

Ex-post evaluation

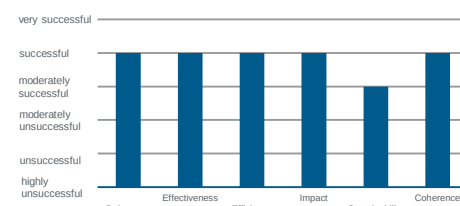
Municipal Infrastructure I–III, Azerbaijan

Title	Open programme municipal infrastructure I–III		
Sector and CRS code	14020 (Water, sanitation, and wastewater management)		
Project numbers	2001 66 702 (Inv. Phase 1), 2004 70 195 (complementary measure Phase 1), 1930 02 995 (Training Phase 1), 2008 66 194 (Inv. Phase 2), 2009 66 671 (Inv. Phase 3)		
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)		
Recipient/Executing agency	Government of Azerbaijan, represented by the Ministry of Finance / AZERSU		
Project volume/ Financing instrument	EUR 137.5 million (Phase 1: budget loans, Phases 2 + 3: development loan (subsidised interest loan))		
Project duration	Phase 1: 2006–2020, Phases 2 + 3: 2012–2020		
Year of report	2024	Year of random sample	2022

Objectives and project outline

The intent of the programme was to make a decisive contribution to improving the living conditions of the local population, including refugees, internally displaced persons and particularly disadvantaged population groups, and also to promote social stability (programme objectives at impact level). The module objective defined was that the program should make a contribution to ensuring an adequate water supply in terms of quantity and quality and hygienically safe wastewater disposal in Ganja and Sheki.

Overall rating:
successful



Key findings

The project was effective from a development perspective. It has been rated successful for the following reasons:

- The module target indicators were met with the exception of cost coverage. The Ganja site regularly manages to cover its operating costs. At the Sheki site as well as at the overall company level, the utility's operating costs are only covered irregularly by its own revenue. State subsidies are available to cover the deficits.
- Due to significant cost increases, the important waste water treatment measures had to be removed from the project. The Azerbaijani side is attempting to finance this from its own funds or to acquire other donor funds. So far this has only been partially successful. Some of the drinking water measures also had to be cancelled.
- The Azerbaijani side made substantial contributions to the project as a whole (depending on the definition of the project scope, around one third of the financing).
- Originally, a management contract (PPP approach) was planned for the operation in Ganja and Sheki (complementary measure). This was no longer desired by the Azerbaijani partners during the course of the project, so this measure was not used. However, AZERSU became more professional during the course of the project, so that the discontinuation of the management contract was appropriate.

Conclusions

- Replanning and adjustments are frequent, even during implementation, especially for measures involving extensive infrastructure construction. A schedule with a sufficient buffer allows for any project adjustments and delays to be absorbed.
- In principle, the simultaneous implementation of construction measures for water supply and wastewater disposal is effective and welcome. However, the measures are correspondingly extensive and resource-intensive and require strong executing agencies and partners.
- In states that have a strong central organisation like Azerbaijan, it is necessary to examine whether private sector solutions are realistic.

Ex-post evaluation – Rating according to OECD-DAC criteria

Overview of sub-ratings:

Relevance	2
Coherence	2
Effectiveness	2
Efficiency	2
Impact	2
Sustainability	3
Overall rating:	2

Project summary

The programme included the rehabilitation and partial new construction of the water supply facilities for the cities of Ganja and Sheki in Azerbaijan. Due to the complex structure of the programme, each investment was divided into technical and economical self-contained successive and interrelated phases. The investment measures for the first phase of the programme focus on water production at both sites and the renewal and expansion of the drinking water networks for a selected district in Ganja. In parallel to the investments in the programme phases, a complementary measure was carried out with the intent of supporting the establishment of efficiently and sustainably operating water utilities in Ganja and Sheki. The plan was to finance staff training using funds for education and training from the first phase. The target group of the entire programme was around 400.000 inhabitants of the programme locations Ganja (336.500 inhabitants) and Sheki (68.500 inhabitants) plus adjacent villages (9.000 inhabitants). The residents of the supply zones scheduled for renewal (around 130.000 residents) will be the primary beneficiaries of the investment measures in Phases I to III.

Breakdown of total costs

The costs are summarised for phases 1–3. Due to the nature of the programme, retroactive allocation is not possible.

In EUR million	Projects A + B + C (investment) (planned)	Projects A + B + C (investment) (actual)	Complementary measure (planned)	Complementary measure (actual)	Training (planned)	Training (actual)
Investment costs (total)	166.5	232.1	2.0	0.0	0.2	0.2
Counterpart contribution	47.6	86.3	0.0	0.0	0	0
Debt financing	118.9*	145.8**	2.0	0.0	0.2	0.2
<i>of which BMZ budget funds</i>	<i>108.9</i>	<i>137.3***</i>	<i>2.0</i>	<i>0.0</i>	<i>0.2</i>	<i>0.2</i>

* includes financing SECO with over EUR 10 million

** SECO financing was reduced to EUR 8.5 million during the course of the project

*** includes residual funds from the Open Programme for Municipal Infrastructure Phase I (including Imishli) amounting to EUR 11.4 million

Map/satellite image of the project country including project areas/locations



Rating according to OECD-DAC criteria

Relevance

1. Alignment with policies and priorities

The objectives of the programme are aligned with the global, regional and country-specific policies and priorities, in particular those of the involved and affected (development policy) partners and the Federal Ministry for Economic Cooperation and Development (BMZ). The programme aims to manage scarce water resources sustainably and to improve the water supply of the population in the project areas. The programme also contributes to achieving Sustainable Development Goals (SDG) 6 "Clean water and sanitation" and 13 "Climate action".

At the time of the project appraisal (PA), the projects were relevant in terms of development policy with regard to the Federal Ministry for Economic Cooperation and Development's (BMZ) sectoral concept "Residential water management" (2008). The sector concept highlighted the relevance of integrated water resource management as one of the core objectives of German DC in the water sector and thus confirmed the relevance of the project during the implementation period as well. "Management" of water as a resource in Azerbaijan appears to be strongly influenced by the agricultural sector, which consumes a large part of the available resources. The project cannot resolve the conflict of objectives between the areas of drinking water supply and agriculture. From today's perspective, the project is in line with the strategic orientation of the Federal Ministry for Economic Cooperation and Development (BMZ); it corresponds to the 2017 water strategy. Action area 3 "Sustainable Urban Development" of the Federal Ministry for Economic Cooperation and Development's (BMZ) Core Area Strategy "Responsibility for Our Planet – Climate and Energy" (BMZ Paper 6/2021) pursues the approach of integrated urban development with the aim of contributing to climate change adaptation.

Azerbaijan's last water strategy dates back to 2012. A new strategy is being developed but has not yet been adopted. However, the above-mentioned goals are also expected to be relevant in the new strategy.

2. Alignment with needs and capacities of persons concerned

The project's target group was the population in the catchment area of Ganja and Sheki. The intent of the project was to contribute to environmental and resource protection.

The main problems of the project were high unaccounted for water, poor groundwater quality and short supply times. The design was aligned with the needs and capacities of the parties involved and those affected and correctly identified the core problem. It was rightly assumed that the project would benefit the population as a whole. The Phase 1 PP target system also mentioned refugees, internally displaced persons and socially disadvantaged households. However, no specific analyses or measures were planned for them, and these groups were also no longer mentioned in the target system of Phases 2 and 3. However, the project would not have had any further potential to develop gender or poverty effects due to the adjustment of the concept.

3. Suitability of project concept

The design was appropriate and realistic, both technically, organisationally and financially. Originally, a management contract (PPP approach) was planned for the operations in Ganja and Sheki (complementary measure). This was ultimately no longer desired by the Azerbaijani partners during the course of the project and was therefore not used during the course of the project.

No theories of change have been defined for the project. From an ex-post perspective, the theory of change for the main measure would have been as follows: Investments in the supply infrastructure lead to an improvement in the water supply (especially improvement of water quality, reduction of water losses, increase in water quantity) and thus promote the improvement of living conditions and social stability. No theory of change was defined for the complementary measure either. Since the complementary measure was not implemented, we will refrain from defining it ex post. The selected indicators and their value allocation were appropriate overall. An indicator relating to water quality was added to the EPE after the fact. The target system was defined as follows at PA: The intent of the programme is to make a decisive contribution to improving the living conditions of the local population, including particularly disadvantaged groups, and also promote social stability (target at the impact level of Phase 1). In Phase 2, the objective at impact level was to contribute to improving the environmental situation and the sustainable, environmentally friendly management of regional water resources as well as to reducing negative impacts on the health situation of the population. During the EPE, the objective at impact level was defined as follows: The programme contributes to improving the living conditions of the local population and to improving the environmental situation.

As a module objective (target at outcome level) of Phase 1, the programme was intended to contribute to ensuring a quantitatively and qualitatively adequate water supply and hygienically safe wastewater disposal in Ganja and Sheki based on basic needs. The module objective of Phases 2 and 3 was to ensure a continuous, consumer-oriented supply to the population of Ganja and Sheki and hygienically safe wastewater discharge (Phases 1 and 2) as well as to ensure environmentally compatible, sustainable wastewater disposal and treatment (Phase 3) in the programme regions. The Phase 1 module objective has been adopted for all three phases for the EPE.

4. Reaction to changes/adaptability

Due to delays in the course of the project (for a wide range of reasons), the project's construction costs increased. Some measures in the area of drinking water were taken over by the Azerbaijani partner as a counterpart contribution. The wastewater measures planned in the design (emergency measures in the network and simple wastewater treatment) could only be partially financed from project funds due to cost increases. The partner built the sewage treatment plant in Sheki, which was not yet in operation at the time of the evaluation mission. In Ganja, the Azerbaijani side is trying to obtain funds from other donors (e.g. the EIB). Construction work has therefore not yet begun here.

Rating summary

We rate the relevance as successful overall. The design is appropriate and addresses the core problems. The project was adjusted and responded flexibly to changes.

Relevance: 2 (all three BMZ numbers)

Coherence

5. Internal coherence

The German TC projects only impacted the project marginally. There was therefore no direct complementarity in the sense of division of labour within German DC. There are no discernible inconsistencies between the project and international norms and standards.

6. External coherence

The measures complement AZERSU'S own efforts (including a large counterpart contribution) and build on AZERSU's role as a national water supplier.

In addition to German FC, the following multilateral and bilateral donors were active in the water sector: Asian Development Bank, World Bank, International Development Bank, Japan, Korea and Saudi Arabia. Coordination between donors was rudimentary and limited to the exchange of information. A coordination mechanism coordinated by the partner country did not exist and was not desired.

Rating summary:

The project was in line with relevant international norms and standards. It included a mandate from Swiss SECO and thus contributed to donor coordination. Coherence is rated as successful overall.

Coherence: 2 (all three BMZ numbers)

Effectiveness

7. Achievement of (intended) goals

For the EPE, the module objective is formulated as follows: The aim is to ensure a quantitatively and qualitatively adequate water supply and hygienically safe wastewater disposal in Ganja and Sheki (Phases 1–3).

The target achievement at outcome level is summarised in the table below:

Table: Target achievement outcome

Indicator	Status at PA	Target value at PA/EPE	Actual value at EPE
(1) Continuous and sufficient supply of drinking water in Ganja and Sheki (120 l/p/d, 24 h/day)	Continuous water supply: < 2–6h/day, < 3–6 days/week; drinking water had to be bought from petrol stations on the outskirts of the city or private tank trucks.	24 h/day, 325 days/year	Achieved 24 h/day achieved in both cities Per capita consumption: Ganja: 211 l/p/d (litres per person per day) Sheki: 172 l/p/d
(2) Reduction of non-earnings-related unaccounted for water to under 30 % in the rehabilitated zones.	Unaccounted for water: 60–70 %	Max. 32 %	Achieved: 13–15% (according to information from AZERSU)
(3) Appropriate water supply (WS) and wastewater disposal (WWD) in the	Ganja: WS 80 %, WWD 80 %	At least WS/WWD: 90 %	Achieved: Wastewater discharge from the cities is

rehabilitated districts of Ganja and Sheki (connection rate at least 90 %).	Sheki: WS 84 %, WWD 20 %		guaranteed. Sewage treatment is still required. Connection rate: Ganja: 99 % Sheki: 99 %
(4) The collection rate of the water utilities is at least 75 % no later than six months after commissioning.	35% (2006)	At least 75 %	Achieved: After completion of the programme, the collection rate has improved dramatically, sometimes over 100 % in Sheki and around 90 % in Ganja.
(5) The operating costs shall be covered no later than one year after commissioning.	No quantitative information. However, in view of the desolate supply situation at the start of the project, it can be assumed that the operating costs not sufficiently covered.	At least 100 % coverage of operating costs	Partially achieved: Operating cost coverage: - Total AZERSU: no coverage of operating costs (2022). Government subsidies are necessary and are paid regularly and reliably. - Ganja: Operating costs are fully covered. - Sheki: Sometimes the operating costs are covered, sometimes subsidies still have to be utilised.
(6) (NEW) Water quality complies with national requirements or WHO guidelines.	Not achieved.	At least 95 %	Achieved (see below).

8. Contribution to goal achievement

The planned outputs had to be adapted to new developments and changes to the original design during project implementation. In particular, the omission of the fully biological wastewater treatment stage required an adjustment of the indicators. In addition, new supply zones were added to the project, and additional spring intakes were developed or connected to the system.

All of the inspected investments (except the wastewater treatment plant in Sheki) are in operation. No noticeable capacity bottlenecks or excess capacities could be identified.

In Göygöl, AZERSU operates a laboratory for the analysis of water samples, which was also visited. Water samples (drinking water and wastewater) from six different cities (including Ganja) are regularly taken and analysed. In addition to two microbiological parameters, 15 other (physical/chemical) parameters are determined (for drinking water). The laboratory building and the equipment made a very good impression and seemed well-kept. The staff also appeared professional and were able to describe the individual work steps in detail and answer questions without any problems.

The project did not plan any specific measures to promote access to water for particularly poor and vulnerable people, and there are no figures providing evidence that poor people benefit from the project. The average water and wastewater bill is approximately 1 % of the monthly minimum wage. Fees are kept at an affordable level, and the sector receives government subsidies. Households that cannot afford their water bills in certain months can apply for help from various institutions (the municipality, Ministry of Social Affairs or Ministry of Labour). It can be concluded that low-income households benefit from improved drinking water services.

9. Quality of implementation

No significant implementation defects were observed. Usual signs of use, wear and ageing (such as paint and plaster flaking, slight corrosion and slight settling) could be seen in isolated cases. However, these have no influence on operation or useful life and can instead be attributed to correspondingly intensive use. Overall, the quality of implementation of the inspected infrastructure can be rated as good.

The operating staff encountered appeared competent, committed and motivated. Most of them have been working for the operator for several years. Some have been working locally for the executing agency since the start of the measure. According to the operator, training is provided regularly, both for new and existing personnel. In addition to the construction quality, the good condition of the infrastructure can be attributed to professional operation. Visits were made to both sites' depots, where repairs and maintenance work are carried out and spare parts are kept in stock for normal operation. Mobile repair units are also available at the sites. Larger procurements are made via the headquarters of AZERSU.

10. Unintended effects (positive or negative)

There is no wastewater treatment in Sheki or in Ganja. In Sheki, the mechanical treatment stage of the sewage treatment plant is completed, but not yet in operation. According to the operator, the test phase is not yet complete. As a result, untreated wastewater continues to be discharged into nature, which is an environmental burden. Prior to the implementation of the measure, a good deal of the wastewater disposal took place in different, unregulated ways. The implementation of the measure ensured targeted discharge of the wastewater, which can be assessed as more environmentally positive compared to unclear or unknown wastewater disposal. Irrespective of this, prompt commissioning or new construction of the sewage treatment plants would be desirable.

Rating summary

In summary, we rate the effectiveness of the three projects as good.

Effectiveness: 2 (all three BMZ numbers)

Efficiency

11. Production efficiency

The water treatment plants in Sheki and Ganja are based on a simple and reliable treatment process (pre-cleaning via a filter and subsequent chlorine gas disinfection). Key components, such as chlorination, have been designed to be redundant. The water was previously pumped from the ground water. Today, the water is taken from other sources (Sheki: river bed filtrate, Ganja: reservoirs) and then distributed using gravity, so no more pumps are needed. This has significantly reduced energy costs, especially in Ganja.

The repair and maintenance system described above seems efficient to us, as does the laboratory.

Overall, the project was delayed by several years for various reasons (design changes, etc.). Costs also increased from EUR 194.7 million to EUR 283.7 million. The cost of engineering services amounted to 8%; based on the actual total costs of the measure, this is within the usual range.

Due to the various project adjustments during implementation, a direct cost comparison between planned measures from the original concept and the measures actually carried out at the time of the final inspection is only possible to a limited extent and holds little meaning. Based on a target group of 408,000 people (design horizon 2035) and the aforementioned costs of the project of EUR 283.7 million, specific connection costs (for the water and wastewater connection, including water treatment without wastewater treatment) amount to close to EUR 700 per person. These costs are in within the typical (Central European) range.

12. Allocation efficiency

There are general alternatives to the project approach with regard to the choice of water origin in particular. Instead of abstraction from reservoirs (Ganja) or river bed filtrate (Sheki), there is still be the possibility of

continuing to use the shallow wells, which still supply part of the population today. However, the problem here is the insufficient quality of the ground water and the high pumping costs. Therefore, the most cost-effective solution was chosen from the perspective of the evaluation mission.

Rating summary

Efficiency is only just rated as successful due to the delays in the project process.

Efficiency: 2 (all three BMZ numbers)

Impact

13. Overarching (intended) developmental changes

In Phase 1, the objectives adjusted as part of the EPE were to contribute to improving the living conditions of the local population, including refugees, internally displaced persons and particularly disadvantaged population groups, and to promoting social stability. In Phases 2 and 3, the aim was to contribute to improving the environmental situation and the sustainable, environmentally sound management of regional water resources as well as to reducing negative impacts on the health situation of the population. We adopt the objective of improving living conditions from Phase 1 and the objective of improving the environmental situation from Phases 2 and 3. The modified target for the EPE is therefore: Contributions to improving the living conditions of the local population as well as contributions to improving the environmental situation and the sustainable, environmentally sound management of regional water resources.

Due to the high effort involved in collecting data for indicators, indicators were not defined. We support this decision from an ex-post perspective.

The effort required to obtain water has been significantly reduced by the house connections for the connected population. Previously, a member of the household, often older people, women or children, had to be available to get water during a very narrow window of time. During this time, these individuals were not able to fulfil any other commitment (e.g. attending school). If the household did not have a car, the physical burden should not be underestimated either. The monthly costs for drinking water supply and wastewater disposal have also decreased (savings of around 30 AZN/month for drinking water and 60–70 AZN for emptying the house septic tanks). The quality of the water has also improved significantly (high salinity in Ganja beforehand, high suspended solids content in Sheki when conditions were rainy).

14. Contribution to overarching (intended) developmental changes

The project made a significant contribution to improving living conditions in the urban districts in which measures were implemented (see explanations above). In these districts, all residents can benefit from the measures, including vulnerable groups such as single women, elderly people and people with disabilities, internally displaced people, etc.

The implemented measures enabled both a planned, safe and effective water supply and wastewater disposal (in terms of hygienically safe wastewater discharge). This conserves water resources and contributes positively to the ecological balance.

15. Contribution to overarching (unintended) developmental changes

No relocations or expropriations had to be carried out for the FC-financed measures. The project has increased water consumption per capita. As a result, more wastewater is generated, which has thus far been discharged untreated. However, the wastewater is properly discharged from the city, so that there is no immediate risk to the health of the population. In Sheki, the mechanical wastewater treatment stage was due to go into operation shortly.

Rating summary

Despite the lack of sewage treatment in Ganja, the project's contribution is seen as positive. The project's impact is rated as successful.

Impact: 2 (all three BMZ numbers)

Sustainability

16. Capacities of persons concerned

In addition to the financed measures, other water supply buildings were visited as part of the evaluation (including Shemkir water company, Göygöl water laboratory). Some of these buildings and facilities have already been in operation for several years (> 4 years). The general good impression and condition suggest adequate operation. It can therefore be assumed that, overall, there is a great effort on the part of the operator to enable long-term use. The personnel capacity of the operators (three to four employees per 1.000 house connections for water supply and wastewater disposal together) is also within the usual framework for this type of system. All employees encountered appeared to have good training in line with their tasks and performed their work conscientiously.

At both sites, a drinking water sample was taken spontaneously by the evaluation team (in Sheki at a private house connection and in Ganja at a public drinking water point) and checked for microbiological contamination (E.coli and total coliforms). Both samples showed no microbiological impurities. This can be seen as another sign of proper operation.

Discussions were held with user groups at both locations. Everyone was very positive about the operator's service. There were no complaints from users regarding water quality or water quantity (water pressure and water availability). Overall, they seemed very satisfied with the service provided and happy to pay the agreed tariffs.

17. Contribution to support for sustainable capacities

The measures have helped to relieve AZERSU's financial situation. As mentioned, electricity costs have been saved to a considerable extent and collection efficiency has increased significantly thanks to the improved service. It is reported to be over 90%.

18. Durability of effects over time

We consider the project context to be stable. Although Azerbaijan's economic growth has slowed, the reconstruction of destroyed towns in Nagorno-Karabakh is currently a very high political priority. However, during the on-site visits, the evaluation mission had the impression that the ongoing operation of the Azerbaijani government's facilities is important, which means that sufficient subsidies are available.

Rating summary

The operation in Ganja covers its operating costs. However, the operation in Sheki cannot always cover them and the parent company in Baku often does not cover the operating costs, so it is dependent on state subsidies. Due to this fact, the sustainability of the project seems certain from a personnel and technical perspective, but only limited from a financial perspective. We therefore rate the sustainability of this project as moderately successful.

Sustainability: 3 (for all three projects)

Overall rating: 2

Overall, the project is evaluated as successful from the point of view of the ex-post evaluation.

Contributions to Agenda 2030

The programme contributed to Sustainable Development Goal 6 (Ensure availability and sustainable management of water and sanitation for all) and SDG 13 (Take urgent action to combat climate change and its impacts – in this case, adaptation to climate change by improving water efficiency). To this end, the existing national water supply capacities are being exploited and expanded. The project is part of a comprehensive coordinated commitment by German DC and other international donors in the sector.

Project specific strengths/weaknesses and general conclusions/lessons learned

Strengths and weaknesses of the project included in particular:

- The good condition of the implemented infrastructure, even after a few years of operation, shows that sustainable operational management has been established. Satisfied, committed, well-trained employees play a decisive role in this.
- Good operations management is also reflected in the service provided. All users encountered were completely satisfied with the service and are willing to pay the corresponding tariffs.
- Wastewater treatment has not yet been implemented, which means that untreated wastewater continues to be discharged into the natural environment.
- The connection rate in both locations should be increased.
- Implementation was delayed by several years.
- At the time of the evaluation, AZERSU was undergoing a restructuring process, which caused a great deal of uncertainty among the employees.

General conclusions and lessons learned

- Replanning and adjustments are frequent, especially in the case of measures involving extensive infrastructure construction, even during implementation. A schedule that includes sufficient buffers facilitates any project adjustments and makes it possible to absorb delays.
- In principle, the simultaneous implementation of construction measures for water supply and wastewater disposal is effective and welcome. However, the measures are correspondingly extensive and resource-intensive and require strong executing agencies and partners.
- In states that have a strong central organisation like Azerbaijan, it is necessary to examine whether private sector solutions are realistic.

Evaluation approach and methodology

Ex-post evaluation methodology

The ex-post evaluation follows the methodology of a rapid appraisal, which is a data-supported qualitative contribution analysis and constitutes an expert judgement. Effects are attributed to the project considering plausibilities, based on thorough analysis of documents, facts and impressions. This includes – if possible – the use of advanced technology (e.g. satellite imagery, online interviews, geocoding). There is a follow-up on possible conflicting information, attempting to eliminate inconsistencies and to base the rating on information that – to the extent possible – has been confirmed through different sources (triangulation).

Documents:

Internal project documents (programme proposals, reports, final inspection)

Data sources and tools for analysis:

On-site data collection, monitoring data from the project-executing agency

Interview partners:

Project sponsor, target group representatives.

The analysis of project effects is based on the theory of change defined at project appraisal and documented within the impact matrix, which may be updated for the purposes of the evaluation. The evaluation report argues which factors contributed to the observed effects and why – as well as the probable extent of the project's contribution (contribution analysis). The context of the project is taken into account concerning its influence on the results. The conclusions are put into perspective regarding the availability and accuracy of the available data. An evaluation concept is the frame of reference for the evaluation.

This method provides a balance between cost and usefulness, generating evaluation findings with appropriate effort and expense. Also, it allows for a systematic success rating across the FC projects. Thus, an isolated ex post evaluation cannot fulfil the requirements of a scientific assessment in the sense of a strict causality analysis.

The following aspects caused limitations for the evaluation:

Availability and reliability of the data.

Rating methodology

Projects are rated on a six-point scale for each of the OECD-DAC criteria. The scale is as follows:

- Level 1** very successful: result that clearly exceeds expectations
- Level 2** successful: fully in line with expectations and without any significant shortcomings
- Level 3** moderately successful: project falls short of expectations but the positive results dominate
- Level 4** moderately unsuccessful: significantly below expectations, with negative results dominating despite discernible positive results
- Level 5** unsuccessful: despite some positive partial results, the negative results clearly dominate
- Level 6** highly unsuccessful: the project has no impact or the situation has actually deteriorated

The overall rating on the six-point-scale is compiled by weighting all six individual criteria as appropriate to the project in question. Rating levels 1–3 of the overall rating denote a "successful" project while rating levels 4–6 denote an "unsuccessful" project. It should be noted that a project can generally be considered developmentally "successful" only if the achievement of the project objective ("effectiveness"), the impact on the overall objective ("impact") and the sustainability are rated at least "moderately successful" (level 3).

The annex to this report is available upon request (german only).

List of abbreviations:

WWD	Wastewater disposal
FI	Final Inspection
AZERSU	Azerbaijani national water supplier
AZN	Azerbaijani manat
GBP	Gross domestic product
CM	Complementary measure
BMZ	Federal Ministry for Economic Cooperation and Development
DAC	Development Assistance Committee
EIB	European Investment Bank
EUR	Euro
DC	Development cooperation
FC	Financial cooperation
FC E	FC evaluation
HDI	Human Development Index
Inv.	Investment
l/p/d	Litres per person per day
h/day	Hours per day
OECD	Organisation for Economic Cooperation and Development
PA	Project appraisal
PAR	Project appraisal report
PPP	Public Private Partnership
PP	Project proposal
SDG	Sustainable Development Goals
SECO	Swiss development cooperation
TC	Technical cooperation
USD	US dollar
WS	Water supply

About this publication

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