

Partnership Projects



Manual

Project Management

2nd updated edition
February 2023

Partnership Projects

**BMO Partnerships
VET Partnerships
PartnerAfrica**

Manual

Project Management

**2nd updated edition
February 2023**

Responsible for content:



Funded by:



Federal Ministry
for Economic Cooperation
and Development

Publisher:

sequa gGmbH, Alexanderstr.10, 53111 Bonn; www.sequa.de
Tel: +49 (0) 228 98238-0, email: info@sequa.de

Author:

Susanne Sattlegger; Matthias Hertin

Design:

Marion Graulich; Anke Fünfstück

Print:

AV Print-Express; Münsterstraße 18; 53111 Bonn, Germany

Publication year:

2023

Copyright:

The work including all its parts is protected by copyright. Any use not permitted by copyright law requires the prior written consent of sequa. You may print or copy any item for your personal use or for use by others in your organisation, provided it is for non-commercial use and you acknowledge sequa as the source of the material.

Liability:

The contents of this publication have been researched with the greatest possible care. Nevertheless, sequa assumes no liability for the accuracy, completeness, and timeliness of the information provided.

The exclusive use of the masculine form in this publication is solely for the purpose of simplifying readability and is expressly to be understood as gender-independent.

Content

Introduction	5
1. The partnership programmes in the context of development cooperation	9
1.1 International development cooperation	9
1.1.1 Agenda 21: Promoting sustainable development	9
1.1.2 Millennium Declaration: Poverty reduction as an overarching goal	9
1.1.3 Monterrey Consensus: Financing for Development Agreement	10
1.1.4 The Aid Effectiveness Agenda: Effectiveness of cooperation	10
1.1.5 Agenda 2030 for Sustainable Development	11
1.2 German development cooperation	11
1.2.1 Organisations of bilateral development cooperation	12
1.2.2 Non-governmental DC organisations	12
1.2.3 Guidelines and trends in German development cooperation	13
1.3 The partnership programmes as an instrument of cooperation with the private sector	15
2. Planning and development of a partnership project.....	21
2.1 The project cycle.....	21
2.2 Project idea and project proposal draft.....	22
2.2.1 Initiative for a partnership project	22
2.2.2 Requirements for German and local partners	23
2.2.3 Preparation of a project proposal draft.....	25
2.3 Fact-finding mission.....	25
2.3.1 Organisation and procedure of the fact-finding mission	26
2.3.2 Contents of the fact-finding mission	27
2.4 Planning a partnership project.....	28
2.4.1 Tasks and benefits of project planning.....	28
2.4.2 Planning basics	28
2.4.3 The project planning matrix	29
2.5 Application for a partnership project.....	31
3. Implementation of a partnership project.....	35
3.1 Basics of project implementation	35
3.1.1 Legal status of the partnership projects	35
3.1.2 Division of tasks between sequa and the German partner	35
3.1.3 Documentation and accounting obligations.....	37
3.1.4 Operational planning.....	38
3.1.5 Establishment of a steering committee.....	39
3.2 Staff deployment in partnership projects.....	40
3.2.1 Technical management.....	40
3.2.2 Deployment of long-term experts	40
3.2.3 Use of short-term experts	43
3.2.4 Employment of local staff.....	44
3.2.5 Personnel cost subsidies to the local partner organisation.....	45

3.3	Project infrastructure and payment transactions.....	46
3.3.1	Establishment of a project office	46
3.3.2	Payment transactions in the project.....	46
3.3.3	Registration of a project vehicle	48
3.4	Education and training measures	48
3.4.1	Qualification of the local partner organisations.....	48
3.4.2	Qualification of skilled workers and trainees	49
3.4.3	Involvement of companies in qualification measures	49
3.5	PR work for projects.....	49
3.6	Cooperation with other organisations and projects	51
3.7	Project completion.....	52
4.	Monitoring and progress control in partnership projects	57
4.1	Development policy context	57
4.2	Impact-oriented monitoring in partnership projects	57
4.2.1	Definition of impact-oriented monitoring.....	57
4.2.2	Significance and benefits of impact-oriented monitoring.....	58
4.2.3	Impacts and impact chains.....	58
4.2.4	Measurement of impacts.....	60
4.2.5	Key Performance Indicators (KPIs) and key figures	61
4.2.6	Data collection	62
4.2.7	Impact monitoring in the project cycle.....	64
4.2.8	Financial monitoring and expenditure planning	65
4.3	Reporting	66
4.3.1	Reporting in partnership projects.....	66
4.3.2	Changes in the project and coordination with BMZ	67
4.4	Project Progress Control (PCC) in partnership projects	68
4.4.1	Evaluation criteria of bilateral development cooperation	68
4.4.2	Goals of the PPC.....	69
4.4.3	Tasks and contents of the PPC.....	70
4.4.4	Organisation and procedure of the PPC	71

Annex: Tools

A. Documents

1. Tool for assessing potential partner organisations
- 2.1 Key performance indicators (KPI) BMO and VET Partnerships
- 2.2 Key performance indicators (KPI) PartnerAfrica Projects

B. Templates

- 1.1 Project proposal draft BMO Partnership
- 1.2 Project proposal draft VET Partnership
- 1.3 Project proposal draft PartnerAfrica Project
2. Own contributions of the German partner
3. Reimbursement of personnel costs for internal short-term experts
4. Personnel costs for technical management
5. Evaluation of a short-term expert
6. Workshop evaluation
- 7.1 Progress report KPIs BMO Partnership
- 7.2 Progress report KPIs VET Partnership
- 7.3 Progress report KPIs PartnerAfrica Project
8. Monitoring key figures
9. Planning and monitoring tool
10. Activity and financial plan
- 11.1 Annual Report BMO and VET Partnership
- 11.3 Annual Report PartnerAfrica Project

C. Examples for project work

- 1.1 Project planning matrix for a BMO Partnership
- 1.2 Project planning matrix for a VET Partnership
- 1.3 Project planning matrix for a PartnerAfrica Project
2. Explanatory notes on the financing plan
3. Operational planning for a partnership project
- 4.1 Impact chain BMO Partnership
- 4.2 Impact chain VET Partnership
- 4.3 Impact chain PartnerAfrica Project

LIST OF ABBREVIATIONS

A+F	Activities and finances
AHK	Chamber of Commerce Abroad (www.ahk.de)
BBP	Vocational Education and Training (VET) Partnership
BGR	Federal Institute for Geosciences and Natural Resources (www.bgr.bund.de)
BMO	Business Membership Organisation
BMZ	Federal Ministry for Economic Cooperation and Development (www.bmz.de)
CIM	Centre for International Migration and Development (www.cimonline.de)
DAC	Development Assistance Committee (www.oecd.org)
DEG	German Investment and Development Company (www.deginvest.de)
EU	European Union (http://europa.eu)
DC	Development cooperation
FC	Financial cooperation
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (www.giz.de)
IMF	International Monetary Fund (www.imf.org)
KfW	Kreditanstalt für Wiederaufbau (www.kfw.de)
SME	Small and medium-sized enterprises
KPI	Key Performance Indicator
KVP	Business Membership Organisation (BMO) Partnership
STE	Short-Term Expert
LFA	Logical Framework Approach
LTE	Long-Term Expert
MDG	Millennium Development Goal
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation and Development (www.oecd.org)
PA	PartnerAfrica
PPC	Project progress control
PPM	Project planning matrix
PTB	Physikalisch-Technische Bundesanstalt (https://www.ptb.de)
SDG	Sustainable Development Goal
SES	Senior Expert Service (www.ses-bonn.de)
SI	Special Initiative, here: Special Initiative "Decent Work for a Just Transition" (www.invest-for-jobs.com)
ToR	Terms of Reference
TC	Technical cooperation
UN	United Nations (www.un.org)
USAID	U.S. Agency for International Development (www.usaid.gov)
VET	Vocational Education and Training

Introduction

In “**Business Membership Organisation (BMO) Partnerships**”¹, German chambers and associations cooperate with chambers and associations in partner countries. They contribute their skills and know-how to strengthen the capacities of local partners and, through them, support the development of the private sector, especially small and medium-sized enterprises (SMEs). The aim of “**Vocational Education and Training (VET) Partnerships**”² is to support partner countries to achieve greater participation of the local private sector and higher practical orientation of vocational education and training. VET projects use the vocational training know-how of German chambers and associations as well as their VET institutions. Both programmes are financed by the Federal Ministry for Economic Cooperation and Development (BMZ) within the framework of cooperation with the private sector. sequa has been the implementing organisation for the BMO Partnership Programme since 1991 and for the VET Programme since its launch in 2010.

PartnerAfrica (PA) projects have been funded through the BMZ's Special Initiative "Decent Work for a Just Transition"³ since 2019 and implemented through sequa. Following the model of the BMO and VET Partnership Programmes, they contribute to the promotion of investment and employment in the partner countries of the Special Initiative "Decent Work for a Just Transition".

The specific strength of all the above partnership programmes is the direct and independent cooperation between similar organisations. The **German chambers and associations** as well as their local partners act as partner organisations and assume direct **responsibility for project implementation** and target achievement. sequa gives advisory support to the German partners and is responsible to the BMZ as programme administrator for quality assurance, content-related and financial monitoring as well as the control of project success.

This **manual for the management of partnership projects** is intended to provide the persons in charge of project management and coordination with practical and comprehensive **assistance** for the professional **implementation of partnership projects** in accordance with international standards. The manual **complements the Financial Management Manual**, which provides assistance in questions of the financial management of partnership projects to the administratively and technically responsible persons of the German partner.

The **first chapter** of the manual describes essential goals and principles of international development cooperation (DC). These form the basis for the BMZ's development policy guidelines and thus also for the partnership programmes. In order to classify the programmes and their actors, the manual also briefly outlines the structure and organisational landscape of German DC. The chapter concludes with a summary of the background, objectives, and contents of the partnership programmes.

The **second chapter** presents how the initiative for a partnership project comes about, what requirements the German and local partners should fulfil, and what the formal steps are to apply for the project at the BMZ. It begins with a presentation of the project cycle and an explanation of the individual phases of each project.

¹ BMO Partnerships are referred to as KVP (Kammer- und Verbandspartnerschaften) in the German language.

² VET Partnerships are referred to as BBP (Berufsbildungspartnerschaften) in the German language.

³ Formerly “Special Initiative on Training and Job Creation”.

The **third chapter** of the manual explains the essentials of project implementation, including the legal status of partnership projects and the division of labour between sequa and the German partner. Furthermore, it explains essential aspects of the technical management by the German partner. These include, for example, the deployment of staff in the projects, the establishment of project infrastructure, PR work in projects, and cooperation with other actors and projects in the partner country.

A central concern of DC is the question of the impact orientation of the implemented measures – not only to record successes or failures, but also to recognise undesirable developments early on and to be able to use funding as efficiently as possible. The concluding **fourth chapter** of the manual explains the development policy goals, on which the performance measurement is based, and it introduces basic terms and principles of impact monitoring. This is followed by a description of the monitoring processes in partnership projects as well as the objectives, tasks and procedures of project progress controls (PPCs) in the programmes.

The **Annex** supplements the manual with **tools for project implementation**. The documents are also available for download under the menu item "Arbeitshilfen" (Tools) on the sequa website in the log-in area.⁴

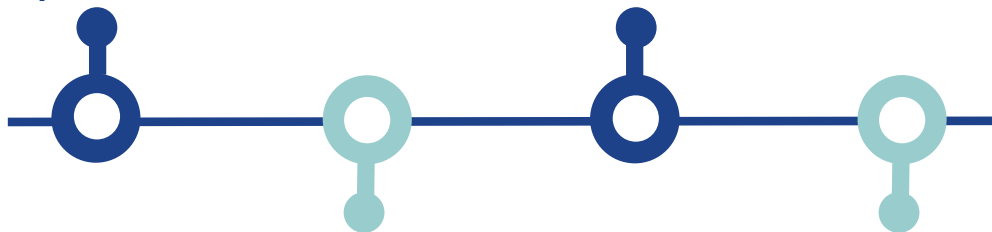
⁴ Access data will be communicated to the project partners after project approval with the on-lending agreement but can also be requested from sequa at any time.

Chapter 1

The partnership programmes in the context of development cooperation

1. The partnership programmes in the context of development cooperation

3. Implementation of a partnership project



2. Planning and development of a partnership programme

4. Monitoring and progress control

1. The partnership programmes in the context of development cooperation

1.1 International development cooperation

International development cooperation is based on the realisation that many contemporary challenges in a globalised world can only be solved through coordinated action by the international community. The agenda is set by the **international organisations** that lead the coordination of multilateral and bilateral development activities and offer development programmes and funds to support partner countries. The most important international organisations include the United Nations (UN), the World Bank, the International Monetary Fund (IMF), and the Organisation for Economic Cooperation and Development (OECD) with its Development Assistance Committee (DAC). These are financed by contributions from their member nations, which thereby gain the opportunity to contribute their positions and experience to international cooperation.

Within the framework of various high-level conferences, international organisations have defined individual stages on the way to jointly defined development goals in agreements and treaties. These agreements form the framework for global development cooperation, in which Germany's commitment is also integrated. The following is a brief chronological overview of the most important **conferences** and the resulting **agreements** of the international community.

1.1.1 Agenda 21: Promoting sustainable development

At the **UN Conference in Rio de Janeiro in 1992**, representatives from 178 countries met to discuss issues related to environment and development in the 21st century. This marked the first time the **concept of sustainable development** was recognised as an international guiding principle. The central outcome of the conference is **Agenda 21**, an action programme with recommended actions in all areas of environment and development. It calls for a new development and environmental partnership between the industrialised nations and poor countries. It anchors important development policy goals, such as poverty reduction and sustainable management of the natural resources water, soil, and forests, as well as environmental policy goals, such as the reduction of the greenhouse effect. Agenda 21 defines sustainability as the overarching policy goal.

Ten years after the first conference, the international donor community met again in Rio de Janeiro in June 2012 for the so-called **Rio+20 Conference**. The final declaration entitled "*The Future We Want*", reaffirmed the importance of sustainability in development cooperation and complemented it with the concept of "**green economy**". The central goal is to make economic growth ecologically and socially compatible.

1.1.2 Millennium Declaration: Poverty reduction as an overarching goal

In **September 2000**, high-ranking representatives from 189 countries met in New York for the UN's largest summit to date. As a result of the meeting, they adopted the so-called **Millennium Declaration**, which comprehensively described the challenges of the new millennium. Eight international development goals were derived from the Declaration under the overall objective of poverty reduction: the **Millennium Development Goals (MDGs)**, which the international community wanted to achieve

by 2015 by joint forces. The Millennium Declaration and MDGs were an expression of a global consensus between developing and industrialised countries and for the first time provided a common verifiable frame of reference for international cooperation.

The international community had agreed to regularly review the implementation of the Millennium Declaration. Thus, the MDGs were concretised and made measurable through a total of 21 targets and 60 indicators. The **2014 Progress Report** shows that the global community has made considerable progress in reducing poverty. The Millennium Development Goal of halving the proportion of people in extreme poverty has been achieved. The target of halving the overall proportion of starving people by 2015 compared to 1990 has not yet been achieved and requires further efforts.

1.1.3 Monterrey Consensus: Financing for Development Agreement

At the **2002 UN Conference on Development Financing** in Monterrey, Mexico (**Monterrey Consensus**), the international community addressed the issue of financing the agreed development goals (MDGs). It emphasised the important role of trade and the private sector in mobilising the necessary funds. At the same time, the international community was to increase its financial commitments to development cooperation and cancel part of the debt of highly indebted developing countries.

Following this, in May **2005**, the government representatives of the European Union (EU) agreed on a **step-by-step plan to increase Official Development Assistance (ODA)** for development cooperation: Member states that joined the EU before 2002 committed to achieving an **ODA ratio of 0.7%** of GDP by 2015. EU members that joined after 2002 should reach a quota of 0.33% of GDP by 2015.

1.1.4 The Aid Effectiveness Agenda: Effectiveness of cooperation

In the **Rome Declaration of 2003**, donor countries committed themselves to aligning their development cooperation more closely with the strategies, structures, and institutions of partner countries and to improving coordination among themselves in order to increase the effectiveness of individual measures. A follow-up conference was held in Paris in spring 2005. More than 100 representatives of industrialised, emerging and developing countries, of international development organisations, and of business and society agreed on **five basic principles of effective cooperation in the Paris Declaration**:

- The responsibility of the partner countries should be strengthened ("**Ownership**").
- Donors should cooperate with partner country institutions and align their programmes with partner country policies and procedures ("**Alignment**").
- Donors should coordinate and harmonise their programmes and procedures with each other ("**Harmonisation**").
- The measures should be geared towards results ("**Managing for Results**"). This means that donors are measured by the results of their development activities and not by the (financial) services provided.
- Donor and partner countries should be jointly accountable to the public and parliaments for their development policy actions ("**Accountability**").

Finally, the international community met in Busan, South Korea, at the end of **2011** for the fourth Forum on Aid Effectiveness. The final "**Busan Development Partnership**" declaration, for the first time included new actors such as the private sector and the so-called "new donors" from emerging countries in an international framework agreement.

1.1.5 Agenda 2030 for Sustainable Development

In continuation of the Millennium Declaration, the "**2030 Agenda for Sustainable Development**" was adopted at the UN Summit in New York in September **2015**. Instead of the classic dichotomy between donor and recipient countries, Agenda 2030 strives for a **global partnership** in which all countries and actors assume responsibility. With Agenda 2030, the international community emphasises its conviction that global challenges can only be solved together. **17 global Sustainable Development Goals (SDGs)** (see Figure 1)⁵ were formulated, which combine the principle of sustainability with economic, ecological, and social development and are backed by indicators for measuring target achievement.



Fig. 1: 17 Sustainable Development Goals (SDGs)

1.2 German development cooperation

The **Federal Ministry for Economic Cooperation and Development (BMZ)** is responsible for German DC. The Ministry employs almost 1,000 people and is based in Bonn and Berlin. In the financial year 2020, the BMZ had a **budget of € 10.8 billion**. A distinction is made between so-called bilateral development cooperation, in which DC is agreed directly with other governments, commissioned and implemented by the BMZ, and so-called non-governmental cooperation, in which the BMZ provides financial support for DC measures and projects implemented by non-governmental organisations on their own responsibility. The BMO, VET, and PA Partnership Programmes belong to the area of non-governmental cooperation.

⁵ A detailed presentation of the SDGs can be found on the BMZ website at: http://www.bmz.de/de/themen/2030_agenda/index.html.

1.2.1 Organisations of bilateral development cooperation

Governmental, bilateral cooperation is divided into **Technical Cooperation (TC)** and **Financial Cooperation (FC)**. TC and FC projects are agreed directly in contracts with the governments of the partner countries in the course of regular bilateral government negotiations. The BMZ commissions its state implementing organisations to carry them out.

The **main task of FC** is to support partner countries in financing measures and projects. The implementing organisations responsible for FC are the **Kreditanstalt für Wiederaufbau (KfW)** and the **Deutsche Investitions- und Entwicklungsgesellschaft (DEG)**. Both are part of the state-owned KfW Bankengruppe. KfW Development Bank promotes public investments for infrastructure, financial systems, and environmental protection, including resource security. It has its headquarters in Frankfurt am Main and employs around 500 people. KfW's financing projects are funded both by the federal budget and supplemented by KfW's own funds, which it raises on the capital market. DEG's task is to promote private entrepreneurial initiatives in developing and transition countries. DEG is based in Cologne and also employs around 500 people.

The **task of TC** is to impart technical, economic, and organisational know-how and skills in order to strengthen the performance of people and organisations in DC partner countries. Accordingly, TC mainly offers expertise and in-kind services. The implementing organisation of TC is the **Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)**. GIZ is a state-owned, non-profit enterprise owned by the German government. GIZ is based in Eschborn and Bonn. It employs over 20,000 people in 120 countries, 70% of whom are staff in the local countries. In connection with GIZ, the **Centre for International Migration and Development (CIM)** should also be mentioned. CIM is a joint venture of GIZ and the Federal Employment Agency based in Frankfurt am Main. CIM places highly qualified experts from Germany and the EU with companies and organisations in developing and transition countries.

Finally, there are other implementing organisations of TC that specialise in individual tasks, such as the **Federal Institute for Geosciences and Natural Resources (BGR)** in Hanover or the **Physikalisch-Technische Bundesanstalt (PTB)** in Braunschweig.

1.2.2 Non-governmental DC organisations

In addition to intergovernmental cooperation, the BMZ also promotes measures that are carried out by private institutions – such as **non-governmental organisations (NGOs)**, **political foundations**, **church institutions**, or **private sector organisations** – under their own responsibility. These measures are not part of the bilateral intergovernmental negotiations but arise from the initiative of the organisations involved. The measures are financed by the implementing organisations' own contributions and BMZ grants.

In the field of **cooperation with the private sector**, sequa, the **Senior Expert Service (SES)**, and the **German Sparkassenstiftung for International Cooperation e.V.** should be particularly mentioned. SES is a voluntary service for international cooperation. The sponsor is the SES Foundation of various large German business associations. The SES makes it possible to put the professional experience of people who have retired from active professional life at the service of

DC. The German Sparkassenstiftung for International Cooperation e.V. is the development policy institution of the Sparkassen Financial Group. With its projects, it pursues the goal of giving people in developing and emerging countries access to financial services and thus creating prospects for a way out of poverty. Since 1992, the Sparkassenstiftung has also been funded by the BMZ within the scope of the BMO programme and makes the experience and know-how of the German Sparkassen (savings banks) available to partner countries in its projects.

1.2.3 Guidelines and trends in German development cooperation

The BMZ defines the **guidelines and concepts** of German development policy in accordance with the requirements of the international community. Here, **Agenda 2030** (cf. Chapter 1.1.5) with its 17 Sustainable Development Goals (SDGs) should be highlighted as a reference framework for international cooperation. The BMZ was not only intensively involved in the formulation of Agenda 2030, but also initiated and moderated a broad social dialogue on the goals of German development cooperation in preparation for and during the international negotiations.

This dialogue led to the development of the **Charter for the Future "One World – Our Responsibility"**⁶, which formulates the guidelines for future BMZ policy. The Charter for the Future brings together a wide range of social actors to enable a broad-based German contribution to sustainable development. It formulates key challenges for development cooperation and lists eight goals for future political and social action. For example, partnerships between governments, civil society, academia, and the private sector are advocated to develop sustainable solutions to the major issues of the future.

Private enterprises and business organisations are recognised by the BMZ as important actors in DC. Their commitment and know-how should make a significant contribution to the realisation of the development goals. The BMZ therefore explicitly wants to further expand **cooperation with the private** sector in the future, which also includes the BMO, VET and PA Partnership Programmes.

In principle, all countries listed in the OECD/DAC list⁷ can be BMZ partner countries. The countries of Africa in particular are a regional focus of German DC. With the African Union's "Agenda 2063", African countries have set themselves ambitious goals to advance their own development towards more income and prosperity. With the **Marshall Plan with Africa** published in 2017, the Federal Republic of Germany wanted to support the implementation of the above-mentioned agenda and focus on a new partnership at eye level between Africa and Europe. The Marshall Plan focused on fair trade, more private investment, and more economic development, with the aim of strengthening African states' ownership of their development. The creation of jobs and training opportunities was named as a central challenge to give Africa's youth a future.

Following this, the member states of the G20 developed investment partnerships for reform-oriented African states on Germany's initiative. German development policy implements these so-called **"Compacts with Africa"** in the form of **reform**

⁶ The full text of the Charter for the Future can be downloaded from the BMZ website here: <https://www.bmz.de/resource/blob/23366/d52688f07df7a2c9aa78a3970295f5f5/materialie270-zukunftsvertrag-data.pdf>.

⁷ The current version of the list can be downloaded from the BMZ website here: <https://www.bmz.de/de/ministerium/zahlen-fakten/oda-zahlen/hintergrund/dac-laenderliste-35294>.

partnerships with selected African countries that fulfil defined conditions, including transparent budget management, the fight against corruption, democratisation, and economic reforms. The aim is to improve the framework conditions for national and international investors and to create more jobs and new training opportunities for young people in future technologies. The reform partnerships are a central component of the Marshall Plan with Africa.

Based on the Marshall Plan with Africa and the *Compacts with Africa*, the **Special Initiative (SI) "Decent Work for a Just Transition"**⁸ of the BMZ, launched in 2019, aims to promote sustainable investments in Africa in order to contribute to the creation of training and jobs in the partner countries of the initiative (currently: Egypt, Ethiopia, Côte d'Ivoire, Ghana, Morocco, Rwanda, Senegal and Tunisia). The aim of the initiative is to create up to 100,000 jobs and 30,000 apprenticeships in the coming years, to improve working conditions and to promote sustainable economic growth. This is to be done with innovative formats and flexible instruments of cooperation with the private sector. The BMZ has called on governmental and non-governmental implementing organisations to participate in the initiative, including sequa with the instrument of partnership projects (cf. also Chapter 1.3).

In its **Reform Concept "BMZ 2030"**, the Ministry describes in 2020 how the measures and funds of **German DC** are to be used **even more effectively and efficiently in the future**. The core points of the reform concept are:

- The partner countries are increasingly expected to make their own contributions and implement reforms in terms of good governance. To this end, they are to be supported within the framework of comprehensive reform programmes that are to replace individual projects.
- So far, the BMZ has worked with around 85 partner countries within the framework of governmental bilateral cooperation. The number of partner countries is now to be reduced and cooperation concentrated on defined priority themes. The use of funds is to be coordinated with other donors in an even more targeted manner.
- New partnership categories are to be introduced, e.g. global partners with whom work is to be done on solving global issues of the future (e.g. climate protection, digitalisation) and achieving cross-border goals.
- **Impact orientation and measurement** in development cooperation is to be improved at all levels. In a modern data management system, impact data is to be recorded in the BMZ and communicated to the public. An Action Plan on Impact and an Action Plan on Data set new standards for this.

After the change of government at the end of 2021, the BMZ will continue its mandate to implement the 17 Sustainable Development Goals of Agenda 2030. The ultimate goal is to ensure "a dignified life for all in an intact environment". **Political priorities** under the heading "A World in Transition" are

- **combating the Covid 19 pandemic** and its consequences as well as preventing new pandemics,
- the **fight against hunger and poverty** in the sense of "*Leave no one behind*",
- a **just transition** towards a sustainable, climate- and nature-friendly economy, and

⁸ See also the website of the Special Initiative: <https://invest-for-jobs.com>.

- the promotion of gender justice within the framework of a **feminist development policy**.

Topics such as refugees and migration as well as digitalisation are to be appropriately integrated into the global transformation agenda.

The **BMZ** is currently developing a **new Africa strategy** to replace the Marshall Plan and focus on value-based development cooperation. The above-mentioned SI continues to be well anchored in this political process and remains an important Africa policy instrument of the BMZ. By promoting employment for sustainable jobs, it aims to contribute to the implementation of the BMZ's development policy goals. Thematically, the SI will focus in particular on *just transition* and *feminist development cooperation*. In line with BMZ's management priorities, a stronger focus is therefore placed on good jobs for women and green employment promotion when selecting projects.

1.3 The partnership programmes as an instrument of cooperation with the private sector

Business Membership Organisation (BMO) partnerships, and **Vocational Education and Training (VET) partnerships** are tried and tested BMZ instruments for **cooperation with the private sector**. With these programmes, the BMZ aims to

- mobilise the experience and know-how of the German private sector for development cooperation,
- enable direct cooperation between non-governmental agencies; and
- pick up initiatives from the private sector.

The object of both programmes is partnership-based cooperation between German chambers of skilled crafts and small business, chambers of industry and commerce, and business associations with self-governing organisations of the private sector and/or vocational training institutions in developing, transition, and emerging countries.

The overarching **goal of the BMO and VET programmes** is to fight poverty by promoting sustainable economic development in partner countries. The aim of BMO partnerships is the institutional strengthening of local business organisations both as providers of business-related services and as representatives of the interests of SMEs vis-à-vis the political authorities of the target countries. The aim of VET partnerships is to provide a larger and better range of demand- and practice-oriented vocational education and training and to increase the participation of the private sector in vocational education and training.

Since 1991, about 70 German chambers and associations have been involved in the BMO Partnership Programme in more than 400 projects in about 55 countries. The VET Partnership Programme was launched by the BMZ in 2010 as a sister programme to the BMO Partnership Programme. Since then, sequa has implemented more than 95 VET partnerships with around 20 German chambers and associations in around 40 countries. The PartnerAfrica (PA) programme started at the beginning of 2019 and by the end of 2022 included over 30 PA projects in eight partner countries of the SI "Decent Work for a Just Transition".

Partnership projects are primarily **know-how transfer** projects. The individual activities are more diverse than in almost any other type of project and support the local partner organisations in the further development they desire.

BMO partnerships focus on **capacity building** at the local partner organisation(s). The aim is to strengthen them in their performance as stakeholders and service providers for their members. In particular, the focus should be on those areas for which the German partner brings professional competence and experience. BMO projects usually focus on the following **key topics**:

- organisational development: e.g. improvement of (sub-)functions of the organisational structure and processes, improvement of communication with or between members;
- creation or development of demand-oriented services for SMEs: e.g. consulting and training offers, visits to trade fairs, entrepreneurship exchanges, support for business start-ups, mediation etc.;
- strengthening the representation of SME interests in economic policy: e.g. founding/expanding a partner network for the joint representation of interests, drawing up position papers, initiating forms of dialogue with politicians.

The aim of **VET partnerships** is to **improve vocational education and training** by making VET programmes **more demand- and practice-oriented**. One focus of the project work is capacity building at the local partner organisation(s). In particular, the focus should be on those areas for which the German partner brings professional competence and experience. VET partnerships usually focus on the following **key points**:

- organisational development for organisations of the private sector and VET institutions to be able to fulfil their role in VET efficiently and effectively;
- promoting dialogue between the private sector and the government on VET issues;
- practical and demand-oriented improvement of training contents and methods with the involvement of the private sector;
- further training of vocational teachers and company trainers;
- introduction of practice-oriented pilot training courses in new occupational fields;
- advising partner institutions on the development of qualification and examination standards.

The subject of **PA projects** can be vocational qualification and/or capacity development of chambers and associations. Central to PA projects is that they contribute to **more and better employment** in the partner countries of the SI "**Decent Work for a Just Transition**" and thus support the objectives of the Special Initiative. Direct cooperation with companies is an advantage here. PA projects focus on the following **topics**, among others:

- measures of practice-oriented vocational education and training, if possible in cooperation with companies;
- capacity development of chambers and associations as representative organisations for African SMEs;

- capacity development of VET institutions as providers of practice-oriented and demand-driven VET;
- establishing business contacts between African and European companies;
- promotion of SI industries and clusters;
- promoting quality and value chains.

The above-mentioned priority themes can be supported in **all three programmes** in the form of the following **measures**:

- long-term and short-term consultations by experts from the German partner or external experts;
- training measures, seminars and workshops, conferences;
- complementary equipment;
- degressive salary subsidies (in justified exceptional cases);
- public relation measures;
- study trips, internships.

Partnership projects (BMO, VET, or PA) are created when a potential German partner expresses its willingness to participate in DC through sequa and proposes an initial project idea in the form of a project proposal draft (cf. Chapter 2.1). In most cases, initial contacts have already been made with possible partner organisations abroad and joint considerations have been made on cooperation and objectives. sequa then develops the specific project with the German partner and an external expert and submits a funding application to the BMZ.

As the **implementing organisation and programme manager**, sequa assumes the following responsibilities:

- quality assurance of the projects vis-à-vis the BMZ;
- responsibility arising from the function of the grant recipient (political, legal, and financial responsibility);
- representation of the interests of the chambers and associations vis-à-vis the BMZ (project selection, project content, funding volume, etc.);
- advising the chambers on implementation;
- project management (organisation of fact-finding missions, application, monitoring of activity and financial plan, review of annual reports, monitoring of the German partner in the context of project progress controls, etc.);
- knowledge management and exchange of experience (e.g. production of manuals, training for technical management, conferences).

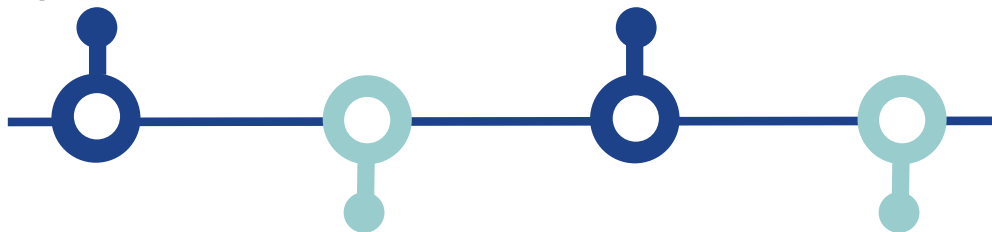
The **projects are implemented** by the **German project partners**, who can draw on the extensive and specific expertise of their own staff. But the use of external German and international experts is also possible and is financed through the project budget. Ultimately, the German partner decides together with its local partner which type of support will be applied.

Chapter 2

Planning and development of a partnership programme

1. The partnership programmes in the context of development cooperation

3. Implementation of a partnership project



2. Planning and development of a partnership programme

4. Monitoring and progress control

2. Planning and development of a partnership project

2.1 The project cycle

Every partnership project goes through a sequence of specific steps – from identification, through fact-finding mission, planning and implementation, to project progress control (PPC). The results of the PPC are finally used as input for new or subsequent projects, so that one can speak of a cycle. The individual **steps of the project cycle** (see Figure 2) can be described as follows:

- **Project proposal draft** to sequa and selection by BMZ (cf. Chapter 2.2.3): The initiative for a partnership project usually comes from the German or local partner. The partner submits an initial project proposal draft to sequa. In consultation with sequa, the BMZ selects from the available project proposal drafts those that are to be further developed and examined.
- **Fact-finding mission and planning** (cf. Chapters **Fehler! Verweisquelle konnte nicht gefunden werden.** and 2.4): On the basis of the project proposal draft, an on-site fact-finding mission organised by sequa takes place after approval by the BMZ. In this phase, the fundamental relevance of a project is looked into with the help of an external expert. If the vote is positive, the planning process begins already in this phase, i.e. the partners together with the expert and sequa define the basic project design in the form of a project planning matrix (PPM) with objectives, results and indicators.
- **Project proposal to BMZ and approval** (cf. Chapter 2.5): Based on the recommendations of the expert in the fact-finding report, sequa submits a project proposal to the BMZ which, in addition to the conceptual design, also contains the previously elaborated target and result indicators as well as a financing plan for the project. Only after the project has been approved can implementation begin on site.
- **Project start and detailed planning** (cf. Chapter 3): At the beginning of project implementation, detailed planning takes place on site in the form of a participatory planning workshop. In this process, the already existing project concept, i.e. the PPM, is validated and discussed with the local partners. In addition, concrete project activities are planned and responsibilities are defined.
- **Project implementation:** The German partner is responsible for the implementation of the project (cf. Chapter 3). It provides the staff for the technical management of the project in Germany as well as for the project coordination on site. The basis for project implementation is the project planning matrix (PPM), which is used to plan the concrete activities in terms of material, personnel, and finances on the basis of detailed planning (annually). In addition, the German partner must develop a suitable monitoring system (cf. Chapter 4) that allows the progress of the activities, results and impacts of the project to be measured and documented and, if necessary, to make planning adjustments. The monitoring system can be developed, for example, after the detailed planning with the support of the moderator.
- **Project progress control** (cf. Chapter 4): About half a year before the end of a project phase, a PPC organised by sequa is held by an external expert. The

results of the PPC form the basis for the decision on a possible continuation of the project within the framework of a further phase (PPC at the end of project phase 1) or the recommendation for measures to sustainably anchor what has been achieved (PPC at the end of phase 2 of the project).

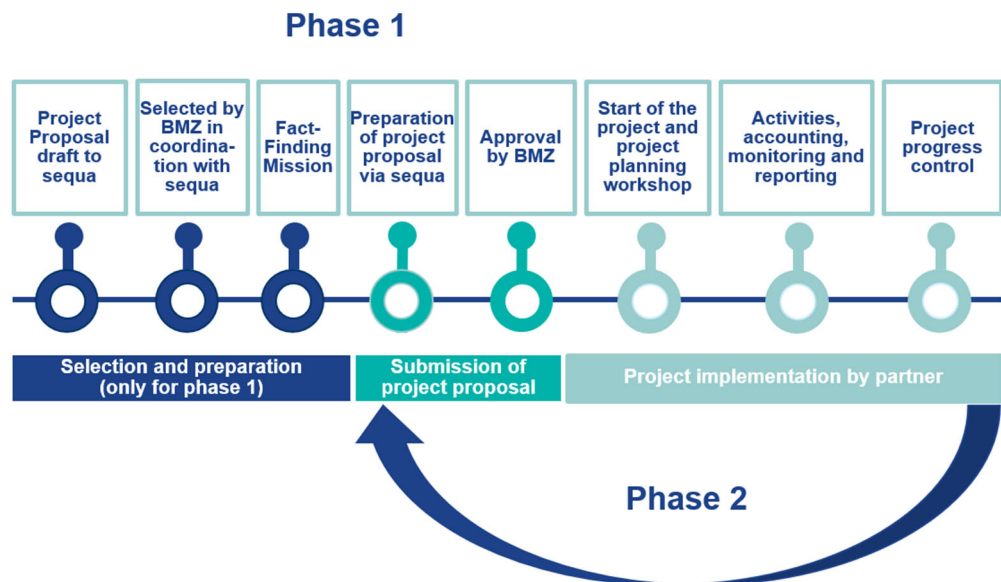


Fig. 2: Steps of the project cycle

BMO and VET partnerships usually comprise **two funding phases** of three years each. Depending on the type of project and its needs, funding of approximately 800,000 to 1,000,000 euros is available for a three-year project phase, depending on the funding volume made available by the BMZ. **PA projects** are only planned for a **phase** of three to four years. Depending on the needs and scope of the project, funds of approximately 1,000,000 to 1,500,000 euros are available for a PartnerAfrica project.

2.2 Project idea and project proposal draft

First and foremost is the project idea, which in the best-case scenario comes from existing contacts between the partner countries, specific regions, cities, or even the partner institutions.

2.2.1 Initiative for a partnership project

The **initiative for cooperation** in a partnership project usually comes from the German or local project partner:

- A **German partner** (chamber, association or VET institution) shows interest and willingness to cooperate with one or more local partner(s) and to contribute to the promotion of the private sector, VET and employment in a specific country or region.

or

- A **local partner** (chamber, association or VET institution) is interested in a partnership with a German chamber or association. On the local side, usually

existing chambers or associations and/or also semi-governmental (vocational training) institutions are looking for a partner in Germany.

In exceptional cases, the BMZ, another state agency (GIZ, KfW) or a German representation abroad may initiate a project to complement intergovernmental measures. In these cases, sequa provides support in finding a suitable German partner or identifying suitable partner structures.

2.2.2 Requirements for German and local partners

For a partnership project to succeed, the partners must meet certain requirements. The BMZ guidelines for partnership programmes require that partner organisations "must be suitable [...] to implement the funding objectives".⁹

- **Both partners** should verbally declare their **willingness to cooperate**. In addition, the partners must be prepared to engage in an open dialogue, to be transparent about their financial and personnel situation, and to comply with obligations agreed in writing vis-à-vis the respective partner.
- They must be able to bring their own ideas into the joint project concept and identify with the project contents (**ownership**). Partnership does not mean unilateral action by the German partner as a knowledge provider, but rather **participatory cooperation**.
- They should have a **minimum of human, financial, and organisational resources**. In particular, the local partner should be positioned in such a way that continuity and a gradual expansion of its performance potential can be expected in the sense of a sustainable continuation of the project.
- It is important for both partners that the project is known to and supported by both staff and volunteers.

Furthermore, the **local partner** should, as far as possible

- operate in a **political environment** that is **conducive** to achieving the project objectives (e.g. development of an independent business organisation, improvement of vocational training),
- want to develop their own organisation not as an end in itself but as an instrument for **delivering services to the final target groups** (e.g. companies and/or trainees), as well as
- make **substantial own contributions** in the sense of ownership and financial sustainability of the project. The type and scope should correspond to the capacities of the respective partner. The contributions are to be jointly determined and documented (e.g. within the framework of the fact-finding mission and/or the planning workshop). They can, for example, consist of the provision of staff and premises, the assumption of travel and interpreter costs, the partial financing of project measures, or the assumption of other organisational support.

Local **VET institutions** as partners in VET and PA projects should also be integrated into the national VET system.

⁹ Cf. BMZ, Guideline for the Funding of Developmentally Important Partnerships of German Business Organisations, see Financial Management Manual, Annex A.1.

sequa provides an assessment tool to assess **potential project partners** before or during the fact-finding mission as well as to assess new partners during project implementation (cf. Annex A.1). Alternatively, a **SWOT analysis (Strengths – Weaknesses – Opportunities – Threats)** can be made to select possible project partners (see Figure 3).

<p>Strengths</p> <ul style="list-style-type: none"> • Problem-solving competence • Support from the board • Existing networks • Financially sound 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Few staff • Hardly any strategic orientation • Peripheral location
<p>Opportunities</p> <ul style="list-style-type: none"> • New government programmes • Increasing interest of the private sector in dual training 	<p>Threats</p> <ul style="list-style-type: none"> • High level of influence by government agencies • Parallel programmes by donors without agreement • Poor infrastructure, thus poor accessibility

Fig. 3: Example of a SWOT analysis

In addition to the **bilateral partner structure**, there are also projects in which the German partner works with several local partner organisations. Such a **multi-partner structure** makes the project less dependent on the performance of a single partner and can generate useful synergies. On the other hand, cooperation with several partners increases the complexity of the project and entails a higher coordination effort. The decision for one or the other partner structure is usually made during the fact-finding mission.

Assuming responsibility for a complex project in a developing or emerging country places various **demands on the German partner**:

- A partnership project is implemented all the more successfully and efficiently if the German partner brings in the whole range of its **know-how and experience in full-time and voluntary work**.
- For organisational and personnel reasons, it is advisable that a specific person at the German partner takes the lead (**technical management**) for the project. Experience has shown that this is usually an employee who is directly assigned to the CEO or an employee from the department responsible for international trade or vocational training.
- The complex tasks of technical management require that the employee has **sufficient practical experience in project management**. It is also highly

desirable that the person has sufficient experience in development policy issues as well as experience abroad and relevant language skills.

- Project responsibility includes not only technically qualified implementation, but also responsible administrative and commercial handling.¹⁰ In the same way as is done for the other domestic tasks of the **German partner**, this requires the responsible cooperation and **participation of the competent accounting and administrative experts** of the German partner.
- In many cases, chambers and associations have founded subsidiaries (usually as limited liability companies) for business/organisation policy, legal, or economic reasons, to which they have assigned special tasks and/or which independently perform special tasks for third parties. Project implementation via such **subsidiaries** is also possible in principle if certain conditions are met.
- The German partner must be based in Germany to ensure a transfer of know-how from Germany to the partner country. A **bilateral chamber of commerce** (Auslandshandelskammer, AHK) can be involved in a project with its expertise (e.g. in short-term assignments or in organising events), but cannot act as a German or local partner.

2.2.3 Preparation of a project proposal draft

After developing a project idea, the German project partner submits an initial idea in the form of a **project proposal draft** to sequa. It should provide information on the proposed project, its rationale, contents, and actors and present the expected results and impacts of the project (cf. templates for project proposal drafts BMO and VET partnerships, and PA projects in Annexes B.1.1-3).

The project proposal draft is used by sequa for an initial assessment of the project idea and to **inform the BMZ**. sequa includes suitable proposal drafts in proposal lists for all three partnership programmes. Based on these lists, the projects for which a fact-finding mission is to be carried out are selected – usually at the beginning of the year – together with the BMZ. Criteria include current BMZ priorities and strategies, competition from other project proposals, availability of funding, etc.

If the ministry agrees in principle to the project, the project proposal draft is further developed by sequa and the German partner. A **final proposal of the draft** is then submitted by sequa to the BMZ for **approval for a fact-finding mission**. The mission is financed from the so-called "fund for preliminary projects and project-accompanying measures", which BMZ regularly allocates to sequa for the implementation of fact-finding missions among other things.

2.3 Fact-finding mission

As soon as the BMZ has given its approval, a fact-finding mission will be organised and carried out. It involves an external expert. The fact-finding mission includes an analysis of the German and local partners and serves to comprehensively assess and plan the potential partnership project.

¹⁰ Detailed assistance for the financial and administrative processing of partnership projects is provided in the **Financial Management Manual**, including the annexes contained therein, which are also available for download in the log-in area of the sequa website. The access data will be sent with the on-lending agreement at the beginning of the project.

2.3.1 Organisation and procedure of the fact-finding mission

The fact-finding is carried out by an external expert who is selected and contracted by sequa. The contract includes the specifications according to which the project is to be assessed (Terms of References – ToR, cf. Chapter 0). In **preparation for the fact-finding mission**, a preliminary meeting is held with the expert, which is also attended by a representative of the German partner. Central points of discussion are the objectives, contents, and course of the fact-finding mission. In addition, necessary documents and records are made available to the expert and the division of labour is determined in advance of the fact-finding mission. As a rule, sequa takes over the organisation of the fact-finding mission (e.g. flight bookings, hotel reservations, arranging meetings). However, since many partners already know each other and the aim is to cooperate for several years, it often makes sense for the German partner to take over parts of the organisation already during the fact-finding mission (e.g. making appointments with the potential partner institution(s) as well as with other stakeholders on site).

The **itinerary**, which sequa coordinates with the expert and the German partner, includes **meetings** with potential project partners as well as relevant governmental, economic, and civil society institutions that play a central role in the respective economic sector and/or in the vocational training system of the target country. The programme also includes talks with German agencies such as the German Embassy, the AHK, and the GIZ. In the case of PA projects, coordination with other projects of the Special Initiative "Decent Work for a Just Transition" is particularly necessary. Under certain circumstances, coordination with projects of other donors pursuing similar goals as the planned project may be necessary and useful.

Depending on the complexity of the project and the partner structure, the **duration of the on-site fact-finding mission** is between one and two weeks. In addition to the expert, the staff member designated for technical management at the German partner and a sequa staff member usually take part in the fact-finding mission. If desired, the expert can also attend individual meetings alone. In exceptional cases – e.g. in the case of travel restrictions – and under certain conditions, fact-finding missions can **also be conducted remotely using digital media**.

If it becomes apparent during the fact-finding mission that the implementation of a project is feasible and makes sense, an initial joint **plan** of the objectives, results and indicators of the first project phase should be developed with the local partner(s) directly at the end of the fact-finding mission, which can also be used for the project proposal (cf. also Chapter 2.4). If the fact-finding mission raises further questions or the German partner's analysis does not provide a clear result, planning should be postponed to a later date after the mission.

Following the fact-finding mission, the external expert writes a **fact-finding report**. The planning results jointly developed at the end of the assessment are part of the report. In the positive case, the report contains a recommendation by the expert to initiate a project and provides the essential success parameters for such a project.

2.3.2 Contents of the fact-finding mission

The fact-finding serves to comprehensively assess and plan the project proposal. It provides sequa, the German partner and the BMZ with a meaningful basis for deciding whether to submit a project proposal or to approve a potential project. The fact-finding mission includes findings on the **framework conditions for the project** as well as an **analysis of the German partner and local partners** and makes basic statements on the recommendation of a project. It contains proposals for the project design (partner constellation, impacts, goal hierarchy, activities, indicators, etc.) as well as the project organisation (project management, project staff, steering and monitoring instruments, etc.). Finally, during the fact-finding mission, an initial coordination with other projects and organisations on site has to be carried out.

The tasks and services of the expert as well as the schedule and contents of the fact-finding mission are defined in the **Terms of Reference (ToR)**, which are part of the contract with the expert and contain an outline template for the **fact-finding report**. The fact-finding report shall cover the following main topics:

- **Socio-economic, political, and other framework conditions:**

This point includes, among other things, a brief description of the socio-economic and political framework conditions relevant to the project as well as political strategies of the government of the partner country, an analysis of the core problems of the target groups, an explanation of the BMZ focal points for the country or sector concerned as well as references to possible synergies with other international projects and programmes.

- **Organisational analysis:**

As part of the organisational analysis, the expert should describe the system of the organised private sector or vocational education and training in the partner country and describe the German partner as well as the local partners, including alternative options if applicable. Especially for the potential local partners, their personnel, financial, and administrative capacities as well as development potentials have to be analysed.

- **Assessment of relevance of a possible partnership project:**

The focus here is on the question of whether a project should be started. A key factor in the assessment is that the approach corresponds to the needs and core problems of the target group(s) as well as to the overarching strategies of the partner country or German DC.

- **Recommendations on project design (objectives, results, indicators):**

Based on the previous findings, recommendations now follow on the choice of project partner(s) as well as on the project's goal structure (overall objective, project objective, results, indicators and activity clusters). The expert should also address the assumptions and risks which define project success.

- **Presentation of project impacts and reference to cross-sectional issues:**

Due to the increasing focus on impact in development cooperation, it is becoming more and more important to describe the expected impacts of the project's activities and results on the target groups. The impacts of the project in relation to overarching objectives and relevant cross-sectional issues of German DC, e.g. poverty reduction, gender equality, promotion of green innovations and business models, and human rights, must also be addressed.

- **Achieving sustainability:**

The fact-finding should also assess the sustainability of the project impacts, i.e. the likelihood that the local partners will maintain their performance after the end of the project, as well as the necessary project measures.

- **Recommendations for project management and implementation:**

The assessment should conclude with recommendations on project management by the German partner. These include, for example, topics such as resource and personnel planning, setting up a monitoring system, partner contributions, or coordination with other projects and programmes.

The **fact-finding report** prepared by the expert after the above-mentioned focal points have been addressed forms the **basis for the project proposal** to be submitted to the BMZ. sequa forwards the fact-finding report to the BMZ together with the project proposal.

2.4 Planning a partnership project

It is a central concern of development cooperation to **use** the available funds and **resources** as **efficiently and effectively** as possible. The measures of a project should achieve the greatest possible impact. The project partners also have an interest in making the best possible use of the funds available to them. To achieve this, it is necessary to plan the project thoroughly at the beginning and to review the planning at regular intervals.

2.4.1 Tasks and benefits of project planning

One task of planning is to establish a common understanding among all stakeholders about the goals and strategies of the project. In this sense, the planning and the necessary discussion of all participants about options, goals, measures, and risks should create a common **project identity**.

In this way, planning also forms the central **frame of reference** to which the project partners can refer when making further decisions and which forms the basis of the subsequent **project progress control** (PPC, cf. Chapter 4). It should be noted that planning is still a flexible system that should adapt to changes in the project environment at any time, i.e. planning should be regularly fed back with current developments and changed in coordination with sequa, if necessary.

2.4.2 Planning basics

Project planning is carried out in a **participatory process** jointly by the local and German project partners with the participation of sequa and, if necessary, other project-relevant actors. Exactly how and in what time sequence the planning process is designed depends on the individual project, the partners and the respective framework conditions. Planning generally goes through the following steps:

At the end of the **fact-finding mission**, a rough plan is first drawn up in the form of a **project planning matrix (PPM, cf. Chapter 2.4.3)**, which is used primarily to define the project's objectives, results, and indicators. If there is not enough time during fact-finding to prepare a meaningful planning matrix, the procedure and responsibilities for agreeing on the necessary additions shall be defined before the project proposal is

submitted. The basic version of the PPM is submitted to the BMZ with the project proposal. In it, the indicators are already to be assigned with concrete values.

At the beginning of the project, the PPM developed during the fact-finding mission is validated and discussed with the partners. In order to facilitate communication that is as transparent, conflict-free, and goal-oriented as possible, it has proven useful to carry out the **detailed planning within the framework of a moderated planning workshop**. An external moderator can be engaged for the moderation, usually commissioned by the German partner. The detailed planning workshop lasts two to three days and usually takes place on site at the local partner's premises. In exceptional cases, however, detailed planning can also be carried out in Germany or virtually. The main objectives of the detailed planning workshop are to discuss the PPM and to develop a common understanding of the project concept as well as to first define common activities, responsibilities, and a timeline. If possible, the project partners should also develop an **impact-oriented monitoring system** (cf. Chapter 4.2) as early as the detailed planning workshop in order to ensure continuous and systematic monitoring of success during the entire course of the project.

The PPM resulting from the detailed planning finally serves as the basis for project implementation and reporting to sequa. It is also the basis for the annual **operational planning** (cf. Chapter 3.1.4) of the project, which is carried out jointly by the local and German project partners in order to define the activities planned for the respective year in terms of material, personnel and finances. Changes to the PPM compared to the application are possible but must be agreed with sequa in advance and documented to the BMZ. If necessary, sequa submits an amendment to obtain the approval of the BMZ.

2.4.3 The project planning matrix

The core element of project planning is – as mentioned above – the **project planning matrix** (PPM) in the form of a table. This goes back to the method of the Logical Framework Approach (LFA), which was developed in the late 1960s by the U.S. Agency for International Development (USAID) for planning complex projects.

The PPM is the **central planning framework of a project** and is highly systematised. It is the basis for project implementation and reporting. As it contains essential information for project management, it should be translated into the respective working language and shared with the project partners. The typical PPM of a partnership project follows the **template** shown in Figure 4.

Target hierarchy	Indicators	Sources of traceability
Overall objective: xxx	not applicable	not applicable
Project objective: xxx	• xxx	• xxx
Result 1: xxx	• xxx	• xxx
Result 2: xxx	• xxx	• xxx
Result 3: xxx	• xxx	• xxx
...	• ...	• ...
Activities:	• xxx • xxx	

Fig. 4: Basic structure of the project planning matrix (PPM)

The PPM thus contains a vertical and a horizontal logic.¹¹ The **vertical logic** contains the **goal hierarchy** of the project:

- **Overall objective:** What development policy goals does the project contribute to?
- **Project objective:** What immediate changes does the project bring about in the target groups?
- **Results:** What outputs are targeted to achieve the project objective?
- **Activities:** What measures are planned in the project to achieve the desired results?

The development of the PPM usually starts with the formulation of **objectives and results** or outputs. After these have been defined, the measures or **activities** to be taken in the project to achieve the defined results are determined. This determines the **inputs** that are provided by the project. In order to ensure the logic within the goal hierarchy, it should be checked once again at this point whether the desired project goals can really be derived from the defined project results and these in turn from the defined activities.

The **horizontal logic** consists of the **indicators** to be defined for **measuring** the achievement of objectives and results, as well as the respective data on the basis of which this measurement is to take place (**sources of verification**). Indicators form the essential basis of impact monitoring. Defining and formulating them is regularly one of the most complex challenges of project planning. Chapter 4 therefore provides detailed guidance for the development and formulation of indicators.

Furthermore, as part of the fact-finding it is necessary to identify the main external factors (**assumptions and risks**), which the project itself cannot influence but which

¹¹ Concerning logic and understanding of the PPM cf. also Chapter 4 where the connection between the hierarchy of objectives and the impact logic of a project is explained in more detail.

have a bearing on the success of the project, so that they can be taken into account in the application and planning process. Assumptions are positively formulated expectations, while risks are negatively formulated expectations regarding the development of framework conditions of the project that cannot be influenced.

The project budget is not calculated in the PPM, but an estimate of the necessary quantity structure should be made based on the planned project activities and compared with the possible budget. If the expected budget and the expected costs differ significantly, planning adjustments must be made.

Examples of detailed PPMs for BMO and VET partnerships and PA projects can be found in Annex C.1.1–3.

2.5 Application for a partnership project

sequa submits the application for funds for a BMO or VET partnership or PA project to the BMZ. The central content-related basis for the project proposal is the expert's recommendations as well as the results of the fact-finding, which the expert records in his or her report. In case of a positive recommendation for a project, sequa prepares the funding application in close coordination with the German partner. The fact-finding report is submitted to the BMZ together with the project proposal. The **structure of a project proposal** shall follow a uniform model:

1. **Brief description of the project (schematic summary)**
2. **Initial situation**
 - 2.1 Political-economic framework and problem analysis
 - 2.2 Local partner organisation
 - 2.3 Target groups and relevance to development policy
3. **Objective and design of the project**
 - 3.1 Measures and results to date
 - 3.2 Objectives, results, activities, and indicators of the project
4. **Project implementation**
 - 4.1 German project partner
 - 4.2 Project management and timetable
 - 4.3 Connection with other projects
5. **Assumptions and risks of project success**
6. **Financing plan**

The **financing plan** of the project proposal is supplemented by the so-called "**explanatory notes**" (example in Annex C.2), which explain the calculated expenditure in the defined **financing positions** of the project:

1. **Use of long-term experts (LTE):** Personnel costs and incidental costs for international or local LTE or project staff, travel costs of LTE and project staff, office infrastructure, project vehicle if applicable.
2. **Use of short-term experts (STE) for advisory and training measures:** personnel cost reimbursement for internal STEs as well as fees for external international and local STEs, travel costs of the STEs, if necessary additional costs (materials, translation).

3. **Grants for personnel and material costs of the partner organisation:** Local grants for material costs and salaries for the partner organisation in justified exceptional cases and on a degressive scale.
4. **Equipment aid:** Equipment and material for project purposes, construction measures (max. up to 20% of total expenditure).
5. **Training and education activities including the development of teaching materials:** Information, advisory, and training events for the local partner and its member companies in the partner country and in Germany or abroad, development, and translation of teaching and learning materials.
6. **Public relations:** Public relations of the project and the local partner (e.g. website, flyers, print media, events).
7. **Technical advice and expertise for project implementation:** Long-term content-related counselling in addition to administrative control by LTE and technical management on specific topics. Generally not applicable.
8. **Technical management:** Personnel and travel costs of the German project partner for technical management including secretarial and accounting support as well as a flat rate for consumables. The costs of technical management may amount to a **maximum of 15% of the funding volume**. Exceptions are possible but must be explicitly explained in the project proposal and require the approval of the BMZ.
9. **Preliminary studies, project planning, and other costs:** Costs for the project planning workshop and the PPC (expert or moderator, travel costs, room rental, catering, etc.), studies, impact monitoring, etc.

A further annex to the project proposal also presents the calculated **own contributions of the German partner** (template in Annex B.2).

The **costs for the deployment of the German partner's own staff** as STE, for which a maximum daily rate is specified in the project proposal, as well as for the **technical management** are to be presented to sequa in internal calculation schemes (templates in Annexes B.3 and B.4).

If the project proposal is **approved**, sequa is the initial grant recipient and forwards the funds to the German partner for project implementation. sequa and the German project partner conclude a private-law **on-lending agreement** (cf. Chapter 3.1.2). The project structure with the measures and services specified in the project proposal as well as the financing plan and its explanatory notes contained in the proposal form the basis and part of the approval in accordance with the grant conditions. sequa and the German project partner are therefore obligated to adhere to these specifications during the implementation of the project.¹²

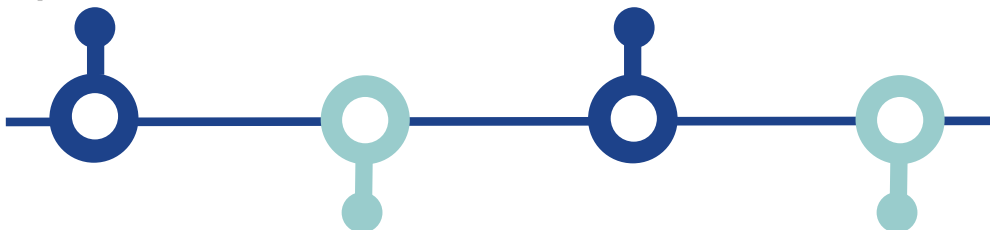
¹² For the basics of funding as well as the necessary project agreements, cf. Financial Management Manual, Chapters 2 and 3.

Chapter 3

Implementation of a partnership project

1. The partnership programmes in the context of development cooperation

3. Implementation of a partnership project



2. Planning and development of a partnership programme

4. Monitoring and progress control

3. Implementation of a partnership project

3.1 Basics of project implementation

3.1.1 Legal status of the partnership projects

Projects, including partnership projects, are **not legal entities** and thus cannot be bearers of rights and obligations. The German partner is thus neither a legal entity in the project country nor does it have a legal entity to formally act there. To change this, he would need to formally register in the country, e.g. by setting up a branch, subsidiary, branch office, or liaison office. However, this requires a lot of time and money and such registration on the part of the German partner is not even possible. **Therefore, projects or partners usually do not formally register for the implementation of a partnership project.**

The **lack of legal status** must be taken into account in project implementation and has implications, e.g. on the possibilities of employing local staff, the handling of payment transactions, or the registration of a project vehicle. In the further course of Chapter 3, these matters are examined in more detail and existing possibilities presented for action in project implementation. Depending on the specific situation, decisions must be made for one or the other option. In individual cases, it may be necessary and useful to seek legal advice on specific issues in the partner country.

It is also important to note in this context that partnership projects are **not governmental projects of so-called bilateral cooperation**. Bilateral, governmental cooperation projects implemented by GIZ or KfW, for example, are agreed between the governments and recorded in a protocol with mutual rights and obligations. In most cases, this also includes an agreement regulating the status of the deployed project staff.

Staff of partnership projects is not covered by these agreements. This is because the partnership projects are not state measures, but **private measures** with the German partner as the project owner. The basis for the work in the project country is not an intergovernmental agreement, but the implementation agreement under private law between the German and the local project partner(s). Authorities in the project country will therefore initially treat staff deployed in partnership projects in the same way as other locals. No claim can be made to treat BMO, VET, or PA staff similarly or equally to staff of government cooperation projects. The German Embassy or the respective GIZ country office also have no means of deriving such a claim.

3.1.2 Division of tasks between sequa and the German partner

Once a project proposal has been approved by the BMZ, sequa concludes an **on-lending agreement** with the German project partner.¹³ This regulates the division of tasks; sequa and the German project partner bear joint responsibility for the project. Both parties are bound by the objectives, contents, and conditions specified in the application and the grant approval, including the conditions and regulations resulting from the German law on grants.

The **project is implemented** by the **German project partner**, who provides staff for technical management and deploys long-term experts (LTE) and/or short-term

¹³ Cf. Financial Management Manual, Chapter 3.1.

experts (STE). The German project partner concludes an **implementation agreement**¹⁴ with the local partner. It regulates the mutual rights and obligations, including the assumption of the conditions resulting from BMZ funding.

sequa's main role in project implementation is to accompany and advise the German partner, but it also ensures quality assurance vis-à-vis the BMZ, monitors the progress of the project and audits the invoicing of disbursed funds. **sequa's tasks** include:

- communication with the donor (BMZ);
- on-lending and accounting of BMZ funding in accordance with the German law on grants;
- commissioning and monitoring of the fact-finding mission and advice on detailed project planning;
- advice on planning, organisation, implementation, and accounting of project measures;
- support in the recruitment of LTE/STE;
- provision of templates for personnel contracts, terms of reference, etc.;
- promoting the exchange of experience with other projects;
- conducting a PPC at the end of the project phase;
- impact-oriented reporting to the BMZ.

The implementation of the project – the **technical management** – is the responsibility of the **German partner**.¹⁵ The expertise and experience of the German project partner should be mobilised as comprehensively as possible for the project. The task of technical management is to initiate and coordinate the measures envisaged in the project proposal and project planning with the available resources and to monitor the achievement of the objectives.

The **most important tasks of technical management** include:

- recruitment of LTE/STE;
- backstopping of the deployed project staff;
- coordination with the local project partner(s);
- content and financial planning as well as monitoring of the project's progress on the basis of the project proposal and approval;
- organisation of project measures in Germany (e.g. training, information trips, public relations);
- accompanying delegations of the local partner in Germany;
- coordination with sequa before changes are made to the project plan, quantity structure, or budget;
- reporting on the progress of the project to sequa;
- participation in the organisation and implementation of the PPC;

¹⁴ Cf. Financial Management Manual, Chapter 3.2.

¹⁵ In exceptional cases and at the explicit request of the German partner, sequa can take over the project implementation and technical management of a partnership project. An application to the BMZ and its approval are necessary for this.

- invoicing of project expenditure vis-à-vis sequa.

3.1.3 Documentation and accounting obligations

As the initial grant recipient of the projects, sequa has **notification obligations** towards the BMZ.¹⁶ These include:

- An **annual or final report on** each individual project. This report informs the BMZ about the progress of the project and the degree to which the objectives have been achieved. The report not only serves as a source of information for the BMZ but is also forwarded by the BMZ to the German Embassy in the partner country and, where appropriate, to other DC institutions.
- **Amendments** as soon as essential basics, determinants, or the concept of a project change. This applies in particular to changes in the cost plan as well as in the project duration.
- Proof of the achieved results and the proper use of the project funds within six months after the end of the project (**proof of use**).

The **German partner** is involved in these notification obligations and has the following **documentation and accounting obligations** towards sequa according to the on-lending agreement (see also Figure 5):

- **Annual and final reports**, which form the basis for sequa's annual reporting to the BMZ. As a rule, these are prepared by the technical management of the German partner and/or the LTE according to the template provided by sequa (cf. also Chapter 4.3.1).
- **Activity and financial plans** for the project's expenditure planning for the current year. The A+F plans are an important instrument for the German partner and sequa for monitoring actual and planned outflows of funds (cf. Chapter 4.2.8).
- **Bimonthly statements of account** to provide numerical evidence of all project expenditures.
- **Written explanation of intended changes** in content, schedule, or financial aspects of the project implementation compared to the project proposal, for which sequa has to obtain the approval of the BMZ by means of a written amendment.
- **Reports on individual measures**, e.g. STE assignments, further training events, internships or job shadowing, trips for coordination, information, or other purposes. These reports must be attached to the statements.
- As part of the impact monitoring, the updated **project indicators** must be submitted once a year and the **progress report** (actual values) of the **key performance indicators** (KPIs) defined at the beginning of the project twice a year (cf. also Chapter 4.2.5).

¹⁶ Cf. Financial Management Manual, Ch. 2.4, 2.6 and 9.6.

Deadline	Template	Purpose
After project start	Implementation agreement	Contractual basis for cooperation between German and local project partner(s).
31.01.	Annual report	Documentation of project progress for sequa/BMZ.
31.01.	A+F plan	Financial monitoring to ensure the outflow of funds.
31.01.	Data entry form for the project key figures	Input for programme monitoring vis-à-vis the BMZ.
31.01.	Progress report (actual values) of the key performance indicators (KPIs)	Input for impact monitoring vis-à-vis the BMZ.
30.06.	A+F plan updated	Financial monitoring to ensure the outflow of funds.
30.06.	Progress report (actual values) of the key performance indicators (KPIs)	Input for impact monitoring vis-à-vis the BMZ.
Mid-November	Call for remaining funds (informal)	Technical management calls up remaining funds for the current financial year from sequa.
Bi-monthly	Project statements of accounts (for the first time three months after the start of the project)	Timely financial management to support financial monitoring.
With the invoices	Reports on individual measures	Documentation of a measure required by the law on grants.
Project Completion	Final report and invoicing	Presentation of the project implementation at the end of the project, final accounting of the project expenses, preparation of the proof of use by sequa.

Fig. 5: Overview of the submission of necessary planning, monitoring, and accounting documents to sequa

3.1.4 Operational planning

The basis for operational planning are the objectives, results, and indicators presented in the project proposal. These are **part of the PPM**, which was developed together with the partners during the fact-finding mission or PPC (cf. Chapter 2.4.3). At the beginning of the project, the PPM should first be completed and concretised in a joint detailed planning. In this process, the previously defined target hierarchy and the indicators should be reviewed and adjusted if necessary and the project activities supplemented. This PPM then becomes the basis for the annual operational planning.

The operational planning (example in Annex C.3) serves to **plan specific individual activities planned in the respective year** in terms of material, personnel, and financial aspects. It is prepared jointly by the local and German project partners, for the first year of the project often already during the detailed planning workshop. The content of operational planning is determined by the project proposal and the fact-finding report. The financial framework is determined by the financing plan and its explanatory notes.

In operational planning, important agreements on concrete cooperation are made for a foreseeable period of time beyond the PPM in order to enable a coordinated approach to achieve common goals. The operational planning usually includes **agreements on the following points**:

- breakdown of concrete activities for each result;
- information on the implementation date and duration of the respective activity;
- assignment of responsibilities for implementation;
- allocation of human, material, and financial resources;
- if applicable, information on important interim results ("milestones").

The **schedule** itself should be presented in a clear form. Bar charts are particularly suitable for this purpose. They are an ideal graphic representation of tasks and deadlines, provide an overview of the project, and at the same time are an instrument for controlling work performance. All tasks of the project are listed in as chronological an order as possible, whereby the level of detail can be freely selected according to requirements. A component of scheduling is **resource planning**, i.e. measures must be scheduled in such a way that the resources required for their implementation (especially personnel, financial resources, etc.) are actually available.

Based on the scheduling and resource planning, it is possible to allocate the expected costs to each activity planned for a financial year. Such an **activity and financial plan** (A+F plan; cf. Chapter 4.2.8) must be **submitted to sequa twice a year** as part of the financial monitoring.

3.1.5 Establishment of a steering committee

Steering or supervisory committees or advisory boards for a project increase **transparency** and create **acceptance** for project implementation. By setting up a steering committee, the decision-making structures of the respective partner organisations can be actively involved in the project, thus increasing ownership of the project on both sides. Steering committees have proven their worth especially in complex projects with many participants or network partners.

Experience shows that the following aspects are important for the establishment and successful use of steering committees:

- a clear profile (task description) and delimitation of competences to the implementation level;
- an adjusted frequency of meetings;
- efficiency through moderation rules;
- effective exchange of information (minutes, etc.).

The steering committee, which may include representatives of the final target groups (e.g. enterprises, vocational school teachers) or other donors in addition to the partner organisations, should also be involved in the preparation of the PPM and the annual operational planning.

3.2 Staff deployment in partnership projects

3.2.1 Technical management

A person or a team of several persons at the German partner is appointed for the **technical management**. The selected persons should be integrated into the organisational structure and work processes of the German partner. According to the requirements of technical management, the **personnel should be selected** based on the following criteria:

- project-relevant language and international experience;
- knowledge of the performance and experience potential of the German partner, experience in the organised private sector and the focal topic of the project, e.g. in the field of vocational training;
- ability to cooperate and acceptance within one's own organisation;
- mastery of project management and planning methods;
- presentation and argumentation skills, organisational talent;
- ideally knowledge and experience in development cooperation;
- willingness to undertake more frequent, worldwide business trips;
- good written communication skills;
- proficiency in the common Microsoft Office programmes Word, Excel, PowerPoint, Outlook;
- knowledge of budgetary and administrative issues;
- basic knowledge of accounting.

3.2.2 Deployment of long-term experts

Many DC projects, including the partnership projects, work with a **deployed long-term expert (LTE)**¹⁷, who acts as a **permanent advisor** to the local partner organisation on site. The LTE plays a central role in project implementation as an interface and mediator between the German and local project partners. The LTE is often supported by **local project staff**, e.g. a project assistant.

Many of the LTEs stay on site for the entire duration of the project. However, **intermittent LTEs**, i.e. LTEs that only work temporarily on site, are often used in projects. The benefits of intermittent expert intervention can be, for example:

- An "outside perspective" and neutrality that are important for counselling activities tend to be given.
- Lower likelihood of personal conflicts.

¹⁷ For information on accounting for LTEs, see Financial Management Manual, Ch. 7.1.

- Integration into the German partner organisation tends to be maintained.
- Reflection and regeneration phases may be easier to realise.
- The local partner(s) remain(s) more independent, their own spheres of action are preserved.
- Staff costs are usually lower, leaving a higher budget for the implementation of activities.

On the other hand, the use of intermittent experts may also present disadvantages:

- Continuous involvement in the processes within the partner organisation is not possible to the same extent as with a permanent deployment.
- Information outside of pure project activities can be lost.
- There is a risk of a shut-down of activities if the expert is not on site.

The decision for or against intermittent expert assignments must always be made on a project-specific basis, carefully weighed up with all those involved and, if possible, discussed as early as during the fact-finding mission. The implementation phase of the project and the existing experiences of the partner organisations or the people with each other are not insignificant. Thus, as a rule, it seems relatively unproblematic to convert permanent positions after a certain period of time (e.g. after completion of the first project phase) into intermittent functions.

In individual cases, the German partners implement the project without a deployed long-term expert. Such a management model is usually appropriate if the local partner itself provides competent personnel for project management as a direct counterpart or if a competent local expert is available as a long-term expert. In these cases, the technical managers usually take over a complementary part of the project coordination on site, which implies a higher travel activity.

The main **tasks of the LTE** are:

- establishment of the necessary project infrastructure (project office, local staff, etc.);
- drawing up and updating the operational plan on the basis of the project planning matrix in cooperation with the local partner;
- continuous impact-oriented project monitoring and development of any necessary amendment proposals;
- technical and organisational preparation of consulting assignments as well as supervision of short-term experts;
- preparation and organisation of training measures for the local partner;
- implementation of material procurements;
- independent implementation of advisory and training measures;
- constant dialogue and coordination with German and local project partners to coordinate all project measures;
- accompanying project progress controls and organisational support of the PPC team on site;

- coordination with other projects and official bodies, e.g. German Embassy and ministries in the host country;
- impact-oriented reporting and accounting to the German partner.

The LTE is the link between the know-how of the German partner and the development needs of the local project partner. He can only fulfil this function and is generally only accepted by the local project partner if he has professional know-how and experience in development cooperation. Deviations from these requirements should only be made in very well justified and carefully considered exceptional cases.

The following **qualification profile** can be derived from the responsibilities of the LTE:

- experience in managing complex projects and mastery of relevant instruments and methods of project management;
- relevant professional experience in the work of business membership organisations, vocational education, and/or the main subject area of the project;
- relevant language competence;
- knowledge of the instruments of DC/experience in DC;
- several years of experience abroad, preferably in a developing country;
- contact and cooperation skills (in the target country and vis-à-vis the German partner);
- intercultural competence.

As a rule, German or European long-term experts are deployed. For the acceptance of the consultant by the local partner organisation, it is generally crucial that the local partner has agreed to the selection of the staff before hiring the LTE.

However, it is also possible to use experienced **local project coordinators** for this position. Some of the requirements or criteria mentioned above, such as experience abroad, are thus fulfilled naturally. Equivalent standards apply to competences regarding management experience as well as contact and cooperation skills. German language skills would be desirable. The most sensitive areas in the selection of local coordinators are their acceptance and assertiveness vis-à-vis the executives of the organisations to be advised and, in addition, the relevant professional experience with German chambers and associations as well as the necessary close relationship to the German project partners.

LTes require intensive **preparation for their deployment abroad**. This includes in particular:

- coordination with the German partner on cooperation and procedural issues;
- short stay at the German partner to get to know the organisation, if the LTE was not recruited from the organisation itself;
- briefing at sequa on content-related and formal issues and procedures of managing partnership projects;
- if applicable, training in instruments and methods of project management in DC (e.g. impact monitoring, moderation);

- language and regional studies preparation;
- if necessary, coordination visits to other German implementing organisations with projects in the partner country.

Some of the points mentioned above (e.g. briefing on the management of partnership projects, training on instruments and methods of project management) also apply to the technical management staff employed by the German partner. The expenses for such preparation measures for technical management and LTEs can be taken into account in the project calculation.

If a person who does not have the nationality of the project country is to be deployed on site as an LTE, this person must apply for a **residence permit**, which allows him or her to be present and work in the project country in accordance with the relevant country-specific regulations. The **visa** required for this must be applied for at the competent authority of the project country. Visas are always person-based. The application can therefore only be submitted after the LTE itself has been selected.

The rules and procedures for obtaining a residence permit vary from country to country. The time and bureaucracy involved should not be underestimated. It is therefore advisable to obtain **specific information** on procedures and requirements at **an early stage** during the fact-finding mission and preparation, so that the visa can be applied for and obtained quickly after the LTE has been selected.

The first point of **contact** for information on this is the competent authority in the project country. In addition, the German bilateral chamber (AHK) – if available –, the German Embassy and, if applicable, other German projects on site as well as the GIZ country office can be contacted to obtain information and benefit from their experience. Meetings should also be held with the local project partner at an early stage to clarify the extent to which they can support the procurement of the visa.

The experience of the numerous partnership projects carried out so far shows that the process of **obtaining visas varies greatly**, depending on the regulations in force in the project country, the documents required by the competent authorities, and how they assess the individual case. In some cases, the authorities opt for an analogous application of the rules that also apply to government cooperation personnel; in others, a formal declaration by the national partner organisation is necessary. Both the German Embassy and the GIZ country office – although not formally responsible, as described in Chapter 3.1.1 – are often helpful points of contact for the LTE for information and support in the process of obtaining a visa.

3.2.3 Use of short-term experts

For specific tasks, it is necessary to deploy experts for short-term consulting or training measures¹⁸. Since the transfer of know-how from the German to the local partner is the focus of the project, **experts from the German partner** are usually deployed. However, the use of **external STEs** is also possible if they are more qualified or more cost-effective in performing the required tasks. Not only German, but also local and other foreign STEs can be used.

The need for STEs is usually determined in the operational planning. The experts are requested by the project coordinator on site or the local partner and recruited and

¹⁸ For information on accounting for STEs, see Financial Management Manual, Ch. 7.2.

contracted by the German partner. The assignment must be coordinated with the local partner before the respective expert is sent. This also includes the preparation of the **Terms of Reference**¹⁹ for the assignment. This contains clear specifications for the tasks to be performed and the objectives of the mission to be achieved.

When **selecting the expert**, the professional suitability for the task at hand is essential. Important criteria should also be language skills, experience abroad, and intercultural competences.

Especially if no LTE of the German partner is active on site, it must also be taken into account when deciding on external STEs that every expert appearing on site is regarded as a representative of the German partner. External experts should therefore also be familiar to a minimum degree with the tasks, structures, and staff of the German partner and be loyal to it. Furthermore, in **preparation for their assignment**, each STE should be informed by the German partner about the specific situation and the general background of the project as well as about the local partner.

After the implementation of the **STE deployment**, the local project partner should be asked for an **evaluation** (template in Annex B.5). The evaluation supports the planning of follow-up interventions through technical management depending on the wishes of the partners. When conducting **workshops and seminars**, all participants should fill in an **evaluation form** (template in Annex B.6) at the end of the event.

As proof of his assignment and for the information of the German and local partner, sequa and the PPC expert, the STE has to prepare a report on his assignment. **STE reports** should contain the following information:

- persons involved;
- time, place, and duration of the measure;
- objective of the measure or *Terms of Reference (ToR)*;
- result of the mission;
- programme actually carried out (not just planned) (actual course of action);
- at further training events, information trips, etc.: list of participants and list of other persons involved in the measure as well as a summary evaluation of the interim or final evaluation;
- recommendations for further action.

The report of the STE as well as the contract²⁰ (incl. ToR) are a binding part of the **documentation for the accounting** of the assignment at sequa.

3.2.4 Employment of local staff

Local staff refers to those persons who are recruited locally as project staff and employed exclusively for project implementation, e.g. **local coordinators or assistants** (usually employed or commissioned by the German project partner; the latter usually has authority to issue directives). This local project staff is accounted for in Item 1 of the financing plan of a partnership project. This is to be distinguished from staff of the local partner, who may be subsidised on a degressive basis from funds of

¹⁹ For a Terms of Reference template, see Financial Management Manual, Annex C.2.

²⁰ Cf. Financial Management Manual, Annexes C.1 and C.2.

Item 3 of the financing plan of a partnership project (cf. Chapter 3.2.5; normally employed by the local project partner; as a rule, the latter has authority to issue instructions).

As neither the project nor the German partner usually have a legal entity in the project country (cf. Chapter 3.1.1), they cannot act as an employer in the project country and pay taxes and social security contributions, for example. Therefore, in most cases, they cannot conclude employment contracts. In some cases, the **LTE** can act **as an employer** and conclude an employment contract itself, e.g. with the project assistant. Whether this is possible depends on the specific rules in the respective country. sequa recommends seeking legal advice in the country before concluding such a contract in order to clarify whether the German partner or the LTE can conclude an employment contract itself and which requirements have to be observed.

In many cases, it is easiest to conclude a **fee-based contract**. Unlike an employment contract, a person with a fee-based contract is not employed, but the person is self-employed and performs the works or services agreed in the contract as a contractor. Fee-based contracts can be structured as freely as possible and can also cover longer periods of time. The regulations under the law on grants that apply to the award of a contract must also be observed when awarding a fee-based contract, e.g. preparation of a task description and an award notice.²¹ The client can be the German or the local project partner. If the German project partner is the client, a possible VAT liability of the client in Germany must be checked.²² If applicable, a VAT liability may also arise in the project country. The duty to pay income tax and, if applicable, other duties is incumbent on the person in charge.

Another option to employ local project staff is to enter into a **secondment agreement** with the local partner. This can be both a jointly identified person who is hired specifically for the project and a person already employed by the local partner who is released to work on the project. In both cases, the person concerned has to conclude an **employment contract with the local partner organisation**. The local partner is the employer, pays the salary, and pays taxes and duties. If the German and local partners agree on such a secondment of staff, they should clarify and agree in writing on the scope and nature of the work in the project as well as the technical and disciplinary authority to issue instructions.

3.2.5 Personnel cost subsidies to the local partner organisation

Salary and material subsidies in favour of the local partner are possible in principle, provided they have been applied for and approved, but should be the **exception**. They require special development-policy justification and are only possible if the local partner's capacity to bear its own costs is insufficient. A typical example for the granting of salary and material subsidies is the establishment of new structures at the partner organisation.

Salary subsidies should only be paid in decreasing instalments, i.e. **degressively** and under the condition that the local project partner continues to employ the subsidised personnel after the German funding ends.

²¹ Cf. Financial Management Manual, Annex B.9.

²² Cf. Financial Management Manual, Chapter 7.2.3.

For salaries subsidised by project funds, as for the salaries of local project staff, it is necessary to **certify local adequacy and practice**.²³ Corresponding confirmations of the local adequacy of a salary are issued e.g. by the German Embassy or institutions known to the Embassy (GIZ, AHK, auditors, etc.).

3.3 Project infrastructure and payment transactions

3.3.1 Establishment of a project office

One of the first local measures is to **set up a project office**²⁴, possibly combined with the recruitment of local project staff. Here the question often arises as to whether the project office should be set up directly **with the local partner** or independently. In this context, physical proximity to the partner organisation offers a number of advantages, such as short distances, close connection to the partner organisation, identification of the project with the partner organisation. Setting up the project office at the partner organisation should therefore always be considered as one of the first options.

A common problem, however, is that the partner organisation does not have the space available, which can lead to delays in the project. Care must also be taken to ensure that there are no role conflicts if the project office is located with the local partner. The tasks and functions of the LTE and the project staff must be clearly distinguished from the other tasks of the partner organisation. It is important to avoid "misusing" the LTE and local project staff for the partner's day-to-day business.

If the project works within the framework of a **network with several partners** or supra-regionally, it usually makes sense to choose a **location** that is independent of the partners and thus **neutral**. In this case, preference for one partner, which may appear to the outside world, is deliberately avoided. In supra-regional projects, other criteria such as logistical (transport links, centrality in relation to the project's intervention area, etc.) and infrastructural aspects may also need to be prioritised.

3.3.2 Payment transactions in the project

During project implementation, **expenses** arise that have **to be paid**. This includes:

- salaries for national and international staff;
- travel expenses;
- fees for short-term experts;
- subsidies to local partner organisations;
- purchase of equipment and consumables;
- costs for events such as seminars, training courses, workshops etc.;
- running costs for office, telecommunications, vehicle etc.

sequa recommends that each German partner opens a **separate bank account** for the project with its house **bank**. But it is also possible to use an existing bank account. Care must be taken to ensure that all project-related payment transactions are clearly

²³ Cf. Financial Management Manual, Ch. 8.2.

²⁴ For procurement and management of project equipment, see Financial Management Manual, Chapters 6 and 8.3.

demarcated in the accounts. In any case, a **bank account** of the German partner must be available in **Germany** through which the project's payment flows (transfer of funding by sequa, payment of project expenses) are processed. If possible, transfers should be made directly to the final recipients. This applies regardless of whether the amounts are in euros or local currency. Any fees incurred, which can sometimes be high, are billable as part of the project expenses.

For reasons of practicability and economic efficiency, it usually makes sense to have an **option for local payments in local currency** in the project country. In principle, there are various conceivable ways of processing payments locally:

- cash desk in the project office;
- payment by credit card;
- local bank account of the German partner;
- personal account of the LTE;
- payment processing via the local partner.

The options each have advantages and disadvantages. Consideration should be given to what payments are actually incurred locally. This results in the decision to use one or more of the different options.

In any case, a **cash box** should only contain small amounts. The cash must be kept safe and access to and responsibility for the cash must be clearly regulated. Larger amounts should neither be paid in cash nor kept in the cash box. A cash register is therefore **at best suitable as a supplement** to other forms of payment transactions.

A **credit card** can be requested for the bank account set up in Germany for the project and transferred to the power of disposal, e.g. of the LTE, with the corresponding specifications and regulations. Depending on the conditions in the partner country, various payments can be made in this way.

In addition to the project account in Germany, the German partner can set up an **account in the partner country** at a local bank and use this account for local payments. The power of attorney for such an account is usually held by the LTE and the technical management in Germany. Opening such a local bank account is sometimes time-consuming, as documents of the German institution have to be provided and translated and, if necessary, certified. The rules vary from country to country and bank to bank. In some countries it is generally not possible for an unincorporated organisation to open a bank account in the country.

As a rule, the LTE will open a **personal bank account** on site. Processing project payments via a personal account of the LTE should be the exception. Private accounts are not intended for this purpose; regular and larger transactions of the project may lead to queries from the bank or local authorities. Nevertheless, it may be necessary – if other options are ruled out or can only be realised with sufficient prior notice – to open a local bank account in the name of the LTE and use it for payments of the project. In this case, the German partner and the LTE should conclude a **written agreement** regulating the use of the account, the execution of payment transactions, liability, and the powers of attorney to be granted.

Finally, corresponding to the spirit of the partnership projects, cooperation with the **local project partner** is another option for processing payments locally in local

currency. Two variants are possible: On the one hand, it can be agreed with the local partner that the latter will open a separate bank account through which all payments required locally for the project will be processed. On the other hand, it can be agreed with the local partner that, provided that there is a clear accounting demarcation of the payment transactions, payments are processed via the partner's general business account. sequa recommends agreeing with the partner to set up a separate bank account for the project. In both cases, clear rules for the release, documentation, and accounting of payments must be agreed with the involvement of the responsible project staff. The basis for this should be laid in the implementation agreement between the partners.

3.3.3 Registration of a project vehicle

A **project vehicle**²⁵ can be registered by the local partner organisation in its name or – as far as the laws in the partner country allow – in the name of the LTE. Since the fixed assets procured with project funds have to be handed over to the local partner organisation after the end of the project anyway, as long as they are not sold, it makes sense to register a project vehicle in the name of the local partner organisation right from the start. Either in the implementation agreement or separately, a clear written agreement should be made on who has which rights and obligations regarding the use and maintenance of the project vehicle and when.

3.4 Education and training measures

The **qualification** of full-time and voluntary staff of local partner organisations, as well as employees of companies and trainees, is a central component of the partnership projects. **Most of the training measures** should be carried out **in the partner country**, but if necessary, they can also be carried out in Germany or in third countries. When choosing the training location, the availability and quality of the training offered as well as the requirement of economical and economic use of funds must be taken into account.

3.4.1 Qualification of the local partner organisations

Partnership projects start with the **institutional strengthening of local partners**, i.e. chambers and associations are qualified as stakeholders and service providers for companies – whether they are already members or still to be won over for membership – and vocational training institutions as providers of vocational education and training.

The **training of full-time and volunteer staff** of chambers and associations is intended to provide the practical skills for professional management of a member organisation. **Training of trainers** is intended to provide the skills and abilities for practice-oriented teaching at a vocational education and/or training institution.

The **following measures** can be considered for the further training of the above-mentioned target groups:

²⁵ For more information on the procurement and use of a project vehicle, see Financial Management Manual, Chapter 7.1.5.

- consulting by the LTE;
- consulting by external STEs;
- internships and on-the-job training at the German partner institution or comparable institutions in Germany and abroad;
- conducting own seminars, workshops or conferences, as well as participation in third party seminars in the country or in Germany or other countries if required.

3.4.2 Qualification of skilled workers and trainees

Qualifying chambers and associations' staff does not serve an end in itself, but is intended to strengthen the partner organisations in their ability to offer companies services that meet their needs and thus increase the competitiveness of the local companies. The companies are primarily supported in the form of **qualification of management and employees**, for whom, for example, a training and consulting programme is set up and implemented at the local partner within the framework of the BMO partnership projects. As a rule, qualification offers focus on business management and practical technical topics and should ideally be based on a demand survey of the companies. In order to secure the sustainability of the partner organisations, which is dependent on membership recruitment, the above-mentioned qualification measures should always be open to non-members of the partner organisation and offered for a corresponding fee.

In VET partnerships and especially in PartnerAfrica projects with a focus on vocational training, the qualification measures are usually not limited to the vocational training institutions and their teachers, but often also directly address **trainees and skilled workers who need additional training**. Often, initial and further training courses are not only developed and introduced, but also piloted and, if necessary, improved within the framework of the projects. Only in this way can the projects also directly achieve the employment impacts expected by the BMZ, especially by the Special Initiative "Decent Work for a Just Transition".

3.4.3 Involvement of companies in qualification measures

VET partnerships and PartnerAfrica projects aim to make vocational education and training in the partner country more practice- and needs-oriented in order to generate employment impacts. This often requires the active **involvement of local companies** and in particular the trainers in these companies. This not only aims at improving VET as such, but also at linking education and training measures with the **needs of local businesses**. In this respect, the involvement of companies in the design and implementation of vocational training measures is desirable.

3.5 PR work for projects

Within the framework of the partnership projects, public relations measures of the local partner as well as the project itself may be financed. For the local partner, **professional PR work** is an important tool not only in the economic policy dialogue with decision-makers, but above all for recruiting new member companies, trainees, etc.

In order to improve the **partner organisation's PR work**, the following measures are often supported:

- production of information brochures of the organisation;
- publication of a newsletter;
- creation of a website of the partner and its services;
- media appearances;
- creation of membership and participant recruitment tools (e.g. flyers, information folders);
- trade fair participations and high-profile events.

The **project-related PR work** concerns, for example, the preparation of information material about the project (brochure, flyer) as well as the presentation of the project via its own website, which then provides information about the project as well as about the project partners and sequa and its programmes. Project publications increase the **visibility of the project** in the partner country as well as in Germany and can be used well as instruments for networking with other organisations and projects (cf. Chapter 3.6).

All **project publications and construction measures** must explicitly state that the project is **financed by BMZ through sequa**. In the case of project-financed publications, the current version of **the BMZ's design guidelines** must also be observed. The following regulations currently apply to the **use of the correct logos**²⁶ in the context of PR work:

a) Publications / events of the partnership projects in Germany:

- **Use of the BMZ logo** (de/en/fr/sp; see Figure 6) and text indicating that the project is funded by BMZ.

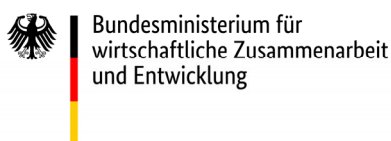


Fig. 6: BMZ logo (German)

- In the case of domestic publications that refer to the presentation of a **PartnerAfrica project**, the **Invest for Jobs logo band with the BMZ logo** (dt/en/fr; see Figure 7) should be used, which represents the implementation of the project using BMZ funds within the framework of the Special Initiative "Decent Work for a Just Transition":



Fig. 7: Invest for Jobs logo band with BMZ logo (German)

²⁶ All logos are also available under the menu item "Arbeitshilfen" (Tools) on the sequa website in the log-in area.

b) Publications / events of the partnership projects abroad / in the partner country:

- **Use of the general cooperation logo²⁷** (see Figure 8) and text indicating that the project is funded by BMZ.



Fig. 8: General cooperation logo DC (German/English)

- In the case of local publications that refer to the presentation of a **PartnerAfrica project**, the **Invest for Jobs logo band with the general cooperation logo** (dt/en/fr; see Figure 9) should be used.



Fig. 9: Invest for Jobs logo band with general cooperation logo (English)

3.6 Cooperation with other organisations and projects

With the Rome and Paris Declarations (cf. Chapter 1.1.4), the donor countries committed themselves to better coordination among themselves in order to increase the effectiveness of development policy measures. Even if the partnership projects are not financed within the framework of bilateral cooperation, the BMZ requires **donor harmonisation** in order to exploit synergy effects and avoid double financing. This applies in particular to the PartnerAfrica projects within the framework of the Special Initiative "Decent Work for a Just Transition". These are closely integrated into the political guidelines of the Special Initiative and must always coordinate with the other projects and the coordinator of the initiative in the country and create synergies.

sequa and the project partners are thus required to seek cooperation with those bilateral or international projects, bodies, and institutions (national ministries, German embassy, EU delegation, supra-regional business associations, local implementing organisations) that deal with the same or similar problems or objectives in the partner country. This is particularly necessary since the partnership projects are not part of the development policy government negotiations and are thus usually not explicitly listed in the corresponding protocols.

Networking with other projects and organisations is often already part of the fact-finding mission, i.e. relevant organisations and projects in the partner country should be identified and contacted before or during the fact-finding mission. This applies in particular to sustainable economic development programmes and projects of other donors, **primarily the GIZ**, as the central organisation of German TC. If there are

²⁷ The use of the bilateral cooperation logo (two flags) must be approved by the respective local German Embassy.

starting points for cooperation, it makes sense to initiate formalised and/or institutionalised coordination or coordination mechanisms in the sense of regular meetings or at least an exchange of experiences.

Only mutual knowledge of approaches and methods allows the desired **synergy effects** to be operationalised, e.g. through the **transfer of best practice models**. In the case of a specific cooperation (technical cooperation or agreement on the demarcation of intervention zones of the individual projects), this can be regulated by a Memorandum of Understanding or by general Principles of Cooperation.

Even though cooperation with other organisations and projects is often seen as additional work, it can bring **added value for the project** or the partnership programmes, but also for the partner organisation, which should not be underestimated. Not only does it increase the level of awareness of the project and the partners, but also opens up new options for action and creates networks, which can also benefit the local partner beyond the project term.

The idea of networking and synergy can of course also be applied to possible **cooperations and exchanges of experience between sequa partnership projects** in a region. One can assume that a moderated, but in any case technically oriented and relaxed exchange between the responsible parties can help to prevent mistakes and spread best practice models more quickly. sequa has already organised regional events for exchanging experiences for the projects (East Africa) or provided organisational support for such events (Colombia), but it also encourages the German partners or LTEs to seek and use direct exchange opportunities.

3.7 Project completion

As a rule, partnership projects comprise **two funding phases** of three years each. One **exception** is the **PartnerAfrica programme**, which, due to the limited duration of the Special Initiative "Decent Work for a Just Transition", will only have one funding phase of three to four years.

Each **project phase** ends with a **project progress control (PPC)**, which is carried out on behalf and under the leadership of sequa approximately six months before the end of the phase (cf. Chapter 4.4). The aim of the PPC is to document the project results and to provide a decision-making basis for the possible continuation of the project in a further phase (PPC at the end of phase 1) or the recommendation for measures to sustainably anchor what has been achieved (PPC at the end of phase 2 or PPC of a PartnerAfrica project).

If the project comes to an end, or if a PPC report recommends the **termination of the project**, an official project closure, e.g. in the form of an on-site workshop or an online event with the participation of all project partners, is recommended. In the framework of a **closing event**, the partnership can be evaluated retrospectively and the participants appropriately acknowledged, or topics and measures can be defined with regard to further cooperation between the partners after the end of the project.

In some circumstances, it also makes sense to use project closure to achieve a political impact for the project partner on the ground. In such a case, an internal workshop can be complemented by a **public final conference** involving political figures from Germany and the partner country. Such a final conference should be well

prepared and accompanied by media and should deal with a topic relevant to the partner organisation.

At the end of the project, sequa must be provided with a **final report** modelled on the annual reports (cf. Chapter 4.3.1) as well as a **final statement**. This also includes a **transfer of use and ownership protocol** with which the equipment procured within the framework of the project is handed over to the administration of the local partner.²⁸ sequa must submit a final proof of use of the project funds used, consisting of the numerical proof as well as a factual report, to the BMZ no later than six months after the end of the project.²⁹

²⁸ Cf. Financial Management Manual, Annex B.12.

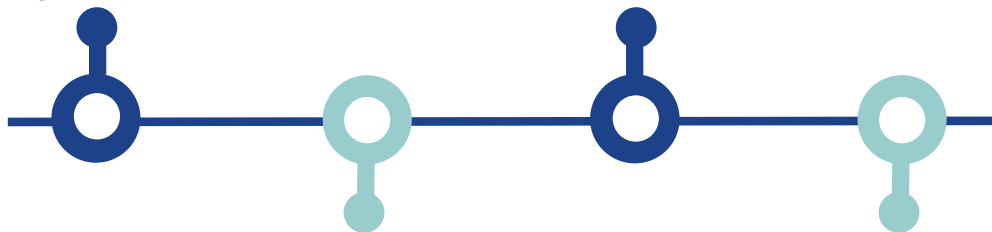
²⁹ Cf. Financial Management Manual, Ch.9.2.

Chapter 4

Monitoring and progress control

1. The partnership programmes in the context of development cooperation

3. Implementation of a partnership project



2. Planning and development of a partnership programme

4. Monitoring and progress control

4. Monitoring and progress control in partnership projects

4.1 Development policy context

In the past, project reports and progress controls mostly focused on activities (input) and results (output), but rarely captured the actual direct and indirect impacts (outcome/impact) of interventions on the respective target groups of the projects. Against the background of the Paris Declaration (cf. Chapter 1.1.4) and Agenda 2030 (cf. Chapter 1.1.5), both donor and partner countries are placing increasing emphasis on the question of the **effectiveness of development projects**. Data on the effectiveness of projects and programmes is important, both for efficient management of DC and for transparent external communication.

With its **reform concept "BMZ 2030"** and the **"Action Plan for Impact"**, the **BMZ** is also increasingly focusing German development policy on effectiveness and efficiency: The quality of indicators for measuring impacts is to be increased, cross-project standard indicators are to be introduced, and scientific monitoring studies are to be used more intensively. With the introduction of a new sub-division, the BMZ has also institutionally strengthened the topic of "data and effectiveness".

In the context of partnership projects, **recording and documenting programme and project impacts** has also become a key quality criterion for the BMZ against which the success of partnership programmes and projects is measured. Professional **impact-oriented monitoring** in the partnership projects has become indispensable.

4.2 Impact-oriented monitoring in partnership projects

4.2.1 Definition of impact-oriented monitoring

The **term** monitoring is understood to mean the systematic, project-accompanying control of the achievement of results and objectives as well as the effectiveness and efficiency of project measures in order to optimise project implementation and counteract undesirable developments. Monitoring is one of the priority tasks of the LTE or the project coordinator on site as well as the technical management of the German partner.

When monitoring a project, **three successive levels** can be distinguished:

- **Activity monitoring** checks which measures have been planned and implemented in a target-performance comparison. The basis for this is the annual operational plan.
- **Results monitoring** asks what has been achieved with these measures and to what extent. For this purpose, the indicators of the result areas formulated in the project planning matrix (PPM) in the project proposal are reviewed.
- Finally, **impact monitoring** determines what impact the project activities and results have on the project's target group(s). The central point of reference are the indicators of the project objective formulated in the PPM.

Impact-oriented monitoring of a project encompasses **all three levels**, whereby the third level, impact monitoring, is increasingly coming into focus in the development policy context and should therefore also represent the main focus of monitoring.

4.2.2 Significance and benefits of impact-oriented monitoring

The results of **impact-oriented monitoring** fulfil different functions depending on the addressees:

- Donors receive a **justification** for the effective use of the **funds** they provide and thus a basis for providing further funding.
- The project team and the partners' staff are provided with a **planning and control instrument** that enables them to quickly identify and counteract undesirable developments.
- Target groups and the general public receive **information** to form an opinion about success and failure and, if necessary, to exert influence.

Even though impact-oriented monitoring places high demands on those responsible for the project and the management systems and processes to be developed, it brings with it many **advantages**. Impact-oriented monitoring

- facilitates the management of the project,
- supports communication between the project participants,
- provides data for exchange with other actors and the public,
- supports reporting,
- assists in the preparation of the PPC (cf. Chapter 4.4), and
- supports the acquisition of follow-up projects.

4.2.3 Impacts and impact chains

Impacts are **changes** that a project (measure, project, programme) triggers in **its target groups**. In partnership projects, these target groups are usually trainees or employees and companies who are reached by strengthening intermediary organisations (business membership organisations, vocational training institutions). Impacts can be intended or unintended, expected or unexpected, positive or negative. In projects, changes or impacts should be sustainable in the sense of lasting and enduring.

Impact chains are understood as the **establishment of causal relationships** between the activities of a project and the resulting outcomes and impacts. Impact chains make it possible for project planning to hypothesise how the activities of a project lead to the impacts, i.e. which changes are to be achieved at the target group level through the planned project measures. If it is not possible to infer the impact from the activity (*input*) through causal relationships, the input is obviously not relevant to the project's success and should be omitted.

The creation of such impact relationships or impact chains is simplified by introducing or **distinguishing between different impact levels** (see Figure 10).

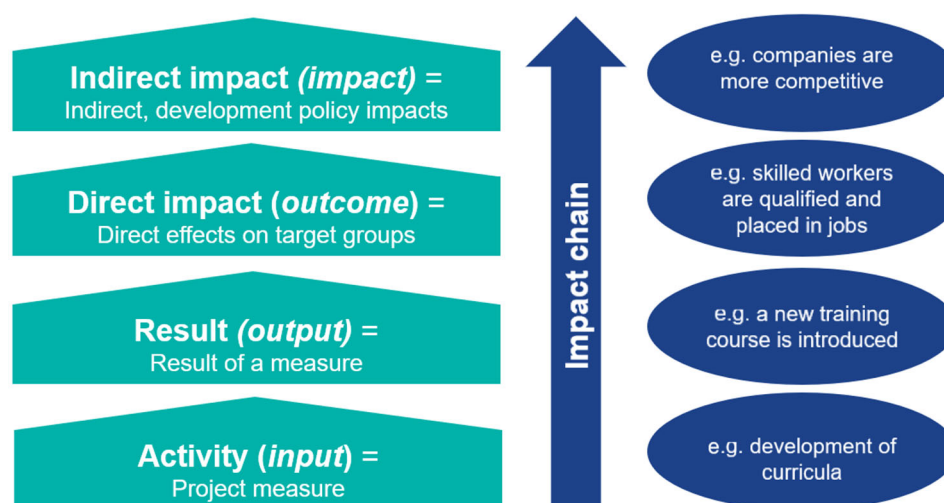


Fig. 10: Impact levels of a project

The **sample impact chains** in Annex C.4.1–3 illustrate the causal impact relationships in the projects and the systemic link between impact chains and PPMs, each using the example of a BMO and a VET partnership. It also illustrates that the formulated activities and results lead to a common project and overall objective. In the logic of impact chains, this means that different activities (inputs) and results (outputs) should lead to the same direct and indirect impacts (outcome/impact).

The **partnership projects** contribute to the development policy goal of poverty reduction by **promoting sustainable economic development** through the following **typical impact relationships**:

- Capacity building of chambers and associations strengthens the competitiveness of their member organisations and thus creates more income and employment (BMO partnerships, PartnerAfrica projects).
- Aligning VET with the needs of the private sector increases the employability of trainees and workers, leads to increased recruitment of skilled workers in companies, and thus ultimately also to more income and employment (VET partnerships, PartnerAfrica projects).

In addition to the project interventions themselves, however, there are various other factors that influence the project from outside and **cannot be influenced by** the project participants. Examples of such external factors are economic framework conditions, changes in legislation, and environmental influences. It is important to recognise that **external factors** often have a strong influence on the success or failure of a project (see Figure 11).

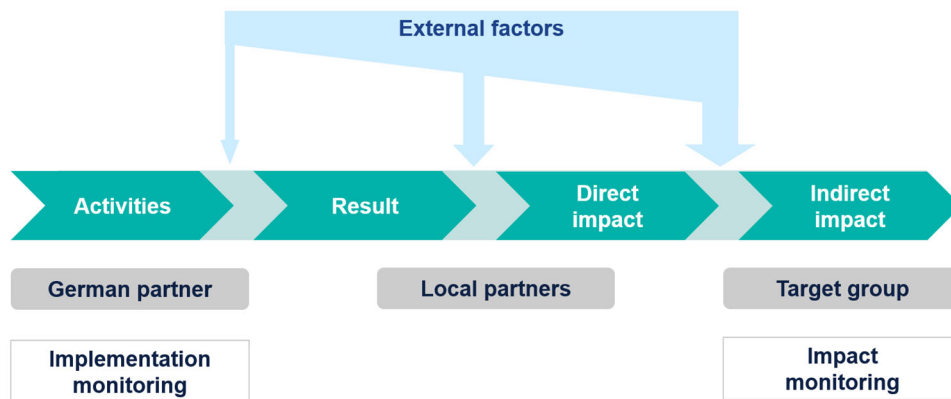


Fig. 11: Influence of external factors on the impact chain

In the lower part of the impact chain (activities or inputs), the influence of external factors is still relatively low. Here, it is still almost exclusively in the hands of the project participants whether the expected output results from an activity. The further one follows the impact chain in the direction of the intended impact on the target group, the more difficult it becomes to allocate input to impact, i.e. an **allocation gap** arises. In fact, there are numerous external influences at the indirect impact level or at the level of developmental impacts that help determine the impact of the project. External factors can thus impair or reinforce the success of a project, but they can also lead to additional, unintended impacts.

Although external factors cannot be controlled or influenced by the project, they must be taken into account in project planning. For this purpose, so-called **assumptions and risks** are formulated, i.e. during the fact-finding mission, the external factors that (could) influence the project result are listed and assumptions are made about how these external factors are expected to develop. If this list leads to the conclusion that an assumption is considered so serious that the project success cannot be achieved, there is a considerable project risk and the entire project concept should be reconsidered.

The assumptions and risks listed during project planning must be **documented and should be** monitored regularly during project implementation. This leads to an updated risk assessment with regard to the external factors.

4.2.4 Measurement of impacts

Indicators are instruments for describing and **measuring impacts**. They measure whether a service has been provided or whether a desired change (= impact) has actually occurred. Indicators are defined jointly by all project participants during project planning in order to be able to track during and after project implementation whether the planned goals and results have actually been achieved.

In partnership projects, **indicators** are only defined at the **level of project results** and at the **level of the project objective**. As a rule, two to four indicators each should be formulated for the project objective and results in order to do justice to the different aspects of the objective and results. No indicators are defined at the level of the overall objective, i.e. the indirect impacts of the project, as the high influence of external factors does not allow for a clear assignment to the project measures and indicators would therefore only have a very limited informative value.

Experience shows that the formulation of indicators is an elaborate process. However, those involved should take this time, because indicators are not only the **central monitoring instruments for measuring success**, but also enable the early identification of any problems that may arise and ensure that all **partners have a common understanding of the project**.

In order for **indicators** to fulfil their function of enabling objectively comprehensible statements, they must meet **certain quality requirements**. The quality requirement for the formulation of indicators is often summarised in the international context with the acronym **SMART**, i.e. an indicator should be **Specific, Measurable, Achievable, Realistic, Time-bound**:

- **Specific**: Is the indicator defined clearly and unambiguously?
- **Measurable**: Can the indicator be measured?
- **Achievable**: Does the indicator have a relevant relation to the outcome/objective? Does it measure an impact of the project?
- **Realistic**: Is the indicator achievable within the project period and with the available funds?
- **Time-bound**: Are clear points in time defined at which the indicator is measured?

4.2.5 Key Performance Indicators (KPIs) and key figures

The BMZ is placing increasing emphasis on **recording and communicating impacts** not only at project **level** but also **at programme level**. Results-oriented reporting has become a central quality criterion for the evaluation of programmes and projects by the Ministry.

a) Key Performance Indicators of the Special Initiative (SI) "Decent Work for a Just Transition"

Since the start of the initiative, the SI "Decent Work for a Just Transition" has specified **key performance indicators (KPIs)** (cf. explanations with a list of KPIs in Annex A.2.2). Each project funded through the SI must contribute to at least two of these KPIs (one of which must be KPI 1 or 3).

As part of the project planning of **PartnerAfrica projects**, KPIs are defined at project objective level and filled with target values. The actual KPI values are regularly measured and documented by the individual projects as part of project monitoring. This data is supplied to sequa twice a year by the German partner (a sample of the **data collection template for the progress report** (actual values) **of the SI KPIs** is attached in Annex B.7.3) and supplied by sequa to the overall monitoring of the SI. The actual values of all key indicators are finally aggregated by the SI and reported to the BMZ management level.

b) Key Performance Indicators of BMO and VET partnership projects

In order to be able to record and report on the overall impacts of the BMO and VET Partnership Programmes, sequa has also introduced so-called **key performance indicators (KPIs)** for BMO and VET partnerships in 2021 (cf. explanations with a list of KPIs in Annex A.2.1), which are also defined in the context of project planning and are requested by the projects every six months

(a sample of the **recording template for the progress report** (actual values) **of the key performance indicators** is attached in Annexes B.7.1–2).

c) Key Figures

In addition, sequa records so-called **key figures** (e.g. number of local partners, STE deployment days) for all partnership projects at the beginning of each calendar year and queries them separately with a data collection form (cf. Annex B.8) in order to be able to report on the quantitative scope of the funded project activities and actors.

4.2.6 Data collection

Only indicators that can be measured make sense and allow reliable statements about the success of the project. When formulating indicators, it is therefore always necessary to consider and determine in which way an indicator can and should be measured. This addresses the issue of **data collection**. Data collection is used to **measure the value of indicators**.

A distinction is made between so-called qualitative and quantitative methods. In **quantitative methods**, the numerical expression of one or more specific characteristics is measured from a survey or observation of a random sample that is as large and representative as possible, e.g. by means of a written survey with a questionnaire or by interview. Quantitative methods are suitable for comparing objective data over time and reading developments from it. In contrast, **qualitative methods** are characterised by a much greater openness and flexibility. Qualitative methods are about describing, interpreting, and understanding contexts.

In the practice of the partnership projects, the **instruments of data collection** mentioned in Figure 12 are relevant.

Methods of data collection	Comments on the method
Use of existing data , e.g. membership statistics of chambers/associations, data from economic or statistical offices, school authorities, or employment offices	<ul style="list-style-type: none"> • Low effort, usually cost-effective • Unreliable data in some countries can lead to wrong conclusions
Survey , e.g. survey of satisfaction with the services of the chamber, graduate surveys of the vocational schools participating in the project	<ul style="list-style-type: none"> • A large target group can be reached • Often gain of knowledge through before-after comparison (baseline, follow-up) • Can be expensive and time-consuming for face-to-face surveys • Use of online tools, such as Survey Monkey, possible
<p>Focus group: interview with a selected group, e.g. SMEs from a particular sector, staff/teachers from a partner school</p> <p>If the possibility exists, use a comparison group: looking at a group that has participated in counselling/training within the framework of the project as well as a group that has not participated</p>	<ul style="list-style-type: none"> • Regular repetitions possible to document progress • Can be time-consuming and expensive • Group composition can be counter-productive (e.g. different hierarchies)
Individual interviews , e.g. with business, vocational training, and labour market experts or key decision-makers	<ul style="list-style-type: none"> • Depending on the number of questions, duration of the interview and number of interviewees medium to high effort • Interviewer may be able to influence answers
Case study , e.g. analysis of the development of a company after the participation of employees in further training or retention studies of graduates	<ul style="list-style-type: none"> • May be time consuming • Good case studies require competent presentation and analysis
Observation , e.g. participation in internal working groups, plenary meetings, review of newly created or improved teaching materials, equipment of the teaching workshops	<ul style="list-style-type: none"> • Low effort • Observations can be documented with photos • Quality and usefulness of data depends on skills of the observer • Results depend on interpretation

Fig. 12: Methods of data collection and compilation

The use of **existing data** is the best method of measuring indicators in terms of cost and practicality and should always be prioritised. The project partner usually already has extensive information that can be used by the project, e.g. public statistics, membership lists.

A **questionnaire** is almost always used to conduct surveys, to collect your own data or, in some cases, to conduct individual interviews. Representative or randomly selected people are interviewed on the basis of predefined, closed or open questions and the answers are documented, collected, and evaluated. Questionnaires make it possible to reach a large number of people within a short time and thus obtain a sound data basis. Depending on the survey type, respondents can answer anonymously and with sufficient time. However, the quality of the answers depends on the clarity of the questions and answers can be influenced by the type of questions or answer

specifications. Depending on the type of survey, a low response rate can also become a problem.

It is important that the tools used allow for a **before-and-after comparison**, i.e. the situation at the end of the project can be compared with the situation at the beginning of the project (**baseline**). As a rule, it is therefore advisable to conduct surveys and interviews both at the beginning and at the end of a project.

Thus, at the same time as the indicators are formulated in the planning workshop, the method of data collection, i.e. the **source of verification**, should always be indicated.

4.2.7 Impact monitoring in the project cycle

As shown above, international donors, including the BMZ, attach particular importance to the presentation of project impacts. They require a description of which impacts a project wants to achieve or has achieved and that a system is already defined in the project design to **measure** impacts **on an ongoing** basis and to be able to **document** them on this basis.

Impact monitoring should therefore not start at the end of a project but must be considered **from the beginning of the project in all phases of the project cycle** (see Figure 13). Omissions and mistakes made at the beginning of the project can only be compensated for later with difficulty and affect the quality of the project:

a) Assessment / planning / application

The topic of impact monitoring should be given a significant position already in the fact-finding and planning phase, in which the conceptual foundations of the project are laid. This applies in particular to the definition of the KPIs to which the project should contribute.

b) Approval

The BMZ attaches great importance to impact-oriented project design in its approval process and demands improvements where necessary.

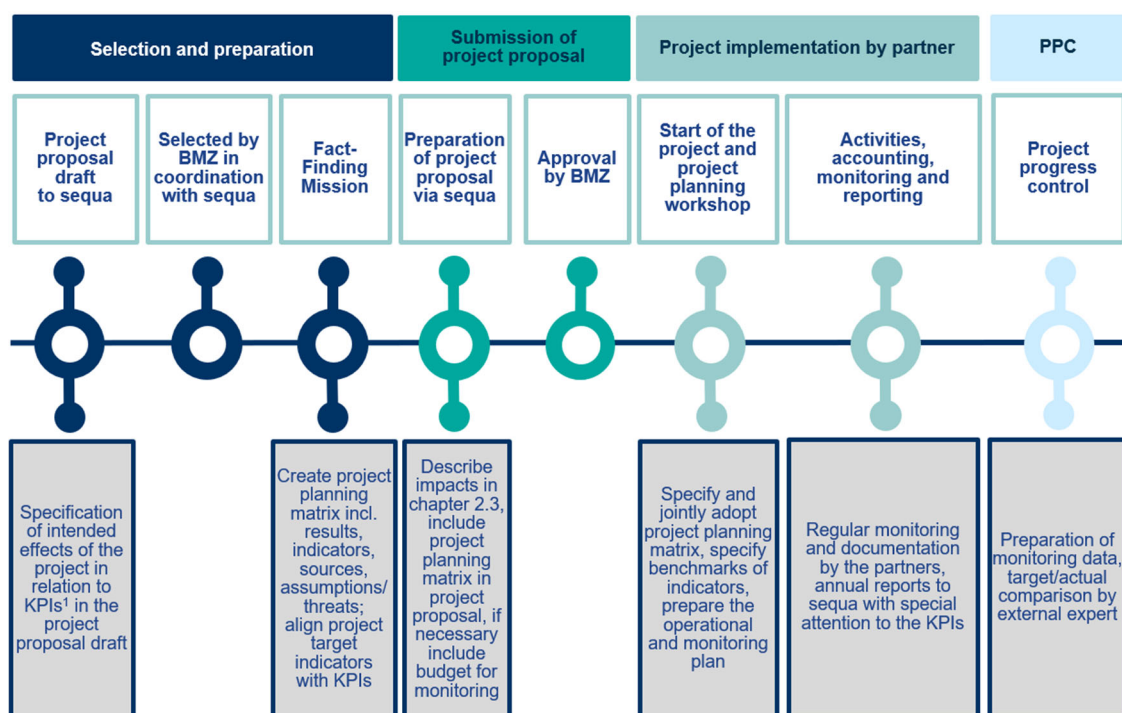
c) Project implementation

The project partners should define a monitoring system and corresponding responsibilities no later than during the detailed planning workshop at the beginning of the project in order to ensure continuous and systematic monitoring of success during the entire course of the project. The better the monitoring system defined here, the higher the quality of project implementation can be. The local project partners should be involved and support the system from the beginning.

In the further implementation, impact monitoring is a central component of project management and reporting. The core of the reporting is based on the formulated indicators. These, especially the KPIs, are the essential yardstick to track the progress of the project. Sufficient time and money should therefore be allocated to impact monitoring (including data collection). If necessary, external expertise can also be purchased to support impact monitoring.

d) Project progress control (PPC)

The PPM, the impact monitoring system, and the impact-oriented reporting based on it are essential foundations for the PPC and thus have a decisive influence on the evaluation of the project.



¹ KPIs = Key Performance Indicators at programme level of BMO/VET/Special Initiative "Decent Work for a Just Transition" of the BMZ

Fig. 13: Impact monitoring in the project cycle

Impact monitoring can be costly and time-consuming. However, this is not a justification for a lack of impact monitoring, but rather emphasises the need for an impact-oriented monitoring system adapted to the project, which allows for reliable statements with a reasonable use of resources. sequa has developed a template for an **integrated planning and monitoring tool**, which includes the PPM, the operational plan and the impact monitoring. sequa makes this template available to the project partners (cf. Annex B.9)³⁰.

4.2.8 Financial monitoring and expenditure planning

For all partnership projects, the use of the funding received must be accounted for and documented in accordance with the conditions imposed by the BMZ. This so-called **proof of use**³¹ confirms that the expenditures were necessary, that economic and economical procedures were followed, and that the expenditures were made in accordance with the financing plan. The **principle** that the grant is to be used **"efficiently and economically"** is the general clause for the design and assessment of all expenditures. In addition, the project structure with the measures and services specified in the project proposal as well as the financing plan contained in the project proposal (cost items 1-9) must be adhered to. sequa and the German partner are

³⁰ Available at www.sequa.de in the "Arbeitshilfen" (Tools) section.

³¹ Cf. Financial Management Manual, Ch. 9.6.

obliged to adhere to these specifications during the implementation of the project and to ensure that the **funds are used in accordance with the project proposal**.

Another requirement concerns the **outflow of funds**. In accordance with the principle of annuality, all funds approved for a financial year can be called up from the BMZ in the current year as needed and must be used for the intended purpose within a six-week period if spent in Germany or a four-month period if spent abroad. If it turns out that funds were not spent on time, the BMZ may charge debit interest.³²

The provisions of the BMZ, but also internal project necessities, therefore make close **financial monitoring** by the LTE or the technical management indispensable in addition to monitoring of the content. For this purpose, sequa regularly requests so-called **activity and financial plans** (A+F plans; sample in Annex B.10) from the German partner at the beginning of the year and in the middle of the year (cf. Chapter 3.1.3). These expenditure plans, structured according to the cost items defined in the application, are not only an important tool for the German project partner for further resource planning and should be continued by them on an ongoing basis, but are also crucial for sequa to be able to track the respective outflow of funds in the projects and to intervene at an early stage if necessary in case of problems. In addition, they are an important basis for checking whether funds are being used in accordance with the project proposal, i.e. they show at an early stage whether and where project changes may be necessary (cf. Chapter 4.3.2).

4.3 Reporting

4.3.1 Reporting in partnership projects

The **central instrument for documenting the success of the project** and informing third parties about the progress of the project are the **project reports**. The following levels of reporting are to be distinguished:

- Regular reports from the LTE or the local coordinator to the technical management at the German project partner;
- Individual reports on project measures (see Chapter 3.1.3);
- Annual reports from the German project partner to sequa;
- sequa's annual reports to the BMZ.

sequa is obliged to report annually to the BMZ for each individual partnership project. This is based on the corresponding reports of the German partners. According to the on-lending agreement (see Chapter 3.1.3), the **annual report of the previous year** must be submitted to sequa by the German partner by **January 31 of each year**. As a rule, it is created by the LTE and/or the technical management and should be sent to sequa by email.

The annual report is supplemented by sequa, revised if necessary, and forwarded to the BMZ, which forwards the report to various departments as well as the Federal Foreign Office, possible coordination agencies, or other DC institutions and often comes back to sequa with queries. The report is thus not only an **essential source**

³² Cf. Financial Management Manual, Ch. 4.1.

of information for third parties but also a **reference document of the project**. It must therefore be as precise as possible and comprehensible for external readers.

The BMZ wants sequa to produce short, meaningful reports (see Do's and Don'ts in Figure 14) that focus on **outputs and impacts of the projects**, i.e. reporting should primarily be based on the defined indicators at result and objective level.

How should the annual report be written?	What should be avoided?
<ul style="list-style-type: none"> ▪ Make precise statements with numbers, data, facts ▪ Establish clear references between the statements and the project objective and result indicators ▪ Clearly elaborate contributions of the project input to impacts , e.g. "Measure x has achieved y" ▪ State problems clearly and, if necessary, suggest solutions ▪ Describe changes in framework conditions and their specific impacts on activities, results, and impacts 	<ul style="list-style-type: none"> ▪ Vague statements such as "Numerous measures took place" ▪ Descriptions without reference to the indicator. If there has been no progress, say so! ▪ Listing activities without responding to their impacts ▪ Concealing problems. The annual report does not only have to be positive! ▪ General statements about framework conditions without project relevance

Fig. 14: Do's and don'ts of annual reporting

Reporting templates for partnership projects are attached in Annex B.11.1-3.

4.3.2 Changes in the project and coordination with BMZ

In addition to the regular annual reporting, there are further reporting obligations vis-à-vis the BMZ. In particular, the BMZ must be informed immediately³³,

- if the purpose of the grant or the circumstances relevant for the grant change or cease to apply or if the purpose of the grant can no longer be achieved, and
- if the project does not progress as planned or if other developments occur that are relevant to the project or the use of funds.

sequa in coordination with the German partner informs the BMZ. A decision must be made in each case whether the information will take the form of an informal communication or a formal amendment.

An amendment is always necessary if essential basics, determinants, or the concept of the project change. This includes:

- change of objectives and results of the project;
- change in the duration;
- changes in the personnel structure of a project;
- an increase in or return of funds;
- shifts in the financing plan that lead to an increase of individual financing items (1-9) by more than 20%;

³³ Cf. Financial Management Manual, Chapter 2.6.

- the introduction of new activities not previously foreseen in the financial plan.

sequa submits the amendment to the BMZ. Requested changes may only be implemented after approval by the BMZ. It is therefore important that the German partner informs sequa about upcoming or desired changes as early as possible.

4.4 Project Progress Control (PCC) in partnership projects

4.4.1 Evaluation criteria of bilateral development cooperation

In order to define binding principles and standardised criteria for evaluation in international development cooperation, the Organisation for Economic Cooperation and Development (**OECD**) and its Development Assistance Committee (**DAC**) have developed **evaluation principles and standards**. These so-called DAC criteria are intended to ensure that the various donors proceed in a uniform manner when evaluating development policy measures and thus achieve comparable results. In view of Agenda 2030's high significance for development policy (cf. Chapter 1.1.5), these development criteria were supplemented again by the OECD DAC in 2019 and 2021.

The OECD-DAC criteria form the conceptual basis for evaluating the success of German bilateral development cooperation measures.³⁴ The application of these criteria is binding for all bilateral implementing organisations; in the context of non-governmental development cooperation – which also includes the partnership programmes – the criteria serve as orientation. sequa therefore also uses them as a basis when commissioning external experts for **project progress controls**.

The OECD DAC's **six criteria** for assessing a DC measure are (see also Figure 15):

- **Relevance:** Is the measure doing the right thing?

The criterion of relevance refers to the design of the measure. It looks at whether the objectives and the results and activities derived from them are aligned with political priorities and the needs and capacities of the target groups and actors concerned, whether the design of the measure is appropriate, realistic, and precise, and to what extent the measure responds adequately to changes in the framework conditions.

- **Coherence:** How well does the measure fit?

The coherence criterion looks at the fit of the measure in relation to other measures and to international norms and standards. **Internal coherence** refers to synergies with other German DC measures as well as conformity with norms and standards to which German DC is aligned. **External coherence** refers to the complementarity of the intervention in its interaction with partners, other donors, and international organisations.

- **Effectiveness:** Does the measure achieve its objectives?

The effectiveness criterion captures the extent to which a measure has achieved or is likely to achieve its planned objectives. It deals with the achievement of direct impacts at the level of the project objective (outcome) and the corresponding achieved results (outputs) as well as with the quality of

³⁴ Cf. BMZ Orientation Guidelines for Evaluation Criteria, last updated version of 15 August 2021 at www.bmz.de/de/aktuelles/publikationen.

the control and implementation of the measure with regard to the achievement of objectives. Unintended positive or negative impacts are also considered.

- **Efficiency:** How economically are the resources used?

This criterion assesses the extent to which the results of the action have been achieved in an economic and timely manner. **Production efficiency** refers to the appropriateness of the relationship between inputs and outputs, **allocation efficiency** to the appropriateness of the relationship between inputs and achieved impacts. If necessary, the extent to which outputs and impacts could have been better achieved with alternative inputs is also considered.

- **Global development policy impacts:** What difference does the measure make?

Based on the impacts at project objective level (outcome), this criterion looks at the contribution the measure makes or is likely to make to global development policy goals (e.g. sustainable economic development, poverty reduction). Social, economic, and ecological aspects as well as structural and institutional changes are considered.

- **Sustainability:** Are the impacts lasting?

The criterion of sustainability refers to the permanence of impacts, especially after the funding of the measure has ended. In particular, it assesses the extent to which the beneficiaries of the measure (individuals, groups, organisations) are able to sustain the positive impacts of the measure over time.

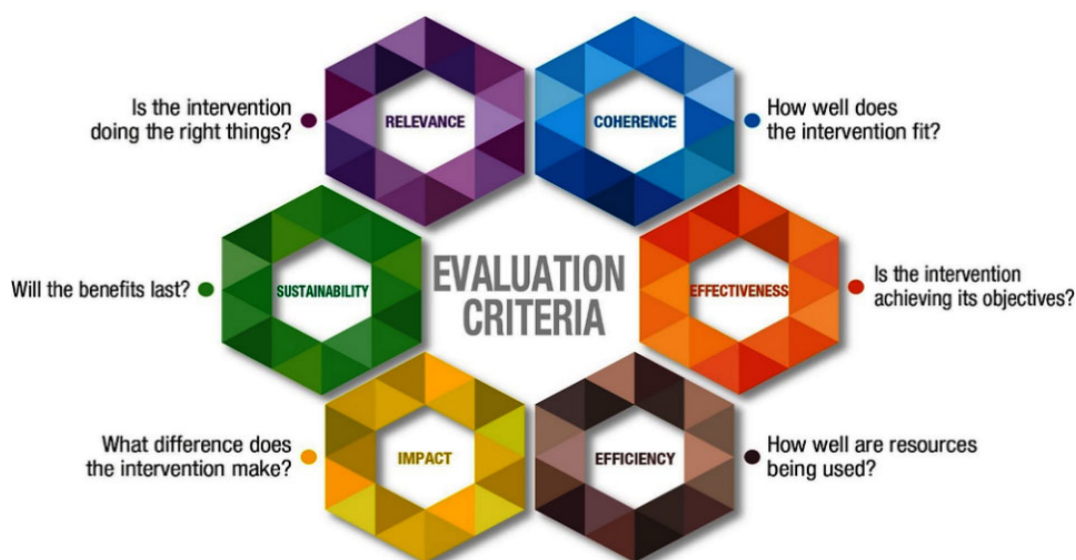


Fig. 15: Evaluation criteria, source: OECD DAC (2019)

4.4.2 Goals of the PPC

In accordance with BMZ specifications, sequa arranges for a **project progress control (PPC)** to be carried out at the end of a project phase and, in the case of the BMO and VET Partnership Programmes, this is one of the prerequisites for applying

for a phase 2 of the project.³⁵ An external expert with experience in development policy will be contracted for the implementation. The objectives of PPC are to obtain both a **well-founded independent assessment of the project's success** and – in the case of BMO and VET partnerships– recommendations for a possible phase 2.

In addition to the PPC commissioned by sequa, the BMZ has expressly reserved the right to carry out independent **project or programme evaluations itself**, or have them carried out at any time.

In addition, sequa and/or the BMZ conduct **cross-sectional studies** on general or specific issues of the overall programme. An example of this is the cross-sectional study of VET partnership projects in Africa commissioned by sequa,³⁶ which was conducted by three external experts in 2018 and 2019. The objectives of the study were to show the employment-promoting impact of selected VET partnerships and to obtain recommendations for a more impact-oriented implementation of the projects and for improved programme management by sequa.

4.4.3 Tasks and contents of the PPC

As a rule, sequa organises a PPC with the support of the German partner about half a year before the end of a project phase. In addition to the external expert, at least one representative of the German partner (usually two: technical management and LTE) and of sequa are involved.

During the PPC, a **target-performance comparison** is carried out to systematically analyse the extent to which the objectives and results defined in the project proposal and in the project plan have been achieved. Based on this analysis, **recommendations** are made for the **continuation or termination of the project**. For this purpose, project documents are reviewed and discussions are held with representatives of the partner organisation, companies, other projects, and the German Embassy. The expert documents the results of the PPC in a **PPC report**, which is submitted to the BMZ (in phase 1 usually together with the project proposal for phase 2).

The **Terms of Reference** for the expert are prepared by sequa and also contain an **outline** that specifies the main content of the PPC. The focal points listed in the sample breakdown can be summarised as follows:

- outline of the political and economic **framework conditions** in the project country that are relevant for the project;
- assessment of the **project design** (e.g. completeness of project planning, involvement of partners, practicability, needs orientation) and the **value chain** underlying the project;
- evaluation of the project based on the **OECD-DAC criteria** relevance, coherence, effectiveness, efficiency, global developmental impact, and sustainability (see also Chapter 4.4.1);
- contribution of the project and its impacts to the **cross-sectional issues** defined by German DC;

³⁵ The PartnerAfrica programme under the Special Initiative provides for only one project phase, which ends with a PPC.

³⁶ The study is available for download under "Arbeitshilfen" (Tools) in the log-in area of the sequa website.

- **overall assessment of the project** against the OECD-DAC criteria described above and, if applicable, **recommendations** as to whether the project should be continued in a phase 2. If the expert recommends a continuation, the report should also include a recommendation on the form and content of phase 2 and the necessary coordination with other projects.

At the end of the mission, as far as possible, a workshop is to be held involving all project partners, usually lasting half a day to one day and moderated by the expert. In this context, the results of the mission and, if applicable, proposals for objectives, results, and measures of a further project phase are to be presented and discussed with the local partner(s).

4.4.4 Organisation and procedure of the PPC

Preparations for organising a PPC should begin as early as possible in order to ensure that everything runs smoothly. sequa, as the contracting authority of the PPC, is primarily responsible for this. The organisational cornerstones can be summarised as shown in Figure 16.

Aspect	Information
Timing of the PPC	<ul style="list-style-type: none"> About half a year before the end of a project phase
Duration	<ul style="list-style-type: none"> Usually approx. one week, may be longer for supraregional projects and/or several project partners
Financing	<ul style="list-style-type: none"> The PPC is taken into account in the project planning and budgeted in the project proposal (cost item 9)
Participants	<ul style="list-style-type: none"> External expert (selected and commissioned by sequa) Representative (technical management, LTE) of the German partner Representative (project manager) of sequa
Role of the local partner	<ul style="list-style-type: none"> The German partner informs the local partner in advance of the PPC concerning its contents and objectives and the joint meetings (with the expert) are coordinated
Preparation in Germany	<ul style="list-style-type: none"> Information meeting(s) of the expert with the German partner and sequa, study of documents Programme coordination between sequa, expert, local and German partner Arrangements for on-site/virtual meetings (as agreed by LTE/German partner, local partner or sequa) Flight booking (usually through sequa) Hotel booking and transport, if possible organised by the local partner
On-site meeting partners	<ul style="list-style-type: none"> Project participants (LTE, local project staff, if applicable, full-time and voluntary staff of the local partner) Target groups (chambers/associations, vocational training institutions, representatives of ministries, companies, participants in training measures) Project environment (German Embassy, GIZ, representatives of other relevant projects)
Conclusion of the PPC	<ul style="list-style-type: none"> Presentation and discussion of project results with local partner and other stakeholders (workshop)
Reporting	<ul style="list-style-type: none"> Expert: draft report sent to sequa and German project partner for approval sequa forwards final version to BMZ In case of positive recommendation for continuation: sequa submits project application for phase 2 to BMZ

Fig. 16: Project progress control procedure

Annex A

Documents

The documents mentioned below are available for download from the media library of the sequa website in German as pdf or Word files.

1. Tool for assessing potential partner organisations
- 2.1 Key performance indicators (KPI) BMO and VET Partnerships
- 2.2 Key performance indicators (KPI) PartnerAfrica Projects

Tool for assessing potential partner organisations

Criterion	Weighting	Possible Partner A		Possible Partner B		Possible Partner C		Possible Partner D		Possible Partner E	
		Items	Weighted	Items	Weighted	Items	Weighted	Items	Weighted	Items	Weighted
Board / Executive Committee (professionalism / commitment)	5%		0		0		0		0		0
Steering / management of the organisation	10%		0		0		0		0		0
Members (number / category) or number of students	5%		0		0		0		0		0
Reach (local / regional / national)	5%		0		0		0		0		0
Vision, mission, strategic orientation	10%		0		0		0		0		0
Willingness to contribute to changes in the sector	5%		0		0		0		0		0
Public relations	5%		0		0		0		0		0
Quality of services or training	10%		0		0		0		0		0
Lobbying, cooperation with state institutions	10%		0		0		0		0		0
Employees (number and qualification)	5%		0		0		0		0		0
Financial situation	5%		0		0		0		0		0
Equipment (buildings / offices / equipment)	5%		0		0		0		0		0
Interest in and potential of project and cooperation in the project	20%		0		0		0		0		0

Total	100%		0	0	0	0	0	0	0	0	0
Rank											

Items	☺☺	☺	☹	☹☹
	4	3	2	1



Explanation of key figures and key performance indicators ("KPIs") for BMO and VET partnerships

As of November 2022

Principles of monitoring BMO and VET projects

In future, the impact data of the BMO and VET projects will be measured and documented by means of key figures and performance indicators by the individual projects with their own **monitoring & evaluation systems at project level**:

- The **key figures** measure the scope of the funded project activities.
- The **key performance indicators (KPIs)**, on the other hand, are intended to capture the core impacts of the projects. In addition to mapping the overarching project impacts, the KPIs are easy to measure and aggregate across projects. KPIs are not defined additionally, but result from the project target indicators and, if applicable, further indicators at the result level in the project planning matrix in the project proposal.

Reporting on key figures and KPIs is carried out as of 31.01. (recording of values of the previous year, i.e. reporting period 01.01.-31.12.) and for the KPIs again as of 30.06. (recording of values of the current year, i.e. reporting period 01.01.-30.06.).

Generally, **all projects (phases 1 and 2)** should report on the **key figures and as many as possible, but at least two KPIs**.

Double counting of organisations, companies, or beneficiaries is possible between indicators, but **not within the same indicator**.

The data provided by the projects is regularly recorded by sequa and fed into an **overall monitoring system at the programme level**. The figures are included in the **reporting to the BMZ** and are presented in aggregated form in a report by the Division for Cooperation with the Private Sector (ZmW) to the BMZ management level.

Key figures for BMO + VET

K 1: Number of partners Germany	Number of German partners involved in the project (broken down by IHK, HWK, associations, and other partners).
K 2: Number of partners target country	Number of chambers/associations and BMO institutions in the target country / countries with which the projects cooperate.
K 3: STE deployments	Number of STE deployment days carried out.
K 4: Project events	Number of events carried out in the project (e.g. workshops, information events, fairs, dialogue platforms).
K 5: Project publications	Number of publications produced by the project.

Key Performance Indicators ("KPIs")

1. BMO projects

BMO 1: Change in members	Change in the number of paying members of the local partner organisation(s).
BMO 2: Change in revenue	Change in revenue of the local partner organisation(s) during the reporting period.
BMO 3a: Successful representation of interests	Number of advocacy measures that – according to the project partner's assessment – have a positive impact on the framework conditions for the private sector in the partner country.
BMO 3b: Successful representation of interests	Number of companies that have actually benefited from advocacy measures that – according to the project partner's assessment – have a positive impact on the framework conditions for the private sector in the partner country.
BMO 4a: Participants in education and training (short courses)	Number of participants in training activities (m/f/youth) of the project up to or equal to three months.
BMO 4b: Participants in education and training (longer courses)	Number of participants in training activities (m/f/youth) of the project over three months.
BMO 5: Better work	Number of companies in which labour, environmental, or social standards have improved as a result of the project.
BMO 6a: New services	Number of new or reformed services implemented by partners.
BMO 6b: New services	Number of companies that have actually used the new or reformed services implemented by the partners.
BMO 7: Active companies	Number of companies that actively participated in the project work.

2. VET projects

VET 1: New / reformed job profiles	Number of new or reformed occupational fields (e.g. curricula, examination regulations).
VET 2: Vocational school teachers and trainers	Number of vocational school teachers and / or company trainers (m/f/youth) trained in the project.
VET 3: Employment	Number of graduates (m/f/youth) who have taken up employment (employed or self-employed).
VET 4a: Participants in education and training (short courses)	Number of participants in education and training measures up to or equal to three months (m/f/youth).
VET 4b: Participants in education and training (longer courses)	Number of participants in education and training measures over three months (m/f/youth).
VET 5: Better work	Number of employees (m/f/youth) whose employment situation has improved.
VET 6: More income	Number of people (m/f/youth) whose income has improved.
VET 7: Active companies	Number of companies involved in VET , either as training/internship companies or in VET committees.

Explanations concerning monitoring of key figures and KPIs

Key figures

K 1	Number of German partners involved in the project (broken down by IHK, HWK, associations, and other partners).
------------	---

The **German project partner(s) named in the project proposal** must be listed here. This indicator can also be recorded independently by sequa project management. Central associations, training centres, district craft associations, etc. can be included under the category of the overall organisation. **To be completed by sequa.**

K 2	Number of chambers/associations and VET institutions in the target country/ies with which the projects cooperate.
------------	---

Only the **local partners** with whom the project has an **implementation agreement** should be listed here.

K 3	Number of STE deployment days carried out.
------------	---

The number here corresponds to the billed deployment days of short-term experts (STEs) in the respective reporting period. **Internal and external international STEs as well as local experts** should be considered here as long as they are billed with a given number of days. Days of deployment of long-term experts or local project personnel are not to be counted here, nor are contracts for work (no billing per day, but per work to be delivered).

K 4	Number of events carried out in the project (e.g. workshops, information events, fairs, dialogue platforms).
------------	---

Events co-organised and/or financed by the project should be listed. This does not include the partners' own independent events. The counted events should be listed with date and name in the annual report and assigned to the categories mentioned there. Double counting should be avoided here. If an event comprises several sub-activities at different locations and/or on different days, parts that are closely related in terms of content should be combined into one activity (e.g. different days of a thematically continuous training or training courses with school and company practical parts).



K 5	Number of publications produced in the project
------------	---

Information media co-designed and/or funded by the project and aimed at the public (e.g. press releases, policy papers, training manuals, videos, websites, apps, etc.) should be listed. This does not include the partners' own independent publications. The counted publications should be listed with date and name in the annual report and assigned to the categories mentioned there. Double counting should be avoided here. If a publication comprises several sub-products (e.g. different parts of a training manual), parts that are closely related in terms of content should be combined into one publication. Publications that only serve to market the project and have no further informational character (e.g. project flyers) should not be counted here.

KPIs BMO

BMO 1	Change in the number of paying members of the local partner organisation(s).
--------------	---

For indicator BMO 1, a baseline should be recorded at the beginning of the project. The number of members is updated on this basis. The number of members at the time of the baseline (only once at the beginning of the project) as well as the current number of members at the time of reporting will be transmitted to sequa.

The indicator targets paying members (incl. insignificantly in arrears). Avoid counting members who have not paid for years or interested parties that have, however, not registered with the partner. The delimitation may be difficult in individual cases and must be made in consultation with the local partner. It is important here that the definition or delimitation of members is made the same in the reporting and baseline periods. If there are several local partners, the membership figures should be registered and transmitted separately for each partner.

BMO 2	Change in revenue of the local partner organisation(s) during the reporting period.
--------------	--

As with Indicator BMO 1, a baseline must be recorded at the beginning of the project for Indicator BMO 2 and updated on an ongoing basis. Revenue is to be defined as the total revenue (contributions, fees, third-party funds, etc.) of the respective partner (not the surpluses/profits). If possible, the information should be taken from the partner organisation's annual accounts. The base value (at the beginning) as well as the current value at the time of reporting shall be transmitted to sequa. The currency unit of the revenue must match in the base and reporting period, as must the balance sheet definition of the revenue. If no financial figures of the partner are available in the reporting year, the figures of the previous reporting period are decisive. If there are several partners, the values should be registered and transmitted separately for each partner.

BMO 3a	Number of advocacy measures that – according to the project partner's assessment – have a positive impact on the framework conditions for the private sector in the partner country.
BMO 3b	Number of companies that have actually benefited from advocacy measures that – according to the project partner's assessment – have a positive impact on the framework conditions for the private sector in the partner country.

Indicator BMO 3 concerns qualified advocacy for the members of the project partner in the target country. Only advocacy activities initiated by the project or in connection with the project work that take place in a structured and sustainable way are to be counted (i.e. a simple phone call from the managing director to the minister on a certain topic would not yet be qualified advocacy). The local project management should keep a list of the counted measures, including notes as to whether the concerns have had a positive impact. The project partners

may assess positive impact of the measure subjectively. Examples would be a publication, a press release, a conference, or a media report on an economically or politically relevant topic. Closely related advocacy actions on the same topic (e.g. a publication and a subsequent conference on VAT) should be counted as one action. In Indicator 3b, those companies that are women-led should also be recorded as a subset (a company is considered to be women-led if at least 50% of the managing directors are female).

BMO 4a	Number of participants in training activities (m/f/youth) of the project up to or equal to three months.
BMO 4b	Number of participants in training activities (m/f/youth) of the project over three months.

Indicators BMO 4a and 4b list all participants in training measures initiated or supported by the project. This can include workshops, seminars, delegation trips, or consultations. Only formal events (e.g. no ongoing consultations of partners by the LTE) should be counted, for which participants lists are usually prepared anyway. In the lists of participants, attention should be paid to the identification of female as well as youth (<25 years) participants. The participants are to be recorded separately according to shorter (shorter than or equal to three months) and longer (over three months) courses. The measurement of duration is not based on the simple implementation period, but on the number of training days (i.e. three months means approx. 60 training days). Double counting should be avoided as far as this is possible with reasonable effort.

BMO 5	Number of companies in which labour, environmental, or social standards have improved as a result of the project.
--------------	--

This indicator refers to BMO projects in which the partner organisations advise (or have advised) their member companies or implement measures to implement labour, social, or environmental standards in the reporting year. The companies involved in these measures are to be recorded in a list. An improvement in labour, environmental, or social standards can be demonstrated, for example, through the implementation of smaller or larger adaptation measures or through successful certification. Those companies that are women-led should also be recorded as a subset (a company is considered to be women-led if at least 50% of the managing directors are female).

BMO 6a	Number of new or reformed business services implemented by partners.
BMO 6b	Number of companies that have actually used the new or reformed services implemented by the partners.

Each chamber and association normally provides services to its members and other companies. BMO projects often support the creation of new services or the improvement of existing programmes. The services supported by the project or the companies that have actually used them are to be recorded and counted in a list. The term service shall be interpreted broadly here to include all paid or unpaid, regularly offered services with direct benefits for members and non-members of a chamber or association. Examples include a training course, a newsletter, a delegation trip, etc. A one-off service should not be counted here, nor should activities that have no direct benefit for the companies involved (e.g. a committee meeting or a policy discussion paper). In Indicator 6b, those companies that are women-led should also be recorded as a subset (a company is considered to be women-led if at least 50% of the managing directors are female).

BMO 7	Number of companies that actively participated in the project work.
--------------	---

Indicator BMO 7 concerns the members of the partner chamber or partner association or also non-institutionally bound companies that actively contribute to the work of the partner organisation or the project work. This can be done by participating in committees, sponsoring project activities, acting as an exhibitor at a trade fair, or participating in the partner organisation's committees, among others. The local project management should keep and update a list of active companies. Double counting should be avoided. Those companies that are women-led should also be recorded as a subset (a company is considered to be women-led if at least 50% of the managing directors are female).

KPIs VET

VET 1	Number of new or reformed occupational fields (e.g. curricula, examination regulations).
--------------	---

For indicator VET 1, indicate the number of occupational fields that were newly developed or reformed (dualised) as part of the project work. In this context, an occupational field is understood as a definable training or continuing education course that has been defined by law or by professional associations. Occupational fields that have been designed or reformed by the project in the sense of a higher practical orientation are to be counted. The local project management is to include these in an updated list.

VET 2	Number of vocational school teachers and / or company trainers (m/f/youth) trained in the project.
--------------	---

Every teacher or company trainer who has participated in the project's qualification measures should be listed here. The local project management should keep and update a list of the names of the teachers and their organisation separated by gender and age (young people (<25 years) as well as adults (>=25 years)). Double counting is to be avoided.

VET 3	Number of people (m/f/youth) who have taken up employment (employed or self-employed).
--------------	---

Indicator VET 3 addresses people supported by the project (15 years or older) who are employed, self-employed, or work in the family business after the measure. Informal employment relationships as well as apprenticeships and traineeships can also be counted here, provided they are paid and fulfil other aspects of the employment definition. The ILO core labour standards (no child labour, no forced labour, prohibition of discrimination, freedom of association, and right to collective bargaining) as well as remuneration according to the national minimum wage should be observed. The local project management should keep and update a list of names and employers (or name of the company in the case of self-employed persons) separated by gender and age (young people (<25) and adults (>=25)). Double counting is to be avoided.

VET 4a	Number of participants in education and training measures up to or equal to three months (m/f/youth).
VET 4b	Number of participants in education and training measures over three months (m/f/youth).

Indicators VET 4a and 4b target participants who have successfully completed or are currently completing education or training measures. The local project management should keep and update a list of the names of the participants as well as their education or training course separated by gender and age (young people (<25) and adults (>=25)). The participants are to

be recorded separately according to shorter (shorter than or equal to three months) and longer (over three months) courses. Double counting is to be avoided.

VET 5	Number of people (m/f/youth) whose working conditions have improved .
--------------	--

Indicator VET 5 does not refer to the creation of new employment, but rather to the improvement of working conditions and income. Better working conditions are understood to mean, for example, the following:

- Conclusion of formal employment contracts;
- Improved / creation of social security (e.g. health insurance);
- Introduction of occupational health and safety measures;
- Access to health programmes;
- Access to services for employees (e.g. childcare, transport);
- Improvement of workplace representation;
- Improvement of job quality (e.g. use of technologies that ease the physical part of the work, such as fertilisers, seeds, soil cultivation, harvesting, and post-harvest processing in agriculture, adapted working time arrangements);
- Improving gender equality for women;
- Creating company access to human resource development programmes (e.g. training or continuing education).

Double counting (for income and improved working conditions) of a person is in principle possible within indicators 5 and 6. The local project management should keep and update a list of the number of beneficiaries according to the above definition, separated by gender and age (young people (<25) and adults (>=25)).

VET 6	Number of people (m/f/youth) whose income has improved .
--------------	---

With regard to improved income, the number of persons whose real earned income has increased during the project period is to be determined. Serious statements on this can only be made if the income situation of the subsidised persons is surveyed at the beginning and end of the project. However, this does not necessarily require a complete survey of all education and training participants. A survey of a selection of those affected can – if designed in a methodologically sensible way – provide indications which can then be extrapolated to all those affected. Improving income also includes regular payment. Double counting (for income and improved working conditions) of a person is in principle possible within indicators 5 and 6. The local project management should keep and update a list of the number of beneficiaries according to the above definition, separated by gender and age (young people (<25) and adults (>=25)).

VET 7	Number of companies involved in VET , either as training/internship companies or in VET committees.
--------------	---

Indicator VET 7 addresses companies that make their company infrastructure, staff, workplaces, processes, etc. available for training and continuing education measures within the framework of internships, short courses, or also longer training courses. Here, the trainees and students may or may not be involved in the work organisation of the company. Companies that are involved in vocational education and training in the context of vocational education and training committees, examination boards, or similar should also be counted. The local project management should keep and update a list of active businesses for the census. Double counting (e.g. in case of several apprentices in one company or if one company supervises apprentices and participates in one committee) is to be avoided. A distinction is made between companies based in the European Union and companies based in the target country.



Explanation of the key performance indicators (KPIs) of the Special Initiative (SI) "Decent Work for a Just Transition"

KPIs as of January 2023

Employed people	1. Number of people who have entered employment as a result of the SI "Decent Work for a Just Transition" (men, women, and youth).
Better jobs	2. Number of people whose working conditions have improved or whose income has increased as a result of the SI "Decent Work for a Just Transition" contribution (men, women, and youth).
Employability	3. Number of people who participate/have participated in vocational and higher education as well as in vocational qualification measures through the contribution of the SI "Decent Work for a Just Transition" (men, women, and youth).
Cooperation with companies and investors	4. Number of companies with which the SI "Decent Work for a Just Transition" has worked. 5. Amount of companies' own contributions mobilised by the SI "Decent Work for a Just Transition".
Sustainability	6. Number of measures that have contributed to improving the social or environmental sustainability of the clusters/ industrial parks supported by the SI "Decent Work for a Just Transition".
Better framework conditions	7. Number of companies that confirm an improved business and investment climate in (and around) clusters/industrial parks supported by the SI "Decent Work for a Just Transition" (will no longer be recorded from 2023).
Covid response	8. (a) Number of companies that are/were supported by the SI in relation to the Covid pandemic in terms of job retention and (b) employ X persons (temporary indicator).

Principles of monitoring within the framework of the SI

The impact data of the PartnerAfrica projects are measured and recorded by the individual projects with their own **M&E systems at project level** using the SI's overarching key performance indicators (KPIs). This data is regularly collected by sequa and fed into the overall monitoring of the SI, which is coordinated by the Global Project Training and Employment. At this level, **all relevant KPIs** will be **aggregated** (from mid-2020 onwards in a **digital monitoring database**).

For this purpose, the indicators must be formulated in such a way that **absolute figures** can be reported for **each indicator** for subsequent aggregation.

Data on **KPIs 1–3** must be collected and reported **separately for women, men and youth (15–24 years)**.

Double counting of beneficiaries is possible between indicators, but **not within the same indicator** (for example, one person participating in training more than once or one person improving both their income and further working conditions).

Explanations on monitoring of individual KPIs

KPI 1	<p>Number of people who have entered employment (men, women, and youth) as a result of the SI's contribution "Decent Work for a Just Transition".</p> <p>Example indicator: 700 employees (30% women, 40% young people) were recruited by 40 directly reached companies.</p>
--------------	--

The SI aims to promote **good employment (ILO definition)**.

A person is considered to be **employed** if he or she

- is 15 years or older,
- works formally or informally,
- dependent, self-employed, or in the family business,
- produces goods and/or services,
- and generates income and/or receives benefits in kind through their job(s).

In addition, the following criteria must be met in order to speak of **good employment** for KPI 1:

- **Employed for a certain minimum period:** The employment is exercised for at least 20 hours per week over a period of 26 weeks per year (or any other combination resulting in at least 520 hours of employment, with interruptions if necessary).
- **Payment of a fair wage** (ILO terminology): Payment of national minimum wages where established by law (Tunisia, Morocco, Egypt, Senegal, Cote d'Ivoire, Ghana), otherwise the applicable poverty line: currently 1.90 USD/day (Ethiopia, Rwanda).



- **Compliance with ILO core and fundamental labour standards:** no child labour, no forced labour, prohibition of discrimination, freedom of association, and right to collective bargaining. Compliance with the standards shall be monitored with reasonable effort.

A person who was previously employed and gains a new job through the project also counts under KPI 1.

KPI 2	<p>Number of people whose working conditions have improved or whose income has improved as a result of the SI "Decent Work for a Just Transition" contribution (men, women, and youth).</p> <p>Example indicator: 2,000 workers (of which 25% women, 40% youth) of the directly reached companies in Morocco benefit from improved working conditions in two categories (improved social security, access to employee welfare programmes)</p>
--------------	---

The indicator does not refer to the creation of new employment, but to the improvement of working conditions and income.

Better working conditions are understood to mean, for **example**, the following:

- Access to staff development programmes was created
- Compliance with labour standards has improved
- Employment contracts were concluded
- Equality has been improved
- Social security has been improved

With regard to **improved income**, the number of persons whose **real earned income** has increased is to be determined. Improving income also includes more regular payment.

KPI 2 can be reported if either the real income or a working condition has improved. **Double counting** (for income and improved working conditions) of a person is **not permissible** within the indicator.

KPI 3	<p>Number of people who participate / have participated in vocational and higher education as well as in vocational qualification measures through the contribution of the SI "Decent Work for a Just Transition" (men, women, and youth).</p> <p>Example indicator: 3,000 people (40% of them women and 50 young people) have received further vocational training geared to the needs of the company.</p>
--------------	---

The beneficiaries of KPI 3 are **directly reached persons at the micro level** who have successfully completed or are still completing **education or training measures**. The reporting should distinguish between measures of short (under 12 months) and long duration (over 12 months).

For new projects starting **from June 2022**, **training measures** can only be counted **under KPI 3** if they last **at least 5 days**. Shorter training courses can only be reported on for public relations purposes or if they contribute to the fulfilment of KPI 6 (e.g. training courses in preparation for certification).

KPI 4	<p>Number of companies with which the SI "Decent Work for a Just Transition" has worked.</p> <p>Example indicator: 20 European companies have established business relations with Tunisian companies through the measure.</p>
--------------	---

Cooperation with companies should be **defined on an activity-specific basis**. The aim is to record how many companies could be included in the project's activities and the origin of the companies and their parent companies. Specifically, the aim is to count how many companies received **support services** (e.g. financial services, start-up support, training and continuing education of staff) directly and/or how many companies were involved in **developing joint projects**.

Cooperation does not include, for example:

- Information and advice for companies, e.g. on funding measures,
- Use of infrastructure or capacities of companies for individual activities,
- Indirect benefit as a member of a chamber or association.

From 2020, reporting on KPI 4 will be carried out via a cross-DO **SI information system SIIS** (initially only GIZ and KfW). The SIIS is a database documenting cooperation with companies within the framework of the SI.

For new measures starting **from June 2022**, **companies** may only be counted under KPI 4 if they have **at least two employees** and contribute to the fulfilment of KPI 1 or 2.

KPI 5	<p>Amount of companies' own contributions mobilised by the SI "Decent Work for a Just Transition".</p> <p>Example indicator: The five supported companies contribute EUR 3 million of their own funds for the construction of an access road.</p>
--------------	---

KPI 5 primarily concerns **projects which require companies' own financial contributions with a written agreement** (e.g. develoPPP.de for jobs).

KPI 6	<p>Number of measures that have contributed to improving the social or environmental sustainability of the clusters / industrial parks supported by the SI "Decent Work for a Just Transition".</p> <p>Example indicator: 10 measures to improve social and environmental sustainability are implemented by the project together with Ghanaian companies.</p>
--------------	---

This indicator measures the **social and environmental contributions of stakeholders** to improve the sustainability of clusters / industrial parks. The point at which a measure makes a contribution **depends on the context** and is defined on a **measure-specific** basis.

Social sustainability refers to the impact of social actions of companies in relation to employees, stakeholders, or society, e.g.:

- Qualification of disadvantaged groups
- Health education measures
- Implementation of ILO core labour standards

Ecological sustainability describes the considerate and far-sighted use of natural resources, e.g.:

- Introduction of new production processes to reduce emissions
- Increasing efficiency in the use of water and energy
- Introduction of recognised certifications on environmental and social standards

KPI 7	<p>Number of companies that confirm an improved business and investment climate in (and around) clusters / industrial parks supported by the SI "Decent Work for a Just Transition".</p>
--------------	---

This indicator will no longer be recorded from January 2023.

KPI 8	<p>(a) Number of companies that are/were supported by the SI in relation to the Covid pandemic in terms of job retention and (b) employ X persons (temporary indicator).</p>
--------------	---

Only of limited relevance to sequa at present.

Annex B

Templates

The templates mentioned below are available for download from the media library of the sequa website in German or English as Word or Excel files.

- 1.1 Project proposal draft BMO Partnership
- 1.2 Project proposal draft VET Partnership
- 1.3 Project proposal draft PartnerAfrica Project
2. Own contributions of the German partner
3. Reimbursement of personnel costs for internal short-term experts
4. Personnel costs for technical management
5. Evaluation of a short-term expert
6. Workshop Evaluation
- 7.1 Progress report KPIs BMO Partnership
- 7.2 Progress report KPIs VET Partnership
- 7.3 Progress report KPIs PartnerAfrica Project
8. Monitoring key figures
9. Planning and monitoring tool
10. Activity and financial plan
- 11.1 Annual Report BMO and VET Partnership
- 11.3 Annual Report PartnerAfrica Project

**Project proposal draft
for a Business Membership Organisation (BMO) partnership
between xxx and xxx**

1. Introduction (0.5 pages)

- Motivation of German partner
- Origin of the project idea

2. Initial situation and problem in the partner country (approx. 1 page)

- Economic and political situation in the partner country (poverty relevance)
- Core problems of development
- Situation of the private sector, especially small and medium-sized enterprises
- Priority areas of German development cooperation
- Significance for the German economy

3. Project objective and possible focal points (approx. 1 page)

- What is the aim of the project?
- In which priority areas will the project be active?

4. Expected impacts (0.5 pages)

- What results should be achieved at the end of the project?
- How do these results contribute to achieving development policy goals?

5. Project partner (1-2 pages)

- Short introduction of the German partner: Mission, services, membership structure, experience in project work and, if applicable, the region, experience in development cooperation
- Brief introduction of the local partner(s): Explanation of organisation, membership structure, services
- If applicable, other partners, organisations with whom the project is to be implemented

This suggested project proposal draft is not compulsory but is intended as an aid when submitting the project to sequa. The project proposal draft serves as a first check for sequa, it will be developed jointly between sequa and the German partner. A final version is finally submitted as project proposal to the BMZ for financing a project assessment.

Template: Project proposal draft VET

**Project proposal draft
for a Vocational Education and Training (VET) partnership
between xxx and xxx**

1. Introduction (0.5 pages)

- Motivation of German partner
- Origin of the project idea

2. Initial situation and problem in the partner country (approx. 1 page)

- Economic and political situation in the partner country (poverty relevance)
- Core problems of development
- Situation of vocational education and training and the private sector, especially small and medium-sized enterprises
- Priority areas of German development cooperation
- Significance for the German economy

3. Project objective and possible focal points (approx. 1 page)

- What is the aim of the project?
- In which priority areas will the project be active?

4. Expected impacts (0.5 pages)

- What results should be achieved at the end of the project?
- How do these results contribute to achieving development policy goals?

5. Project partner (1-2 pages)

- Short introduction of the German partner: Mission, services, membership structure, experience in project work and, if applicable, the region, experience in development cooperation
- Brief introduction of the local partner(s): Explanation of organisation, departments, services etc.
- If applicable, other partners, organisations with whom the project is to be implemented

This suggested project proposal draft is not compulsory but is intended as an aid when submitting the project to sequa. The project proposal draft serves as a first check for sequa, it will be developed jointly between sequa and the German partner. A final version is finally submitted as project proposal to the BMZ for financing a project assessment.

Template: Project proposal draft PA

Project proposal draft for a PartnerAfrica project within the framework of the BMZ special initiative "Decent Work for a Just Transition"

1. **Summary** (approx. 0.5 pages)
 - *Short **summary text** of the project idea presented below*

2. **Problem in the partner country and motivation for the project** (approx. 1 page)
 - *In which **target country** of the special initiative "Decent Work for a Just Transition" (Egypt, Ethiopia, Ivory Coast, Ghana, Morocco, Rwanda, Senegal, Tunisia) will the project be active? What are the **fundamental problems in the target country** that the project wants to help solve?*
 - *How did the **project idea** come about? What is your **motivation for** implementing the project?*

3. **Project objective and possible contents** (approx. 1 page)
 - *How does your project want to contribute to solving the problems described above?*
 - *How could the **goal of the project be formulated**?*
 - *Which **results/milestones** should lead to the achievement of the goal?*
 - *What concrete **measures** are planned to achieve this?*

4. **Expected impacts and contribution to the objectives of the special initiative** (approx. 1 page)
 - *Which **target group(s)** will benefit from your project?*
 - *To which (at least) two **key performance indicators (KPIs)** of the special initiative (cf. information sheet) should your project contribute (one of these indicators should be KPI 1 or 3!)?*
 - *How high should the respective contribution to the KPIs be (**provide estimates** from today's perspective)?*
 - ***How does the project support the objectives and priorities of the BMZ special initiative** (e.g. creation of jobs and training places, promotion of investments, cooperation with companies, promotion of value chains and/or economic sectors)?*
 - *Are there interfaces with **other implementing organisations** or measures of the SI? How should the **coordination with them** be accomplished?*

5. **German partner and other partners** (approx. 1 page)
 - ***Presentation of the applicant organisation** (exact name, legal form, number of employees, members, etc.)*
 - *If the project is to be carried out in cooperation with **other German partners**, please also introduce them briefly.*
 - ***Experience in** development cooperation / international cooperation / vocational education and training cooperation*
 - *Contacts and experience in the target country. Have any **preparatory activities** taken place?*
 - *Have **partner organisations** already been identified in **the target country** with whom the project is to be implemented? If so, please introduce them briefly. If not, please specify by what criteria they should be selected.*

5. **Contact person at the applicant**
 - *Name, function, telephone, email, postal address*

The project proposal draft serves sequa as a first check of the project idea. It is further developed together with the German partner and submitted to the BMZ for a decision on project assessment.

Template: Own contributions of the German partner

Data entry form for the intended (or in the final documentation: provided) own contributions of the German project partner

for the project:

BMO / VET / PA between xxx

Term: xx.xx.xxxx until xx.xx.xxxx = xx months

German project partner: xx

1. PERSONNEL SERVICES		Number of days	Rate per day in €	Total in €
a)	Search / selection LTE			
-			510,00	0,00
-			510,00	0,00
b)	STE(€ 510 minus BMZ reimbursement)			0,00
-				0,00
-				0,00
c)	Technical consulting, advisory board, etc.			
-			510,00	0,00
-			510,00	0,00
-			510,00	0,00
d)	Training etc. at German institution			
-			510,00	0,00
-			510,00	0,00
e)	Overall coordination and responsibility			
-			510,00	0,00
-			510,00	0,00
f)	Personnel services in the preliminary project			
-			510,00	0,00
-			510,00	0,00
-			510,00	0,00
g)	Other (PR etc.)			
-			510,00	0,00
-			510,00	0,00
		Overhead cost approach	Personnel costs for technical management for entire duration	
h)	Personnel overhead costs of the technical management (30 % of personnel costs for technical management)	0,3		0,00
-				
TOTAL PERSONNEL BENEFITS				0,00
2. BENEFITS IN KIND		Number	Amount in €	Total in €
a)	Consumption technical management (510 € p.m. - BMZ flat rate for consumer goods)			0,00
b)	Other			
-	Provided equipment and training tools			0,00
-	Facilities (rate € 0.51 per sqm/day)			0,00
-	Travel expenses			0,00
-	Representation, catering			0,00
-				0,00
TOTAL BENEFITS IN KIND				0,00
Total amount of own contributions:				0,00

Template: Reimbursement of personnel costs for the use internal short-term experts

Calculation scheme for the project proposal															
- Reimbursement of personnel costs for internal short-term experts -															
Project name (short):	VET/BMO/PA in "country"														
German project partner:	xxx														
<p>The German project partner plans to deploy his own staff from different functional areas as STEs in the project. In accordance with the law on grants, they can be reimbursed from project funds for each day of work. In BMO/VET/PA projects, the German partner specifies a maximum rate for the reimbursement of personnel costs per day of assignment and bear any personnel costs in excess of this as their own contribution.</p> <p>The rate agreed in this project as Maximum rate is: xxx,- Euro per day of use.</p> <p>On this basis, the German partner invoices the use of internal STEs per day of use:</p> <ul style="list-style-type: none"> - in the amount of the aforementioned maximum rate or - if the actually incurred personnel expenses per day of deployment are lower than the maximum rate, in the amount of the actually incurred personnel expenses. <p>Transparency must be established for the project proposal regarding the determination of the maximum rate. The maximum rate is often set at an amount less than or equal to the lowest value in the table below. This facilitates subsequent billing, as it is then usually always possible to bill at the maximum rate. In any case, the agreed maximum rate must be lower than the highest value in the table.</p> <p>To calculate the personnel costs per day of service, the table below simply divides the personnel costs per year by an assumed number of working days.</p> <p>In column (1), list those functional areas in which internal STEs are likely to be used in the project (delete or add to list if necessary).</p> <p>In column (2), the German project partner states their usual personnel costs (employer's gross) for the respective functions.</p>															
(1) Function	(2) Personnel costs per year	(3) Working days per year	(4) Personnel costs per day of deployment												
Management	0 €	211	0,00 €												
Department	0 €	211	0,00 €												
Master	0 €	211	0,00 €												
Technician	0 €	211	0,00 €												
<p>The calculation of annual working days is generally exemplary with typical sick leave and holiday days.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>Calendar days per year</td> <td style="text-align: right;">365</td> </tr> <tr> <td>./. Number of days weekends</td> <td style="text-align: right;">-104</td> </tr> <tr> <td>./. Number of public holidays on working days</td> <td style="text-align: right;">-10</td> </tr> <tr> <td>./. Number of days lost due to illness</td> <td style="text-align: right;">-10</td> </tr> <tr> <td>./. Number of days lost due to vacation</td> <td style="text-align: right;">-30</td> </tr> <tr> <td>= Net working days p.a.</td> <td style="text-align: right;">211</td> </tr> </table>				Calendar days per year	365	./. Number of days weekends	-104	./. Number of public holidays on working days	-10	./. Number of days lost due to illness	-10	./. Number of days lost due to vacation	-30	= Net working days p.a.	211
Calendar days per year	365														
./. Number of days weekends	-104														
./. Number of public holidays on working days	-10														
./. Number of days lost due to illness	-10														
./. Number of days lost due to vacation	-30														
= Net working days p.a.	211														

The completed table is to be filed with sequa electronically and physically in the project file (box 1_proposal).

The German partner receives a copy.

Template: Personnel costs for technical management

Calculation scheme for the project proposal

- Personnel costs for technical management -

Sheet 1 of 2
Personnel costs per day and specification

Project name (short):

xxx

German partner:

xxx

The German partner will deploy their own staff for the task of **technical management** in the project. For this, they receive a reimbursement of the personnel expenses incurred.

A **calculation** of the expected personnel expenses is necessary for the project proposal: First of all (here, sheet 1), the cost expenditure per day is calculated in the different functional areas that are used for technical management. The calculation of the estimated time required for technical management as well as the calculation of the total costs is performed on sheet 2.

To calculate **staff costs per day**, the following table uses a simple division (staff costs per year divided by working days). For this purpose, the German partner states in column (2) their usual personnel costs (employer's gross) for the respective functions.

(1) Function	(2) Personnel costs per year	(3) Working days per year	(4) Personnel costs per day of deployment
Project Manager	0 €	211	0,00 €
Assistant	0 €	211	0,00 €
Controller	0 €	211	0,00 €

The calculation of annual working days is generally exemplary with typical sick leave and holiday days.

Calendar days per year	365	
./. Number of days weekends	-104	
./. Number of public holidays on working days	-10	
./. Number of days lost due to illness	-10	
./. Number of days lost due to vacation	-30	
= Net working days p.a.	211	

Specification for the project proposal:

On the basis of this calculation (sheet 1 and sheet 2), a maximum monthly rate of personnel cost reimbursement for technical management is agreed.

The monthly personnel cost reimbursement for technical management is: xxx.-- Euro.

The completed tables (sheets 1 and 2) are to be filed electronically and physically in the project file (box 1_proposal).
The German partner receives a copy.

Template: Personnel costs for technical management

- Personnel costs of technical management -				
Sheet 2 of 2				
Time expenditure and total				
	Function	Number of days	Euro per day	Costs in Euro
1.	Project Management			
1.1	Preparation of implementation (search and selection of project staff, coordination and preparation with partners and other organisations on site, information gathering, detailed planning of the project, setting up reporting and monitoring system, contracts with partners and staff, visa procurement, setting up and procurement of infrastructure on site)	0	0,00	0,00
1.2	Implementation of the project (backstopping of staff on site, reporting, organisation of STE missions, monitoring of project progress and project finances); approx. 6 days per month (6*36) = 216 days	0	0,00	0,00
1.3	Implementation of steering trips, 3 trips in the project phase of 7 days each (incl. preparation and follow-up)	0	0,00	0,00
1.4	Organisation and supervision of study trips of the project partners to Germany or the EU; 3 trips of 7 days each during the project phase	0	0,00	0,00
Subtotal 1				0,00
2.	Assistance			
2.1	Support of the project management by carrying out clerical tasks for the implementation, reporting, and accounting of the project (correspondence, documentation, preparation of report templates, travel organisation, preparation of workshops, STE assignments and study trips, information and contact research, etc.); approx. 4 days per month (4*36) = 144 days	0	0,00	0,00
Subtotal 2:				0,00
3.	Controlling			
3.1	Planning, verification, processing, accounting, and controlling of all project expenditures (preparation and checking of contracts with partners, internal and external staff, provision and account allocation of funds, travel expense accounting, mathematical checking and documentation of all disbursements, advising local partners, etc.) approx. 1 day per month = 36 days	0	0,00	0,00
Subtotal 3:				0,00
Total deployment days		0		
TOTAL: Personnel costs for technical management:				0,00
Number of project months:				36
Job scope based on full-time position				0%
TOTAL: Personnel costs of technical management per month:				0,00

Template: Evaluation of a short-term expert

**Evaluation
(Short-term Experts)
by Foreign Project Partner**

Project Denomination: -----	
Name of organization which asked for expert: -----	
Name of expert: -----	
Field of expertise / advice: -----	
Expert's work location: -----	
Arrival:	Departure:

<u>Expert Performance:</u>			
Qualification:	<input type="checkbox"/> good	<input type="checkbox"/> satisfactory	<input type="checkbox"/> not satisfactory *
Work approach:	<input type="checkbox"/> professional	<input type="checkbox"/> fair	<input type="checkbox"/> not professional *
Human behavior:	<input type="checkbox"/> good	<input type="checkbox"/> adequate	<input type="checkbox"/> not adequate *

<u>Assignment Assessment:</u>			
Assignment goal:	<input type="checkbox"/> achieved	<input type="checkbox"/> partly achieved	<input type="checkbox"/> not achieved *
Know-how transfer:	<input type="checkbox"/> high	<input type="checkbox"/> fair	<input type="checkbox"/> low*
Assignment length:	<input type="checkbox"/> right	<input type="checkbox"/> too short	<input type="checkbox"/> too long
Please specify result: 			

<u>Comments:</u>

Date:	Signature:
-------	------------

* Please specify on separate sheet.

Template: Workshop Evaluation

Workshop Evaluation

Course Title:

Date of Course:

Please answer all the questions. Where a question calls for a numerical rating, please tick the appropriate number.

Scale of Rating

- ① Poor
- ② Fair
- ③ Satisfactory
- ④ Very Good
- ⑤ Excellent

1. Course Effectiveness

- | | | | | | |
|--|---|---|---|---|---|
| 1. Achievement of stated objectives | ① | ② | ③ | ④ | ⑤ |
| 2. Amount of knowledge and skills acquired | ① | ② | ③ | ④ | ⑤ |
| 3. Adequacy of notes and handouts | ① | ② | ③ | ④ | ⑤ |
| 4. Design and organisation of course | ① | ② | ③ | ④ | ⑤ |
| 5. Your overall rating of the course | ① | ② | ③ | ④ | ⑤ |

2. Instructor Effectiveness

- | | | | | | |
|--|---|---|---|---|---|
| 1. State of preparation of instructor | ① | ② | ③ | ④ | ⑤ |
| 2. Instructor's knowledge of topics | ① | ② | ③ | ④ | ⑤ |
| 3. Instructor's ability in presenting lectures | ① | ② | ③ | ④ | ⑤ |
| 4. Instructor's ability to hold your interest | ① | ② | ③ | ④ | ⑤ |
| 5. Instructor's ability in using teaching aids | ① | ② | ③ | ④ | ⑤ |
| 6. Interaction within the group | ① | ② | ③ | ④ | ⑤ |
| 7. Your overall rating of instructor | ① | ② | ③ | ④ | ⑤ |

3. Course Administration

- | | | | | | |
|--|---|---|---|---|---|
| 1. Suitability of the training venue | ① | ② | ③ | ④ | ⑤ |
| 2. Quality of handouts | ① | ② | ③ | ④ | ⑤ |
| 3. Condition of the training equipment | ① | ② | ③ | ④ | ⑤ |
| 4. The attitude of the training staff | ① | ② | ③ | ④ | ⑤ |
| 5. Quality of catering | ① | ② | ③ | ④ | ⑤ |

Template: Workshop Evaluation

4. Please rate the relative value (1 = very valuable; 2 = worthwhile; 3 = negligible; X = not applicable) of the following components of the training course to you:

Video	_____	Role-playing exercise	_____
Workbooks	_____	Small group discussions	_____
Lectures	_____	Case studies	_____
Games	_____	Demonstration	_____

5. Please make an overall comment on the course and instructor.

6. Would you recommend this training course to other members from your organisation?

Yes No

If no, please give the reason for your answer

7. What suggestions do you have for improving the programme?

Thank you very much!

Business Membership Organisation (BMO) partnerships	
- Progress report on the implementation status of key performance indicators -	
Project name (short)	
PN sequa	
German partner	
Reporting period	
Date	

<u>KPI 1</u>: Change in the number of paying members of the local partner organisation(s).				
Number of paying members:	Baseline at the start of the project:	Explanations, if applicable:	<i>Indicator in PPM:</i>	<i>Possible explanations:</i>

<u>KPI 2</u>: Change in income of the local partner organisation(s) during the reporting period.				
Amount of revenue:	Baseline at the start of the project:	Explanations, if applicable:	<i>Indicator in PPM:</i>	<i>Possible explanations:</i>

KPI 3a: Number of advocacy measures that - according to the project partner's assessment - have a positive impact on the framework conditions for the private sector in the partner country.

Number of measures:	Examples:		<i>Indicator in PPM:</i>	<i>Possible explanations:</i>

KPI 3b: Number of companies that have actually benefited from advocacy measures that - according to the project partner's assessment - have a positive impact on the framework conditions for the private sector in the partner country.

Number of companies:		Examples of measures:		<i>Indicator in PPM:</i>	<i>Possible explanations:</i>
<i>of which women-led:</i>					

KPI 4a: Number of participants in training activities (m/f/youth) of the project up to or equal to three months.

Participated:		Of which completed:	Main occupational fields:	<i>Indicator in PPM:</i>	<i>Possible explanations:</i>
Male:					
Female:					
<i>of which youth (<25 y.):</i>					

KPI 4b: Number of participants in training activities (m/f/youth) of the project over three months.

Participated:		Of which completed:	Main occupational fields:	Indicator in PPM:	Possible explanations:
Male:					
Female:					
of which youth (<25 y.):					

KPI 5: Number of companies in which labour, environmental, or social standards have improved as a result of the project.

Number of companies:		Name measures / standards:	Indicator in PPM:	Possible explanations:
of which women-led:				

KPI 6a: Number of new or reformed business services implemented by partners.

Number of services:	Examples:	Indicator in PPM:	Possible explanations:

KPI 6b: Number of companies that have actually used the new or reformed services implemented by the partners.

Number of companies:		Examples of services:		Indicator in PPM:	Possible explanations:
of which women-led:					

KPI 7: Number of companies that actively participated in the project work.

Number of companies:		Examples of activities:		Indicator in PPM:	Possible explanations:
of which women-led:					

Vocational Education and Training (VET) partnerships - Progress report on the implementation status of key performance indicators -	
Project name (short)	
PN sequa	
German partner	
Reporting period	
Date	

<u>KPI 1</u>: Number of new or reformed occupational fields (e.g. curricula, examination regulations).				
Number of occupational fields:	Main occupational fields / topics / industries:		<i>Indicator in PPM:</i>	<i>Possible explanations:</i>

<u>KPI 2</u>: Number of vocational school teachers and / or company trainers (m/f/youth) trained in the project.					
Participated:		Of which completed:	Main occupational fields:	<i>Indicator in PPM:</i>	<i>Possible explanations:</i>
Male:					
Female:					
<i>of which youth (<25 y.):</i>					

KPI 3: Number of graduates (m/f/youth) who have taken up employment (employed or self-employed).

Number of graduates:				Indicator in PPM:	Possible explanations:
Male:					
Female:					
of which youth (<25 y.):					

KPI 4a: Number of participants in education and training measures up to or equal to three months (m/f/youth).

Participated:		Of which completed:	Main occupational fields or examples of further training content:	Indicator in PPM:	Possible explanations:
Male:					
Female:					
of which youth (<25 y.):					

KPI 4b: Number of participants in education and training measures over three months (m/f/youth).

Participated:		Of which completed:	Main occupational fields or examples of further training content:	Indicator in PPM:	Possible explanations:
Male:					
Female:					
of which youth (<25 y.):					

KPI 5: Number of employees (m/f/youth) whose employment situation has improved.					
Number of employees:		Specific examples of improvements:		<i>Indicator in PPM:</i>	<i>Possible explanations:</i>
Male:		For example: - Formal employment contracts concluded, - Improved/created social security (e.g. health insurance), - Introduction of occupational health and safety measures, - Access to services for employees (e.g. childcare, transport).			
Female:					
<i>of which youth (<25 y.):</i>					

KPI 6: Number of people (m/f/youth) whose income has improved.					
Number of persons:		Examples of how much income has increased:		<i>Indicator in PPM:</i>	<i>Possible explanations:</i>
Male:					
Female:					
<i>of which youth (<25 y.):</i>					

KPI 7: Number of companies involved in VET, either as training/internship companies or in VET committees.					
Number of companies:				<i>Indicator in PPM:</i>	<i>Possible explanations:</i>
Based in the EU:					
Based in the target country:					

PartnerAfrica in the framework of the SI "Decent Work for a Just Transition" - Progress report on the implementation status of key performance indicators	
Project name (short)	
PN sequa	
German partner	
Date	

KPI 1: Number of people who have entered employment (men, women and youth) as a result of the contribution of the SI "Decent Work for a Just Transition".		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations on the implementation status <i>(e.g. on the implementation status and the measurement system)</i>
	<i>(Please be sure to differentiate the reporting of actual values here according to men, women and youth)</i>	

KPI 2: Number of people whose working conditions have improved or whose income has increased as a result of the contribution of the SI "Decent Work for a Just Transition" (men, women and youth).		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations <i>(e.g. on the implementation status and the measurement system)</i>
	<i>(Please be sure to differentiate the reporting of actual values here according to men, women and youth)</i>	

KPI 3: Number of people who participate / have participated in vocational and higher education as well as in vocational qualification measures through the contribution of the SI "Decent Work for a Just Transition" (men, women and youth).		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations on the implementation status <i>(e.g. on the implementation status and the measurement system)</i>
	<i>(Please be sure to differentiate the reporting of the actual values here according to men, women and youth)</i> <i>(For measures that were included in the count, please indicate whether they are short-term or long-term measures: Segmentation: 5 days to 12 months and > than 12 months)</i>	

KPI 4: Number of companies with which the SI "Decent Work for a Just Transition" has worked.		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations on the implementation status <i>(e.g. on the implementation status and the measurement system)</i>
	<i>(Please attach here a list of the counted companies with name, country and sector)</i>	

KPI 5: Amount of companies' own contributions mobilised by the SI "Decent Work for a Just Transition".		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations <i>(e.g. on the implementation status and the measurement system)</i>

KPI 6: Number of measures that have contributed to improving the social or environmental sustainability of the clusters / industrial parks supported by the SI "Decent Work for a Just Transition".		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations <i>(e.g. on the implementation status and the measurement system)</i>

KPI 7: Number of companies that confirm an improved business and investment climate in (and around) clusters / industrial parks supported by the SI "Decent Work for a Just Transition".		
Target values <i>(to be completed by sequa PM)</i>	Actual values <i>(accumulated)</i>	Explanations <i>(e.g. on the implementation status and the measurement system)</i>

Template: Monitoring key figures**sequa PM:****Year:****Monitoring of key figures**

The following questions serve sequa to determine the key figures on the scope and impact of the project work, which we would like to aggregate at programme level and submit to the BMZ. Therefore, we ask you to answer the following questions (please complete/delete only the red entries):

- With which local partners have you concluded an implementation agreement?

Local chambers / associations:

Chamber / Association XY

Vocational training and education institutions:

Vocational training and education institution XY

- How many **deployment days of international** (internal and external) **STEs** were carried out (and accounted for) in the reporting year?
XX days

- How many **deployment days of national / local STEs** (without translation services or work contracts) were carried out (and accounted for) in the reporting year?
XX days

- Please list the events carried out in the reporting period as part of the project work¹ (allocated by category):

Informational events:

- E.g. UNFCCI press conference on VAT reduction, 22.10.2020

(Shorter) training events / workshops:

-

(Longer) training courses:

-

Dialogue events with government agencies:

-

Trade fairs / business meetings:

-

¹ **Events co-organised and/or financed by the project** should be listed. This does not include the partners' own independent events. Double counting should be avoided. If an event comprises several sub-activities at different locations and/or days, parts that are closely related in terms of content should be combined into one activity.

Other: (please specify)

○

- How many publications² have been produced with the support of the project?

XX

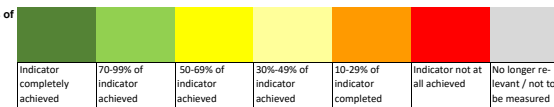
² Information media co-designed and/or funded by the project and aimed at the public (e.g. press releases, policy papers, training manuals, videos, websites, apps, etc.) should be listed. This does not include the partners' own independent publications.

Project Planning Matrix		
Hierarchy of objectives	Indicators and activities	Measurement of indicators
Overall objective	None	
Project objective	Indicators	
Results	Indicators	
Result 1:		
	Activities	
Main activities for result 1:		
	Indicators	
Result 2:		
	Activities	
Main activities for result 2:		

Project Planning Matrix		
Hierarchy of objectives	Indicators and activities	Measurement of indicators
	Indicators	
Result 3:		
	Activities	
Main activities for result 3		
	Indicators	
Result 4:		
	Activities	
Main activities for result 4		

Impact Monitoring (per 6 months)						
Project objective and results	Indicators	Measurement of indicators	Deadline	Responsible	State of implementation after 6 months	State of implementation after 12 months
Project objective						
0	0	0				
	0					
	0					
	0					
	0					
Project results						
Result 1:						
	0	0				
	0					
	0					
	0					
	0					
Result 2:						
	0	0				
	0					
	0					
	0					
	0					
Result 3:						
	0	0				
	0					
	0					
	0					
	0					
Result 4:						
	0	0				
	0	0				
	0	0				
	0	0				
	0	0				

Visualization of status of implementation via traffic light



Traffic light

Traffic light

Traffic light

Traffic light

Explanations to the table

Activity and Financial Plan for BMO/VET/PA Projects

1. Please complete the details of your project in the following Excel spreadsheet (sheet 2).
2. The table is used for ongoing monitoring and is intended to enable you as the German partner and sequa to plan and control the project activities, including the outflow of funds.
3. The table is to be completed at the beginning of each year for the corresponding year and sent to sequa. sequa will request an update from you in the summer/autumn of the year, if necessary.
4. The structure of the table corresponds to that of the financing plan of your project (items 1 to 9).
5. Each planned and cost-effective activity must be briefly mentioned and entered in the table including the expected costs. Additional lines can be added as required for further activities.
6. At the beginning of the year, the last column should be regularly marked "No".
7. The table should be updated regularly during the year.
 - Newly planned activities are added.
 - For activities that have been carried out, the actual costs are entered and the implementation is confirmed by "Yes".
 - Activities no longer planned for the current year are removed from the table.
8. The table is an instrument for project management, not for project accounting, i.e. an approximate estimate of the figures is sufficient.

Brief description of each activity (what?, what for?, who?, how long?, where? etc.)	Period of planned / realised implementation (month)	Indication of costs according to current knowledge (EUR)	Implementation already completed? (Yes - No)
1. Personnel costs of the long-term expert:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 1:		0 €	
2. Use of short-term experts for consulting and training measures:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 2:		0 €	
3. Grants for personnel and material costs of the partner organisation:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 3:		0 €	
4. Equipment aid:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 4:		0 €	
5. Training and education activities including development of teaching materials:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 5:		0 €	

Brief description of each activity (what?, what for?, who?, how long?, where? etc.)	Period of planned / realised implementation (month)	Indication of costs according to current knowledge (EUR)	Implementation already completed? (Yes - No)
6. Public relations:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 6:		0 €	
7. Professional consulting and expertise for project implementation:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 7:		0 €	
8. Technical management:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 8:		0 €	
9. Preliminary studies, project planning and other costs:			
XXX	xxx	0 €	
		0 €	
		0 €	
Subtotal Item 9:		0 €	
T O T A L (items 1 to 9):		0 €	
For information:			
Carried over from previous year:		0 €	
plus approved project funds for this year:		0 €	
available project funds this year:		0 €	

(all figures without sequa share)



Explanatory notes on the preparation of an annual report in the VET/BMO programme

Preliminary remark

According to the on-lending agreement, the annual report must be submitted to sequa by January 31 of each year. This annual report is supplemented by sequa, revised if necessary and forwarded to the BMZ, which distributes the report to various units as well as the Foreign Office and possibly others. The specified report template must be agreed with the BMZ and adhered to.

In addition to reporting according to the indicators (see below), the report may also have to address special conditions and reporting obligations, if such are specified in the BMZ grant approval. In addition, the BMZ has repeatedly pointed out that only short reports are desired, so please stick to the given limits on page numbers.

Instructions for completing the form

XXX Text marked in red :	Text to be completed by the German partner
XXX Text marked in green :	To be completed by sequa
XXX Text marked in blue :	Important notes. Can be deleted after completion

Notes on the individual Chapters

A: Part I – Qualified summary (1–2 pages)

This is prepared entirely by sequa. Please complete only the last two lines with the data of the technical management and the on-site project management.

B: Part II – Project progress report

1. Major developments in the project environment (1 page)

The BMZ and the Foreign Office are familiar with the conditions on site and only wish to see very brief information at this point:

- Important and project-relevant changes in the political and/or economic situation of the partner country
- Important and project-relevant changes at the partner organisation, as far as these are not already mentioned in Chapter 3
- New or changed cooperations of the project with other German and international projects

2. Status of achievement of objectives and results (3–6 pages)

A subchapter is formed for the project objective as well as for each of the project outcomes defined in the project proposal. A table is created in each subchapter. Left column: lists the indicators defined for the project proposal or specified in the planning workshop. Right column: for each indicator describe the extent to which it has been achieved so far with the support of the project.

Additional explanations in addition to the provided table are usually not necessary. In exceptional cases, however, you can add important progress or problems here if they cannot be assigned to individual indicators but should nevertheless be mentioned and are relevant to the respective project outcome.

3. Overall assessment and outlook (0.5 pages)

Please provide a brief assessment of the project's progress based on the indicators of the project objective defined in the project proposal (if any) and provide a brief outlook for the following year.



Please work only in the red text fields.

Annual Report **20XX**

of the **VET partnership / BMO partnership**

between

German partner

and

Local partner

PN.: **XXXX.XXXX.XX**
Reference number: 111 T**XXXXX**

Technical management:
Logo or text German partner

funded by:



Bonn, date: **XX.XX.20XX**

C o n t e n t s

A.	Part I: Qualified summary	4
B.	Part II: Project progress report	5
1.	Major developments in the project environment	5
2.	Status of target and results achievement	5
2.1	Project objective: Copy from the project proposal or the version agreed in the detailed planning workshop	5
2.2	Results	5
2.2.1	Intended result 1: Copy from the project proposal or the version agreed in the detailed planning workshop	5
2.2.2	Intended result 2: Copy from the project proposal or the version agreed in the detailed planning workshop	6
2.2.3	Intended result 3: Copy from the project proposal or the version agreed in the detailed planning workshop	6
2.2.4	Intended result 4: Copy from the project proposal or the version agreed upon in the detailed planning workshop	6
3.	Overall assessment and outlook	7

List of abbreviations:

Please only list abbreviations that appear in the report.

XXX	XXXX
XXX	XXXX
XXX	XXXX
XXX	XXXX

A. Part I: Qualified summary

to be completed by sequa (1–2 pages)

Project number (BMZ)		
German partner		
Local partner(s)		
Phase / Duration		
Reporting period		
Approved funds	Total: € 000,000.00	Reporting year: € 000,000.00
Funds drawn down	Total: € 000,000.00	Reporting year: € 000,000.00
Contact person at sequa	Last name, first name Tel: +49 228 98238-XX Email: First.Last@sequa.de	
Responsible for the technical management with the German project partner	Last name, first name Address Tel.: xx Email: xx	
Project management on site	Last name, first name Address Tel.: xx Email: xx	

Brief description of the project:

(Prose text: Who cooperates with whom and since when? Objective and focus of the project, special features if applicable, 1 paragraph)

Project progress in the result areas:

(Prose text: A short paragraph for each result, possibly with short headings for each result)

Evaluation of the target achievement; impacts from a development perspective, need for action where appropriate:

Overall assessment of the project

- | | | |
|---|----------------------|--------------------------|
| A | Target met | <input type="checkbox"/> |
| B | Target partially met | <input type="checkbox"/> |
| C | Target not met | <input type="checkbox"/> |
| D | Project termination | <input type="checkbox"/> |

(Comment on the status of target achievement, impacts, outlook, need for action sequa/BMZ, if applicable, 1 paragraph)

B. Part II: Project progress report

1. Major developments in the project environment

(1 page for: project-relevant changes in the partner country; significant changes in the partner organisation; cooperation with other German and international projects)

XXX

2. Status of target and results achievement

(3–6 pages)

2.1 Project objective: **Copy from the project proposal or the version agreed in the detailed planning workshop**

Indicator	Status of implementation
Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

2.2 Results

2.2.1 Intended result 1: **Copy from the project proposal or the version agreed in the detailed planning workshop**

Indicator	Status of implementation
Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

2.2.2 Intended result 2: Copy from the project proposal or the version agreed in the detailed planning workshop

Indicator	Status of implementation
Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

2.2.3 Intended result 3: Copy from the project proposal or the version agreed in the detailed planning workshop

Indicator	Status of implementation
Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

2.2.4 Intended result 4: Copy from the project proposal or the version agreed upon in the detailed planning workshop

Indicator	Status of implementation
Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

3. Overall assessment and outlook

(0.5 pages for: assessment of project progress against the indicators of the project objective; outlook)

XXX



Explanatory notes on the preparation of an annual report in the PartnerAfrica programme

Preliminary remark

According to the on-lending agreement, the annual report must be submitted to sequa by January 31 of each year. This annual report is supplemented by sequa, revised if necessary and forwarded to the BMZ, which distributes the report to various units as well as the Foreign Office and possibly others. The specified report template must be agreed with the BMZ and adhered to.

In addition to reporting according to the indicators (see below), the report may also have to address special conditions and reporting obligations, if such are specified in the BMZ approval. In addition, the BMZ has repeatedly pointed out that only short reports are desired, so please stick to the given limits on page numbers.

Instructions for completing the form

XXX Text passages marked in **red**: **Text to be filled in by the German partner**
 XXX Texts marked in **green**: To be completed by **sequa**
 XXX Text marked in blue: Important notes. Can be deleted after completion

Notes on the individual Chapters

A: Part I – Qualified summary (1–2 pages)

This is prepared entirely by sequa. Please complete only the last two lines with the data of the technical management and the on-site project management.

B: Part II – Project progress report

1. Major developments in the project environment (1 page)

The BMZ and the Foreign Office are familiar with the conditions on site and only wish to provide very brief information at this point:

- Important and project-relevant changes in the political and/or economic situation of the partner country
- Important and project-relevant changes at the partner organisation, as far as these are not mentioned in Chapter 3 anyway
- New or changed cooperations of the project with other German and international projects

2. Status of achievement of objectives and results (3–6 pages)

A sub-chapter is formed for the project objective and for each of the project outcomes defined in the project proposal. A table is created in each subchapter. Left column: lists the indicators defined in the project proposal or specified in the planning workshop. Right column: for each indicator describe the extent to which it has been achieved so far with the support of the project.

Each PartnerAfrica project must contribute to and regularly report on at least two of the key performance indicators formulated by the Special Initiative “Decent Work for a Just Transition”. If possible, at least one indicator from the first three should be taken into account. The key performance indicators are specifically named in the project proposal or the version agreed in the detailed planning workshop. The annual report should highlight these indicators and report with concrete data on the status of implementation.

Additional explanations following the given table are usually not necessary. In exceptional cases, however, you can add important progress or problems here that cannot be assigned to individual indicators but should nevertheless be mentioned and are relevant to the respective project outcome.

3. Overall assessment and outlook (0.5 pages)

Please provide a brief assessment of the project's progress based on the indicators of the project objective defined in the project proposal (if any) and provide a brief outlook for the following year.

Photos

Photos are of central importance for the PR work for the PartnerAfrica programme as well as for the Special Initiative. Please attach meaningful photos, if possible.



Please work only in the red text fields.

Annual Report 202X

of the PartnerAfrica project within the framework of the Special Initiative "Decent Work for a Just Transition"

between

German partner

and

Local partner

PN.: XXXX.XXXX.XX
Reference number: 111 TXXXXX

Technical management:

funded by:

Logo or text German partner



Bonn, date XX.XX.20XX

C o n t e n t s

A.	Part I: Qualified summary	4
B.	Part II: Project progress report	6
1.	Major developments in the project environment	6
2.	Status of target and results achievement	6
2.1	Project objective: Copy from project proposal or the version agreed in the detailed planning workshop	6
2.2	Results	7
2.2.1	Intended result 1: Copy from the project proposal or the version agreed in the detailed planning workshop	7
2.2.2	Intended result 2: Copy from the project proposal or the version agreed in the detailed planning workshop	8
2.2.3	Intended result 3: Copy from the project proposal or the version agreed in the detailed planning workshop	8
2.2.4	Intended result 4: Copy from the project proposal or the version agreed in the detailed planning workshop	9
3.	Overall assessment and outlook	10
4.	Photos	10

List of abbreviations:

Please only list abbreviations that appear in the report.

XXX	XXXX
XXX	XXXX
XXX	XXXX
XXX	XXXX

A. Part I: Qualified summary

to be completed by sequa (1–2 pages)

Project number (BMZ)		
German partner		
Local partner(s)		
Duration		
Reporting period		
Approved funds	Total: € 000,000.00	Reporting year: € 000,000.00
Funds drawn down	Total: € 000,000.00	Reporting year: € 000,000.00
Contact person at sequa	Last name, first name Tel: +49 228 98238-XX Email: First.Last@sequa.de	
Responsible for technical management with the German project partner	Last name, first name Address Tel.: xx Email: xx	
Project management on site	Last name, first name Address Tel.: xx Email: xx	

Brief description of the project:

(Prose text: Who cooperates with whom and since when? Objective and focus of the project, special features if applicable, 1 paragraph)

Key indicators (implementation status):

(List here the **key performance indicators (KPIs)** of the **Special Initiative** mentioned in the project proposal or the version agreed in the detailed planning workshop (usually 2) **and document the progress.**

KPI x:

Target value	Current actual value (please explain briefly)

KPI x:

Target value	Current actual value (please explain briefly)

(If the initial values of the defined KPIs have changed or KPIs have been reformulated, explain here)

Project progress in the result areas:

(Prose text: A short paragraph for each result, possibly with short headings for each result)

Evaluation of the target achievement; impacts from a development perspective, need for action where appropriate:

Overall assessment of the project

- A Target fulfilled
- B Target partially met
- C Target not met
- D Project termination

(Explanation of the overall assessment, comment on the status of target achievement with special consideration of the key performance indicators of the SI "Decent Work for a Just Transition", impacts, outlook, need for action sequa/BMZ, if applicable, 1 paragraph)

B. Part II: Project progress report

1. Major developments in the project environment

(1 page for: project-relevant changes in the partner country; significant changes in the partner organisation; cooperation with other German and international projects)

XXX

2. Status of target and results achievement

(3–6 pages)

2.1 Project objective: Copy from project proposal or the version agreed in the detailed planning workshop

Indicator	Status of implementation
1. Copy from the project proposal or the version agreed in the detailed planning workshop	XXX
2.	

The project thus contributes to achieving the following **key performance indicators (KPIs) of the SI "Decent Work for a Just Transition"**:

(Select the KPIs relevant to the project from the following list (see project proposal or the version agreed in the detailed planning workshop), delete the rest)

Key performance indicator SI	Status of implementation
1. Number of people who entered into employment as a result of the SI "Decent Work for a Just Transition" (men, women, and youth).	Target value: XXX Actual value: XXX (please explain)
2. Number of people whose working conditions have improved or whose income has improved as a result of	Target value: XXX

Key performance indicator SI	Status of implementation
the SI "Decent Work for a Just Transition" (men, women, and youth).	Actual value: XXX (please explain)
3. Number of people who participate/have participated in vocational and higher education as well as in vocational qualification measures through the contribution of the SI "Decent Work for a Just Transition" (men, women, and youth).	Target value: XXX Actual value: XXX (please explain)
4. Number of businesses with which the SI "Decent Work for a Just Transition" has worked .	Target value: XXX Actual value: XXX (please explain)
5. Amount of companies' own contributions mobilised by the SI "Decent Work for a Just Transition".	Target value: XXX Actual value: XXX (please explain)
6. Number of measures that have contributed to improving the social or environmental sustainability of the clusters / industrial parks supported by the SI "Decent Work for a Just Transition".	Target value: XXX Actual value: XXX (please explain)
7. Number of businesses that confirm an improved business and investment climate in (and around) clusters / industrial parks supported by the SI "Decent Work for a Just Transition".	Target value: XXX Actual value: XXX (please explain)

2.2 Results

2.2.1 Intended result 1: **Copy from the project proposal or the version agreed in the detailed planning workshop**

Indicator	Status of implementation
1.1 Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Indicator	Status of implementation

Additional explanations (only if necessary)

XXX

2.2.2 Intended result 2: Copy from the project proposal or the version agreed in the detailed planning workshop

Indicator	Status of implementation
1.2 Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

2.2.3 Intended result 3: Copy from the project proposal or the version agreed in the detailed planning workshop



Indicator	Status of implementation
1.3 Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

2.2.4 Intended result 4: Copy from the project proposal or the version agreed in the detailed planning workshop

Indicator	Status of implementation
1.4 Copy from the project proposal or the version agreed in the detailed planning workshop	XXX

Additional explanations (only if necessary)

XXX

3. Overall assessment and outlook

(0.5 pages for: Evaluation of project progress based on the indicators of the project objective with special consideration of the key indicators of the special initiative SI "Decent Work for a Just Transition"; outlook)

XXX

4. Photos

If possible, please attach a selection of meaningful photos relating to the project with title and indication of source.

Annex C

Examples for project work

The examples for project work mentioned below are available for download from the media library of the sequa website in German or English as Word or Excel files.

- 1.1 Project planning matrix for a BMO Partnership
- 1.2 Project planning matrix for a VET Partnership
- 1.3 Project planning matrix for a PartnerAfrica Project
2. Explanatory notes on the financing plan
3. Operational planning for a partnership project
- 4.1 Impact chain BMO Partnership
- 4.2 Impact chain VET Partnership
- 4.3 Impact chain PartnerAfrica Project



Example of a project planning matrix for a BMO project

Goals	Indicators	Proof
<p>Overall objective: A strong entrepreneurial SME sector in the biogas sector contributes to sustainable environmental and climate protection in Serbia.</p>	-	-
<p>Project objective: The Serbian Biogas Association (SBA) is an established self-supporting organisation and promotes the production and use of biogas in the country.</p>	1. In a survey at the end of phase 1, 80% of SBA members say they are more satisfied with their membership than at the beginning of the project.	<ul style="list-style-type: none"> Survey at the beginning (baseline) Survey at the end of the project phase
	2. At the end of phase 1, the SBA has a 30% higher income from services and fundraising than at the beginning of the project.	<ul style="list-style-type: none"> Income determination at the beginning (baseline) Income determination at the end of the project phase
	3. By the end of phase 1, the number of members has increased by around 25% (of which at least one fifth are women) compared to the number at the beginning of the project (baseline: 150).	<ul style="list-style-type: none"> Data collection at the end of the project phase (disaggregation according to women-owned companies)
	4. At least 15 companies (of which at least 4 are women-owned) have improved their labour, environmental or social standards as a result of the project.	<ul style="list-style-type: none"> List of companies with description of improvements
<p>Result 1: The SBA is a professionally run association.</p>	1. By the end of the first project year, an operating/business plan has been prepared by the SBA and is revised annually.	<ul style="list-style-type: none"> Operating/business plan
	2. Organisational and internal communication structures/processes are established at the end of the first project year.	<ul style="list-style-type: none"> Overview/short report on internal communication structures/processes
	3. At the end of phase 1, the SBA has a functioning and professional secretariat (e.g., full-time staff are employed, office space is available, regulated working and communication structures internally and externally are established).	<ul style="list-style-type: none"> Short report (contents incl.: description of personnel structure; photos of office premises; presentation of work and communication structures)
<p>Result 2: The SBA is able to represent the interests of its members and the Serbian biogas sector.</p>	1. The SBA organises or participates in at least 4 national or international industry events per year.	<ul style="list-style-type: none"> Short report per event (contents include: schedule, participants; content of the event; photos, if applicable; findings and



Example of a project planning matrix for a BMO project

Goals	Indicators	Proof
		recommendations for action derived for the association's work)
	2. The SBA builds at least 2 strategic advocacy partnerships by the end of phase 1.	<ul style="list-style-type: none"> • Memoranda of understanding • Documentation of further agreements, if applicable
	3. At least 3 evidence-based position papers are developed by SBA and delivered to the authorities by the end of phase 1.	<ul style="list-style-type: none"> • Position papers • Note on transfer of use and ownership to authorities or correspondence
Result 3: The SBA provides needs-based services to its members and other stakeholders.	1. At least 2 capacity building measures per year are carried out for main and voluntary staff so that the SBA can offer new services.	<ul style="list-style-type: none"> • Lists of participants (disaggregation by male and female and of which youth) • Training plans • Training materials • Photos if applicable
	2. At least 2 PR measures are implemented per year.	<ul style="list-style-type: none"> • Short report per PR measure (contents include: objective of the measure; photos or screenshots, if applicable; results of the implementation; findings or recommendations for action for future measures)
	3. At least 4 new services, based on a regular needs assessment, will be offered by the SBA to members and/or non-members at the end of phase 1.	<ul style="list-style-type: none"> • Evaluation of the needs analyses • Description of services
	4. A concept for an industry information database/platform will be developed by the SBA and implemented by the end of phase 1.	<ul style="list-style-type: none"> • Concept • Short report on the implementation • Screenshots of the database/platform



Example of a project planning matrix for a BMO project

Result 1: The SBA is a professionally run association.		
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner/s?)
A1.1 Support for the establishment of a main office.		
A1.2 Training for full-time and voluntary staff.		
A1.3 Support for business plan development.		
A1.4 Support for the development of a communication strategy.		

Result 2: The SBA is able to represent the interests of its members and the Serbian biogas sector.		
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner/s?)
A2.1 Support in the planning and implementation or participation in industry events.		
A2.2 Support in identifying strategic partners.		
A2.3 Establishing a pool of information.		
A2.4 Training on the development of position papers.		



Example of a project planning matrix for a BMO project

Result 3: The SBA provides needs-based services to its members and other stakeholders.		
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner/s?)
A3.1 Training on needs assessments.		
A3.2 Support in conducting needs assessments.		
A3.3 Training on service development.		
A3.4 Support in setting up services (creating concepts, planning development, etc.).		
A3.5 Support in the implementation of public relations (creation of flyers, revision of website, etc.).		

Example of a project planning matrix for a VET project

Goals	Indicators	Proof
Overall objective: The Ugandan economy has access to a sufficient number of practically trained personnel.	-	-
Project objective: The Ugandan partner institutions are able to implement vocational training and further education measures according to the needs of the Ugandan economy.	1. In the course of the project, at least 12 vocational education and training measures were carried out with a total of at least 120 participants (of which at least 40 were women).	<ul style="list-style-type: none"> • Lists of participants (disaggregation by male and female and of these by youth) • Training plans • Training materials • Photos if applicable
	2. At least 30 graduates (at least 10 of whom were women) had taken up employment by the end of the project phase.	<ul style="list-style-type: none"> • Data collection at the end of the phase
	3. At least 30 graduates (at least 10 of them women) were able to increase their salary by the end of the project phase.	<ul style="list-style-type: none"> • Data collection at the beginning of the training (baseline) • Data collection at the end of the phase
	4. At least 30 companies (of which at least 5 are women-owned) participate in the training and further education measures.	<ul style="list-style-type: none"> • List of companies (disaggregation according to women-owned companies)
Result 1: Selected Ugandan business associations are empowered to identify and articulate the needs of their member businesses for specifically trained or further developed personnel or for specific training or development measures.	1. At least 50 employees of the trade associations involved in the project had been trained in methodology, implementation, and evaluation of small empirical surveys of qualification needs in member companies by the end of the first project year.	<ul style="list-style-type: none"> • Lists of participants (disaggregation by male and female and of these by youth) • Training plans • Training materials • Photos if applicable
	2. During the three-year project period, at least one survey was conducted annually on the qualification needs in the member companies of the trade associations involved in the project.	<ul style="list-style-type: none"> • Survey documents
	3. The results of the surveys (Ind. 1.2) have been published in an appropriate form by the end of the project phase.	<ul style="list-style-type: none"> • Documentation of the publications



Example of a project planning matrix for a VET project

Goals	Indicators	Proof
Result 2: Selected Ugandan business associations and vocational training institutions are qualified to jointly develop the content of practice-oriented training and further education measures until they are ready for certification and to plan them organisationally.	1. A committee for coordination, decision-making, elaboration and organisation of vocational education and training measures to be launched is established by the end of the first project year and meets at least twice per project year.	<ul style="list-style-type: none"> • Conference agendas • Protocols
	2. There are at least two revised or newly developed curricula for basic or advanced training measures in selected occupations per project year.	<ul style="list-style-type: none"> • Curricula
	3. Revised or new teaching and learning materials are available per project year for at least the two training measures in selected occupations as advised above.	<ul style="list-style-type: none"> • Teaching and learning materials
	4. For each project year, revised or new examination regulations are available for the above-mentioned at least two initial or further training measures in selected occupations.	<ul style="list-style-type: none"> • Examination regulations
	5. At least one state recognition of the degrees was applied for by the end of the project phase for the planned annual minimum of two training and further education measures.	<ul style="list-style-type: none"> • Application • If applicable, correspondence
Result 3: The personnel and technical requirements for the implementation of training and further education measures in the training centres and member companies are met.	1. At least 10 Ugandan trainers/teachers (at least 3 of them women) of vocational subjects are trained annually.	<ul style="list-style-type: none"> • Lists of participants (disaggregation by male and female and of these by youth) • Training plans • Training materials • Photos if applicable
	2. At least 50 qualified trainers (of which at least 16 are women) for the implementation of training and further education measures are available in selected Ugandan training centres and training member companies at the latest by the third project year.	<ul style="list-style-type: none"> • Overview and contact details of the trainers
	3. Selected workshops are equipped to meet training requirements by the end of the first project year.	<ul style="list-style-type: none"> • Inventory lists • Transfer of use and ownership protocols • Photos of the workshops

Example of a project planning matrix for a VET project

Result 1: Selected Ugandan business associations are empowered to identify and articulate the needs of their member businesses for specifically trained or further developed personnel or for specific training or development measures.		
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner?)
A1.1 Establishing organisational structures and staff responsibilities for the needs assessment of qualification requirements of member companies at selected private sector associations.		
A1.2 Support in identifying the need for specifically trained staff or for training and/or further training measures in the member companies.		
A1.3 Establishing mechanisms to coordinate education and training needs between all stakeholders.		
A1.4 Support in formulating and presenting needs to relevant agencies.		

Result 2 Selected Ugandan business associations and vocational training institutions are qualified to jointly develop the content of practice-oriented training and further education measures until they are ready for certification and to plan them organisationally.		
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner?)
A2.1 Revise and/or develop curricula of selected professions according to identified needs.		
A2.2 Adapt or develop new teaching and learning materials.		
A2.3 Adapt and/or redevelop examination requirements and regulations.		
A2.4 Apply for and obtain confirmation of recognition of curricula and of examination and certification modalities for the above-mentioned educational measures.		



Example of a project planning matrix for a VET project

Result 3: Selected training centres are qualified to carry out training and further education measures in selected occupations according to the surveyed needs of the economy.		
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner?)
A3.1 Train trainers/teachers to carry out initial, additional, and further training measures in selected subjects in terms of content and didactics.		
A3.2 Equip workshops in selected Ugandan vocational education and training institutions with adequate equipment.		
A3.3 Conduct at least two education, training, and/or further education measures annually according to the needs identified by survey and according to the outlined approach.		

Example of a project planning matrix for a PA project

PA Ghana (modified)

Goals	Indicators	Proof
<p>Overall objective: Commercial farms, contract farmers cooperating with them, and workers in the fruit-vegetable, root and tuber (FVRT) sector as well as communities in the growing regions benefit from growing access to the international market.</p>	-	-
<p>Project objective: FAGE, VEPEAG and possibly other farmer associations are strengthened in their capacity and, through their services, contribute to increased jobs and farm incomes through more high-quality FVRT exports from Ghana.</p>	<ul style="list-style-type: none"> Jobs on the member farms of the partner associations increased by 500 (at least 150 women and 50 youth) from 2,000 to 2,500 by the end of the project (KPI 1). 	<ul style="list-style-type: none"> Employment contracts, receipts of wage payments
	<ul style="list-style-type: none"> The working conditions of 1,000 farm workers (at least 600 women and 200 youth) were improved (KPI 2). 	<ul style="list-style-type: none"> Employment contracts, insurance cards
	<ul style="list-style-type: none"> 500 participants (at least 200 women and 100 youth) from 100 farms participated in Global GAP training courses (KPI 3). 	<ul style="list-style-type: none"> Lists of participants
	<ul style="list-style-type: none"> Five pilot concepts to reduce post-harvest losses and increase value added have been developed by the partner associations (KPI 7). 	<ul style="list-style-type: none"> Description and photos of the concepts
<p>Result 1: The internal organisation and processes at the partner associations are fundamentally developed and meet the current and future needs of their members.</p>	1. Current organisational charts for the associations are available.	<ul style="list-style-type: none"> Organizational charts
	2. Mission statements for the FAGE umbrella organisation and the farmers' associations are available, including the roles of the associations, also in distinction to FAGE.	<ul style="list-style-type: none"> Mission statements (print or online)
	3. There is an agreed strategy for advocacy with the government.	<ul style="list-style-type: none"> Strategy papers
	4. The associations have a strategy for effective and efficient service delivery to farms in the FVRT sector.	<ul style="list-style-type: none"> Strategy papers
<p>Result 2: The supply chains in the FVRT sector of Ghana are professionalised with the active participation of the partner associations and meet international standards of quality assurance.</p>	1. A feasibility study on the possible transition to organic farming and fair trade is available.	<ul style="list-style-type: none"> Feasibility study
	2. The partner associations offer their members regular training on the topics of Global GAP, organic farming, fair trade, and crop protection.	<ul style="list-style-type: none"> Training programme of the associations
	3. Transparent supply chains allow the traceability of export goods to the respective farm.	<ul style="list-style-type: none"> App/database with data on the individual stages of the supply chain
	4. Model contracts exist between farms and contract farmers that include strengthening social sustainability in the value chain.	<ul style="list-style-type: none"> Model contract

Example of a project planning matrix for a PA project

Goals	Indicators	Proof
Result 3: A strategy for building a socially and ecologically sustainable FVRT cluster has been developed together with the partner associations and initial activities are being implemented.	1. Refrigerated vehicles for low-loss transport from the production regions to the port of export have been procured.	<ul style="list-style-type: none"> Vehicle documents, photos
	2. Approximately five refrigerated interim storage facilities have been set up for the supply chains.	<ul style="list-style-type: none"> Photo documentation
	3. At least two FVRT cluster-related activities have been started, e.g. labour-intensive composting of organic waste, greenhouse construction using local raw materials (bamboo), or solar drying of fruits.	<ul style="list-style-type: none"> Description of the activities, photos

Result 1: The internal organisation and processes at the partner associations are fundamentally developed and meet the current and future needs of their members.	Indicators: <ol style="list-style-type: none"> Current organisational charts for the associations are available. Mission statements for the FAGE umbrella organisation and the farmers' associations are available, including the roles of the associations, also in distinction to FAGE. There is an agreed strategy for advocacy with the government. The associations have a strategy for effective and efficient service delivery to farms in the FVRT sector. 	
Planned activities	Resources (What is needed? What resources do the partners contribute to implement the project activities?)	Costs (What costs can the project cover? What are the costs of the local project partner?)
A1.1 Analysis and consultation of the associations on the adaptation of the organisational structure and procedures.		
A1.2 Investment grants in suitable office facilities, including reliable power supply (decentralised renewable energy) and ICT equipment, internet access.		
A1.3 Support in development of an appropriate funding model to ensure financial sustainability.		
A1.4 Developing a lobbying strategy.		



Example of a project planning matrix for a PA project

<p>Result 2 The supply chains in the FVRT sector of Ghana are professionalised with the active participation of the partner associations and meet international standards of quality assurance.</p>	<p>Indicators</p> <ol style="list-style-type: none"> 1. A feasibility study on the possible transition to organic farming and fair trade is available. 2. The partner associations offer their members regular training on the topics of Global GAP, organic farming, fair trade, and crop protection. 3. Transparent supply chains allow the traceability of export goods to the respective farm. 4. Model contracts exist between farms and contract farmers that include strengthening social sustainability in the value chain. 	
<p>Planned activities</p>	<p>Resources (What is needed? What resources do the partners contribute to implement the project activities?)</p>	<p>Costs (What costs can the project cover? What are the costs of the local project partner?)</p>
<p>A2.1 Establishing a database of farms and their associated contract farmers for product traceability.</p>		
<p>A2.2 Consulting on the development of appropriate contractual arrangements between farms and contract farmers.</p>		
<p>A2.3 Training farmers on Global GAP and providing technical and financial support for certification.</p>		
<p>A2.4 Training farmers in the use of environmentally sound farm management (Integrated Pest Management, organic fertiliser).</p>		



Example of a project planning matrix for a PA project

<p>Result 3: A strategy for building a socially and ecologically sustainable FVRT cluster has been developed together with the partner associations and initial activities are being implemented.</p>	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Refrigerated vehicles for low-loss transport from the production regions to the port of export have been procured. 2. Approximately five refrigerated interim storage facilities for the supply chains have been set up. 3. At least two FVRT cluster-related activities have been started, e.g., labour-intensive composting of organic waste, greenhouse construction using local raw materials (bamboo), or solar drying of fruits. 	
<p>Planned activities</p>	<p>Resources (What is needed? What resources do the partners contribute to implement the project activities?)</p>	<p>Costs (What costs can the project cover? What are the costs of the local project partner?)</p>
<p>A3.1 Supporting the implementation of feasibility studies for FVRT-related activities.</p>		
<p>A3.2 Financial support for and advice on product developments in the field of greenhouse construction, composting systems and solar drying.</p>		
<p>A3.3 Financial support for the provision or modernisation of suitable production facilities.</p>		
<p>A3.4 Acquisition and financing of refrigerated vehicles.</p>		

Example: Explanatory notes on the financing plan

Expenditure items		Number	Euro	Amount in Euro
1.	Personnel costs of the long-term expert:			
1.1	Assignment of a long-term expert for 36 months; incl. all personal costs (relocation, departure and return, home leave, preparation if necessary)	36	8.000,00	288.000,00
1.2	Travel expenses of the LTE to Europe to attend conferences, coordination meetings, etc.	2	5.000,00	10.000,00
1.3	Travel costs of the LTE within the partner country and neighbouring countries	1	10.000,00	10.000,00
1.4	Supplementary equipment for the project office on site (laptop, photocopier etc.)	1	5.000,00	5.000,00
1.5	Purchase project vehicle (used)	1	15.000,00	15.000,00
1.6	Running costs for project vehicle as well as running costs for office and telecommunication (the premises for the project office are provided by the foreign partner free of charge)	36	300,00	10.800,00
Subtotal 1:				338.800,00
2.	Use of short-term experts for advisory and training measures:			
2.1	Use of internal STE of the German partner for advisory and training measures: approx. 3 assignments of 10 days per year = 90 days up to € 350 per day Reimbursement of personnel costs	90	350,00	31.500,00
2.2	Travel costs for STEs of the German partner of an average of € 4,000 per assignment	9	4.000,00	36.000,00
2.3	Use of external STEs for advisory and training measures: approx. 3 trips of 10 days per year = 90 days according to market rates at an average of € 500 per day	90	500,00	45.000,00
2.4	Travel costs for external STEs approx. € 4,000 per assignment	9	4.000,00	36.000,00
2.5	Deployment of local experts (incl. local travel costs)	1	10.000,00	10.000,00
Subtotal 2:				158.500,00
3.	Grants for personnel and material costs of the partner organisation:			
3.1	Subsidies to salary of a new employee in the VET department; (degressive: 1st year 90 %; 2nd year 80 %; 3rd year 60 %)	1	6.000,00	6.000,00
Subtotal 3:				6.000,00
4.	Equipment aid:			
4.1	Complementary equipment for workshops and training rooms	1	45.000,00	45.000,00
Subtotal 4:				45.000,00
5.	Training and education activities including development of teaching materials:			
5.1	Training and education measures for approx. 8 staff members of the local partner in Germany à 15 days on average (travel costs, course costs, supervision costs, pocket money, interpreters, etc.)	8	4.000,00	32.000,00
5.2	Training and education measures for employees of the local partner in the partner country (travel costs and local transport costs, course costs incl. local trainer, if applicable)	1	20.000,00	20.000,00
5.3	Development and translation of teaching and learning materials in the selected areas	1	10.000,00	10.000,00
Subtotal 5:				62.000,00
6.	Public relations:			
6.1	Public relations of the project (print media, leaflets, website, events, etc.)	1	15.000,00	15.000,00
6.2	Regional and national conferences to disseminate information about dual VVP and the project results	1	22.200,00	22.200,00
Subtotal 6:				37.200,00
7.	Technical advice and expertise for project implementation:			
	not applicable			0,00
Subtotal 7:				0,00

Example: Explanatory notes on the financing plan

Expenditure items		Number	Euro	Amount in Euro
8.	<i>Technical management:</i>			
8.1	Reimbursement of personnel costs for technical management incl. secretarial and accounting support	36	3.000,00	108.000,00
8.2	Consumables flat rate	36	200,00	7.200,00
8.3	Travel costs for approx. 3 trips abroad of approx. 10 days each by the technical management team to the project country (and region, if applicable)	3	4.000,00	12.000,00
8.4	Travel costs of the technical management in Germany, e.g. coordination with sequa	1	1.000,00	1.000,00
Subtotal 8:				128.200,00
9.	<i>Preliminary studies, project planning, and other costs:</i>			
9.1	Detailed planning workshop at the beginning of the project (participation sequa, external moderator, German and foreign experts). Partner, incl. material, room rental, catering if necessary)	1	15.000,00	15.000,00
9.2	Project progress control in the third project year (expert, sequa, German partner)	1	25.000,00	25.000,00
9.3	Costs for any translations that may be required	1	2.000,00	2.000,00
Subtotal 9:				42.000,00
Direct project expenditure (totals 1 to 9):				817.700,00
Flat-rate remuneration for administrative expenses (10 %):				82.300,00
TOTAL EXPENDITURES:				900.000,00

Exmpl: Operational planning for a partnership project

sequa / DIHK CEFTA Programme

Operational plan

	Finalised or not started		Implementation of task with sub-tasks under implementation
	Implementation of task or sub-task		Not timely fixed yet but to be implemented in the given period

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark		
		Year 1 (July Year 1 to April Year 2)																	
		07	08	09	10	11	12	01	02	03	04								
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																			
Result 1: Know-how and management of the CEFTA Economic Chambers are strengthened with respect to their role in the implementation of CEFTA.																			
A1.1 Organisation and implementation of seminars for managers of the Chambers e.g. on management, project management, clusters, etc.																			To be continued with the same scheme in Year 2
A1.1.1 Development of an application scheme																DIHK	Application form		
A1.1.2 Application																Chambers		Application	
A1.1.3 Decision on assistance																DIHK	List		
A1.1.4 Implementation																Chambers	Finances Trainers	Participants	
A1.2 Organisation of exchange stays of Chambers from partner countries in Germany																			To be continued with the same scheme in Year 2
A1.2.1 Development of an application scheme																DIHK	Application form		
A1.2.2 Application																Chambers		Application	
A1.2.3 Decision on assistance																DIHK	List		
A1.2.4 Implementation																Chambers	Finances Trainers	Participants	
A1.3 Organisation of exchange stays of Chambers from partner countries in Chambers of Greece, Turkey, Bulgaria																			To be continued with the same scheme in Year 2
A1.3.1 Development of an application scheme																DIHK	Application form		
A1.3.2 Application																Chambers		Application	
A1.3.3 Decision on assistance																DIHK	List		
A1.3.4 Implementation																Chambers	Finances Trainers	Participants Hosts	
A1.4 Annual CEFTA Coordinators Meeting																DIHK	Finances	Participants	In Germany
A1.5 Study tours for staff of the Chambers to European Chambers and organisations e.g. CEFTA Secretariat in Brussels																DIHK Chambers	Finances Hosts	Participants	
A1.6 Selection of and special training for a CEFTA expert in each Chamber																Chambers			
A1.6.1 Selection of experts																Chambers			To be determined
A1.6.2 Training implementation																DIHK	Finances Experts	Experts	To start in in Year 2

Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark		
		Year 1 (July Year 1 to April Year 2)																	
		07	08	09	10	11	12	01	02	03	04								
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																			
A1.7 Development of individual strategy papers for the Chambers for implementation of CEFTA															each Chamber DIHK	Coordination Consultancy	Development of Strategy	To be continued in Year 2	
Result 2: The CEFTA Economic Chambers provide SMEs with sustainable services and thereby strengthen their competitiveness for exploiting the opportunities offered by the CEFTA agreement.																			
A2.1 Assistance to Chambers in organisation and implementation of seminars for SME (incl. an application scheme)																			To be continued with the same scheme in Year 2
A2.1.1 Development of an application scheme																DIHK	Application form		
A2.1.2 Application																Chambers		Application	
A2.1.3 Decision on Assistance																DIHK	List		
A2.1.4 Implementation																Chambers	Finances (Trainers)	Participants Organisation	
A2.2 Assistance to Chambers in participating in international trade fairs in CEFTA countries (incl. an application scheme)																			To be continued with the same scheme in Year 2
A2.2.1 Development of an application scheme																DIHK	Application form		
A2.2.2 Application																Chambers		Application	
A2.2.3 Decision on assistance																DIHK	List		
A2.2.4 Implementation																Chambers	Finances Organisation	Participants Organisation	
A2.3 Development of a guide "Doing Business in CEFTA Countries"																			
A2.3.1 First draft of table of contents																Chamber Croatia			
A2.3.2 Development of gGuide																all Chambers			To be continued in Year 2
A2.4 Training-of-Trainers for Chamber trainers																DIHK	Expertise Finances	Needs Participants	To be continued in Year 2
A2.5 Assistance to Chamber in developing new training programmes for SME with regard to CEFTA																			To start in in Year 2
A2.6 Assistance to Chambers in implementing annual B2B meetings (e.g. sector oriented)																			To start in in Year 2
Result 3: The CEFTA Economic Chambers act as competent representatives of business in the political dialogue for the implementation of CEFTA.																			
A3.1 Organisation and implementation of top-level conferences with participation from ministries and public administration																			To start in in Year 2
A3.2 Assistance to Chambers in participating in the annual CEFTA week																DIHK all Chambers	Finances Organisation	Expertise Participants	
A3.3 Development of a joint road map for all CEFTA country Governments on "How to make CEFTA work"																			To be continued in Year 2

Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark		
		Year 1 (July Year 1 to April Year 2)																	
		07	08	09	10	11	12	01	02	03	04								
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																			
																			List of problems builds the basis (A4.3)
A3.4 Assistance to Chambers for constant publication of news and information on CEFTA and annual development of a press-cutting folder																all Chambers		Publications	
A3.5 Training for Chamber staff and SME on Regulatory Impact Assessment (RIA) and assistance to Chambers in order to improve the national systems																			To start in in Year 2
A3.6 Development of Strategy Papers for the implementation of CEFTA by the Chambers																all Chambers	Expertise	Experts development	To be continued in Year 2
Result 4: The CEFTA Economic Chambers have established a systematic and regular exchange of know-how and undertake joint activities.																			
A4.1 Development of a common communication scheme between partners																DIHK	Expertise	Addresses etc.	
A4.2 Development and maintenance of a CEFTA Project website																Chamber Serbia	Finances	Planning Implement.	To be linked to CEFTA website and vice versa
A4.3 Development of a list of CEFTA problems to be solved and annual adaptation incl. solutions used																Chamber Macedonia	Coordination	Problems	To be finalised after CEFTA week
A4.4 Development of a list (with assistance of a questionnaire) of non-tariff trade barriers in CEFTA countries																all Chambers	Coordination	Barriers	To be part of list of problems
A4.5 Implementation of a "CEFTA promotion tour" (businesses) to Germany																			To start in Year 2
A4.6 Support of the three national CEFTA working groups: (a) non-tariff trade barriers and technical standards, (b) agriculture and (c) rules of origin e.g. by assisting in implementing annual meetings																DIHK all Chambers	Coordination Finances	Participants	Jointly with CEFTA week

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark		
		Year 2 (May Year 2 to April Year 3)																	
		05	06	07	08	09	10	11	12	01	02	03	04						
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																			
Result 1: Know-how and management of the CEFTA Economic Chambers are strengthened with respect to their role in the implementation of CEFTA.																			
A1.1 Organisation and implementation of seminars for managers of the Chambers e.g. on management, project management, clusters, etc.																			Continued from Y 1
A1.1.1 Development of an application scheme																			Finalised in Y 1
A1.1.2 Application																Chambers		Application	
A1.1.3 Decision on Assistance																DIHK	List		
A1.1.4 Implementation																Chambers	Finances Trainers	Participants	

Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark		
		Year 2 (May Year 2 to April Year 3)																	
		05	06	07	08	09	10	11	12	01	02	03	04						
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																			
A1.2 Organisation of exchange stays of Chambers form partner countries in Germany																			Continued from Y 1
A1.2.1 Development of an application scheme																			Finalised in Y 1
A1.2.2 Application																Chambers		Application	
A1.2.3 Decision on Assistance																DIHK	List		
A1.2.4 Implementation																Chambers	Finances Trainers	Participants	
A1.3 Organisation of exchange stays of Chambers form partner countries in Chambers of Greece, Turkey, Bulgaria																			Continued from Y 1
A1.3.1 Development of an application scheme																			Finalised in Y 1
A1.3.2 Application																Chambers		Application	
A1.3.3 Decision on Assistance																DIHK	List		
A1.3.4 Implementation																Chambers	Finances Trainers	Participants Hosts	
A1.4 Annual CEFTA Coordinators Meeting																DIHK	Finances	Participants	To be determined
A1.5 Study tours for staff of the Chambers to European Chambers and organisations e.g. CEFTA Secretariat in Brussels																			Finalised in Y 1
A1.6 Selection of and special training for a CEFTA Expert in each Chamber																Chambers			To be determined
A1.6.1 Selection of experts																			Finalised in Year 1
A1.6.2 Training implementation																DIHK	Finances Experts	Experts	To be determined
A1.7 Development of individual strategy papers for the Chambers for implementation of CEFTA																each Chamber DIHK	Coordination Consultancy	Development of Strategy	Continued from Y 1 Finalisation to be determined
Result 2: The CEFTA Economic Chambers provide SMEs with sustainable services and thereby strengthen their competitiveness for exploiting the opportunities offered by the CEFTA agreement.																			
A2.1 Assistance to Chambers in organisation and implementation of seminars for SME (incl. an application scheme)																			Continued from Y 1
A2.1.1 Development of an application scheme																			Finalised in Y 1
A2.1.2 Application																Chambers		Application	
A2.1.3 Decision on assistance																DIHK	List		
A2.1.4 Implementation																Chambers	Finances (Trainers)	Participants Organisation	
A2.2 Assistance to Chambers in participating in international trade fairs in CEFTA countries (incl. an application scheme)																			Continued from Y 1
A2.2.1 Development of an application scheme																			Finalised in Y 1
A2.2.2 Application																Chambers		Application	
A2.2.3 Decision on assistance																DIHK	List		

Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark		
		Year 2 (May Year 2 to April Year 3)																	
		05	06	07	08	09	10	11	12	01	02	03	04						
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																			
A2.2.4 Implementation															Chambers	Finances Organisation	Participants Organisation		
A2.3 Development of a guide "Doing Business in CEFTA Countries"																			Continued from Y 1 Finalisation to be determined
A2.3.1 First draft of table of contents																			Finalised in Y 1
A2.3.2 Development of guide																all Chambers and Chamber Croatia			Continued from Y 1 finalisation to be determined
A2.4 Training-of-Trainers for Chamber trainers																DIHK	Expertise Finances	Needs Participants	To be determined
A2.5 Assistance to Chamber in developing new training programmes for SME with regard to CEFTA																			To be determined
A2.6 Assistance to Chambers in implementing annual B2B meetings (e.g. sector oriented)																			To be determined
Result 3: The CEFTA Economic Chambers act as competent representatives of business in the political dialogue for the implementation of CEFTA.																			
A3.1 Organisation and implementation of top-level conferences with participation from ministries and public administration																			To be determined
A3.2 Assistance to Chambers in participating in the annual CEFTA week																DIHK all Chambers	Finances Organisation	Expertise Participants	To be determined
A3.3 Development of a joint road map for all CEFTA country Governments on "How to make CEFTA work"																DIHK all Chambers			Continued from Y 1 finalisation to be determined
A3.4 Assistance to Chambers for constant publication of news and information on CEFTA and annual development of a press-cutting folder																all Chambers		Publications	
A3.5 Training for Chamber staff and SME on Regulatory Impact Assessment (RIA) and assistance to Chambers in order to improve the national systems																DIHK	Finances (Trainers)	Expertise Participants	To be determined
A3.6 Development of individual Strategy Papers for the implementation of CEFTA by the Chambers																all Chambers	Expertise	Experts development	Continued from Y 1 Finalisation to be determined
Result 4: The CEFTA Economic Chambers have established a systematic and regular exchange of know-how and undertake joint activities.																			
A4.1 Development of a common communication scheme between partners																			Finalised in Y 1
A4.2 Development and maintenance of a CEFTA Project website																Chamber Serbia	Finances	Planning Implement.	To be continued from Y 1
A4.3 Development of a list of CEFTA problems to be solved and annual adaptation incl. solutions used																Chamber Macedonia	Coordination	Problems	To be finalised after CEFTA week

Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark			
		Year 2 (May Year 2 to April Year 3)																		
		05	06	07	08	09	10	11	12	01	02	03	04							
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																				
A4.4 Development of a list (with assistance of a questionnaire) of non-tariff trade barriers in CEFTA countries																				Finalised in Y 1, possibly to be added on in each year
A4.5 Implementation of a "CEFTA promotion tour" (businesses) to Germany																	DIHK			To be determined
A4.6 Support of the three national CEFTA working groups: (a) non-tariff trade barriers and technical standards, (b) agriculture and (c) rules of origin e.g. by assisting in implementing annual meetings																	DIHK all Chambers	Coordination Finances	Participants	To be determined

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark			
		Year 3 (May Year 3 to Project End)																		
		05	06	07	08	09	10	11	12	01	02	03	04							
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																				
Result 1: Know-how and management of the CEFTA Economic Chambers are strengthened with respect to their role in the implementation of CEFTA.																				
A1.1 Organisation and implementation of seminars for managers of the Chambers e.g. on management, project management, clusters, etc.																				Continued from Y 2
A1.1.1 Development of an application scheme																				Finalised in Y 1
A1.1.2 Application																	Chambers		Application	
A1.1.3 Decision on assistance																	DIHK	List		
A1.1.4 Implementation																	Chambers	Finances Trainers	Participants	
A1.2 Organisation of exchange stays of Chambers form partner countries in Germany																				Continued from Y 2
A1.2.2 Application																	Chambers		Application	
A1.2.3 Decision on assistance																	DIHK	List		
A1.2.4 Implementation																	Chambers	Finances Trainers	Participants	
A1.3 Organisation of exchange stays of Chambers form partner countries in Chambers of Greece, Turkey, Bulgaria																				Continued from Y 2
A1.3.1 Development of an application scheme																				Finalised in Y 1
A1.3.2 Application																	Chambers		Application	
A1.3.3 Decision on assistance																	DIHK	List		
A1.3.4 Implementation																	Chambers	Finances Trainers	Participants Hosts	
A1.4 Annual CEFTA Coordinators Meeting																	DIHK	Finances	Participants	To be determined
A1.5 Study tours for staff of the Chambers to European Chambers and organisations e.g. CEFTA Secretariat in Brussels																				Finalised in Y 1

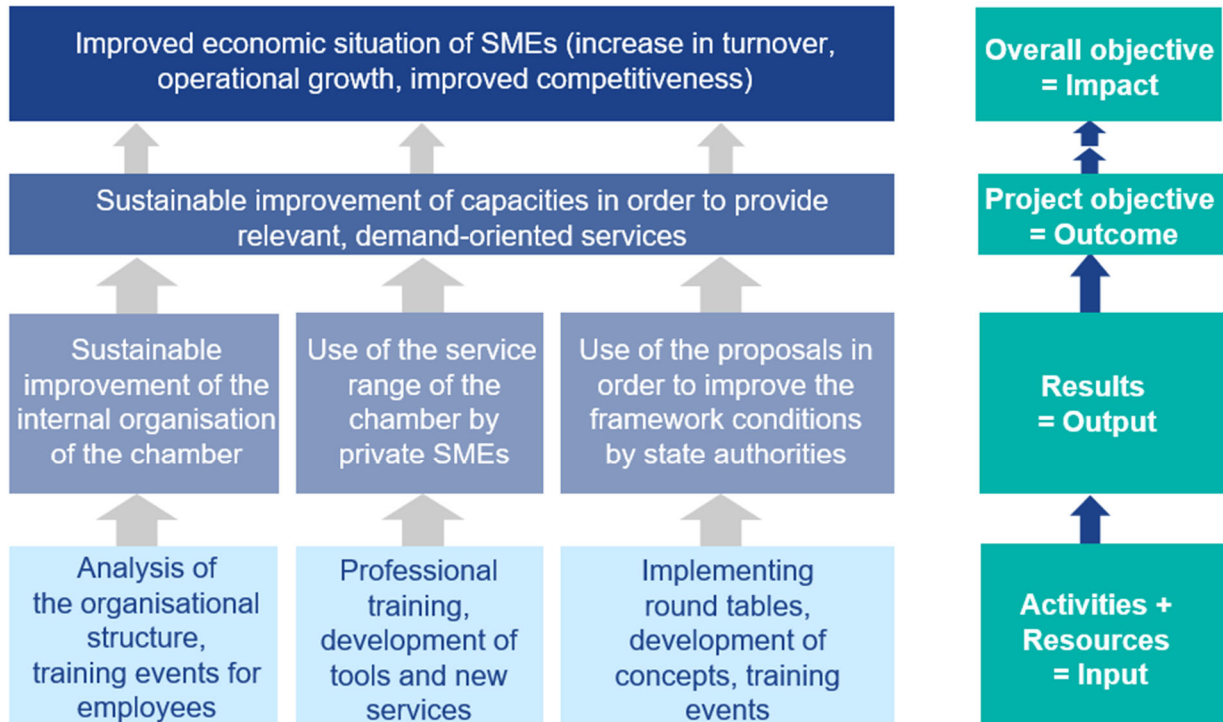
Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark	
		Year 3 (May Year 3 to Project End)																
		05	06	07	08	09	10	11	12	01	02	03	04					
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																		
A1.6 Selection of and special training for a CEFTA expert in each Chamber															Chambers			To be determined
A1.6.1 Selection of experts																		Finalised in year 1
A1.6.2 Training implementation															DIHK	Finances Experts	Experts	To be determined
A1.7 Development of individual strategy papers for the Chambers for implementation of CEFTA																		Finalised in Year 2
Result 2: The CEFTA Economic Chambers provide SMEs with sustainable services and thereby strengthen their competitiveness for exploiting the opportunities offered by the CEFTA agreement.																		
A2.1 Assistance to Chambers in organisation and implementation of seminars for SME (incl. an application scheme)																		Continued from Y 1
A2.1.1 Development of an application scheme																		Finalised in Y 1
A2.1.2 Application															Chambers		Application	
A2.1.3 Decision on assistance															DIHK	List		
A2.1.4 Implementation															Chambers	Finances (Trainers)	Participants Organisation	
A2.2 Assistance to Chambers in participating in international trade fairs in CEFTA countries (incl. an application scheme)																		Continued from Y 1
A2.2.1 Development of an application scheme															DIHK	Application form		
A2.2.2 Application															Chambers		Application	
A2.2.3 Decision on assistance															DIHK	List		
A2.2.4 Implementation															Chambers	Finances Organisation	Participants Organisation	
A2.3 Development of a guide "Doing Business in CEFTA Countries"																		Finalised in Year 2
A2.3.1 First draft of table of contents															Chamber Croatia			Finalised in Y 1
A2.3.2 Development of guide															all Chambers			Finalised in Year 2
A2.4 Training-of-Trainers for Chamber trainers															DIHK	Expertise Finances	Needs Participants	To be determined
A2.5 Assistance to Chamber in developing new training programmes for SME with regard to CEFTA																		To be determined
A2.6 Assistance to Chambers in implementing annual B2B meetings (e.g. sector oriented)																		To be determined
Result 3: The CEFTA Economic Chambers act as competent representatives of business in the political dialogue for the implementation of CEFTA.																		
A3.1 Organisation and implementation of top-level conferences with participation from ministries and public administration																		To be determined

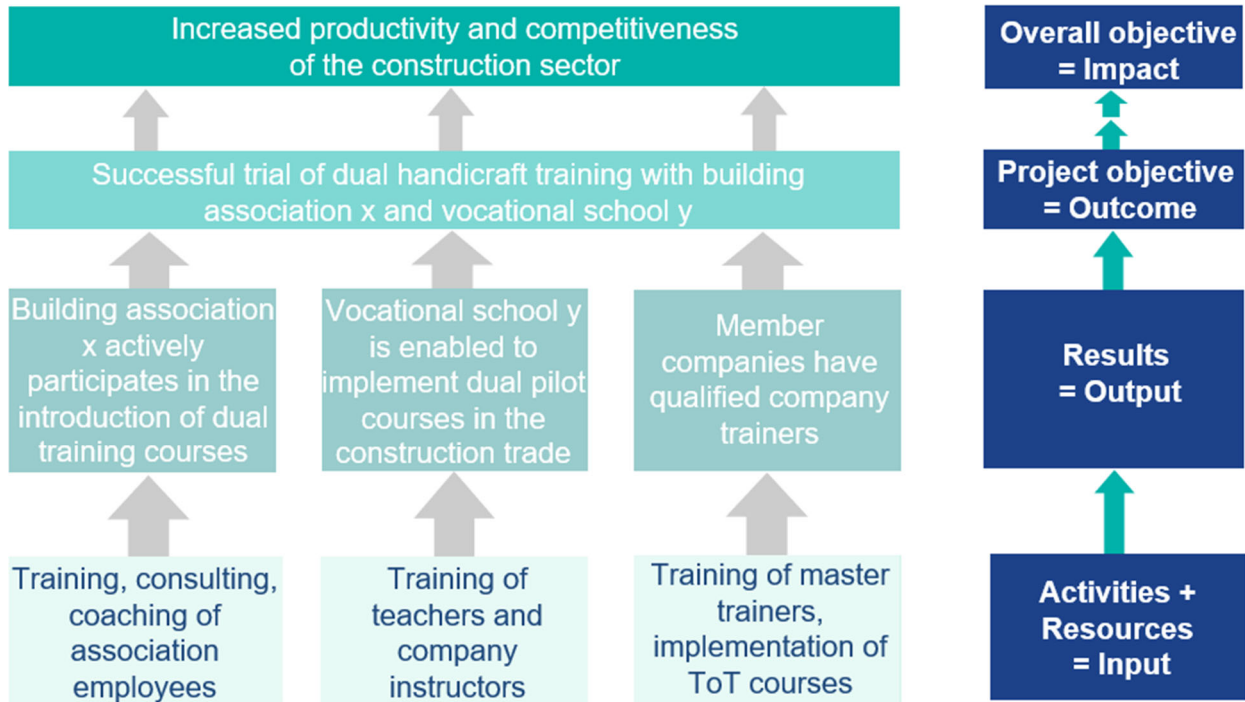
Exmpl: Operational planning for a partnership project

Results / activities	Deadline	Implementation												Responsible	sequa/ DIHK input	Partner input	Remark	
		Year 3 (May Year 3 to Project End)																
		05	06	07	08	09	10	11	12	01	02	03	04					
Objective: The Chambers of the CEFTA countries are qualified for an active role in the implementation the CEFTA Agreement, particularly with respect to promoting SMEs.																		
A3.2 Assistance to Chambers in participating in the annual CEFTA week															DIHK all Chambers	Finances Organisation	Expertise Participants	To be determined
A3.3 Development of a joint road map for all CEFTA country Governments on “How to make CEFTA work”															DIHK all Chambers			Finalised in Year 2
A3.4 Assistance to Chambers for constant publication of news and information on CEFTA and annual development of a press-cutting folder															all Chambers		Publications	
A3.5 Training for Chamber staff and SME on Regulatory Impact Assessment (RIA) and assistance to Chambers in order to improve the national systems																		To be determined
A3.6 Development of Strategy Papers for the implementation of CEFTA by the Chambers															all Chambers	Expertise	Experts development	Finalised in Year 2
Result 4: The CEFTA Economic Chambers have established a systematic and regular exchange of know-how and undertake joint activities.																		
A4.1 Development of a common communication scheme between partners															DIHK	Expertise	Addresses etc.	Finalised in Y 1
A4.2 Development and maintenance of a CEFTA Project website															Chamber Serbia	Finances	Planning Implement.	To be continued from Y 1
A4.3 Development of a list of CEFTA problems to be solved and annual adaptation incl. solutions used															Chamber Macedonia	Coordination	Problems	To be finalised after CEFTA week
A4.4 Development of a list (with assistance of a questionnaire) of non-tariff trade barriers in CEFTA countries																		Finalised in Y 1, possibly to be added on in each year
A4.5 Implementation of a “CEFTA promotion tour” (businesses) to Germany																		To be determined
A4.6 Support of the three national CEFTA working groups: (a) non-tariff trade barriers and technical standards, (b) agriculture and (c) rules of origin e.g. by assisting in implementing annual meetings															DIHK all Chambers	Coordination Finances	Participants	To be determined

Example of impact chain BMO partnership



Example of impact chain VET partnership



Example of impact chain PartnerAfrica project



