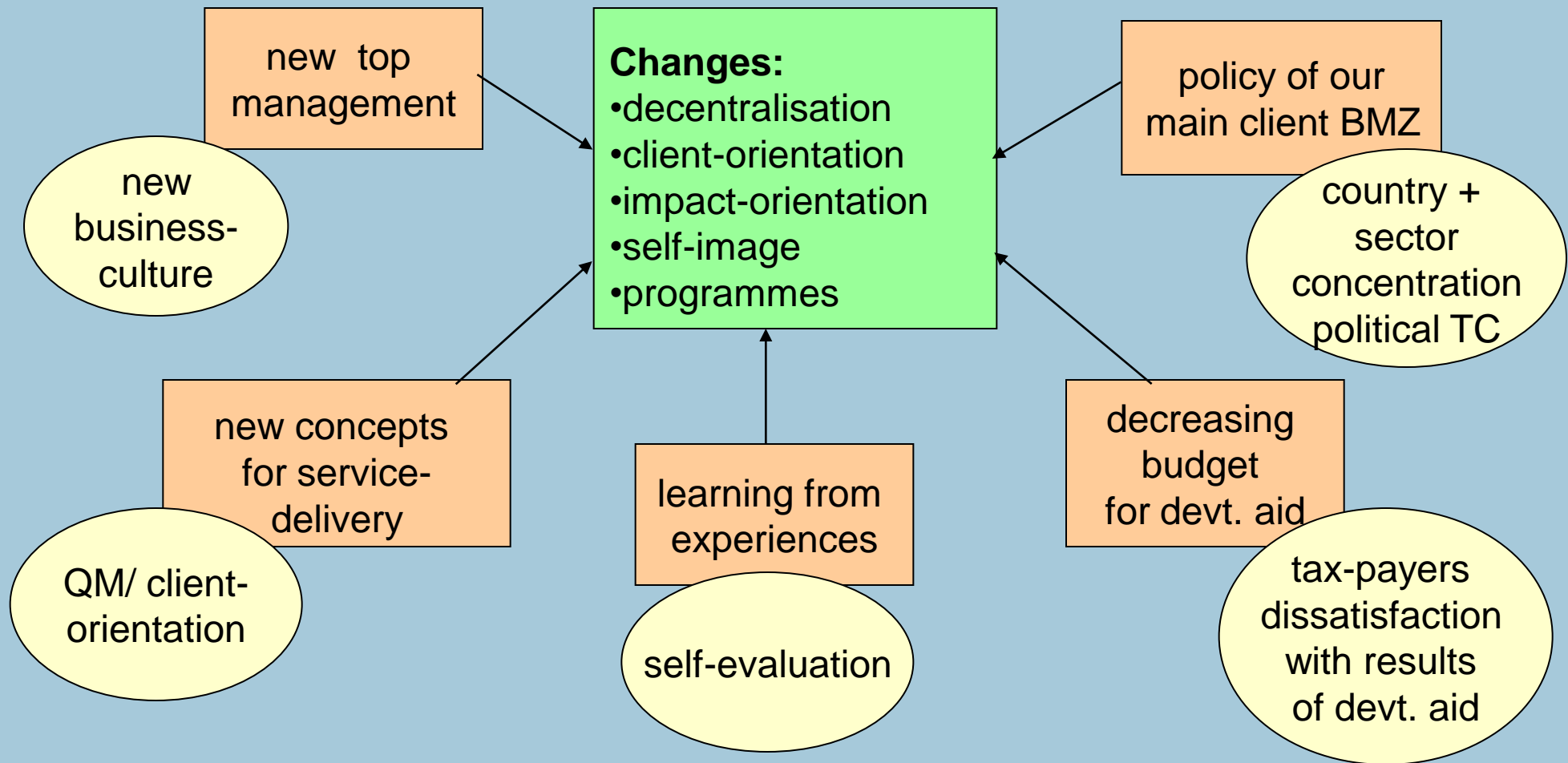


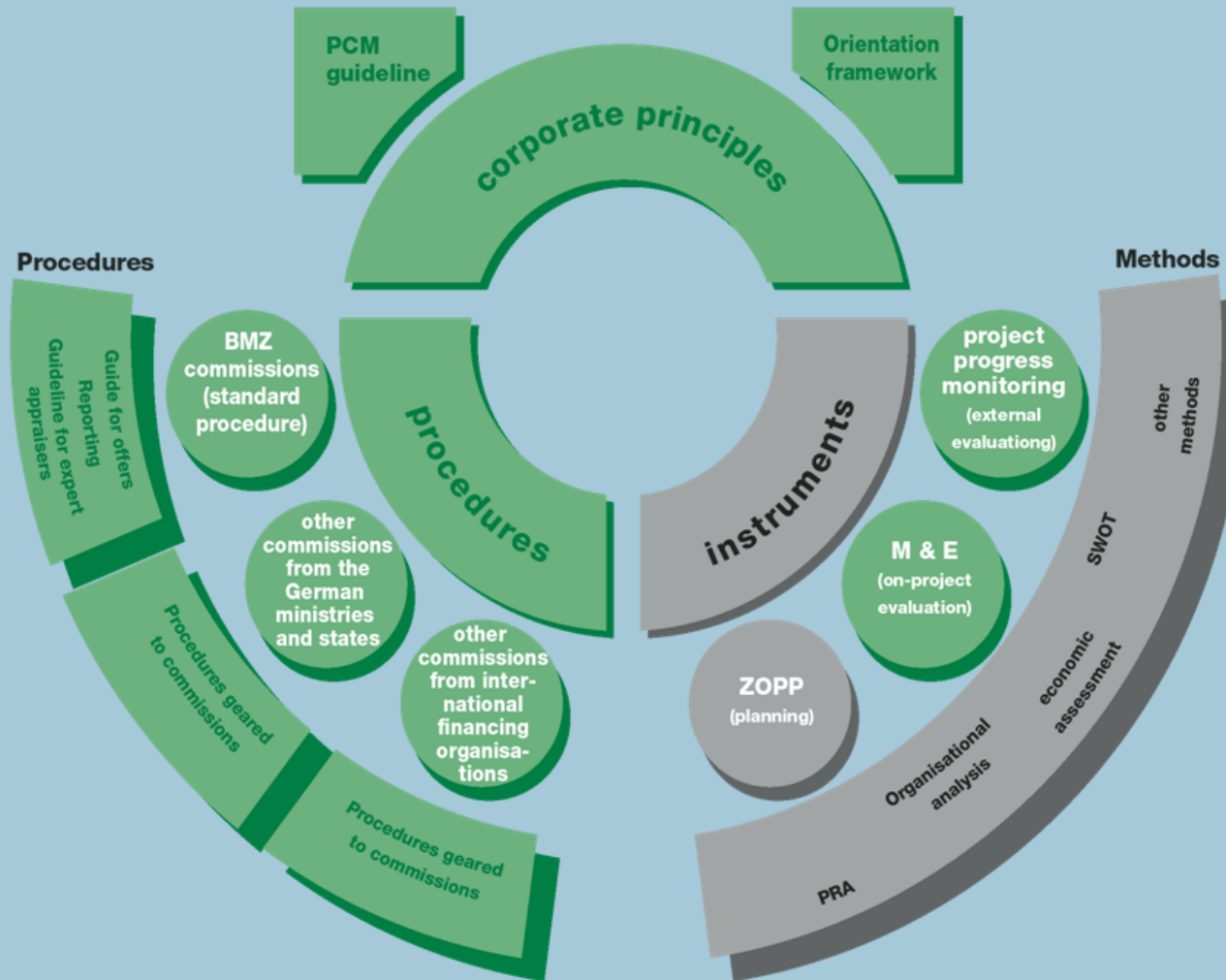
Factors for changes at GTZ (1995-2000)



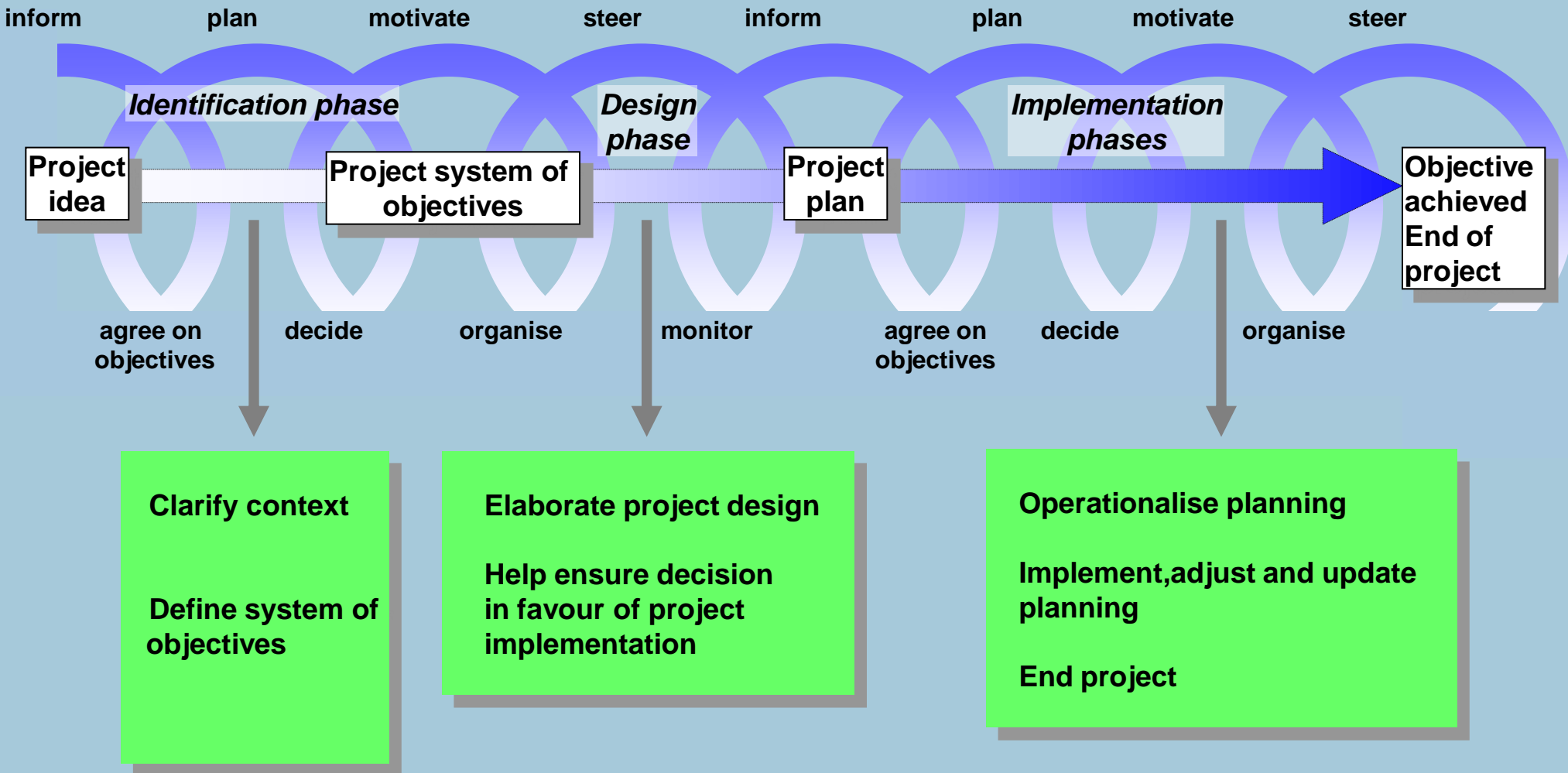
Changes in the use of logframe/ZOPP

1980-81	First application of LFA
1983-87	Development of ZOPP with new steps: <ul style="list-style-type: none"> - participation analysis - problem analysis - objectives analysis - interdisciplinary workshops with all affected groups
	ZOPP becomes a standard procedure <ul style="list-style-type: none"> - all project management instruments are made compatible
from 1990	Criticism of ZOPP: <ul style="list-style-type: none"> - schematic ritualisation - artificial workshop situations - instrument of power for GTZ: “zopping people” - rigid problem-orientation
1992-95	Development of PCM <ul style="list-style-type: none"> - flexibilisation of project preparation - new procedures for project planning (PRA)
1996-98	Redefinition of ZOPP <ul style="list-style-type: none"> - ZOPP = framework for the quality of planning - logframe (PPM) structuring element for offers - deregulation of all organisational project directives

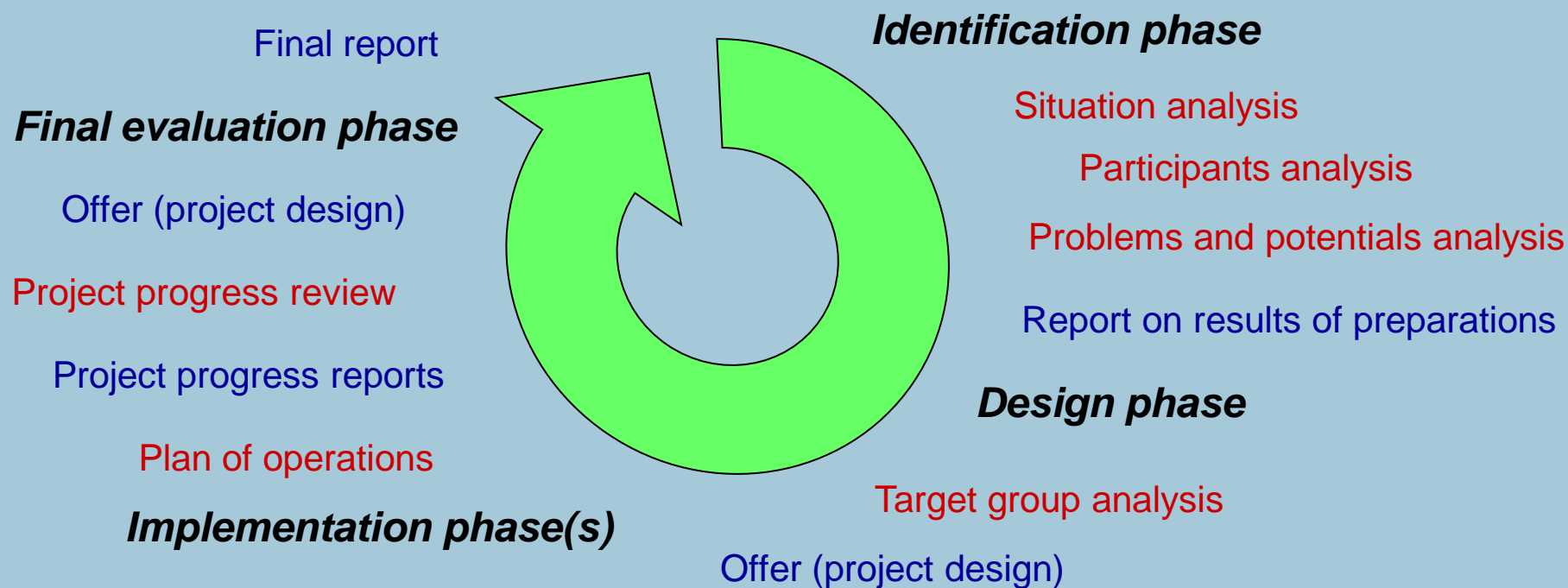
Project management: Overview



The Project Cycle Model

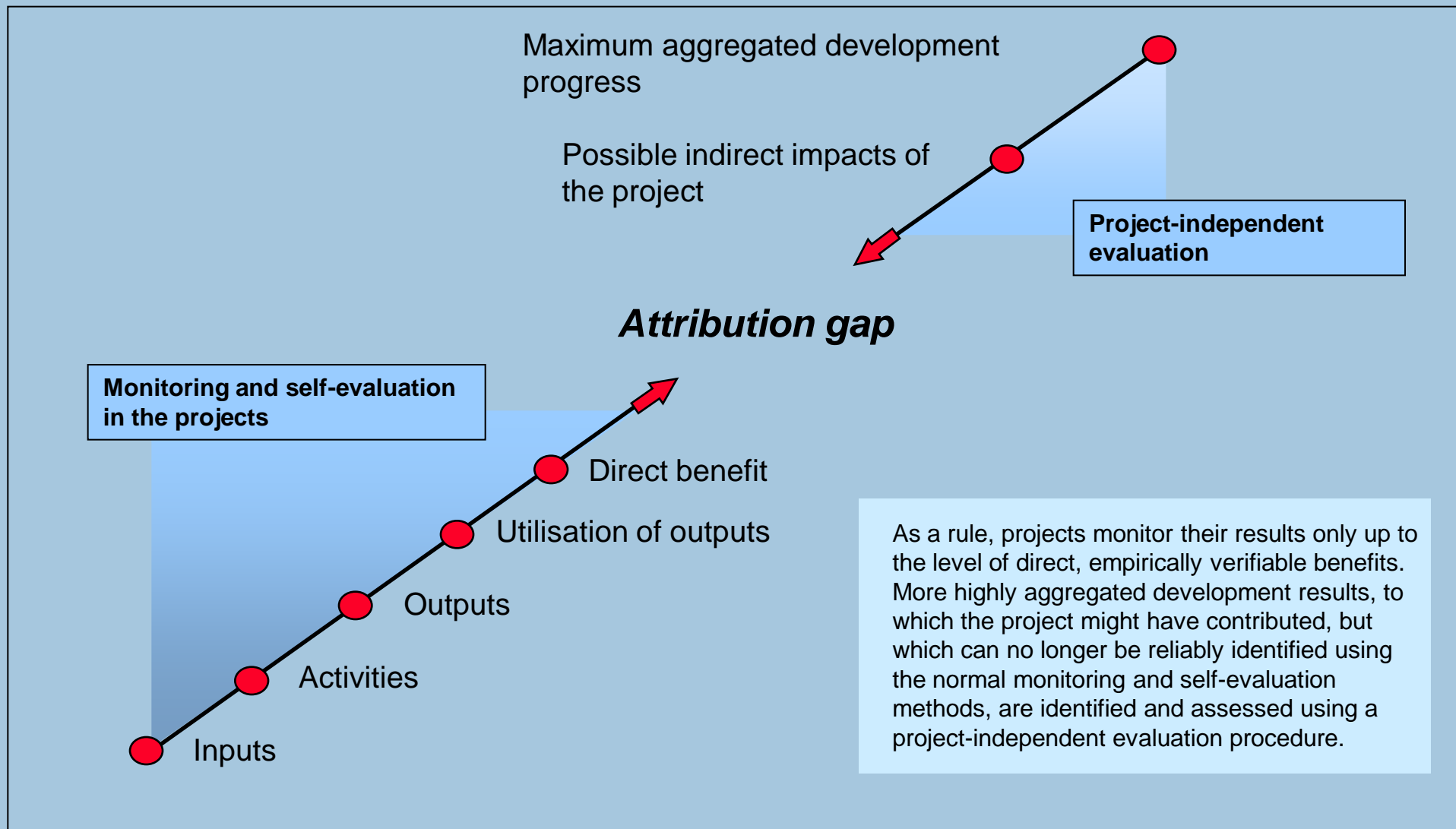


GTZ-Instruments for the project cycle

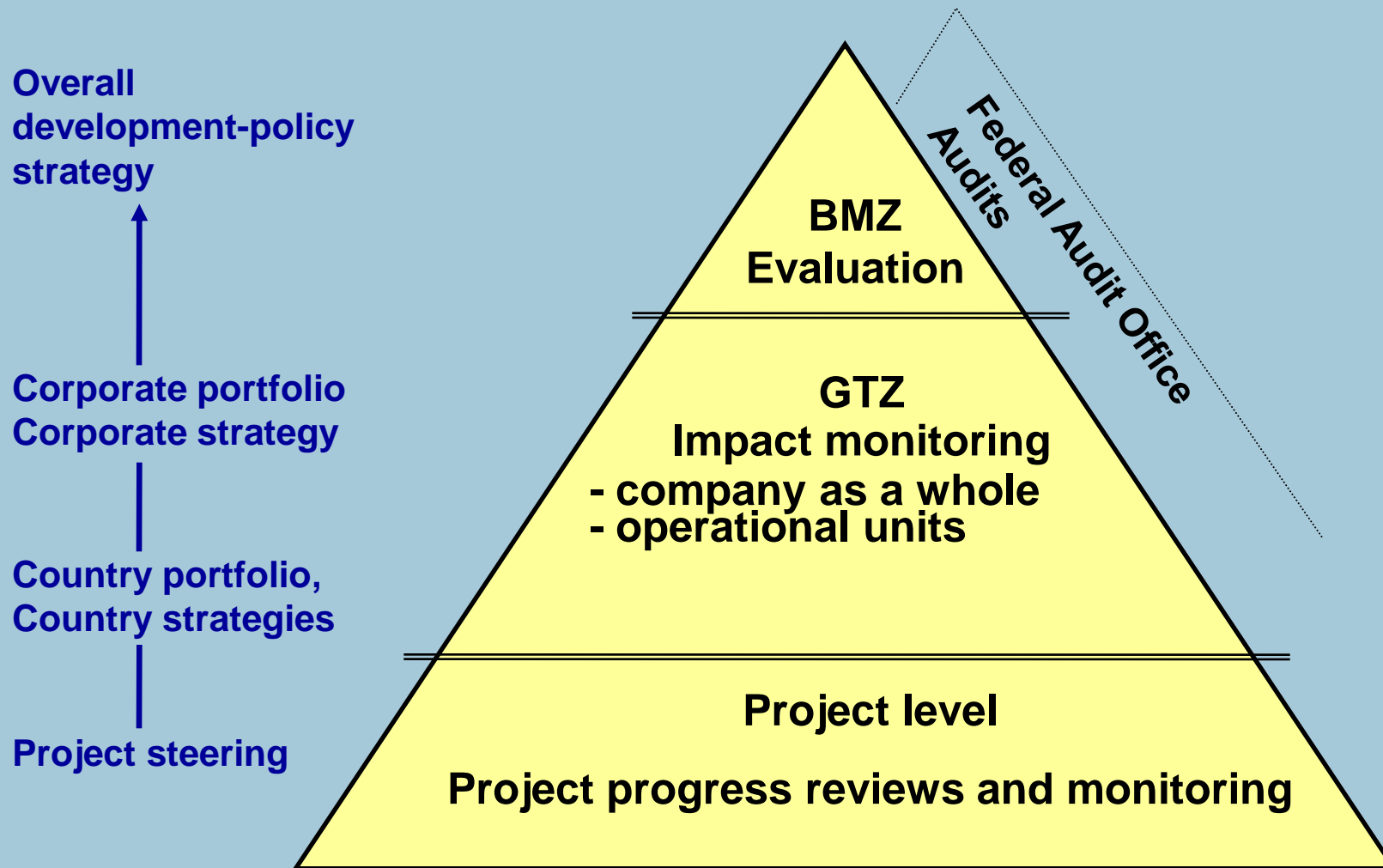


Use of instrument: **Internal**
Commission

GTZ's Impact Model



The GTZ's Evaluation System



Relevant factors for management-performance

