Outcome- and process-related questions to help you implement GTZ policy on contract and cooperation management. This grid reflects the structure of the policy document. It lists orientation and help documents related to the individual themes and suggests practical tools. On the basis of these individual themes, the procedure for GTZ's contract and cooperation management policy can be reviewed and clarified in a dialogue with the superior.

Theme	Outcome-related Questions	Process-related Questions	Orientation + Help	Tools *
Our understanding of contract and cooperation management	○ Who are our clients? ○ What are our contractual terms? ○ Against what yardstick will we be measured? ○ What bilateral and multilateral donor initiatives exist in the same priority area/ sector (sector programmes, co-financing arrangements, PRSP, budget assistance)? ○ What networking and participation options exist for us? ○ How can these programmes and the existing priority sector strategy papers be combined? ○ What is the role of the GTZ in shaping international cooperation?	○ How can we clarify the terms of our contract? ○ How can we shape cooperation with bilateral and multilateral organisations in the priority area/sector? ○ What consultations and coordination will be required to this end within the German development cooperation structures?	○ Technische Zusammenarbeit in der Internationalen Diskussion – Ein Argumentationsleitfaden für Mitarbeiter/-innen der GTZ ○ Internationale Zusammenarbeit im Wandel – Diskussionsbeiträge der GTZ ○ Guide: Leitfaden zur Orientierung von Schwerpunktstrategien und TZ-Programmen and Poverty Reduction Strategy Papers ○ BMZ: Positionspapier und Handreichung „Mitwirkung der deutschen EZ an gemeinschaftlichen Finanzierungen mit anderen Gebern im Rahmen programmorientierter Entwicklungszusammenarbeit"	○ Thinktools ○ Open Space
Impact orientation	○ Who is part of the project/programme (system limitations)? Who are the mediators and the target groups? ○ What are the project/programme inputs, and who provides these? ○ Who benefits from project/programme outputs? ○ What outcome is triggered by the utilisation of the outputs? ○ What additional potentially unplanned impacts arise that go beyond the outcome as such? ○ What plausible contribution can be made to overarching goals? (at sector or national level)	○ How can we clarify and agree on common goals with our partners? ○ How should we devise impact-oriented monitoring systems? ○ When and how should PPRs be held to evaluate progress?	○ GTZ Policy on Contract and Cooperation Management ○ Guide: Leitfaden für das Wirkungsorientierte Monitoring (to be published soon) ○ Handreichung für die Erstellung von AURA-Angeboten an das BMZ ○ Fachliche Leitlinien Veränderungsmanagement ○ PPR guide	○ Vision work ○ Strategical framework ○ Impact chains ○ Analysis of actors ○ Future Conference ○ Think tools ○ Problem-Objective-Matrix ○ Beneficiary Assessment ○ SWOT ○ PPR ○ e-VAL

* The underlined tools can be accessed in the Toolbox für das Auftragsmanagement der GTZ (Toolbox for GTZ Contract and Cooperation Management) at: http://intra3.gtz.de/auftragsmanagement/toolbox.htm. The toolbox gives an overview of tried and tested and more recent instruments and methods, as well as further-reaching overarching approaches and concepts for contract and cooperation management.

Theme	Outcome-related Questions	Process-related Questions	Orientation + Help	Tools *
Responsibility, partnership, ownership	Do we have the "right" partner? What do our partners assume ownership for? What is our role? What do we assume responsibility for? How can we share this with our partners?	How can we clarify our role(s) with our partners? How can we identify potential role conflicts and negotiate our roles?	Fachliche Leitlinien Veränderungsmanagement	Contract clarification Organisational diagnosis Relationships matrix
Levels of intervention, modes of delivery, economic efficiency	To what extent were the principle of minimum intervention and the demands of economic efficiency taken into consideration when selecting interventions? What goals and impacts can be achieved better and more rapidly through cooperation with the private sector? What sectors of the economy are relevant for the TC project and which private-sector businesses are potential cooperation partners? What cooperation agreements exist with private-sector businesses or associations?	How can we address different levels with our interventions? When and how are economic-efficiency considerations called in? How can we identify cooperation options with the private sector (public-private partnership)? How can the private sector be involved in the planning process of the project? How can we involve civil society organisations and/or cooperate with them?	GTZ-Intranet "PPP"	Stakeholder analysis Think tools
Planning and steering	In what way have the views of the situation/ the surroundings changed (e.g. in comparison to the offer)? What potential risks jeopardise our chances to achieve the objective and how should we assess their relevance and the probability of their arising? In what way has the general framework changed our work (policies, security, etc.)?	What decision-making and communication structures have been agreed with the partners (e.g. steering group, working group, round table)? How can we agree and shape consultancy and change processes with our partners? How can we plan joint operational steps with our partners? How can we use the information gained to steer the project/ programme? How can we analyse risks and how should we react to changes in risk assessment?	Handreichung für die Prüfung von TZ-Vorhaben Fachliche Leitlinien Veränderungsmanagement Objectives-oriented project planning – ZOPP Handreichung "Konfliktbezogene Wirkungsbeobachtung" Handreichung "Konfliktanalyse für die Projektplanung und –steuerung"	Organisational diagnosis Relations map Influence matrix Flow chart Consultancy architecture and design Valuation explorations Value in use analysis Portfolio analysis Plan of operations Risk analysis PPM
Quality assurance	What do we need to/ want to know in order to execute our contract? What do we know? For whom is this useful? What products can we provide? How can we ensure the quality of our services (provided to our client and to our partners on-site)?	What products/modules do we use? How do we learn? (learning architecture, places of learning, coaching, learning helpers, sector network, documentation, agreements on knowledge goals)?	Handreichung für die Produkterstellung Handreichung für die Mitwirkung von AMAs bei der Produktentwicklung Debriefing Instrumente, (P+D-Intranet) Projektcoaching – Erweiterung der Beratungs-kompetenz für Projektmitarbeiter/-innen (MODeLS) Mentoring – eine Patenschaft zur Einführung neuer MitarbeiterInnen	Briefing Debriefing Brainstorming Mind mapping Feedback PPR Colleague-to-colleague consultancy Mentor scheme

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