stakeholders (Int_5, Int_18, Int_14, Int_21, Int_23).

Many interview partners stated that the project setup is appropriate for continuing China-Germany development cooperation in the new era of cooperation on an equal footing that is jointly financed by both partners, and by third countries and business communities (Int_5, Int_7, Int_8, Int_14, Int_15, Int_18, Int_21, Int_23). The

¹ United Nations, Department of Economic and Social Affairs, Division of Statistics (2021): Global indicator framework adopted by the General Assembly (A/RES/71/313) [online] <https://unstats.un.org/sdgs/indicators/indicators-list/> [accessed 21 March 2021].

project is considered an entry point and an opportunity for fostering relations between Germany and China in a politically delicate context (Int_5, Int_8, Int_18, Int_23).

Beneficiary countries welcomed triangular cooperation projects (Int_4, Int_12, Int_17, Int_25), though no specific reference could be found in their national policy documents. The sectors chosen for triangular cooperation projects were found to be highly relevant. Demand and interest of stakeholders in the sectors targeted by the project were high (Int_1, Int_11, Int_12).

The score of 26 for this dimension is justified because of the very good alignment with the global policy frameworks and agendas of international organisations. However, the project operated in the volatile and sensitive political and administrative context of Sino-German relations and did not always receive strong political support from all sides. Had the political cooperation been closer, it would have been easier to agree on triangular cooperation projects. However, the project made very good use of its mandate and limited human resources to advance cooperation with diverse stakeholders in many countries in the context of promoting the 2030 Agenda for Sustainable Development.

Relevance dimension 1 – Alignment with policies and priorities – scores **26 out of 30 points**.

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

The analysis of this dimension was based on assessments of the capacity needs of stakeholders. Questions were asked of partners and stakeholders whether the design of the project corresponded well to the diverse needs of stakeholders and beneficiaries. Stakeholders were policy-makers and professionals working in the field of development cooperation in China and Germany; project managers and other professionals involved in triangular cooperation projects in third countries (especially in Africa and Asia); beneficiaries of triangular cooperation projects in Ethiopia, Kenya, Laos, Namibia and Zambia; professionals working for Chinese and German business associations; and German and Chinese companies that are active in developing countries.

Interviewees were almost unanimous in their opinion that the project design was very relevant to the needs and capacities of Chinese and German stakeholders, especially at intermediate level, meaning public institutions, business associations and other stakeholders with either long-lasting cooperation experience or interest in cooperating with German institutions. After bilateral development aid to China was phased out by Germany in 2009, it was felt there was a need to continuously reap the benefits of dialogue, exchange and cooperation, and to offer a platform to facilitate and promote exchange on development and international cooperation practices. Interview partners stated that the project supported the efforts of stakeholders to effectively address topics relevant to the planning and implementation of Chinese development cooperation (Int_3, Int_14, Int_22, Int_26). Whether the learning and capacity-building process worked both ways was questioned, however (Int_10). Nevertheless, German and European institutions and organisations with offices in China confirmed that the cooperation was mutually beneficial and very well facilitated by the project (Int_8, Int_14, Int_15, Int_16, Int_23).

Stakeholders agreed that it would take time for the benefits of triangular cooperation projects to trickle down to the level of final beneficiaries. Their needs were comprehensively assessed, however, as evidenced by the evaluation team's analysis of baseline reports, e.g. in the textile sector in Ethiopia (UNIDO/CNTAC/ETIDI, 2021) and interviews with stakeholders (Int_4, Int_12, Int_24, Int_25). The project was well aligned with the needs and capacities of the many stakeholders. Alignment with the needs of some beneficiaries in third countries was less evident, however, as, with regard to triangular projects in third countries with their own staff, the role of the project under evaluation was only to facilitate these projects, not implement them.

Relevance dimension 2 – Alignment with the needs and capacities of the beneficiaries and stakeholders – scores **26 out of 30 points**.

Relevance dimension 3: Appropriateness of the design

The relevance of the project design was assessed in the context of the evolution of Sino-German development cooperation and on the clarity of the project's objectives and methods. Furthermore, it was assessed whether the project design contained innovative features that were relevant to the context of German and Chinese development cooperation. Special attention was paid to the embeddedness of the project in the governance architecture of German and Chinese development cooperation/foreign aid.

The appropriateness of the design was also assessed on the basis of the quality of its results model and the plausibility of its inherent causal hypotheses; the adequacy of the instruments, activities and outputs for achieving the project objective; and the extent to which external factors were considered. In sum, the design was found to be relevant and consistent with the results models and hypotheses.

The project exhibits a complex design, as it involved different stakeholders in the process of implementing the three output components of the project. From the political-administrative perspective, the complex design meant it was not always easy to identify suitable partners and stakeholders at all levels (Int_7, Int_21, Int_26). However, the project objectives were clear and relevant. It was widely agreed that the complex design opened many windows of opportunity for dialogue and cooperation. The multi-stakeholder approach was widely appreciated (Int_7, Int_8, Int_11, Int_21, Int_23, Int_26).

Most interviewees felt that the second pillar of the project, the promotion of triangular cooperation (output 2) was a valuable feature of the project and a very relevant and innovative cooperation format, though it was not easy to put into practice. It was widely agreed that triangular cooperation projects require complex and long-lasting negotiations at different levels, which delay implementation. It was acknowledged that involving the business community was more challenging than anticipated. Nevertheless, the inclusion of this component in the project design was highly valued by various stakeholders (Int_2, Int_4, Int_7, Int_18, Int_22, Int_24).

Relevance dimension 3 – Appropriateness of the design – scores **18 out of 20 points**.

Relevance dimension 4: Adaptability – response to change

The adaptability dimension was assessed on the basis of the project's ability to respond to external and internal factors of change during implementation. Here, the project got the best possible score, because the project team was very pro-active in manoeuvring the project in an increasingly difficult political context, managing to adjust indicators with BMZ and – most importantly – maintaining the engagement of stakeholders in the face of the COVID-19 pandemic and related restrictions, which greatly reduced opportunities for dialogue and exchange. The project operated an informative and user-friendly website and engaged in knowledge management. Stakeholders praised the project for reaching out to multiple stakeholders (Int_2, Int_13, Int_21, Int_22).

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

Methodology for assessing relevance

Table 5: 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	<p>Relevance to international agreements, policy documents and the international cooperation agendas of China, Germany and beneficiary countries of triangular cooperation.</p> <p>United Nations 2030 Agenda for Sustainable Development.</p> <p>Global SDG indicator framework adopted by the UN General Assembly (A/RES/71/313).</p> <p>Policy documents of German, Chinese and third-country development cooperation.</p> <p>Reports and online data sources of international organisations, e.g. OECD, UNIDO, FAO.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	<ul style="list-style-type: none"> • Good availability of data and information • Access to Chinese political partner not easy but good enough access to Chinese, German and third-party (intermediate) stakeholders • Possibility of data triangulation largely ensured • Evidence strength good overall • Political sensitivity affected access to information (BMU) but quality and validity of the data and access to key information ensured.
Alignment with the needs and capacities of the beneficiaries and stakeholders	<p>Policy-makers and professionals working in the field of development cooperation in China and Germany; professionals working for Chinese and German business associations; German and Chinese companies that are active in developing countries; project managers and other professionals involved in triangular cooperation projects in third countries (especially in Africa and Asia) and beneficiaries of triangular cooperation projects.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	
Appropriateness of the design*	<p>Quality of results model and plausibility of its inherent causal hypotheses; adequacy of instruments, activities and outputs for achieving project objective; consideration of external factors.</p> <p>Relevance of project priorities to the context of</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China,</p>	

Relevance: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
	<p>Sino-German development cooperation.</p> <p>Relevance of key features of the project in terms of innovation and context sensitivity.</p> <p>Embeddedness in the governance architecture of German and Chinese development cooperation/ foreign aid.</p>	Germany and third countries, and one focus group with German stakeholders.	
Adaptability – response to change	<p>Project’s ability to respond to external and internal factors of change during implementation.</p> <p>Two official modification offers existed (8 November 2019 and 19 April 2021), aimed at improving conditions for triangular project planning and implementation, including cost and time extensions.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	

* 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).

Conflict sensitivity in the project design

Table 6: Dividers/escalating factors in the project context

Which dividers/escalating factors were identified in the project context?	Addressed by the project? (yes/no)	If addressed, how is it considered by the project design?
Political context of cooperation with China became more sensitive in Germany.	Yes, project continued operations in a diplomatic but still proactive way and managed not to lose the engagement of key stakeholders.	Project design allowed for flexibility, as it was based on three pillars of cooperation.

Table 7: Connectors/deescalating factors in the project context

Which deescalating factors/connectors were identified in the project context?	Addressed by the project? (yes/no)	If addressed, how is it considered by the project design?
Interest of international UN organisations (UNIDO, FAO) and IUCN in connecting to CSD was very high. This helped mitigate political sensitivity.	Yes, project proactively engaged with those stakeholders to keep up the momentum of engagement.	Project design allowed for flexibility, as it was based on three pillars of cooperation; flexible approach was applied in identifying triangular cooperation projects.

4.3 Coherence

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

Summarising assessment and rating of coherence

Table 8: Rating of OECD/DAC criterion: coherence

Criterion	Assessment dimension	Score and rating
Coherence	Internal coherence	40 out of 50 points
	External coherence	48 out of 50 points
Overall score and rating		Score: 88 out of 100 points Rating: Level 2: successful

The project's internal coherence is about how well the project fits in the context of Sino-German cooperation. Thus, the internal coherence is assessed in terms of its complementarity to other German development projects, how well the project's instruments are linked with each other and the project's consistency with national and international standards to which German international cooperation is committed.

The project related first and foremost to the interests, policies and strategies of the German and Chinese institutions involved in it. The external coherence dimension refers to the project's interactions and cooperation with external stakeholders, especially United Nations organisations, the European Commission, IUCN and other organisations involved in triangular cooperation projects in third countries. In addition to reviewing reports, the assessment of coherence required interviewing a wide range of stakeholders, as noted in the evaluation matrix. In the course of the evaluation, evidence was sought from national and international organisations in relation to whether the project interacted with key stakeholders in a sensitive way and whether the project complemented their strategies and activities.

This project was meant to support continued engagement between German and Chinese organisations committed to sustainable development, including in third countries. Triangular cooperation is an innovative format to promote coherence between the development policies of different countries. International organisations praised the effort of the project to facilitate such cooperation. The project acted in a context-sensitive way and its approach aligned well with those of many other organisations, including international organisations and business communities.

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

Analysis and assessment of coherence

Coherence dimension 1: Internal coherence

Internal coherence was assessed by analysing the policies and strategies of other German and Chinese ministries in addition to BMZ and MofCom, and of other stakeholders. The evaluation team conducted interviews and one focus group discussion to ascertain whether the project complemented the policies and strategies of other German and Chinese stakeholders. The project fit very well into the context of Sino-German development cooperation by emphasising the partner dimension of the complex Sino-German relationship. BMZ regularly exchanged information with the German Foreign Office on CSD and the German Embassy was well informed about the project (Int_18, Int_29).

The BMU applied different parameters from BMZ in the context of its cooperation with China during project implementation and did not engage with the project in any significant way (Int_5, Int_6, Int_10). The political relationship between Germany and China is complex. As long as there is no open conflict between ministries or key stakeholders, different approaches may exist in parallel and complement each other in the context of the partner-competitor-systemic rival triangle that is the Sino-German relationship. Therefore, internal coherence was still rated high. Within its mandate, the project did its best to adopt a coherent approach and acted in a politically sensitive way by approaching and cooperating with relevant stakeholders in China and third countries.

The project's approach and the triangular projects fit well in the context of Chinese development cooperation strategies (Int_7, Int_11, Int_21). Coherence with the agendas of German and Chinese stakeholders was high, because this was an explicit focus of the project. In the case of China, CIDCA was not as engaged in the project as much as the German side envisaged. However, CIDCA was only established in 2018, after the start of the project, and is still in the process of consolidating its mandate and operations. Internal coherence was still found to be relatively high. The project managed the diversity of political and strategic approaches in a complex situation of multiple stakeholders very well. KfW Development Bank was closely associated with project implementation (Int_8, Int_14, Int_23). The project complemented the Hans Seidel Foundation's work with Pingdu Vocational Education Centre (Int_11, Int_27). It also complemented GIZ's bilateral project in the textile sector in Ethiopia.

Coherence dimension 1 – Internal coherence – scores **40 out of 50 points**.

Coherence dimension 2: External coherence

External coherence was assessed by analysing the policies and strategies of EU and international organisations, and of stakeholders in third countries. In interviews and one focus group discussion, the evaluation team assessed the extent to which the project was a good fit with the strategies of other stakeholders and whether it complemented other initiatives and projects in a positive way.

The project engaged in meaningful exchanges with the EU delegation and other stakeholders involved in international and triangular cooperation (Int_1, Int_15, Int_17, Int_25). The triangular cooperation project in Ethiopia complemented the UNIDO portfolio and the tea project in Kenya complemented the FAO-China South-South Cooperation Programme. Partners in Ethiopia and Kenya were interested in the activities of the project and demonstrated their commitment to support the implementation. The project established good links with CHINCA and the business community in China. Overall, external coherence was very high. The only minor negative was the limited human resources of the project. Had there been more staff, they could have worked more closely with others/achieved higher external coherence.

Coherence dimension 2 – External coherence – scores **48 out of 50 points**.

Methodology for assessing coherence

Table 9: Methodology for assessing OECD/DAC criterion: coherence

Coherence: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Internal coherence	Policies, strategies and projects of other German and Chinese ministries beyond MOFCOM and BMZ, and other stakeholders, to engage in development dialogue and triangular cooperation involving business-sector representatives.	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	<ul style="list-style-type: none"> • Good availability of data and information • Access to Chinese political partner not easy but good enough; access to (intermediate) Chinese, German and third-party stakeholders • Possibility of data triangulation largely ensured • Evidence strength was good overall • Political sensitivity influenced access to information (BMU) but the quality and validity of the data and access to key information were ensured.
External coherence	Policies, strategies, and projects of international organisations, EU and other donors and major non-profit organisations.	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	

4.4 Effectiveness

This section analyses and assesses the project's effectiveness. It is structured according to the assessment dimensions in the GLZ project evaluation matrix (see annex).

Summarising assessment and rating of effectiveness

Table 10: Rating of OECD/DAC criterion: effectiveness

Criterion	Assessment dimension	Score and rating
Effectiveness	Achievement of the (intended) objectives	20 out of 30 points
	Contribution to achievement of objectives	26 out of 30 points
	Quality of implementation	18 out of 20 points
	Unintended results	18 out of 20 points
Overall score and rating		Score: 82 out of 100 points Rating: Level 2: successful

The effectiveness criterion focuses on the achievement of objectives, the specific contributions of the project to achievements in the specific context, the quality of the implementation process, and any unintended positive or negative results. Evidence was sought through a review of project documents, especially progress reports, and through online interviews and one focus group discussion. The adjustment of indicators in project modification offers was taken into consideration in rating the effectiveness of the project. The project was effective overall in its efforts to make progress on the achievement of results at outcome and output levels throughout the project implementation period. Despite the severe restrictions imposed by the COVID-19 pandemic, Module Objective Indicators 1, 2 and 4 were achieved. The project conducted studies and training, completed the technical vocational and education training triangular cooperation project with Laos and collected evidence-based confirmations from stakeholders that the project had contributed to regional and global development. The third module objective indicator could not be achieved. As at December 2021, the project had still not received an expected contribution (from a third-party company) of EUR 100,000 for Sino-German projects and measures in triangular, regional or global cooperation arrangements. The most it was able to raise was EUR 3,125, or 3%. The project had anticipated that it would be able to secure a much higher contribution for a triangular project on technology transfer and capacity development to ensure sustainable operations by a waste-to-energy incineration plant in Ethiopia, a project that had been identified in late 2020. At the time of this evaluation, it was still confident that the contribution would materialise within the coming months, but delays in negotiations, political conflict in Ethiopia and the change of government administration in Germany following the general election at the end of September 2021 meant it was not possible to get the formal political endorsement for the project in time.

The preliminary score was discussed with the national evaluators and took into consideration that the project acted under difficult conditions and that indicators were not very wisely chosen. It was pointed out and acknowledged by the project that indicators M.2 and B.2 were overlapping and difficult to separate. Initially, they both referred to triangular cooperation projects, but M.2 was adjusted to include other measures, as it quickly became clear that completing triangular cooperation projects within the time frame was unrealistic.

It was challenging for the project to identify funding opportunities for triangular cooperation projects in the first three years. This made it necessary to submit a modification offer less than two years into project implementation. The project modification offer of 8 November 2019 pointed out that, without extra funding, it

would not be possible to agree on suitable triangular cooperation projects with China: “Triangular cooperation cannot be achieved without additional funds” (GIZ, 2019). Consequently, additional funds were requested and granted. Another modification offer was submitted on 19 April 2021. The amendment provided for a COVID-19 pandemic-related extension of the term by six months, resulting in a total project duration of four years and two months (October 2017 to December 2021). The original three contributions to be made by BMZ and/or Chinese government agencies to joint learning experiences (Module Objective Indicator 1) was reduced to two. COVID-19 restrictions heavily affected project implementation, especially in third countries, because travelling to third countries and on-site meetings were not possible. Given the almost complete failure to achieve Module Objective Indicator 3 within the anticipated time frame, the project could not be awarded a score higher than two thirds of the total points for the first dimension. However, the overall rating of ‘successful’ reflects the fact that the project acted in a difficult political-administrative context, was well-organised, adjusted well to COVID-19 restrictions and was likely to achieve or overachieve the indicators by early to mid-2022.

In total, the effectiveness of the project is rated Level 2: successful, with 82 out of 100 points.

Analysis and assessment of effectiveness

Effectiveness dimension 1: Achievement of the (intended) objectives

The assessment of this dimension involved reviewing project documents, especially progress reports, and discussions with project staff, partners and stakeholders. The guiding question in the interviews was: ‘Did the project achieve its objective according to the indicators?’ Knowledge of the specific project indicators was limited largely to BMZ and GIZ staff. MofCom was not much concerned about close monitoring of progress indicators but stressed the importance of the project, the process and expansion of opportunities for more Sino-German cooperation, including in third countries and involvement of the private sector. This attitude of MofCom is understandable, in the sense that the German funding provided by the project was meant to cover German contributions to the centre; China was not a beneficiary of the project. The CSD is a joint endeavour, with the German contribution covered by the project.

It was widely acknowledged that the project engaged effectively with multiple stakeholders to achieve its objectives. Interview partners unanimously pointed out that triangular cooperation projects required many and sometimes time-consuming negotiations at different levels. Nevertheless, interview partners largely agreed on the innovative features and the added value of triangular cooperation projects, and considered them effective means for reaching the longer-term objective of better understanding between donor countries and other partners invested in third countries.

The project fully achieved Module Objective Indicators M.1 and M.2. M.2 was interpreted in such a way that it could encompass other measures, such as a study tour and a training course, instead of only triangular cooperation projects that were started but, with the exception of the technical vocational and education training project in Laos, not completed. The project failed to achieve Module Objective Indicator M.3, as outlined above, but prepared the ground for achieving it in the near future. Module Objective Indicator 4 was considered a relatively weak indicator, as it is based on a survey of stakeholders engaged in the project.

It was widely acknowledged that the project functioned as a learning laboratory and created many opportunities for exchange and dialogue between multiple stakeholders. This, in turn, resulted in increased knowledge and insights in partner systems and a few triangular cooperation projects. Even though it was complicated to identify triangular projects and get them started, it was considered worth the investment in terms of time, human and financial resources. The processes to facilitate mutual exchange, triangular cooperation projects and involvement of the private sector were well designed. In Ethiopia, the quality of the baseline was good. The project involved the right stakeholders and tasks were well distributed (Int_25). However, one interview partner stated that there was further scope to maximise synergies (Int_24). The involvement of international

organisations and their expertise contributed positively to the effectiveness of the project and was a clear added value, especially in terms of knowledge management and dissemination of good practices (Int_1, Int_17, Int_21).

Table 11: Assessed and adapted objective indicators for specific modules (outcome level)

Project (module) objective indicator according to the (last modification) offer	Assessment according to SMART* criteria	Specified objective indicator (only if necessary for measurement or understanding)
<p>M.1: BMZ and/or Chinese government bodies have made three contributions to shared lessons learned in global debates. Baseline value: 0 Target value: 3 (2)* Actual value: 2 * In the proposal for modification, the target value was reduced to 2. Source: CSD Progress Report 2021 (CSD, 2021a).</p> <p>M.2: 4 Sino-German projects and/or measures in triangular, regional or global cooperation have achieved their objectives. Baseline value: 0 Target value: 4 Actual value: 4 Source: CSD Progress Report 2021 (CSD, 2021a).</p> <p>M.3: Third parties, such as companies, have made contributions of their own amounting to at least EUR 100,000 to Sino-German projects and measures in triangular, regional or global cooperation arrangements. Baseline value: EUR 0 Target value: EUR 100,000 Current value (at the time of this evaluation): EUR 3,125 Source: CSD Progress Report 2021 (CSD, 2021a).</p> <p>M.4: 45 out of 60 surveyed stakeholders in Sino-German projects in triangular, regional or global cooperation arrangements confirm through specific examples that the project has contributed to regional and global development (15 each from the recipient countries, China and Germany). Baseline value: 0% Target value: 75% Current value (at the time of this evaluation): 79% (48 out of 61 stakeholders). Overachieved. Source: CSD Progress Report 2021 (CSD, 2021a).</p>	<p>The indicators are specific, measurable, achievable, relevant and time-bound (project duration). They are quantitative in nature and, with regard to third countries, not country-specific. If the project had designed process-oriented indicators, there would have been some scope to include country-specific indicators at later stage, e.g. triangular cooperation projects in line with national/sectoral policy priorities of partner countries as evidenced by strategies of ministries, agencies of partner countries, etc.</p> <p>Indicator M21 is too vague to qualify as smart: the difference between indicator M.2 and indicator B.2 is not sufficiently clear (the project acknowledged that M.2 and B.2 were not sufficiently specific).</p> <p>Indicator M.3 was not wisely chosen, as it was apparently focused on a single major contribution, which did not materialise during project implementation. Indicator M.4 was not wisely chosen either, as a single survey is a one-stop exercise and does not really reflect progress.</p> <p>The nature of the process was reflected not only in quantitative indicators. The indicator could have been 'progress made in terms of funding support (earmarked EUR 100,000, ongoing negotiations, expressions of interest in country x, y and z, etc.). No process element means no specifications. The result is close to zero (3% in the case of the project), even though negotiations were advanced. Thus, the indicator does not reflect the engagement of the business community with the CSD. It is not only about timing of contributions, though this is also very important.</p>	
<p>* SMART: specific, measurable, achievable, relevant and time-bound</p>		

The evaluation team concluded that the module objective indicators were partly achieved by the end of the project.

Effectiveness dimension 1 – Achievement of the (intended) objectives – scores **20 out of 30 points**.

Effectiveness dimension 2: Contribution to achievement of objectives

The project’s contribution to the achievement of its objectives is assessed on the basis of the extent to which the project outputs were delivered as originally planned, the extent to which the project contributed to the achievement of the objectives, and the internal and external factors that contributed to or hindered the achievement of these objectives.

The project’s results hypotheses for achieving the module objective (MO) were discussed and finalised with the project during the inception phase and validated during the evaluation.

Table 12: Selected results hypotheses for effectiveness – hypothesis 1

Hypothesis 1 (activity – output – outcome)	The project’s contributions have provided instrumental and methodological resources that improve the effectiveness of policy dialogue for sustainable regional and global development.
Main assumption	Access of project management to key institutions of Chinese development cooperation is ensured.
Risks/unintended results	Chinese and German stakeholders lose interest in exchange on methodologies and instruments of development cooperation; unintended positive results could relate to replication of dialogue practices in other areas of Sino-German cooperation.
Alternative explanation	Other projects and initiatives make much more relevant contributions to enhance policy dialogue in support of sustainable regional and global development and make the project redundant.
Confirmed/partly confirmed/not confirmed	The hypothesis can be partly confirmed. The project did its level best, but the dialogue and exchange took place under increasingly difficult and challenging circumstances, given COVID-19 related restrictions and higher-level political tensions.

The project made some effective contributions to policy dialogue for sustainable regional and global development among Germany, China and third countries. However, the policy dialogue took place under increasingly difficult and challenging circumstances owing to COVID-19-related restrictions and to higher-level political tensions. The project was still able to access and cooperate with key institutions of Chinese development cooperation. However, interaction with CIDCA was more difficult than expected, as CIDCA had not yet consolidated its mandate and operations and remains a relatively small organisation. Chinese and German stakeholders maintained their interest in exchanging on methodologies and instruments of development cooperation.

Table 13: Selected results hypotheses for effectiveness – hypothesis 2

Hypothesis 2 (activity – output – outcome)	The identification and implementation of projects of triangular, regional or global cooperation contributed to building effective and attractive joint action in support of sustainable regional and global development.
Main assumption	Key institutions in third countries are interested in implementing Sino-German triangular cooperation projects.
Risks/unintended results	Triangular cooperation projects result in reputational risks for Germany in China and in other countries sceptical about China's South-South cooperation and/or do not meet their objectives owing to poor implementation. Unintended positive results could relate to a better image of Germany and China among cooperation stakeholders in third countries.
Alternative explanation	Other projects and initiatives make much more relevant contributions to building effective and attractive joint triangular cooperation in support of sustainable regional and global development.
Confirmed/partly confirmed/not confirmed	The hypothesis can be partly confirmed. Only partly, because, although the project is on the right track to build effective and attractive joint action, implementation of triangular cooperation projects is slow, for various external reasons (political-administrative conditions and COVID-19 restrictions).

The project's actions in the different priority areas of Sino-German development cooperation were well prepared and eventually effective, but identification of triangular cooperation projects, related negotiations and signing of triangular cooperation agreements took a long time. The project's support for identifying and starting triangular cooperation projects was essential for making such projects happen. Other institutions and donors observed the efforts of the project with great interest and considered them well-planned. Chinese organisations stated that the project helped them tap into the GIZ network of relevant partnerships for promoting sustainable development (Int_2).

The interest in third countries in implementing Sino-German triangular cooperation projects was sufficiently high in most of them (Int_4, Int_12, Int_13, Int_16, Int_19, Int_20), though there were exceptions. Authorities in Namibia remained sceptical about the potential benefits and implications of a Sino-German triangular cooperation project in protected area management (Int_1).

Concerns over reputational risks were voiced in Germany and Europe, but no evidence was collected that any of the triangular cooperation projects incurred such risks (Int_12, Int_19, Int_21, Int_23). The cooperation with UNIDO and FAO mitigated potential reputational risks (Int_29).

Table 14: Selected results hypotheses for effectiveness – hypothesis 3

Hypothesis 3 (activity – output – outcome)	The project's networking and preparation of cooperation models led to increased involvement of the business sector in Sino-German projects and/or measures in triangular, regional or global cooperation.
Main assumption	Attractive and flexible arrangements can be set up to facilitate the involvement of the business sector. Attractiveness of earmarked countries, sectors and projects for business-sector involvement. The political situation is conducive to the involvement of companies in Sino-German cooperation projects.
Risks/unintended results	Business sector representatives' views on cooperation priorities and project goals differ significantly from the priorities and goals of the Sino-German cooperation arrangement and triangular projects in which they were involved.

Alternative explanation	Other projects and initiatives made more relevant contributions to create structures and arrangements for involving the business sector.
Confirmed/partly confirmed/not confirmed	The hypothesis can only be partly confirmed, because, although, the project is on the right track, implementation has been slow and Module Objective Indicator 3 was not achieved until the end of 2021. However, involvement of the business community is going well.

The project contributed to increased involvement of the business sector in Sino-German projects and/or measures in triangular, regional or global cooperation, though it was more challenging than expected to approach and engage with the private sector (Int_8). COVID-19 restrictions and other priorities of the business community during lockdowns and the related economic challenges took their toll (Int_8, Int_18). Indicators were only partly achieved, especially in relation to involvement of the private sector. Interview partners nevertheless acknowledged that the project demonstrated good flexibility and applied a variety of strategies to engage with the private sector (Int_2, Int_8, Int_12, Int_23, Int_24).

Effectiveness dimension 2 – Contribution to achievement of objectives – scores **26 out of 30 points**.

Effectiveness dimension 3: Quality of implementation

The quality of implementation was assessed on the basis of the preparedness and ability of the project to manage the implementation process, including project steering, engagement with key stakeholders, balancing guidance-oriented versus more participatory approaches (top-down versus bottom-up), and the quality of outputs. Many stakeholders were able to make meaningful comments in this regard.

They largely agreed that the project and the triangular cooperation projects were well prepared, with adequate steering structures in place (Int_18, Int_23). The project demonstrated openness and flexibility in its implementation. It communicated in an effective way in a difficult context hampered by complex political-administrative factors, as well as COVID-19-related restrictions. A key Chinese partner stated that the process to start triangular cooperation was complicated and decision-making was time-consuming. Cooperation requirements, such as the funding ratio, were too strict (Int_7). Many other key interview partners agreed regarding the complexity of processes and decision-making (Int_9, Int_13, Int_17, Int_21, Int_25). However, it was almost unanimously acknowledged that the project itself was not responsible for such difficulties and that it had mostly applied reasonable strategies to manoeuvre in challenging situations.

Effectiveness dimension 3 – Quality of implementation – scores **18 out of 20 points**.

Effectiveness dimension 4: Unintended results

The basis of assessment for this criterion related to the political implications of the work of the project. The cooperation of the project with Chinese counterparts could have had unintended negative consequences if the activities of the project had been used extensively for political purposes. On the German side, there were some worries that the project could be used for propaganda purposes on the Chinese side. In China, there were some worries that Germany patronised and criticised China in the context of joint project implementation. The project had many unintended positive results, as it contributed to maintaining Sino-German cooperation in an increasingly sensitive political context and, thus, mitigating the damage caused by political sanctions through fostering good relations with project partners and business communities.

An unintended positive result was that key stakeholders acquired new skills and expertise useful for other professional tasks. Unintended negative results were not really identified. From the critical perspective of politically sensitive stakeholders in Germany, references by the Chinese side to triangular cooperation projects when communicating success stories about China's Belt and Road Initiative (BRI) may be an unintended negative result. However, most stakeholders did not regard it as such. Owing to the brief engagement with key

partners during the remote evaluation, however, there was not enough scope to discuss any unintended negative consequences thoroughly.

Effectiveness dimension 4 – Unintended results – scores **18 out of 20 points**.

Methodology for assessing effectiveness

Table 15: 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	<p>Please refer to the module objective indicators in Table 11 ‘Assessed and adapted objective indicators for specific modules (outcome level)’.</p> <p>Indicators were only partly met owing to political-administrative challenges and COVID-19-related restrictions.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: interviews, focus group discussion.</p>	<ul style="list-style-type: none"> • Good availability of data and information • Data collection through analysis of progress reports was possible up to the latest progress report at the end of 2020 • Project in catch-up phase of indicator achievement during evaluation made it challenging to get accurate data.
Contribution to achievement of objectives	<p>The evaluation performed a contribution analysis for the following three selected hypotheses.</p> <p>H.1: The project’s contributions have provided instrumental and methodological resources that improve the effectiveness of policy dialogue for sustainable regional and global development.</p> <p>H.2: The identification and implementation of projects of triangular, regional or global cooperation contributed to building effective and attractive joint action in support of sustainable regional and global development.</p>	<p>Evaluation design: contribution analysis, reference to hypotheses.</p> <p>Empirical methods: interviews, focus group and debriefing presentation with discussion.</p>	

Effectiveness: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
	H.3: The project's networking and preparation of cooperation models led to increased involvement of the business sector in Sino-German projects and/or measures in triangular regional or global cooperation.		
Quality of implementation	Quality of the implementation process, including balancing guidance and participation, top-down versus bottom-up, quality of outputs. Capacity Works Results-based monitoring System.	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	
Unintended results	Indirect positive and negative consequences of project intervention; impact of project activities on attitudes; possible conflicts.	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: document analysis, email communication, interviews with stakeholders in China, Germany and third countries, and one focus group with German stakeholders.</p>	

* SMART: specific, measurable, achievable, relevant and time-bound

The analysis of the effectiveness criterion relates mainly to the achievement of results measured by indicators. Theoretically, interviews should provide evidence for this, too. However, few stakeholders had such close involvement in all components of the project or exact information on indicator achievement. They were deeply involved in triangular cooperation projects or policy dialogue but very not very concerned about indicators agreed by GIZ and BMZ. Thus, analysis largely depends on progress reports produced by the project.

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).

Summarising assessment and rating of impact

Table 16: Rating of OECD/DAC criterion: impact

Criterion	Assessment dimension	Score and rating
Impact	Higher-level (intended) development changes/results	28 out of 30 points
	Contribution to higher-level (intended) development results/changes	34 out of 40 points
	Contribution to higher-level (unintended) development results/changes	26 out of 30 points
Impact score and rating		Score: 88 out of 100 points Rating: Level 2: successful

The impact criterion refers to the extent to which the intervention generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects. Impact addresses the ultimate significance and potentially transformative effects of the intervention. The key aspects discussed in the interviews and the focus group discussion held during the evaluation phase related to the higher-level development changes resulting from this project and focused on the specific contributions of the project to the commitments of Germany and China to global agreements, especially the 2030 Agenda for Sustainable Development, which is an important reference framework for German and Chinese development cooperation.

At the level of the triangular cooperation projects, some of the direct and indirect consequences might only be obvious after a few years, when project implementation in third countries is more advanced. Evidence for the impact of the project was collected by analysing documents, knowledge platforms and a series of interviews with a wide range of stakeholders.

The project made a substantial contribution to the 2030 Agenda, especially SDG 17, by demonstrating that triangular cooperation, involving partnerships across countries and continents, could work. Other SDGs were also addressed, e.g. contribution of the textile project in Ethiopia to SDGs 3, 8, 9, 10; the carbon-neutral tea value chains project in Kenya to SDGs 1, 2 and 13; and the protected area management project (Zambia, Namibia) to SDGs 14, 15 and 17.

It was widely assumed that the sharing of knowledge by the project through digital solutions had an impact. It was not possible to track clicks on websites but many stakeholders praised the project's knowledge management and dissemination activities. The involvement of UNIDO, FAO, IUCN and Ethiopian business partners in triangular cooperation projects was instrumental in sharing knowledge. The potential to scale up was reportedly high for activities happening in China and for some of the triangular cooperation projects. The project positively impacted the knowledge, skills and expertise levels of the partners and stakeholders involved, especially on the Chinese side. The visibility of the project was also high, which is another good indication of impact. From the perspective of final beneficiaries, e.g. workers in the textile industry in Ethiopia or tea farmers in Kenya, triangular cooperation projects take a long time to bring tangible benefits. However, once the benefits do reach final beneficiaries, the potential to scale up would be high, as China and Germany are both important industrial countries.

In total, the impact of the project is rated Level 1: highly successful, with 88 out of 100 points.

Analysis and assessment of impact

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

The assessment of this impact dimension rested on an analysis of the higher-level changes to which the project aimed to contribute. To this end, policy and project documents were analysed and goals compared. Also, interviews were conducted with higher-level staff in ministries and regional-level organisations.

The project's explicit focus on SDG 17 and the involvement of international organisations and multiple stakeholders in project design and implementation in third countries produced the intended higher-level development changes and results. It became clear to stakeholders and cooperation partners at different levels that two global players in international cooperation, China and Germany, were serious about promoting the 2030 Agenda for Sustainable Development through ambitious and mostly well-prepared projects in different sectors, even though it may take time to negotiate such projects. This analysis was confirmed by many interview partners (Int_1, Int_4, Int_6, Int_9, Int_14, Int_15, Int_16, Int_17, Int_22, Int_28).

The project demonstrated that triangular cooperation with China could produce tangible benefits for third countries, e.g. by raising environmental, social and governance (ESG) standards in the textile sector in Ethiopia, developing high-quality curricula for vocational training (Laos) or improving protected area management in line with globally recognised IUCN standards (Zambia). Many stakeholders stated that the project prepared the ground for observable higher-level intended development changes (Int_17, Int_19, Int_20, Int_25). Thus, the score for impact dimension 1 is high. The project was involved not in implementation but in facilitation, so the evaluation needed to focus primarily on the quality of the facilitation work of the project.

One interview partner from a non-profit organisation (not from China) stated that the potential to scale up a triangular cooperation project was very high because of China's involvement. China is the biggest investor in Africa and was interested in scaling up good practices (Int_1). Chinese stakeholders who are active in third countries were eager to learn: 'Triangular project is new to China. We are exploring. We hope to learn from other donor countries' (Int_11, Int_13).

Impact dimension 1 – Higher-level (intended) development changes/results – scores 28 out of 30 points.

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

A contribution analysis based on three impact-level hypotheses was performed to analyse and rate the contribution of the project to higher-level (intended) development results/changes. In addition to the analysis of documents and reports, interviews and a focus group discussion were conducted to shed light on the contributions of the project and ask questions regarding what would have happened without the project.

Given the political sensitivity and complexity of the development cooperation architecture in China, the project engaged with multiple stakeholders to mitigate potential political or other risks. The multiple stakeholder approach was also adopted because of the stakeholder landscape in China, where development cooperation involves multiple players instead of one leading partner. This approach proved to be effective. The project was able to muster support at different levels in the process to identify entry points for dialogue on development cooperation instruments, launch triangular cooperation projects and liaise with the Chinese business community on sustainability-related engagements.

Table 17: Selected results hypotheses for impact – hypothesis 4

Hypothesis 4 (outcome to impact)	The Sino-German policy dialogue improved multi-stakeholder exchange and cooperation practices and, thus, contributed to the revitalisation of global partnerships for sustainable development.
Main assumption	Within German and/or Chinese development cooperation there is sufficient agreement about the use of policy dialogue in the field of development cooperation.
Risks/unintended results	Fundamental differences in concepts of development cooperation impede closer cooperation and exchange. Unintended positive results could be recognition of benefits of Sino-German dialogue by actors not directly involved in international or development cooperation, which could, in turn, improve Sino-German relations.
Alternative explanation	Partnerships with other donors and institutions made such exclusive and significant contributions to revitalising global partnerships for sustainable development that the project was redundant.
Confirmed/partly confirmed/not confirmed	The hypothesis can be confirmed, because interview partners confirmed that multi-stakeholder exchange and cooperation practices happened and contributed to the revitalisation of global partnerships for sustainable development.

The project performed very well in forging multi-stakeholder exchange and promoting good cooperation practices with China and third countries. It also contributed to the revitalisation of global partnerships for sustainable development. Within German and/or Chinese development cooperation there is sufficient agreement about the use of policy dialogue. Differences in development cooperation policies and strategies existed but did not impede closer cooperation and exchange at the level of intermediary organisations. The project was by no means redundant, as few other donors engaged in triangular cooperation with China, even though there was interest among some donors.

Table 18: Selected results hypotheses for impact – hypothesis 5

Hypothesis 5 (outcome to impact)	Triangular cooperation projects between China and Germany are recognised as examples of effective cross-sector and cross-country collaboration in pursuit of the 2030 Agenda, especially SDG 17.
Main assumption	Within German and/or Chinese development cooperation there is sufficient understanding of the potential of triangular cooperation.
Risks/unintended results	Fundamental differences in implementation approaches of German and Chinese development cooperation undermine future triangular cooperation. Unintended positive results could be recognition of the effectiveness of Sino-German cooperation in third countries by actors not directly involved in international or development cooperation, which could, in turn, improve the image of both China and Germany in third countries.
Alternative explanation	Other partnerships and projects of either Germany or China are far more promising in terms of strengthening means to implement the SDGs (SDG 17).
Confirmed/partly confirmed/not confirmed	The hypothesis can be partly and, in some cases, fully confirmed, because triangular cooperation projects were agreed and some had already started, but finalisation of agreements and implementation were sometimes slow and there would be scope to improve effectiveness.

The triangular cooperation projects were recognised as examples of cross-sector and cross-country collaboration in pursuit of the 2030 Agenda, especially SDG 17. It was acknowledged that the project also addressed other SDGs, such as SDG 1 (no poverty), e.g. the carbon-neutral tea value chains project in Kenya; SDG 8 (decent work and economic growth), e.g. ESG promotion in the textile sector in Ethiopia; SDG 9 (industry, innovation and infrastructure), e.g. vocational training in Pingdu, Shandong province, in China and Laos; SDG 13 (climate action), e.g. carbon-neutral tea value chains project in Kenya; and SDG 15 (life on land), e.g. protected area management in Zambia.

Table 19: Selected results hypotheses for impact – hypothesis 6

Hypothesis 6 (outcome to impact)	The project's support of the involvement of the business sector in Sino-German projects and/or measures of triangular regional or global cooperation, strengthens business-sector commitment to the 2030 Agenda for Sustainable Development. The interest and engagement of the business sector in triangular cooperation, regional or global sustainable development, has set positive examples for implementation of SDG 17.
Main assumption	Within German and/or Chinese development cooperation there is continued interest in involving the business sector in international cooperation.
Risks/unintended results	Mixed implementation experiences of the business sector in projects of development cooperation do jeopardise the commitment of the business sector to support the implementation of the 2030 Agenda for Sustainable Development. Unintended positive results could be recognition of the effectiveness of Sino-German cooperation by actors not directly involved in international or development cooperation, which could, in turn, improve Sino-German relations at different levels.
Alternative explanation	Other initiatives in support of the involvement of the business sector in Sino-German projects and/or measures of triangular regional or global cooperation have provided more substantial contributions to strengthening the business sector's commitment to the 2030 Agenda for Sustainable Development.
Confirmed/partly confirmed/not confirmed	The hypothesis can be partly confirmed, because the project is on the right track to mobilise the business community around the implementation of SDG 17. Deeper involvement of the business community is yet to materialise.

The project made contributions towards the involvement of the business sector by engaging in dialogue and cooperating with business associations at events. However, there is scope to demonstrate more results. It was acknowledged that COVID-19-related restrictions posed many challenges to networking with the private sector. There is continued interest in involving the business sector in international cooperation (Int_2, Int_22, Int_24). The project was well networked and well placed to support the involvement of the business sector in Sino-German projects and/or measures of triangular regional or global cooperation.

Impact dimension 2 – Contribution to higher-level (intended) development results/changes – scores **34 out of 40 points**.

Photo 1: Second sustainable development seminar conducted as part of UIBE's summer school (Source: GIZ CSD Website <https://sg-csd.org/>)



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

The key aspects related to the (unintended) development results/changes are the positive or negative contributions the project made to the overall atmosphere of cooperation and exchange between China and Germany in a politically sensitive context. The evaluation team also assessed the project's contribution to unintended results at impact, i.e. programme objective, level by observing unintended positive and negative effects, benefits and risks associated with these unintended effects, and the project's response to these unintended effects at impact level.

The project made positive contributions to Sino-German relations and underscored the value of cooperation with China in the field of global sustainable development at different levels, especially at project level. There were concerns that any cooperation with China, including project cooperation, could cause reputational damage to Germany or German organisations, but no evidence was found that the project actually did so. It is not expected that China's potential interest in attributing South-South cooperation success stories to the Belt and Road Initiative (BRI) would compromise German partners and stakeholders. In third countries, Sino-German cooperation is definitely welcomed, as long as the steering of triangular cooperation projects doesn't become too complicated. The EU and international organisations highly appreciated Germany's involvement in triangular cooperation projects with China and the potential for scaling up (Int_1, Int_9, Int_15, Int_25).

There were many observable unintended positive effects at the level of diverse stakeholders, especially international organisations and the EU, which praised the project's engagement with diverse stakeholders and its networking and communication skills. However, COVID-19 restrictions and political-administrative challenges outside the influence of the project reduced the potential of the project to contribute to higher-level development results/changes. Thus, a few points were deducted from the highest possible score.

Impact dimension 3 – Contribution to higher-level (unintended) development results/changes – scores **26 out of 30 points**.

Methodology for assessing impact

Table 20: 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	The key aspects related to the higher-level development changes are the contributions the project made to commitments by Germany and China to global agreements they signed, better understanding and mutual learning of China and Germany, and sharing good practices with the UN and other donors. Germany and China adopt different approaches to promoting the 2030 Agenda and the SDGs and could both benefit from mutual learning.	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: analysis of documents and reports; online interviews, focus group meeting and debriefing discussion with a variety of stakeholders; email communication.</p>	<ul style="list-style-type: none"> • Good availability of data • Limited representation of senior Chinese officials • Possibility of triangulating data/method good • Good evidence strength
Contribution to higher-level (intended) development results/changes	<p>H.4. The Sino-German policy dialogue improved multi-stakeholder exchange and cooperation practices and, thus, contributed to the revitalisation of global partnerships for sustainable development.</p> <p>H.5: Triangular cooperation projects between China and Germany are recognised as examples of effective cross-sector and cross-country collaboration in pursuit of the 2030 Agenda, especially SDG 17.</p> <p>H.6: The interest and engagement of the business sector in triangular cooperation, regional or global sustainable development, has set positive examples for implementation of SDG 17.</p>	<p>Evaluation design: contribution analysis, reference to hypotheses.</p> <p>Empirical methods: analysis of documents and reports; online interviews, focus group meeting and debriefing discussion with a variety of stakeholders; email communication.</p>	<ul style="list-style-type: none"> • Good availability of data • Limited representation of senior Chinese and German officials during core evaluation phase • Possibility of triangulating data/method good • Good evidence strength

Impact: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Contribution to higher-level (unintended) development results/changes	Positive or negative contributions the project made to the overall atmosphere of cooperation and exchange between China and Germany in a politically sensitive context.	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: analysis of documents and reports; online interviews, focus group meeting and debriefing discussion with a variety of stakeholders; email communication.</p>	<ul style="list-style-type: none"> • Good availability of data • Limited representation of senior Chinese and German officials during core evaluation phase • Possibility of triangulating data/method good • Good evidence strength

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).

Summarising assessment and rating of efficiency

Table 21: Rating of OECD/DAC criterion: efficiency

Criterion	Assessment dimension	Score and rating
Efficiency	Production efficiency (Resources/Outputs)	44 out of 70 points
	Allocation efficiency (Resources/Outcome)	23 out of 30 points
Efficiency score and rating		<p>Score: 67 out of 100 points</p> <p>Rating: Level 3: moderately successful</p>

The efficiency criterion refers to the extent to which the intervention delivers results in an economic and timely way (relationship between input and output, outcome and impact level). The assessment dimension 'production efficiency' refers to the appropriateness of the relationship between inputs and outputs. The assessment 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 project.

The evaluation team looked at the allocation of human resources to outputs in relation to target achievement. Besides the review of monitoring data and the efficiency analysis tool, the main sources of information were several interviews with the project team. Other stakeholders made valuable comments on perceived transaction costs and whether the project used appropriate means to achieve its objectives.

Based on the interviews, the evaluation team concluded that triangular cooperation projects were relatively slow to start and incurred high transaction costs in achieving results. It took a long time to agree on jointly supported dialogue initiatives and projects, as well as to start actually implementing triangular cooperation projects in third countries. Political-administrative circumstances and COVID-19-related restrictions proved to be challenging. The project allocated its limited resources to the three outputs in a reasonable way. It realised that progress would be most difficult to achieve in output area 3 (involvement of the business community) and

only spent 13% of its financial resources on this. Given the difficult political-administrative conditions, greater commitment would not have led to much better results. It was reasonable to focus resources on output area 1 (policy dialogue and exchange on cooperation instruments) and output area 2 (triangular cooperation projects). Indicators of output area 1 were not as challenging to achieve as those of output area 2, so perhaps a few more resources could have been spent on output area 2, which had the most international visibility.

In total, the efficiency of the project is rated Level 3: moderately successful, with 67 out of 100 points.

Analysis and assessment of efficiency

Efficiency dimension 1: Production efficiency

The analysis of this assessment dimension is based on the GIZ efficiency tool, in which costs are retrospectively assigned to outputs. The efficiency tool is based on expenditure data provided by the project.

The project submitted two modification offers aimed at improving conditions for triangular project planning and implementation, including cost and time extensions. The political-administrative conditions, COVID-19 restrictions and other circumstances affecting project implementation made it difficult for the project to achieve high production efficiency.

Many stakeholders referred to the high transaction costs needed to achieve results at the level of triangular cooperation projects, owing to the complexity of arrangements between political partners, project partners and the division of tasks between stakeholders (Int_3, Int_5, Int_7, Int_13, Int_17, Int_20, Int_25). The process was described as complicated and decision-making as time-consuming. The cooperation requirements, such as the funding ratio, were too strict (Int_7). Another interviewee stated that 'the project was the most complicated project I have ever been involved in, because of the high number of stakeholders – over 10' (Int_17). From the perspective of the final beneficiaries the project was not very efficient.

However, the project was well organised and adapted to multiple challenges related to a difficult political-administrative context and long-lasting restrictions in the context of COVID-19. It tried its level best to keep communication going under difficult circumstances. This was acknowledged by key stakeholders. The score reflects the good efforts of the project (two thirds of the score), but the difficult circumstances were also taken into account (one third of the score).

Efficiency dimension 1 – Production efficiency – scores **44 out of 70 points**.

Efficiency dimension 2: Allocation efficiency

The analysis was based on the GIZ efficiency tool and included an effort to analyse the relationship between inputs and outcomes. The efficiency tool is based on expenditure data provided by the project. The evaluation considered both inputs (especially expenditure) and outcomes for the whole implementation period of the project until December 2021.

The total cost of the resources not allocated to one of the three outputs, as summarised in the efficiency tool, was relatively high, amounting to 17%, higher than to output 3 (13%). From the perspective of the final beneficiaries of triangular cooperation projects, the short-term efficiency of allocations to output 2 (triangular cooperation projects) was not high. However, long-term benefits may compensate for this, as the set-up of the project took a long time but was reportedly solid (Int_17, Int_25, Int_26). Some stakeholders praised the fact that the project sought viable digital ways to cope with COVID-19 pandemic restrictions (Int_3, Int_13, Int_19, Int_22). However, communication could have been improved. One interview partner stated that the interface with the science community, which relates to output area 2, could have been better organised (Int_13). When it came to implementation of triangular projects, it took a lot of effort for the parties involved to understand each

other's backgrounds, standards, and practices (Int_ 11), especially since German and Chinese stakeholders do not use certain concepts in the same way. (Int_3). Another interview partner stated that the project did not have enough human resources (Int_22). Overall, however, most stakeholders felt that the project made a good effort to allocate its resources efficiently and to organise communication and cooperation in a smooth way. The difficulties mostly related to the high complexity of the political and administrative context and the ambitious tasks.

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

Methodology for assessing efficiency

Figure 3: Overview of Allocation of Resources (capture from Efficiency Tool)

Module objective	The Sino-German development-policy dialogue and a system of effective, attractive, and strategic joint triangular, regional, and global cooperation arrangements contribute to sustainable regional and global development.				
BMZ costs (Sum of individual costs)	3.959.716,11				
Co-financing	0,00				
Partner inputs	0,00				
Total costs	3.959.716,11 				
Residual funds (BMZ costs and co-financing)	264.114,93				

Module objective indicators	M.1: BMZ and/or Chinese government bodies have made three contributions to shared lessons learned in global debates.	M.2: 4 Sino-German projects and/or measures in triangular, regional or global cooperation have achieved their objectives	M.3: Third parties such as companies have made contributions of their own amounting to at least EUR 100,000 to Sino-German projects and measures in triangular, regional or global cooperation arrangements	M.4: 45 out of 60 surveyed stakeholders in Sino-German projects in triangular, regional or global cooperation arrangements confirm through specific examples that the project has contributed to regional and global	0
Achievement	100%	100%	3%	105%	#DIV/0!

	Output A	Output B	Output C	Output D	Output E
Outputs	Sino-German cooperation and the development-policy dialogue receive support in the form of methodology and instruments.²	Projects in triangular, regional or global cooperation are implemented and are geared to sustainable development in partner countries.²	Private sector representatives have become involved in Sino-German projects and/or measures in triangular, regional or global cooperation.	0	0
Costs incl. commitment (DE)	1.482.110,67	1.277.014,96	508.165,38	0,00	0,00
Co-financing	0,00	0,00	0,00	0,00	0,00
Partner inputs	0,00	0,00	0,00	0,00	0,00
Total costs	1.482.110,67 	1.277.014,96 	508.165,38 	0,00 	0,00
Total costs in %	37%	32%	13%	0%	0%

The costs not allocated to any of the three outputs was EUR 692,425.10, representing 17% of total costs, termed “overarching costs” according to the GIZ efficiency tool terminology.

Table 22: Methodology for assessing OECD/DAC criterion: efficiency

Efficiency: assessment dimensions	Basis for assessment	Evaluation design and empirical methods	Data quality and limitations
Production efficiency (Resources/Outputs)	The analysis was based on the GIZ efficiency tool, in which costs are retrospectively assigned to specific outputs.	Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); the follow-the-money approach was applied. Empirical methods: interviews with the project based on committed costs reports, allocation of resources to outputs and progress reports.	Data on expenditure and human resources allocation were supplied on 24 January 2022.
Allocation efficiency (Resources/Outcome)	The analysis was based on the GIZ efficiency tool, with an effort made to analyse the relationship between inputs and outcomes.	Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); the follow-the-money approach was applied. Empirical methods: interviews with project based on committed costs reports, allocation of resources to outputs and progress reports.	Data on financial allocations to the three outputs were supplied on 24 January 2022.

4.7 Sustainability

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

Summarising assessment and rating of sustainability

Table 23: Rating of OECD/DAC criterion: sustainability

Criterion	Assessment dimension	Score and rating
Sustainability	Capacities of the beneficiaries and stakeholders	16 out of 20 points
	Contribution to supporting sustainable capacities	26 out of 30 points
	Durability of results over time	39 out of 50 points
Sustainability score and rating		Score: 81 out of 100 points Rating: Level 2: successful

Analysis and assessment of sustainability

The project's sustainability is assessed along three analytical dimensions: the capacities of the beneficiaries and stakeholders, the project's contribution to the sustainability of these capacities and the expected durability of results over time.

The project strengthened capacities of diverse stakeholders, especially organisations in China and in third countries, in a sustainable way. The benefits of the triangular cooperation projects have not yet trickled down to the final beneficiaries, but this is likely to happen, alongside progress in implementing projects in third countries for which the project is not directly responsible. The political situation in Ethiopia deteriorated in autumn/winter 2021, but the project was confident it would be able to continue activities in early 2022.

The project is called Sino-German Center for Sustainable Development (CSD), which implies a continued commitment of both Germany and China to the project after the initial funding phase of three years. The sustainability criterion relates to the continuation of CSD, continued interest in exchange and dialogue between German and Chinese partners, and the effective implementation in third countries of triangular cooperation projects that were facilitated (but not implemented) by the project. In some of the third countries, implementation of triangular cooperation projects had only started very recently, not long before this evaluation was conducted. Thus, it was too early to evaluate the quality of the triangular cooperation projects facilitated by the project under review. The evaluation team also assessed whether the project negotiated any adequate follow-on or exit strategies for the triangular cooperation projects with implementation partners.

Many interview partners emphasised the high level of trust and positive joint cooperation experience at implementation level between partners and stakeholders in China and Germany (Int_2, Int_7, Int_8, Int_14, Int_17, Int_23). The evaluation found that the long development cooperation engagement of GIZ in China was a big asset of the project. CSD was very well networked at different levels (Chinese partners, international organisations, the EU, third countries). Trust and mutual ownership are essential for work on mutually agreed objectives to continue. Thus, sustainability of the cooperation supported by the project should be high if there is no higher-level political interference to stop, dilute or slow down cooperation between Chinese and German development cooperation stakeholders.

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

Sustainability dimension 1: Capacities of the beneficiaries and stakeholders

The project engaged with diverse stakeholders, including Chinese government agencies, German and Chinese business associations, think tanks, universities and international non-profits, as well as United Nations organisations. Final beneficiaries were those targeted to receive training and capacity-building or who benefited directly from dialogue and exchange opportunities. The triangular cooperation projects invested in national expertise and capacity-building (Int_1, Int_13) but the project benefits have not yet trickled down to the final beneficiaries. In the case of Ethiopia, it was stated that practical follow-up support would be essential for the factories in order to raise ESG standards in a sustainable way (Int_4). The responsibility for implementing the triangular cooperation project in Ethiopia was handed over to GIZ's Sustainable Textile Programme in Ethiopia, commissioned by BMZ. By the time the evaluation concluded, it was not clear how the political turmoil in Ethiopia would affect the implementation of the triangular cooperation project. The programme is confident that it will be able to continue activities in 2022, as it does not operate in the Tigray region, which is most affected by the turmoil.

Sustainability dimension 1 – Capacities of the beneficiaries and stakeholders – scores **16 out of 20 points**.

Sustainability dimension 2: Contribution to supporting sustainable capacities

The project operates under the name Sino-German Center for Sustainable Development (CSD), which implies continuity and focus in the context of Sino-German development cooperation. Owing to the limited human resources of the project office in Beijing, the project was only able to function as a small hub for exchange, dialogue and promotion of triangular cooperation projects and involvement of the private sector. CSD's branding or visibility was considered not strong enough by one interview partner (Int_3), while another interview partner praised the communication efforts of the project (Int_22).

Clear statements were collected that the project contributed to supporting sustainable capacities, e.g. in the case of the Pingdu vocational training project in Shandong province and in Laos (Int_11, Int_16, Int_27). The replication potential was rated high in the case of the ESG promotion project in Ethiopia and the protected area management project in Zambia (Int_1, Int_4, Int_8, Int_25), and low in the case of the carbon-neutral tea value chains project in Kenya, as tea only grows in a few countries (Int_20). The application of the standards of a widely recognised certification system was regarded as key to supporting improvements in protected area management in a sustainable way (Int_1). Standards would be embedded in governance frameworks and monitored by independent experts (Int_1).

Sustainability dimension 2 – Contribution to supporting sustainable capacities – scores **26 out of 30 points**.

Sustainability dimension 3: Durability of results over time

Even though the project had been running for four years at the time of this evaluation, it was too early to assess durability over time, because the project took a lot of time to prepare the ground for starting and strengthening cooperation with stakeholders at different levels in the context of challenging political-administrative conditions. Importantly, however, the project is on the right track, enjoys good cooperation with stakeholders and was granted a follow-on project (due to run until December 2024). The political situation in Ethiopia, although it affected the work of GIZ in Addis Ababa at the end of 2021, is unlikely to derail project activities, as the project does not operate in the most affected Tigray region and the security situation improved in early 2022.

Interview partners stated that the demand for recognition would make the results sustainable and replicable (Int_1). The project did not prepare an exit strategy. The evaluators acknowledge that there is tension between the logic of a project intervention limited in time (which calls for an exit strategy) and setting up a Sino-German centre, whose sustainability obviously lies in its continued existence as a structure, with commitments from both sides. Considering that CSD is meant to cover only the costs of the German commitment to the centre, an exit strategy would mean planning the withdrawal of Germany, which would be in conflict with the sustainability of the centre. For the triangular cooperation projects, exit strategies are necessary and important. However, the project could not present any exit strategies for the triangular cooperation projects. According to the project, the exit strategy for most of the triangular cooperation projects is a continuation of triangular activities in the framework of other projects of German development cooperation. Such considerations make good sense. However, drafting a sustainability plan (continuation and/or exit strategy) with key stakeholders should still be on the agenda of the CSD from the outset of any earmarked cooperation.

Sustainability dimension 3 – Durability of results over time – scores **39 out of 50 points**.

Photo 2: Sustainable textile investment and operation in Ethiopia Source: GIZ CSD Website <https://sg-csd.org/>)



Methodology for assessing sustainability

Table 24: 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	<p>Extent to which stakeholders at political and regional level have the institutional, human and financial resources, as well as the ownership, to sustain the positive results of the intervention over time.</p> <p>Access to stakeholders and beneficiaries in China and third countries and their willingness to share data and assessments.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: analysis of documents and reports; online interviews, focus group meeting and debriefing discussion with a variety of stakeholders; email communication.</p>	<ul style="list-style-type: none"> • Good availability of data • Limited representation of senior Chinese officials • Possibility of triangulating data/method good • Good evidence strength
Contribution to supporting sustainable capacities	<p>Continued interest and engagement in dialogue and exchange between Germany and Chinese development cooperation organisations.</p> <p>Follow-up of implementation of triangular cooperation projects.</p> <p>Follow-on projects and ownership at the level of beneficiaries in third countries.</p> <p>Evaluation of the commitment of the German and Chinese governments towards this end and examination of the capacity development strategies in third countries.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); no specific evaluation design was applied.</p> <p>Empirical methods: analysis of documents and reports; online interviews, focus group meeting and debriefing discussion with a variety of stakeholders; email communication.</p>	<ul style="list-style-type: none"> • Good availability of data • Limited representation of senior Chinese officials • Possibility of triangulating data/method good • Good evidence strength
Durability of results over time	<p>Continued interest and engagement in dialogue and exchange between Germany and Chinese development cooperation organisations.</p> <p>Follow-up of implementation of triangular cooperation projects.</p> <p>Follow-on projects and ownership at the level of beneficiaries in third countries.</p> <p>Commitment of German and Chinese governments towards this end, capacity development strategies in third countries.</p>	<p>Evaluation design: the analysis followed the analytical questions from the evaluation matrix (see annex); special attention was paid to the exit strategies of triangular cooperation projects.</p> <p>Empirical methods: analysis of documents and reports; online interviews, focus group meeting and debriefing discussion with a variety of stakeholders; email communication.</p>	

4.8 Key results and overall rating

The project is evaluated as largely successful, because it connects very well to global policy agendas, especially the 2030 Agenda for Sustainable Development and SDG 17, and was able to navigate effectively in a difficult and sensitive political context of Sino-German cooperation. It engaged in relevant partnerships with diverse stakeholders, especially in China and third countries. It took a long time to agree on triangular cooperation projects with international organisations and other partners, but this was due to complex political and administrative conditions and should not be regarded as a fault or shortcoming of the project. Given its specific mandate, the travel restrictions due to COVID-19 and the limited human resources, the project did its best to engage with diverse stakeholders in different countries. However, stronger political support from Germany and China could have yielded faster progress, e.g. in agreeing on triangular cooperation projects with third countries and mobilising resources from the business community more quickly. Not all indicators were achieved. Some of the indicators were not well designed, as they did not sufficiently reflect the process character of project implementation. The project adapted well to diverse challenges related to political, administrative and COVID-19 issues. Thus, the project deserves to be rated 'successful', with a high overall rating. However, stronger political support for exchange, cooperation and triangular cooperation projects from both sides, Germany and China, and more human resources would have led to even better results. But it would be unrealistic to assume that a single Sino-German cooperation project, the CSD, or an evaluation mission could make substantial contributions to smooth political relationships between Germany and China and harmonise the priorities of German and Chinese development cooperation.

Photo 3: International forum on sustainable mineral supply chains Source: GIZ CSD Website <https://sg-csd.org/>



Table 25: 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	26	90	Level 2: successful
	Alignment with the needs and capacities of the beneficiaries and stakeholders	30	26		
	Appropriateness of the design	20	18		
	Adaptability – response to change	20	20		
Coherence	Internal coherence	50	40	88	Level 2: successful
	External coherence	50	48		
Effectiveness	Achievement of the (intended) objectives	30	20	82	Level 2: successful
	Contribution to achievement of objectives	30	26		
	Quality of implementation	20	18		
	Unintended results	20	18		
Impact	Higher-level (intended) development changes/results	30	28	88	Level 2: successful
	Contribution to higher-level (intended) development results/changes	40	34		
	Contribution to higher-level (unintended) development results/changes	30	26		
Efficiency	Production efficiency	70	44	67	Level 3: moderately successful
	Allocation efficiency	30	23		
Sustainability	Capacities of the beneficiaries and stakeholders	20	16	81	Level 2: successful
	Contribution to supporting sustainable capacities	30	26		
	Durability of results over time	50	39		
Mean score and overall rating		100		83	Level 2: successful

Table 26: 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>Overall rating: 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

The project acted in a politically sensitive context and exhibited complex political-administrative steering structures. It was a relevant and innovative project, which fostered relations with diverse stakeholders in China, Germany and third countries, and acted as a facilitator for triangular cooperation projects in several sectors and countries. The project featured innovative cooperation formats, building on long-term partnerships with Chinese institutions and with new actors in third countries in Asia and Africa. Indicator achievement was good overall but the achievement of the indicator relating to contributions by the business community was below expectations (Hypothesis 3). Indicators did not sufficiently reflect the process character of project implementation.

The policy dialogue took place in increasingly difficult and challenging circumstances, given COVID-19 restrictions and higher-level political tensions (Hypothesis 1). The project was still able to access and cooperate with key institutions of Chinese development cooperation and engaged with multiple stakeholders. Intermediary organisations were committed and acted in a professional way. The EU and international organisations highly appreciated Germany's involvement in triangular cooperation projects with China and the potential to scale up.

Key strengths of the project were its adaptability and proactive approach. The project successfully submitted modification offers and was granted a follow-on project for another three-year period on 27 August 2021, based on a GIZ offer submitted on 13 July 2021. The project featured innovative cooperation formats, especially triangular cooperation projects in different sectors and countries, which, though difficult to identify and get going, were eventually agreed with the support and involvement of international organisations (Hypothesis 2). COVID-19 restrictions and other priorities of the business community during lockdowns, together with economically challenging times, took their toll. The project was not able to fully achieve its indicators within the

earmarked time frame. Within its mandate and given the limited human resources, the project nevertheless tried its best to support exchange and dialogue and the facilitation of projects in third countries. In some of these countries, implementation of triangular cooperation projects started only very recently, so benefits had not yet reached the final beneficiaries at the time of this evaluation. Overarching costs defined as costs not allocated to any of the three outputs as per GIZ Efficiency tool, are relatively high (17%).

The project performed very well in forging multi-stakeholder exchange and promoting good cooperation practices with China and third countries. In addition, it contributed to revitalising global partnerships for sustainable development (Hypothesis 4). The triangular cooperation projects were recognised as examples of cross-sector and cross-country collaboration in pursuit of the 2030 Agenda and, especially, SDG 17. It was acknowledged that the project also addressed other SDGs, such as SDG 1 (no poverty), e.g. carbon-neutral tea value chains project in Kenya; SDG 8 (decent work and economic growth), e.g. ESG promotion in the textile sector in Ethiopia; SDG 9 (industry, innovation and infrastructure), e.g. vocational training project in Pingdu, Shandong province in China and Laos; SDG 13 (climate action), e.g. carbon-neutral tea value chains project in Kenya; SDG 15 (life on land), e.g. protected area management in Zambia (Hypothesis 5). The project made contributions towards the involvement of the business sector. However, there is scope to demonstrate more results. It was recognised that COVID-19-related restrictions posed many challenges to networking with the private sector. There is continued interest in involving the business sector in international cooperation (Int_2, Int_22, Int_24). The project is well networked and well placed to support the involvement of the business sector in Sino-German projects and/or measures of triangular, regional or global cooperation (Hypothesis 6).

The knowledge management of the project was good and supported the dissemination of good practices effectively. Some of the triangular cooperation projects have good potential for replication and scaling up (ESG promotion in the textile sector in Ethiopia, protected area management with reference to the IUCN Green List, vocational training in South-East Asia), others are more unique (low-carbon tea project in Kenya).

Findings regarding 2030 Agenda

The project was very well connected to global challenges and priority areas of international cooperation, as documented by global initiatives. The project focused explicitly on the 2030 Agenda and made contributions to various SDGs, especially to SDG 17 and the SDG targets 17.6, 17.9, 17.9.1, 17.16, 17.16.1 and 17.17.² The project also addressed other SDGs, e.g. contribution of the textile project in Ethiopia to SDGs 3, 8, 9 and 10; the carbon-neutral tea value chains project in Kenya to SDGs 1 and 13; and the protected area management project in Zambia and Namibia to SDGs 14, 15 and 17.

The project corresponded well to policies outlined in the white paper on policy and governance of China's international development cooperation (State Council of China, 2021) and BMZ policy development cooperation and strategy documents. The project's design was geared well towards exchange and dialogue between German and Chinese institutions and stakeholders in third countries. The division of tasks among German, Chinese and international organisations was well organised, though further synergies could be exploited. The triangular cooperation approach emphasised mutual learning. The project targeted different sectors and multiple stakeholders, and the interplay of economic, environmental and social development aspects was well reflected.

It pursued a holistic approach to sustainable development and was very much in accordance with international norms and standards for participation and the support of particularly vulnerable groups. Owing to the

² United Nations, Department of Economic and Social Affairs, Division of Statistics (2021): Global indicator framework adopted by the General Assembly (A/RES/71/313) [online] <https://unstats.un.org/sdgs/indicators/indicators-list/> [accessed 21 March 2021].

complexity of arrangements required to start triangular cooperation projects, the benefits had not yet trickled down to the final beneficiaries, the most vulnerable groups, at the time of the evaluation.

Findings regarding the follow-on project

The follow-on project was based on an appraisal mission, which addressed key lessons learned. One key lesson was that additional funding would be needed to support the implementation of triangular cooperation projects. The follow-on project is able to draw on the Fund for Triangular Cooperation with Asia, project number 2020.2216.8. This fund is not part of a development cooperation programme but a stand-alone technical cooperation module. It supports the establishment of strategic partnerships for global development goals through triangular cooperation, which is referenced in SDG 17 of Agenda 2030 (specifically, indicators 17.6 and 17.9) as one of the instruments for achieving global sustainability goals and for strengthening global partnerships for sustainable development.

5.2 Recommendations

The most widely mentioned concerns of stakeholders related to the sensitive and complex political-administrative arrangements required to launch triangular cooperation projects.

In theory, it would seem worthwhile to recommend to the project that it engages more with the BMU and cooperate more with CIDCA. In reality, however, the project was a BMZ project and BMU was not keen on engaging with it. The two ministries conducted their cooperation with China according to different parameters. BMZ regularly exchanged information with the German Foreign Office on CSD and kept the German Embassy well informed about the project.

A memorandum of understanding was signed between BMZ and CIDCA in 2021. Greater involvement by CIDCA would increase the potential to further extend knowledge sharing, but CIDCA currently has a limited mandate and capacity to engage with the project. A general recommendation would be that the project continue its reflections and analysis of the sensitive political context, and explore opportunities to engage with the most relevant departments and experts of key stakeholders.

The project should have developed more process-oriented and country-specific indicators, even though countries where triangular cooperation projects took place had not yet been identified at the beginning of the project. Country-specific indicator if they were defined could have focused on alignment with policy and sector strategy papers of the chosen countries. The indicator relating to the involvement of the business community could have encompassed other commitments and engagements with CSD and partners in third countries, rather than merely referring to fixed amounts of contributions.

The project should continue its strategy of open engagement and emphasis on enhancing knowledge sharing with Chinese and German universities and think tanks, especially those engaged in providing policy advice to ministries (e.g. German Institute of Development and Sustainability (IDOS), German Institute for Global and Area Studies (GIGA) in Germany, and the University of International Business and Economics, China Agricultural University, Peking University and the Institute of South-South Cooperation and Development in China). It should continue engaging with diverse stakeholders in all areas of CSD action (dialogue and exchange, triangular cooperation, involvement of the business community, etc.).

The project should engage in more comprehensive preparatory activities before the launch of triangular cooperation projects. While the preparations for some projects were sufficient, for others, such as the carbon-neutral tea value chains project in Kenya, there was a lack of a comprehensive analysis. The evaluators agree with the project that the preparation and implementation of triangular cooperation projects largely depend on the knowledge of experts in the respective sectors, because CSD staff cannot have expertise on all the

sectors. In that sense, it is recommended that the project seek greater involvement by the respective sector (and country) experts. In Kenya, more attention should have been paid to developing value chains and designing Public-Private-Partnership (PPP) models. Overall, Chinese industrial associations play a critical role in involving the business community and the CSD would be well advised to further intensify cooperation with them.

The project website is good but there is scope to strengthen the branding of the CSD to emphasise its Sino-German nature, its international cooperation purpose and its innovative triangular cooperation projects (Int_3). The project should highlight its focus on SDGs and, especially, its commitment to specific SDGs in cooperation with key stakeholders.

Partners and stakeholders in China and third countries recommended bringing in-country stakeholders on board earlier, during the scoping stage of triangular cooperation projects. The project should openly communicate on funding and technical issues, and validate the interests of potential beneficiary countries (Int_13, Int_17, Int_20).

The project should draft handover, follow-up and/or exit strategies for triangular cooperation projects to ensure benefits are sustainable, including at the level of final beneficiaries. The project should be more specific in terms of capability-building and should continue to facilitate funding (Int_2).

The project should continue its good digital knowledge management in cooperation with international organisations and share the knowledge with stakeholders in Germany.

The project should explore and make use of the replication potential of triangular cooperation projects in cooperation with key stakeholders and report on such potential for each triangular cooperation project.

The project should analyse triangular projects conducted by other EU countries, e.g. China-Netherlands-Ethiopia, and comment/report on possible lessons learnt.

The project should follow up baseline studies, i.e. the studies should not be ends in themselves; otherwise final beneficiaries will be frustrated (Int_19). In the second phase, information should be gathered and documented by the project on specific improvements for final beneficiaries, e.g. textile workers (Ethiopia), tea farmers (Kenya), staff involved in protected area management (Zambia, Namibia), and on the benefits of vocational training (Laos). Simply saying 'we handed over', without any information on whether or not implementation went well, will not be acceptable (Int_19).

Key recommendations

- The project should continue to constantly reflect on the sensitive political context of Sino-German cooperation in close coordination with BMZ and the German Embassy, identify suitable entry points for dialogue and cooperation, and explore opportunities to engage with the most relevant departments and experts of key stakeholders.
- It should continue to expand engagement with international organisations, especially in the context of triangular cooperation projects.
- The project should be clear about the role of the CSD in implementing triangular cooperation projects in consultation with (diverse) stakeholders. It should focus on facilitation, communication and knowledge management, rather than on actual implementation, because this would be highly unrealistic, given the (human) resources of the project (the wording of output 2 does suggest a role in implementation, though).
- Indicators should be more process-oriented and refer to different kinds of engagement with the business community and to alignment with policy and sector strategies of countries chosen for triangular cooperation projects.
- The project and stakeholders involved in triangular cooperation projects should draft handover, follow-up and/or exit strategies for triangular cooperation projects to ensure benefits are sustainable, including at the level of final beneficiaries.
- The project should pay special attention to think tanks and business associations in China, Germany and third countries, and facilitate networking and cooperation, where possible, especially in the context of triangular cooperation projects.
- The project management should pay even more attention to good digital knowledge management and sharing knowledge with key stakeholders.
- The project, key partners and stakeholders should analyse contextual factors in third countries in a more comprehensive way, prior to the identification and launch of triangular cooperation projects.
- The project, key partners and stakeholders should explore and make use of the replication potential of triangular cooperation projects in a systematic way and report on such potential for each triangular cooperation project.
- GIZ and Chinese partners should explore opportunities to strengthen the branding of the CSD, focusing on increased visibility of Chinese involvement.

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Annex: Evaluation matrix

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 (e.g. Modulziel-/Programmindikatoren, ausgewählte Hypothesen, oder allgemeiner eine Definition der Aspekte, die zur Bewertung herangezogen werden)	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	Data Quality and limitations (Description of limitations, assessment of data quality: poor, moderate, good, strong)	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 intervention over time (once assistance has drawn to a close)?	• 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 continuity of the measure (see explanation in dimension 3) (clarification in the inception phase of the evaluation).	module objective, outputs, activities, hypotheses, indicators, assumptions, risks, especially continued commitment of stakeholders in Sino-German dialogue and interest of stakeholders, including business representatives, in triangular cooperation projects	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	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?		module objective, outputs, activities, hypotheses, indicators, assumptions, risks, especially continued commitment of stakeholders in Sino-German dialogue and interest of stakeholders, including business representatives, in triangular cooperation projects	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
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?	• 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	attention paid and quality of strategies pertaining to fostering lasting relationships with stakeholders in China and in third countries	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good

			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 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)?		attention paid and quality of strategies pertaining to fostering lasting relationships with stakeholders in China and in third countries	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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.)		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
Durability of results over time	Standard	<i>How stable is the context in which the intervention operates?</i>		analysis of Sino-German relations, momentum of triangular cooperation interest in SDG and donor community	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	Standard	<i>To what extent is the durability of the intervention's positive results influenced by the context?</i>	<ul style="list-style-type: none"> • Consideration of risks and potentials for the long-term stability of the results and description of the reaction of the project to these 	political sensitivity of project activities	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	Standard	To what extent can the positive (and any negative) results of the intervention be deemed durable?	<ul style="list-style-type: none"> • Consideration of the extent to which continued use of the results by partners and beneficiaries can 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/organizations) or their 	development of Chinese and German governance architecture	triangulation based on interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good

			sustainability ensured? (Clarification in the inception phase)				
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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 (e.g. module objective/programme indicators, selected hypotheses, or more generally a definition of the aspects to be used for evaluation)	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	Data Quality and limitations (Description of limitations, assessment of data quality: poor, moderate, good, strong)	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 gender³) • 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) 	<p>Relevance to international agreements, policy documents and agendas of international cooperation of China, Germany, and beneficiary countries of triangular cooperation.</p> <p>United Nations 2030 Agenda for Sustainable Development.</p> <p>Global SDG indicator framework adopted by the General Assembly (A/RES/71/313).</p> <p>Policy documents of German, Chinese, and third countries development cooperation</p> <p>Reports and online data sources of international organisations, e.g. OECD, UNIDO, FAO</p>	Theory of Change analysis, interviews, document analysis, project/partner monitoring system	<i>UN 2030 Agenda for Sustainable Development, policy documents of China related to international cooperation and foreign aid, other documents mentioned in the inception report, other documents self-researched or provided by GIZ and stakeholders. Interviews with BMZ, MOFCOM, GIZ project team, key stakeholders in China, Germany and third countries</i>	good to strong document and data quality, engagement of MOFCOM limited, limited ownership of TDB, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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 Sensitivity documents 		Theory of Change analysis, interviews, document analysis, project/partner monitoring system		good to strong document and data quality, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	and SV/GV	To what extent does the project complement bilateral or regional projects? To what extent does it complement other global projects?	<ul style="list-style-type: none"> • Please use CPE factsheet on SV / GV / IZR 	2030 Agenda for Sustainable Development, SDG targets and indicators, module objective, hypotheses	Theory of Change analysis, interviews, document analysis, project/partner monitoring system	basic documents mentioned in the inception report, other documents self-researched or provided by GIZ and stakeholders. Interviews with BMZ, MOFCOM, GIZ project team, key stakeholders in China, Germany and third countries, including other projects in China co-financed	good to strong document and data quality, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good

						by German development cooperation.			
	and SV/GV	To what extent is the project geared towards solving a global challenge that cannot only be effectively addressed bilaterally/ regionally?	<ul style="list-style-type: none"> • Please use CPE factsheet on SV / GV / IZR 	2030 Agenda for Sustainable Development, SDG targets and indicators, module objective, hypotheses	Theory of Change analysis, interviews, document analysis, project/partner monitoring system	UN 2030 Agenda for Sustainable Development, policy documents of China related to international cooperation and foreign aid, other documents mentioned in the inception report, Interviews with BMZ, MOFCOM, GIZ project team, key stakeholders in China, Germany and third countries	good to strong document and data quality, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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)?	<ul style="list-style-type: none"> • Also: consideration of stakeholders such as civil society and private sector in the design of the measure 	capacity building needs of stakeholder, policy and project documents of triangular cooperation projects, outputs, activities	interviews, document analysis, project/partner monitoring system	policy documents of third countries, project documents of triangular cooperation, interviews with Chinese, German and third-country beneficiaries and stakeholders	moderate document and data quality, access to beneficiaries in third countries limited, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate	
	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	<ul style="list-style-type: none"> • e.g. see column I and II of the (Integrated) Peace and Conflict Assessment 	capacity building needs of stakeholder, policy and project documents of triangular cooperation projects, outputs, activities	interviews, document analysis, project/partner monitoring system		moderate document and data quality, access to beneficiaries in third countries limited, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate	
	and Fragility	To what extent were potential (security) risks for (GIZ) staff, partners, target groups/final beneficiaries identified and considered?						moderate document and data quality, access to beneficiaries in third countries limited, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	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 and organisations)? With respect to groups, a differentiation can be made by age, income, gender, ethnicity, etc. ?	<ul style="list-style-type: none"> • Reaching particularly disadvantaged groups (in terms of Leave No One Behind, LNOB) • Consideration of potential for human rights and gender aspects • Consideration of identified risks 	capacity building needs of stakeholder, policy and project documents of triangular cooperation projects, outputs, activities	interviews, document analysis, project/partner monitoring system	policy documents of third countries, project documents of triangular cooperation, interviews with Chinese, German and third-country beneficiaries and stakeholders	moderate document and data quality, access to beneficiaries in third countries limited, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate	
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 	module objective, outputs, hypotheses	Theory of Change analysis, interviews, document analysis, project/partner monitoring system	Joint Declaration of BMZ and MOFCOM, project documents, interviews with BMZ, MOFCOM, TDB, other key partners and stakeholders	good to strong document and data quality, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good	

	Standard	To what extent is the intervention's design sufficiently precise and plausible (in terms of the verifiability and traceability of the system of objectives and the underlying assumptions)?	Assessment of the (current) results model and results hypotheses (Theory of Change, ToC) of the actual project logic: <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 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? 	module objective, outputs, hypotheses	Theory of Change analysis, interviews, document analysis, project/partner monitoring system		good to strong document and data quality, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	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)?	<ul style="list-style-type: none"> • 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) 	module objective, hypotheses	Theory of Change analysis, interviews, document analysis, project/partner monitoring system		good to strong document and data quality, engagement of MOFCOM limited, limited ownership of TDB	good
Adaptability – response to change	Standard	To what extent has the intervention responded to changes in the environment over time (risks and potentials)?	<ul style="list-style-type: none"> • Reaction to changes during project including change offers (e.g. local, national, international, sectoral changes, including state-of-the-art sectoral know-how) 	project offer, change offer, analysis of reform policies and changes in international cooperation governance architecture in China and targeted third countries; module objective, hypotheses	interviews, document analysis, project/partner monitoring system		good to strong document and data quality, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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 (CD) 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 behavior. 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 behavior. 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 (e.g. Modulziel-/Programmindikatoren, ausgewählte Hypothesen, oder allgemeiner eine Definition der Aspekte, die zur Bewertung herangezogen werden)	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	Data Quality and limitations (Description of limitations, assessment of data quality: poor, moderate, good, strong)	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 realize synergies within German development cooperation	<i>policies of other Ministries, policy and project documents of projects of German development cooperation, module objective, outputs, activities of the SGCS D project and other projects of development cooperation as far as accessible</i>	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	strong policy documents & project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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	<i>policies of other Ministries, policy and project documents of projects of German development cooperation, module objective, outputs, activities of the SGCS D project and other projects of development cooperation as far as accessible</i>	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	strong policy documents & project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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)?		<i>policies of other Ministries, policy and project documents of projects of German development cooperation, module objective, outputs, activities of the SGCS D project and other projects of development cooperation as far as accessible</i>	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	strong policy documents & project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
External coherence	Standard	To what extent does the intervention complement and support the partner's own efforts (principle of subsidiarity)?		<i>policy documents of partners and stakeholders, module objective, outputs, activities</i>	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	policy document of Germany, Cihna and third countries, strong project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good

	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 organizations and how did co-financing contribute to improved donor coordination?	policy documents of partners and stakeholders, module objective, outputs, activities	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	policy document of Germany, Cihna and third countries, strong project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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 realize synergies with interventions of other donors at the impact level	policy documents of partners and stakeholders, module objective, outputs, activities	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	policy document of Germany, Cihna and third countries, strong project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	Standard	To what extent are common systems (together with partners/other donors/international organisations) used for M&E, learning and accountability?		policy documents of partners and stakeholders, module objective, outputs, activities	interviews, document analysis, project/partner monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	policy document of Germany, Cihna and third countries, strong project data, remote interviews inception phase, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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 (e.g. <i>Modulziel-/Programmindikatoren, ausgewählte Hypothesen, oder allgemeiner eine Definition der Aspekte, die zur Bewertung herangezogen werden</i>)	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	Data Quality and limitations (Description of limitations, assessment of data quality: poor, moderate, good, strong)	Data Quality Assessment (weak, moderate, good, strong)
Achievement of the (intended) objectives ¹	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)?	• 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	<i>module objective, outputs, activities, hypotheses, indicators, assumptions, risks</i>	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	and Fragility	For projects with FS1 or FS2 markers: To what extent was the project able to strengthen deescalating factors/ connectors? ^{2,4}			contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in	moderate

							Ethiopia, limited time to cover all triangular cooperation projects in detail	
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>		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	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?		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	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 happened without the project? (usually qualitative reflection) 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	Standard	To what extent has the intervention contributed to the achievement of objectives at the level of the intended beneficiaries?		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	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.)?		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	Standard	<i>Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended objectives?</i>	<ul style="list-style-type: none"> Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s). 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, document analysis	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate

	Standard	<i>Which external factors were decisive for achievement/non-achievement of the intervention's intended objectives (taking into account the anticipated risks)?</i>	<ul style="list-style-type: none"> External factors = outside the project's sphere of responsibility / system boundary. The project is implemented jointly by GLZ and the official partner(s). 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, document analysis	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
Quality of implementation	Standard	<p>What assessment can be made of the quality of steering and implementation of the intervention in terms of the achievement of objectives?</p> <p>What assessment can be made of the quality of steering and implementation of, and participation in, the intervention by the partner/executing agency?</p>	<p>Capacity Works considerations:</p> <ul style="list-style-type: none"> Results-oriented monitoring (RoM / WoM) is established and used, e.g. for evidence-based decisions, risk management. Data are disaggregated by gender and marginalized groups. unintended positive and negative results are monitored. Conflict-sensitive monitoring and explicit risk-safety monitoring are particularly important for projects in fragile contexts. 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 projects'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 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
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 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate
	and Fragility	To what extent was the project able to ensure that escalating factors/ dividers ³ have not been strengthened (indirectly) by the project ⁴ ? Has the			contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system			

		project unintentionally (indirectly) supported violent or 'dividing' actors?						
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	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate	
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?							
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	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data until 12/2021 have been made available, but limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	moderate	

- (1) The first and second assessment dimensions are interrelated: If the project's contribution to achieving the objective is small (2nd assessment dimension), this must also be taken into account when evaluating the first assessment dimension.
- (2) Deescalating factors/ connectors: e.g. peace-promoting actors and institutions, structural changes, peace-promoting norms and behavior. 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.
- (3) Escalating factors/ dividers: e.g. destructive institutions, structures, norms and behavior. 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.
- (4) 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?
- (5) Risks in the context of conflict, fragility and violence: e.g. contextual (e.g. political instability, violence, economic crises, migration/refugee flows, drought, etc.), institutional (e.g. weak partner capacity, fiduciary risks, corruption, staff turnover, investment risks) and personnel (murder, robbery, kidnapping, medical care, etc.). For more details see: GIZ (2014): 'Context- and conflict-sensitive results-based monitoring system (RBM). Supplement to: The 'Guidelines on designing and using a results-based monitoring system (RBM) system.', p.27 and 28.

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 (e.g. Modulziel-/Programmindikatoren, ausgewählte Hypothesen, oder allgemeiner eine Definition der Aspekte, die zur Bewertung herangezogen werden)	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document	Data sources (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	Data Quality and limitations (Description of limitations, assessment of data quality: poor, moderate, good, strong)	Data Quality Assessment (weak, moderate, good, strong)
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					analysis, project/partner monitoring system, workshop, online survey, etc.)			
Higher-level (intended) development changes	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 measure Potential basis for assessment: program objective indicators, identifiers, connection to the national strategy for implementing 2030 Agenda, connection to SDGs 	<i>global dialogue on SDGs, especially SDG17</i>	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	IZR	To what extent have the IZR criteria contributed to strengthening overarching development results?	<ul style="list-style-type: none"> Please use CPE factsheet on SV / GV / IZR 	global dialogue on SDGs, especially SDG17;	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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.)		relevance of 2030 Agenda for Chinese and Germany's and third countries development cooperation, module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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.)		relevance of 2030 Agenda for Chinese and Germany's and third countries development cooperation, global dialogue on inclusiveness of SDG policies, especially SDG17; module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
Contribution to higher-level (intended) development changes	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 reports Evaluation of the project's contribution to impacts based on an analysis of the results hypotheses from outcome to impact level 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	Standard	To what extent has the intervention achieved its intended (original and, where applicable, revised) development objectives?	<ul style="list-style-type: none"> This question can already be assessed in Dimension 1 Question 1, the contribution to impact is assessed in Dimension 2, Question 1 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all	good

							triangular cooperation projects in detail	
Standard	To what extent has the intervention achieved its (original and, where applicable, revised) development objectives at the level of the intended beneficiaries?		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews		project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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.).		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews		project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
Standard	<i>Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended development objectives?</i>	<ul style="list-style-type: none"> Internal factors = within the project's sphere of responsibility / system boundary. The project is implemented jointly by GIZ and the official partner(s) 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews		project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
Standard	<i>Which external factors were decisive for the achievement/non-achievement of the intervention's intended development objectives?</i>	<ul style="list-style-type: none"> 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, strategies or interests (German ministries, bilateral and multilateral development partners) 	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews		project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
Standard	To what extent has the intervention achieved structural or institutional changes (e.g. for organisations, systems and regulations)?		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews		project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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 	inputs to global development debates	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews		project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good

Contribution to higher-level (unintended) development changes	IZR	To what extent has the project made an innovative contribution (or a contribution to innovation)? Which innovations have been tested in different regional contexts? How are the innovations evaluated by which partners?	• Please use CPE factsheet on SV / GV / IZR	quality dissemination strategies of methods and good practices of German and Chinese development cooperation and triangular cooperation approaches and projects	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	Standard	<i>How would the situation have developed without the intervention?</i>	usually qualitative reflection, quantitative approaches welcome	module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	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.)		analysis of Sino-German foreign policy relations, module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	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 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)?			contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
	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 	analysis of Sino-German foreign policy relations, module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good

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 may be broken down by age, income, gender, ethnicity, etc.)		module objective, outputs, activities, hypotheses, indicators, assumptions, risks	contribution analysis, interviews, focus group discussions, document analysis, partner/project monitoring system	policy documents, final report, progress reports, project and partner/stakeholder monitoring data, interviews	project data available, limited access to partner and stakeholder data, fully remote evaluation, except few personal contacts in Ethiopia, limited time to cover all triangular cooperation projects in detail	good
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- (1) The first and second assessment dimensions are interrelated: If the project's contribution to achieving the objective is small (2nd assessment dimension), this must also be taken into account when evaluating the first assessment dimension.
- (2) See GIZ 2016 'Guidelines on scaling-up for programme managers (AV) and planning officers'
- (3) Risks, negative effects and trade-offs are separate aspects that should be discussed individually at this point.

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.

Assessment dimensions	Filter - Project Type	Evaluation questions	Clarifications	Basis for Assessment / Evaluation indicators (e.g. Modulziel-/Programmindikatoren, ausgewählte Hypothesen, oder allgemeiner eine Definition der Aspekte, die zur Bewertung herangezogen werden)	Evaluation Design and empirical methods (Design: e.g. Contribution analysis, Follow-the-Money Approach) (Methods: e.g. interviews, focus group discussions, document analysis, project/partner monitoring system, workshop, online survey, etc.)	Data sources (e.g. list of relevant documents, interviews with stakeholder category XY, specific data, specific monitoring data, specific workshop(s), etc.)	Data Quality and limitations (Description of limitations, assessment of data quality: poor, moderate, good, strong)	Data Quality Assessment (weak, moderate, good, strong)
Production efficiency	Standard	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.)?	<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) 	analysis of cost-effectiveness of output achievement compared to feasible alternatives in the context	follow-the -money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate
	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 available) The project is oriented on internal or external benchmarks in order to achieve its effects 	analysis of cost-effectiveness of output achievement compared to feasible alternatives in the context	follow-the -money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate

			<p>economically</p> <ul style="list-style-type: none"> • 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 maximization (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 (with comprehensible justification, changes are certainly desirable for increased efficiency) • 'imaximising outputs' means with the same resources, under the same conditions and with the same or better quality 	analysis of feasible alternatives in the context based on interviews with project team, key partners and stakeholders	follow-the -money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate
	Standard	Were the outputs (products, investment goods and services) produced on time and within the planned time frame?		progress reports	follow-the -money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate
Allocation efficiency	Standard	<i>By what other means and at what cost could the results achieved (higher-level project objective) have been attained?</i>		analysis of cost-effectiveness of output achievement compared to feasible alternatives in the context	follow-the -money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate
	Standard	To what extent – compared with alternative designs for the intervention – could the results have been attained more cost-effectively?	<ul style="list-style-type: none"> • 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 	analysis of cost-effectiveness of output achievement compared to feasible alternatives in the context	follow-the -money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate

			of the input-outcome relation and alternatives as well as cost risks <ul style="list-style-type: none"> • The partner contributions are proportionate to the costs for the outcome of the project 					
	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*) * This case is always applicable in the technical cooperation (TC), please answer the question bindingly	<ul style="list-style-type: none"> • Outcome level: Analysis of applied approaches and activities as well as TC-instruments compared to possible alternatives with focus on maximizing the outcome (real comparison if available) • The project manages its resources between the outputs in such a way that the maximum effects in terms of the module objective are achieved • Regular reflection in the project of the input-outcome relation and alternatives • Reflection and realization 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 	analysis of cost-effectiveness of output achievement compared to feasible alternatives in the context	follow-the-money approach, interviews with GIZ staff and key stakeholders	GIZ efficiency-tool for data collection and assigning costs to project outputs, interviews with project team and stakeholders	allocation of costs and human resources to specific outputs are based on estimates. The new M&E format will make it mandatory to document allocation of costs and human resources to specific outputs from the start of the project	moderate

(1) see GIZ 2015: 'Integration of TC Instruments – Key Elements', based on BMZ 2014: Handbuch der bilateralen TZ Verfahrensinformation Nr. VI0362014 'Eckpunkte zur Instrumentenintegration'

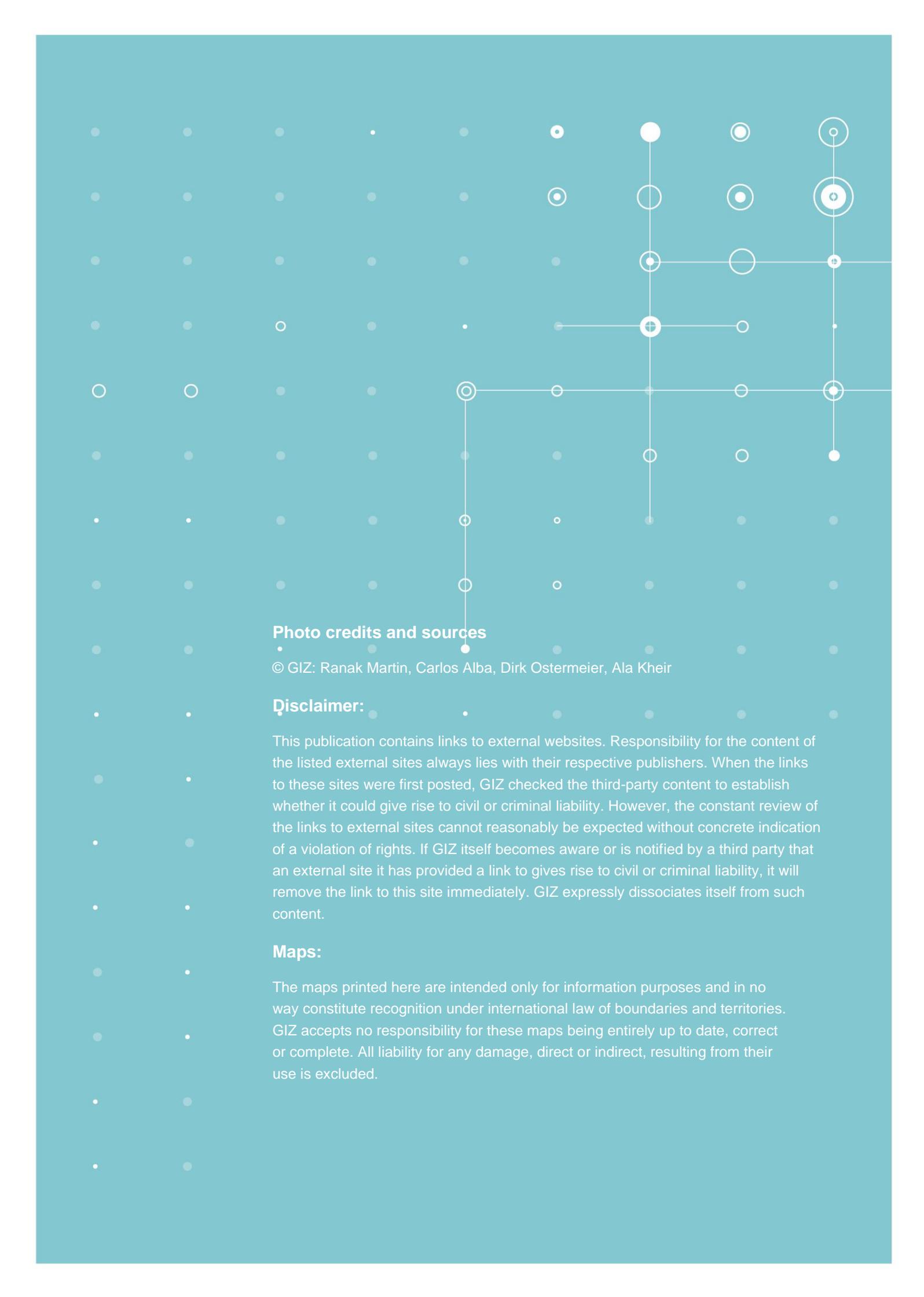


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Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn

Friedrich-Ebert-Allee 32 + 36
53113 Bonn, Germany
T: +49 228 44 60-0
F: +49 228 44 60-17 66

Dag-Hammarskjöld-Weg 1–5
65760 Eschborn, Germany
T: +49 6196 79-0
F: +49 6196 79-11 15

E: info@giz.de
I: www.giz.de