



Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka (Bangladesh)



Dedicated to

All those world class teams, whose team efficacy is a prototype for all...

Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka (Bangladesh)

by

Iftekhar Ul Karim

An Internship Report submitted in partial fulfillment of the requirements for the
degree of Bachelors of Business Administration

Of

BRAC Business School, BRAC University
66 Mohakhali, C/A Dhaka- 1212
Bangladesh

April 2010

Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka (Bangladesh)

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April 2010

APPROVAL

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of

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Titled

**Analyzing Team Effectiveness (TE) as a part of
Effective Team Management
of GTZ Dhaka (Bangladesh)**

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CERTIFICATE

This Certifies that the Internship Report entitled

**Analyzing Team Effectiveness (TE) as a part of
Effective Team Management
of GTZ Dhaka (Bangladesh)**

Has been successfully accomplished and submitted in partial fulfillment of the
requirements for the degree of Bachelors of Business Administration
of
BRAC Business School, BRAC University
By

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Under my Academic Supervision and Guidance.

Certified by

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DECLARATION

I hereby declare that the Internship Report entitled

**Analyzing Team Effectiveness (TE) as a part of
Effective Team Management
of GTZ Dhaka (Bangladesh)**

submitted in partial fulfillment of the requirements for the degree of

Bachelors of Business Administration

of BRAC Business School, BRAC University, is my original work and not submitted for the award of any other Degree, Diploma, Fellowship or other similar titles or prizes.

Signature:

Iftekhhar Ul Karim
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Tuesday, April 27, 2010

Acknowledgement

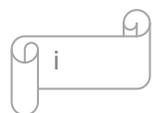
At the very outset, I would like to solemnly thank The Creator- The Almighty.

I sincerely thank my Academic Supervisor, Mr. Mahmudul Haq, Assistant Professor, BRAC Business School, BRAC University; who initially encouraged the idea of “Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka”. From time to time, he has been facilitating many issues concerned and for that I am highly acknowledged.

Sometimes our light goes out but is blown again into flame by an encounter with another human being. Such an inspiring person is my on-site Supervisor, Mr. Himmat Shrestha, the Deputy Country Director of GTZ Bangladesh, the person without whom my Internship Report would have been a big black-hole. Snowed under heartfelt gratitude, I would like to thank Himmat for not only offering this valued GTZ internship opportunity, but also for his constant cooperation throughout my internship period with GTZ Dhaka, Bangladesh.

Furthermore, I want to thank GTZ BD Country Director, Mr. Peter Palesch, All Principal Advisors, Head of all Departments and all the concerning officials of GTZ Dhaka Office and GTZ Projects for their cooperative facilitations to commence this Internship Report, for providing the permission to pursue the necessary research work and to use GTZ Dhaka Library resources.

Especially, I would like to thank my Parents whose inspirations have enabled me to complete this piece of work. I am heartily apologizing in case of any omitted name whose contribution was also complimentary from any possible aspect.



Letter of Transmittal

Tuesday, April 27, 2010

Mr. Mahmudul Haq
Assistant Professor
BRAC Business School
BRAC University

Dear Sir:

Subject: Submission of Internship Report

With the passage of time, I am now standing on the verge of Bachelors of Business Administration program, hence am finalized with my Internship Report named as “Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka”. Vividly enough, my research comprises adequate endeavors. But no doubt, my contribution will be best evaluated on your sharp scale of acceptance and remarks.

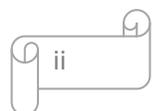
Consequently, I am transmitting my Internship Report to your very concern. Hopefully you will discover my well-researched, informative and innovative approach as a hallmark of exploration. Rather, in case of any further clarification or elaboration as to my research work, I would welcome the opportunity to consult with you to explore how my findings could best meet your needs.

Thanking you.

Yours Sincerely,

Iftekhar Ul Karim
Student ID # 07104073
BRAC Business School
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Cataloging of the Study

The present study is divided into four (06) key chapters to fulfill the objectives of the study. They are elucidated as follows:

Chapter One is the introductory chapter, which basically discusses about the Background and Rationale of the Study, Objectives of the Study, Review of Literature, Scope, Methodology, Research Design and Limitations of the Study. Scope stands for the study arena of this research and Methodology includes its Data Collection and Analysis.

Chapter Two focuses on the Overview of the organization, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) Bangladesh. Alongside, it also reflects the values of GTZ BD beset with its organizational approaches.

Chapter Three describes the nature of Job of the incumbent, and the detailed job tasks, roles and responsibilities during the internship period.

Chapter Four is the food for thought of the study; the chapter discusses the GTZ Projects as its spectrum of services facilitated by GTZ Office Team. Here eventually showers the thoughtful point of GTZ Office Team efficacy factor.

Chapter Five is the integral part of the study. It elaborately elucidates the Team Effectiveness (TE) areas and factors as a part of Effective Team Management of GTZ Dhaka with due significance.

Chapter Six contains some concluding remarks and some critical recommendations for future investigation with regard to Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka.

Besides the aforesaid five chapters, two separate sections are included herewith. One is the Annexure, which contains the relevant documents obliging to the study; and the other is Reference that involves the major citations, URLs and encyclopedias used in this research.

Abbreviations & Acronyms

EFQM	European Foundation for Quality Management
FWAC	Framework Agreement Committee
GRCBP	Gender Responsive Community Based Policing
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation)
HNPSP	Health, Nutrition and Population Sector Program
IRSOP	Improvement of the Real Situation of Overcrowding in Prisons
PLSEW	Promotion of Legal and Social Empowerment of Women in Bangladesh
PROGRESS	Promotion of Social, Environmental and Production Standards in the Readymade Garment Sector
PWG	Pricing Work Group
RIIP	Rural Infrastructure Improvement Project
SED	Sustainable Energy for Development
SRC	Staff Representative Committee
TEC	Team Effectiveness Cell
UGIIP 2	Second Urban Governance and Infrastructure Improvement (Sector) Project
WBRP	Wetland Biodiversity Rehabilitation Project

Terminology

Infrastructure

Infrastructure is a set of interconnected structural elements that provide the framework supporting an entire structure. Infrastructure provides organizing structure and support for the system or organization it serves.

Sustainable Development

Sustainable Development is a pattern of resource use that aims to meet human needs while preserving the environment so that these needs can be met not only in the present, but also for future generations.

Team Efficacy

Team efficacy refers to the system of getting people in a company or institution to work together effectively. Given the fact that, a team is a group of people with a high degree of interdependence geared towards the achievement of a common goal or completion of a task rather than just a group for administrative convenience.

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Executive Summary

German Technical Cooperation Bangladesh (GTZ BD) provides technical expertise and assistance to several priority areas of Bangladesh, on behalf of the German Ministry of Economic Cooperation and Development (BMZ). While doing so, Effective Management of GTZ Dhaka has always been a primacy of GTZ Bangladesh, to achieve its ultimate goal of being more productive and effective. As an integral part of this Effective Management, Team Effectiveness setting of GTZ Dhaka is well integrated by design, given a German corporate culture by default.

In this relation, the present study explores the factors contributing to the Team efficacy of GTZ Dhaka and focuses upon the existing built-in models facilitating Team Effectiveness of GTZ Dhaka that is the umbrella of all GTZ projects and services in Bangladesh.

The core GTZ Dhaka Team, beset with all the small functional teams and the committees/groups concerned is dynamically driven by its Team Diversity, Teamwork, Team Building and Development zeal. The study also illumines these factors in support and for totality of the Team Effectiveness of GTZ Dhaka, wrapping up with the Team Cohesiveness and Conflict Management part that ensures further team efficacy of GTZ Bangladesh.

Moreover, according to the Tuckman's Group Development Model- Forming, Storming, Norming, and Performing stages for GTZ Dhaka Team have been extensively explored in this study. This part also advocates the 'how' and 'why' factors (followed by the discussion of GTZ Team Effectiveness Models) of the team efficacy of GTZ Dhaka.

In fine, at long last, a Team Effectiveness Cell (TEC) for GTZ Dhaka has been recommended to accumulate and monitor all the scattered team effectiveness factors for further team efficacy designs of GTZ Dhaka in the long run.

Chapter One: Project Anatomy

Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka (Bangladesh)

Introduction

Deutsche Gesellschaft fuer Technische Zusammenarbeit (GTZ) GmbH is a government-owned international cooperation enterprise for sustainable development with worldwide operations. On behalf of the German Ministry of Economic Cooperation and Development (BMZ), GTZ-Bangladesh (GTZ BD) provides technical cooperation to several priority areas of Bangladesh, beset with a robust GTZ Dhaka management team, where team efficacy has always been a sense of urgency since its inception.

Background & Rationale of Study

Bangladesh is a priority partner country for German Development Cooperation; cooperation between the two countries began more than three decades ago.¹ Right from the beginning, GTZ BD also realized that Technical cooperation concentrates largely on the Bangladeshi economy and social structure which, despite unfavorable framework conditions and problems, give hope for the long-term development of the country and an improvement in the economic situation for large parts of the population. In this context, Effective Management of GTZ Dhaka has always been a priority of GTZ Bangladesh, to achieve its ultimate goal of being more productive and effective. As a part of this Effective Management, analyzing Team Effectiveness factors of GTZ Dhaka is very relevant and reasoned, to this regard.

Objective of Study

Before going to the in depth analysis of the project work, some key objectives have been defined those are supposed to be fulfilled in the further parts:

- To focus upon Team Effectiveness factors, models, points and settings of GTZ Dhaka as a core and fundamental part of Effective Team Management of GTZ Bangladesh

¹ GTZ in Bangladesh, <http://www.gtz.de/en/weltweit/asien-pazifik/604.htm>, April 22, 2010

- To explore Teamwork, Team Diversity, Team Leadership, Team Development, and Team Cohesiveness as per the GTZ Dhaka Team Effectiveness (TE) factors **by design**, given a German corporate culture **by default**

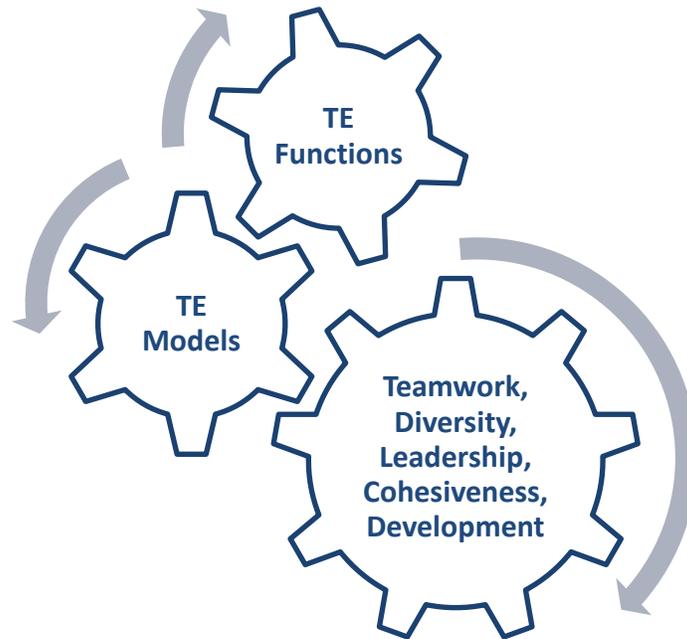


Fig 1) Key Objective Areas

Methodology of Study

Outline of Methodology

Methodology for this study regarding “Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka” reveals the entire process is followed for the completion of the study successfully. This study has been carried out in several steps. Following methodology has been adopted to fulfill the objectives:

Data Collection

Data /information from primary and secondary sources are considered useful to evaluate the total research regarding “Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka”.

The primary and secondary sources of data are as follows:

Primary Sources of Info.	Secondary Sources of Info.
Internship Experiences with GTZ Bangladesh and on-site assignments, team-works and sessions concerned	GTZ Bangladesh Website, Intranet Portfolio & Library study
Sessions with Management Force of GTZ Dhaka and interactions concerned	Studying existing pamphlets, brochures & survey reports regarding GTZ Bangladesh

Tab 1) Data Sources

Data Analysis

The collected information from primary and secondary sources is analyzed in substantial qualitative means and is presented in report forms. Findings from the forums have been critically evaluated to formulate Team Effectiveness (TE) settings as a part of Effective Team Management of GTZ Dhaka.

In terms of analysis, 2 major criteria have been considered:

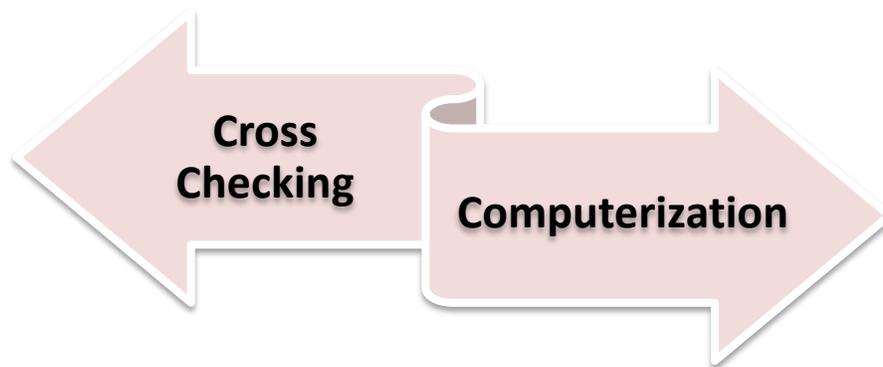


Fig 2) Data Analysis Criteria

(a) Cross Checking:

The possibility of duplication of taking same report published in more than one brochure as to Team Effectiveness (TE) was avoided through a careful system of cross checking.

(b) Computerization:

The comprehensive means for controlling and interacting with a database management file was also considered to preserve the Team Effectiveness (TE) factors prior to the final report.

Research Design

To explore the areas of Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka, within a given German corporate culture setting- The research design has kept as qualitative and exploratory focusing upon ‘why’ and ‘how’ factors. The current study has ambled along reviewing qualitative approaches e.g. discussions with employees and management, in-depth sessions, focus groups and case studies of several teams with a view to framing built-in GTZ models of Team Effectiveness (TE). Thus this current research is more like involving detailed, verbal descriptions of characteristics, cases, settings, people and systems obtained by interacting with, informally interviewing and observing the subjects and factors concerned, inside the GTZ Office Dhaka.

Time Frame & Study Period

2010	Mid Jan	Mid Feb	Late Feb	Early March	Mid March	Mid April	Late April
Gathering information	✓						
Organizing information		✓					
Analyzing information			✓				
Arranging contents				✓			
Writing the report					✓		
Internship Officially Completed by March 31, 2010							
Drafts Discussion, Upgrade the report						✓	
Report Printing & Final submission							✓

Tab 2) Timeframe & Study Period

Scope of Study

In the project, the range of views is limited within few boundaries, which is defined as scope while analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka. So the scopes are as follows:

- The report only focuses upon the team effectiveness existing factors of the managerial-cum-administrative teams of GTZ Dhaka Country Office, as a part of Effective Team Management of GTZ Bangladesh.
- The whole paper is within the theme/view of the German organizational/managerial culture while evaluating Team Effectiveness contexts and situations.
- The Qualitative Analysis of Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka has been substantially valued, while at times the quantitative models has been mentioned to advocate the qualitative points only, but not to quantify itself.
- Team Effectiveness issues of GTZ Dhaka have been explored only in line with the aforementioned objective areas, under the given circumstances.

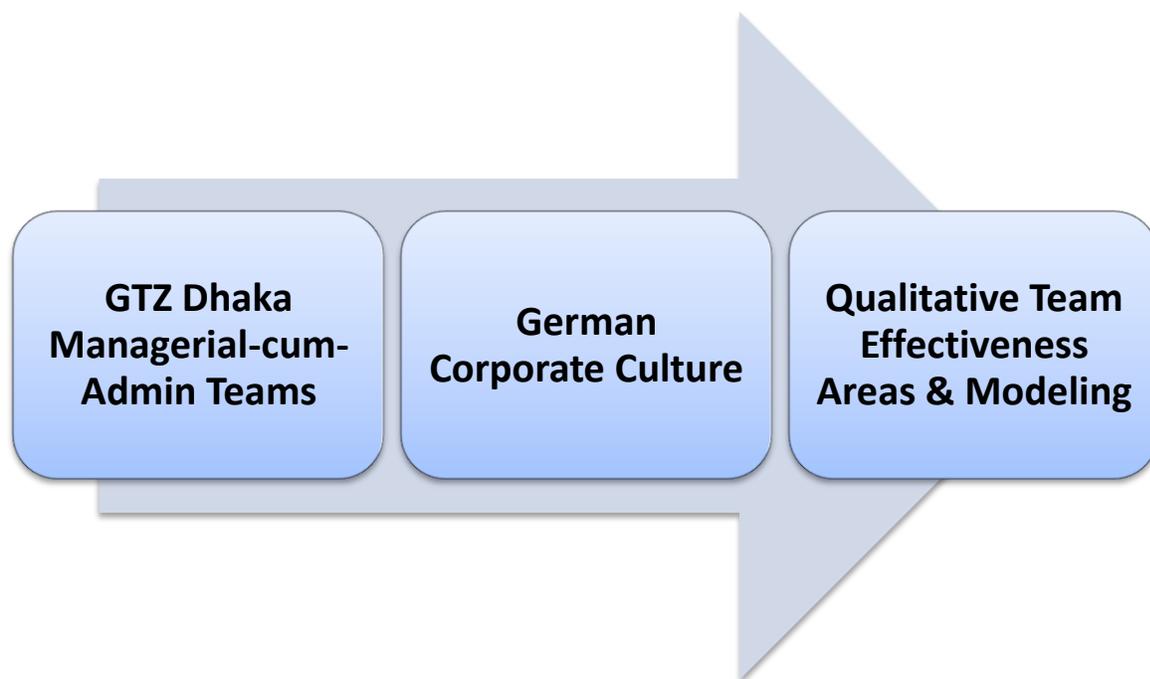


Fig 3) Scope of Study

Literature Review

With the general growth of Team Effectiveness works in many academic fields, it is hardly surprising that the factors and models of Team Effectiveness have attracted considerable attention in recent years. In an attempt to go beyond the why and wherefore of Team efficacy, studies have focused on anything from different aspects of situation analysis to team performance and capacity development. While some research has focused only on the description of effective team building process, other work has sought to show how team cohesiveness ensures team productivity.

Accordingly, Hubert (2004)² explored the idea that teams consisting of members who, on average, demonstrate greater mastery of relevant teamwork knowledge will demonstrate greater task proficiency and observed teamwork effectiveness. Nevertheless, leaving more room for learning efficacy, Stevens (2002)³ has argued for the Team Effectiveness trainings. Some studies, however, have taken a different approach by looking not so much at trainings, rather at team spirit and values.

In *World Class Teams: Working Across Borders*, Brawley, McDermott and Waite's (1998) advocated shaping the raw material (talent) to make a team and considering the dynamics of team membership. How do we choose members? What roles do we intend for them to play? What competencies do we need at the outset, and which ones can be developed later? How do we keep them working together toward a common purpose, vice a personal one? The book gives a listing of basic team competencies (page 209), addresses team roles & processes, and discusses who should be involved in team selection. For the current study of Analyzing Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka; factors, parameters and models from relevant such parallel studies have been utilized.

Limitations

For the confidentiality and data protection agreement with GTZ Dhaka, only the permissible public features and brochures have been cited throughout this paper. Internal official documents under official letterheads have not been accessed, nor cited/reviewed at or for any part of this report.

² Hubert S. Feild, William F. Giles, and Achilles A. Armenakis (2004), *Becoming Team Players: Team Members' Mastery of Teamwork, Knowledge as a Predictor of Team Task Proficiency and Observed Teamwork Effectiveness*, *Journal of Applied Psychology*, Vol. 91, No. 2, 467–474.

³ Michael J. Stevens, Michael E. Yarish (2002), *Training for Team Effectiveness*

Chapter Two: Overview of the Organization

German Technical Cooperation (Bangladesh)

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)¹

Introduction

As an international cooperation enterprise for sustainable development with worldwide operations, the federally owned Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH supports the German Government in achieving its development-policy objectives. It provides viable, forward-looking solutions for political, economic, ecological and social development in a globalised world. On behalf of the German Ministry of Economic Cooperation and Development (BMZ), GTZ-Bangladesh (GTZ BD) provides technical cooperation to several priority areas of Bangladesh.

Background

The Deutsche Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation) or GTZ is a private international enterprise founded in 1975 by Erhard Eppler who is a former German Minister for International Development and a well known public intellectual and social democratic thinker.² GTZ is owned by the German Federal Government, specializing in technical cooperation for sustainable development with worldwide operation. It primarily works for public sector organizations and is headquartered in Eschborn, Germany. GTZ has operations in more than 130 countries in Africa, Asia, Latin America, the Mediterranean and Middle Eastern regions, as well as in Europe, Caucasus and Central Asia. It maintains its own offices in 87 countries. The company employs nearly 13,000 staffs, almost 10,000 of whom are national personnel.³

¹ Adapted from the GTZ Profile, Longer version/GTZ Presentation, GTZ Dhaka, Bangladesh, May 2009

² Erhard Eppler, Social Europe Journal, <http://www.social-europe.eu/author/erhard-eppler>, April 21, 2010

³ GTZ Profile, Ibid

After the independence of Bangladesh in 1971, Germany was one of the first⁴ European countries to officially recognize Bangladesh in 1972 and instigate development and technical cooperation to help the country sprout fine. Since then, Bangladesh is a priority partner country of German Technical Cooperation (GTZ). The main problems in Bangladesh are scarce resources, natural disasters, a rigid and to some extent arbitrary bureaucracy, over-population and the poverty which this causes. Around 50 percent of the population lives below the poverty line. Hence, by an agreement between both the governments adopted in May 2004, the activities of the GTZ BD focus on three priority areas⁵:

- Health care (including family planning, HIV/AIDS)
- Human rights, democracy, participation and good governance
- Energy, in particular renewable energy and energy efficiency

Objective

Working under difficult conditions, GTZ BD promotes complex reforms and change processes, while its corporate objective is to improve peoples' living conditions on a sustainable basis across Bangladesh. GTZ BD aims increasingly to use local know-how and local experts. In preparing and implementing project contributions, high priority is given to participation. Apart from the aforesaid generalized objectives, the annual objectives are revised each year based on miscellaneous necessities of Bangladesh.

Corporate Identity

The corporate identity of GTZ revolves around this valued tagline: “*We are the GTZ – Partner for the Future. Worldwide.*” GTZ's corporate culture is reflected in its corporate identity. This shapes the working style of all the staff.

⁴ Khan Ferdousour Rahman, Germany-Bangladesh relations, The Financial Express, Dhaka, Wednesday February 27, 2008

⁵ GTZ in Bangladesh, <http://www.gtz.de/en/weltweit/asien-pazifik/604.htm>, April 22, 2010

Vision

-To successfully promote international cooperation that contributes to sustainable development throughout the world

-To strengthen its position in the global market for international cooperation services

Mission

-To implement commissions for the German federal government and other national and international, public and private-sector clients.

-To support political, economic, ecological and social development worldwide, and so improve peoples' living conditions.

-To provide services that support complex development and reform processes.

Corporate Philosophy

Sustainable development has long been an integral part of GTZ's corporate philosophy. For the work of GTZ BD, sustainable development means:

- Supporting economic growth for more prosperity in partner countries (i.e. Bangladesh)
- Ensuring equal opportunities for rich and poor, North and South, women and men
- Utilizing natural resources for the benefit of present and future generations

There are no ready-made sustainable solutions to complex development issues. GTZ understands sustainable development as a constant process of negotiation and learning. In its work GTZ uses a combination of advisory services, such as policy, technical and organizational advice. It works at government level as well as with associations, industry, local populations and international donors. GTZ observes the principles of good governance and operate according to internationally recognized fundamental values, such as respect for human rights.

Common Values of GTZ

Unlike GTZ worldwide, GTZ BD also acts on the conviction⁶ that

- Respect for human rights and the dignity and uniqueness of each individual create the basis for international cooperation.
- Rule-of-law, legal security and citizens' participation in the political process are prerequisites for effective government action.
- The environmentally sound use of resources secures development opportunities for future generations.
- A market-friendly and socially-oriented economic order together with development-focused governance is the platform for income-security and progress.
- Effective contributions towards peace and security are key pillars of development.
- Cooperation in a spirit of partnership leads to success.
- Transparency and integrity engender clarity and understanding of corporate action both within our organization and externally, and so create trust.

Core Competency

The core competency of GTZ BD is capacity development. According to GTZ, capacity is the ability of people, organizations and societies to shape development on a sustainable basis. This entails identifying problems and then developing and successfully implementing strategies to reach solutions. GTZ promotes capacity development at individual, organisational and societal level so that the partners are able to articulate, negotiate and implement their own concepts of sustainable development. In doing so, it often assumes the role of facilitator between state and society and of mediator in societal conflicts of interest. Wherever possible and appropriate, GTZ involves the private sector. Capacity development, empowering partners, promoting potentials are its guiding principle for holistic competency development, which GTZ regards as the key to sustainable development.

⁶ "Our Corporate Identity", GTZ, March 2007, Page 1

GTZ Clients

The German Federal Ministry for Economic Cooperation and Development (BMZ) is its major client. The company also operates on behalf of other German ministries, the governments of other countries and international clients, such as the European Commission, the United Nations and the World Bank, as well as on behalf of private enterprises. GTZ works on a public-benefit basis. All surpluses generated are channeled back into its own international cooperation projects for sustainable development. GTZ also cooperates with other German development cooperation organizations (KfW Entwicklungsbank [KfW development bank], InWEnt, Capacity Building International, Germany) and directly with the following bilateral and multilateral organizations⁷:

- Asian Development Bank (ADB)
- Food and Agricultural Organization (FAO)
- South Asian Enterprise Development Facility (SEDF)
- Swiss Intercooperation
- Department for International Development (DFID)
- United Nations Development Program (UNDP)

Experience and Expertise

GTZ has over 30 years⁸ of experience in international cooperation for sustainable development. It got its own expert and managerial staff working on the ground in Bangladesh. GTZ operates nationwide, adapting its approaches and solutions to the local Bangladeshi conditions. Together with their partners, GTZ BD develops and implements tailored concepts and measures. For this, GTZ draws on a combination of sectoral, regional and managerial expertise.

Open to Alliances

Alliances are vital to international cooperation for sustainable development. GTZ boasts a worldwide network of partnerships in civil society, business and culture. GTZ BD has always cooperated closely with national and international development organisations. Wherever it

⁷ GTZ in Bangladesh, Ibid

⁸ Adapted from the GTZ Profile, Longer version/GTZ Presentation, GTZ Dhaka, Bangladesh, May 2009

makes technical and financial sense, GTZ BD calls on the expertise of the consultancy sector, independent experts and specialist public institutions.

Concept & Mechanism

GTZ takes on tasks in the field of international cooperation and performs them in line with its concept of sustainable development. GTZ helps realise this concept with its holistic, value-based and process-oriented approach, which ensures the participation of all stakeholders. It takes account of economic, social and environmental issues in its work and supports the partners when it comes to negotiating solutions in the broader social context. With the wide spectrum of its services, the most important of which is capacity development, GTZ translates sustainable development into practice. GTZ advises government on mainstreaming their goals and change processes in laws and strategies, and implementing these country-wide. Otherwise changes remain isolated occurrences, and fail to generate results beyond the short term.

Areas of Activity

GTZ's services cover a range of areas⁹, including economic development, employment promotion, governance and democracy, health, basic education, environmental protection, resource conservation, agriculture, fishing and food. In all these fields GTZ helps enhance the performance capabilities of individuals and organisations. Government advisory services have a high priority in GTZ's work. Where acute need is jeopardising human survival, GTZ responds with emergency aid and refugee programs.

⁹ GTZ Profile, Ibid

Chapter Three:

Nature of the Job

Job Description/Nature

Job Description	Assistant to Deputy Director, GTZ Bangladesh
Job Category	Intern

Tab 3) Job Description

The Deputy Director is the Head of Administration who ensures compliance of policies with local laws execution of all administrative processes in the GTZ office according to the rules and regulations of the GTZ. He is in charge of managing the office staff in close coordination with the Country Director, as the Deputy Country Director of GTZ Dhaka. Hence, Assistant to Deputy Director experiences the following job responsibilities, roles and tasks depending on these reporting to the Deputy Director becomes vital:

Job Responsibilities

The Job responsibilities revolved around assisting the Deputy Director of GTZ Bangladesh for the following:

- Efficient execution of all administrative processes in the office according to the rules and regulations of GTZ
- Service orientation of the GTZ-Office towards projects, HQ, expatriates, visitors, etc.
- Implementation and dissemination of new policies, rules and regulations, etc. concerning administrative procedures
- Management of office staff in close coordination with the Deputy Director
- Ensures compliance of policies with local laws
- Maintenance of an overall good flow of communication between the office and the projects

- Perform the administrative requirements of the office independently with minimum supervision
- Coordinates the contracting of external services (e.g. framework agreements, service contracts), monitors price and quantity/quality

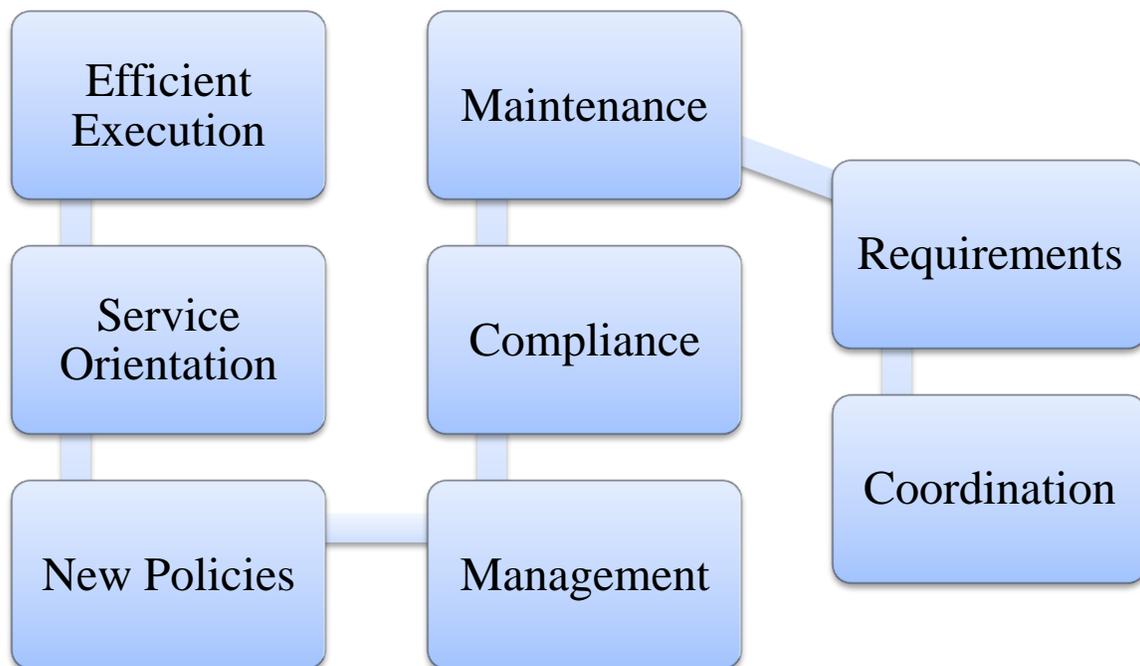


Fig 4) Areas of Job Responsibilities

Within this context, the Job Tasks of Assistant to Deputy Director are as follows:

Job Tasks & Aspects of Job Performance

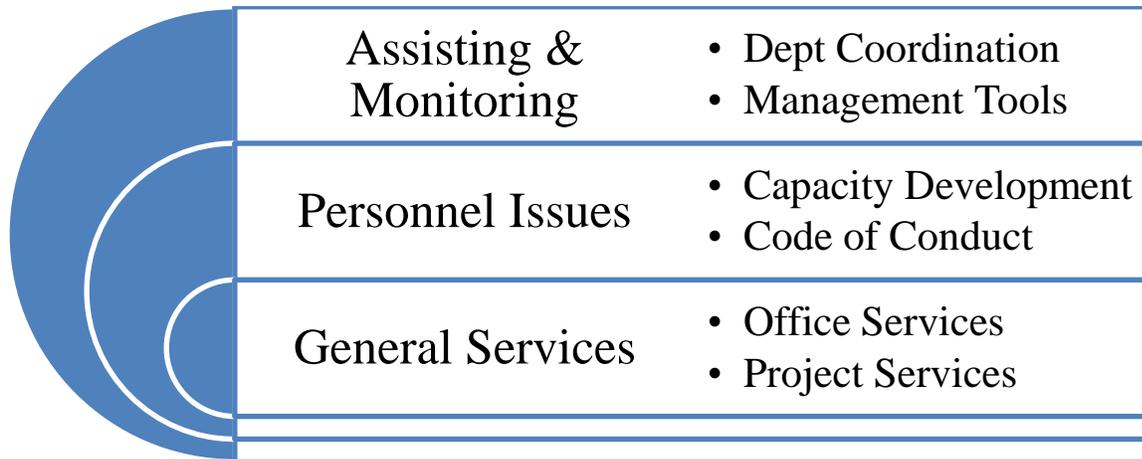


Fig 5) Aspects of Job Performance

Assisting and Monitoring

- Assisting activities of the Procurement, General Administration, Travel and Event Management departments.
- Coordinating the contracting of external services and monitoring of the market situation in terms of price and quality.
- Assist in developing management systems and processes.

Personnel Issues (National Staff)

- Co-ordinates the capacity development plans, training programs and other personnel issues as required for reporting departments.
- Ensures the introduction of new administrative personnel in the administrative GTZ-procedures, rules and regulations, code of conduct.
- Provides a communication venue for and between the GTZ and national staff.

General Services

- Continually revises and improves office service procedures internally, as well as for projects

Other Duties/Additional Tasks

- Supervise activities and tasks as assigned.
- Undertakes further job training related to the position and duties when required. Specific training needs shall be identified and appropriate programmes selected jointly with the Deputy Director.

Chapter Four:

Facilitations of GTZ

Dhaka Team

Spectrum of GTZ Services: **GTZ Dhaka Office Team Facilitations**

All GTZ projects aim to improve the living conditions and the prospects of individuals in Bangladesh on a sustainable basis. Following is a gist of the GTZ BD national service line, hence the array of key on-going projects in Bangladesh, these GTZ Projects are more or less facilitated by GTZ Dhaka Office Team ensuring the office support of GTZ Bangladesh:

Rural Infrastructure Improvement Project (RIIP I & II)¹

The Rural Infrastructure Improvement Projects I & II (RIIP I & II) are large-scale projects of the Local Government Engineering Department (LGED) in 39 of Bangladesh's 64 districts, which are working to reduce rural poverty by constructing and upgrading roads, building bridges and culverts, planting trees along roads, improving growth centers, rural markets and boat landing sites, and constructing flood shelters, submersible roads, and union parishad complexes.

RIIP I, which got underway in February 2004, is a joint effort of LGED, Asian Development Bank (ADB), and German development cooperation through KfW Entwicklungsbank and GTZ in 16 districts of two southwestern divisions of Bangladesh: Barisal and Khulna.

RIIP II began in 2006 and is working in 23 districts of the Dhaka, Rajshahi, and Chittagong divisions; it is also collaboration between LGED, ADB, KfW and GTZ.

Second Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP 2)²

Only one out of three Bangladeshis lives in a city. Although this ratio is comparatively low, Bangladesh has one of the fastest urbanization rates in the world, with hundreds of thousands of new urban dwellers every year. The capital Dhaka, with around 14 million people, is one of the ten largest megacities in the world; its slum population has doubled in the last decade, from 1.5 to 3.4 million people, but still migration focuses on Dhaka, as the smaller cities do not provide the same economic opportunities. The Second Urban Governance and Infrastructure Improvement (Sector) Project (UGIIP 2), a project of the Local Government and Engineering

¹ "Long-Standing Partnership for Rural Roads and Markets", GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

² "Creating Livable Secondary Cities for Balanced Urban Growth", GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

Department, jointly funded by the Bangladesh Government and *pourashavas* (secondary cities), Asian Development Bank, and the German Government through KfW requires *pourashavas* to meet certain governance improvement criteria in order to access funds for infrastructure development. These criteria include: participation of women and the poor, financial accountability, administrative transparency, and participatory planning through the set up and use of *pourashava* development plans (PDPs).

Promotion of Legal and Social Empowerment of Women in Bangladesh (PLSEW)³

The wide gap between formal rights and the everyday reality of women's lives is not only an abuse of fundamental human rights and democratic principles, but also a major cause of the disproportionate number of women living in extreme poverty. German development cooperation through GTZ, with additional support from DFID and Danida, is actively addressing the legal obstacles that women face in Bangladesh. At the local level, the project Promotion of Legal and Social Empowerment of Women is offering gender training to *shalishes* and supporting Alternative Dispute Resolution Committees.

Gender Responsive Community Based Policing (GRCBP)⁴

Although women are the most frequent victims of crime in Bangladesh, including widespread domestic violence and human trafficking, they virtually never approach the police for help, because they do not trust them. One very promising strategy to build trust between women and the police is that of gender sensitive community based policing. Community based policing brings the community and the police together in a partnership in order to identify and resolve problems, establish security at the local level, and, above all, prevent crime. The Royal Netherlands Embassy is now providing €2.4 million to fund the GTZ-supported initiative to design and implement innovative gender responsive community based policing measures.

³ “Helping Bangladeshi Women Claim their Rights”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

⁴ “Gender Responsive Community Based Policing”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

Improvement of the Real Situation of Overcrowding in Prisons (IRSOP)⁵

The German-Bangladeshi cooperation has just embarked on a new project to reform the practice of “safe custody” – the imprisonment of women and children in order to “protect” them, while in fact violating their basic rights and exposing them to new threats within prisons. Although Bangladesh has one of the lowest prison populations in the world, its prisons are hopelessly overcrowded because there is no effective mechanism for getting people out of jail. The project will be piloting the use of paralegals within the prisons to act as a link in the criminal justice chain, drawing the attention of lawyers and the courts to people who have overstayed their term or might be released on bail or are otherwise being held unnecessarily.

Promotion of Social, Environmental and Production Standards in the Readymade Garment Sector (PROGRESS)⁶

The readymade garment (RMG) industry is one of the core sectors of Bangladesh’s economy and the major driver of economic development in Bangladesh. It accounts for 75% of total export volume and 10% of the country’s GDP. More than 4000 companies are active in this sector, employing an estimated three million people, two million of them women. Contrary to all expectations, the Bangladesh RMG industry has so far been able to withstand international competition and has recently exhibited growth rates of 15% to 20%. There is no escaping the fact, however, that international competition is increasing. PROGRESS supports a multi-level and multi-stakeholder approach, cooperating with local suppliers, international buyers, government, non-government organizations, and unions in order to foster market compatible instruments such as social and environmental standards that have rapid effects in markets and work places. Moreover, PROGRESS helps producers to improve production and eco-efficiency through skill development and promotion of innovation.

⁵ “Improvement of the Real Situation of Overcrowding in Prisons in Bangladesh”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

⁶ “Bangladesh Readymade Garment Sector Faces New Era”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

Multidisciplinary HIV/AIDS Program (HIV/AIDS)⁷

The Multidisciplinary HIV/AIDS Program, supported by GTZ, is working to strengthen city corporation public health departments in Sylhet, Khulna, Chittagong, and Rajshahi, so they can better prevent and respond to the spread of infectious diseases including AIDS. The program, in conjunction with Family Health International, is introducing a comprehensive quality assurance system to improve health services in these four cities, working closely with the health departments and medical staff of the city corporations, NGOs, and health care providers – the first time such a system has been used by a public health system in Bangladesh.

Health, Nutrition and Population Sector Program (HNPS)⁸

The Health, Nutrition, and Population Sector Program (HNPS) was designed by the Government of Bangladesh and is the largest sector-wide approach in the world. The HNPS aims to align, harmonize, and coordinate the inputs of all stakeholders to the health, nutrition, and population sectors under one sector planning, implementation, and monitoring framework. The Government of Germany is supporting the HNPS by bringing into play both Technical Cooperation (GTZ) & Financial Cooperation (KfW). GTZ assistance to the HNPS includes capacity development of the Monitoring & Evaluation Unit of the Ministry of Health and Family Welfare (MoH&FW) to enable it to assume full responsibility for HNPS program monitoring.

Sustainable Energy for Development (SED)⁹

The Government of Bangladesh is working to provide more energy to its people, in order to accelerate economic growth, poverty reduction, and social development. German development cooperation is supporting these efforts through GTZ and KfW. Renewable energy and energy efficiency is a priority area of Bangladeshi-German development cooperation. The Program Sustainable Energy for Development (SED) is deeply involved with Bangladesh's effort to

⁷ “Improving Healthcare and Preventing HIV/AIDS”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

⁸ “Improving Healthcare in Bangladesh”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

⁹ “Promoting Renewable Energy and Energy Efficiency”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

provide more and reliable energy to its people through the efficient use of energy and the dissemination of renewable energy technologies. On the one hand, it is working to increase the use of energy efficient appliances and production processes by industry, government, and private households; on the other hand, the program is actively supporting, among others, the dissemination of biogas digesters, improved cooking stoves, and technologies utilizing solar energy in the rural areas.

Wetland Biodiversity Rehabilitation Project (WBRP)¹⁰

Bangladesh lies in the eastern part of the Bengal Basin, one of the largest river floodplains in the world. The Bangladeshis have long depended on the basin’s three formidable rivers, the Padma (Ganges), the Jamuna and the Meghna, as well as their numerous smaller tributaries and distributaries, for fresh water, transportation, fish, and for the floods that deposit fertile silt on their farmland each year. However, high population density has resulted in intense pressure on both land and water resources. The Wetland Biodiversity Rehabilitation Project, supported by the Department of Fisheries of the Ministry of Fisheries and Livestock, the Bangladesh Water Development Board of the Ministry of Water Resources, and the German Federal Ministry for Economic Cooperation and Development through GTZ, is working to increase wetland biodiversity, restore vital freshwater fishery habitats, and improve the livelihoods of poor wetland people, initially in the Bera, Santhia, and Sujanagar upazilas of the eastern part of the Pabna District – where the Padma meets the Jamuna.

Developing Business Service Markets (DBSM) – KATALYST (GTZ IS)

KATALYST started in 2002 and is currently active in more than 30 sectors: manufacturing sectors such as plastics, furniture, agro tools, and the export of processed agricultural products; agricultural sectors like pond fishery, vegetables, maize, and poultry; and service sectors, like accounting, marketing, media, quality management, and private healthcare. KATALYST also works with business associations to address the issues and problems faced by small and medium-sized enterprise (SMEs). KATALYST is funded by the British DFID, Swiss SDC, Swedish SIDA, and Canadian CIDA and is implemented by Swisscontact and GTZ International Services (IS). It works together with the Bangladesh Ministry of Commerce.

¹⁰ “Wetland Biodiversity Rehabilitation Project”, GTZ in Bangladesh, June 2009, GTZ Office Dhaka and Projects & Programs under GTZ Portfolio at GTZ BD Portal, April 2010

Chapter Five:

Team Effectiveness (TE) as a part of Effective Team Management of GTZ Dhaka

Team Effectiveness (TE) Platform of GTZ Dhaka

Team effectiveness refers to the system of getting people in a company or institution to work together effectively, so does at GTZ Bangladesh. The unanimous idea behind team effectiveness of GTZ is that a group of people working together can achieve much more than if the individuals of the team were working on their own. In relation to the previous chapter where the facilitations of GTZ Dhaka Office Team were provided as a food for thought, while below are the team functions and a vivid picture of Team support to GTZ Projects:

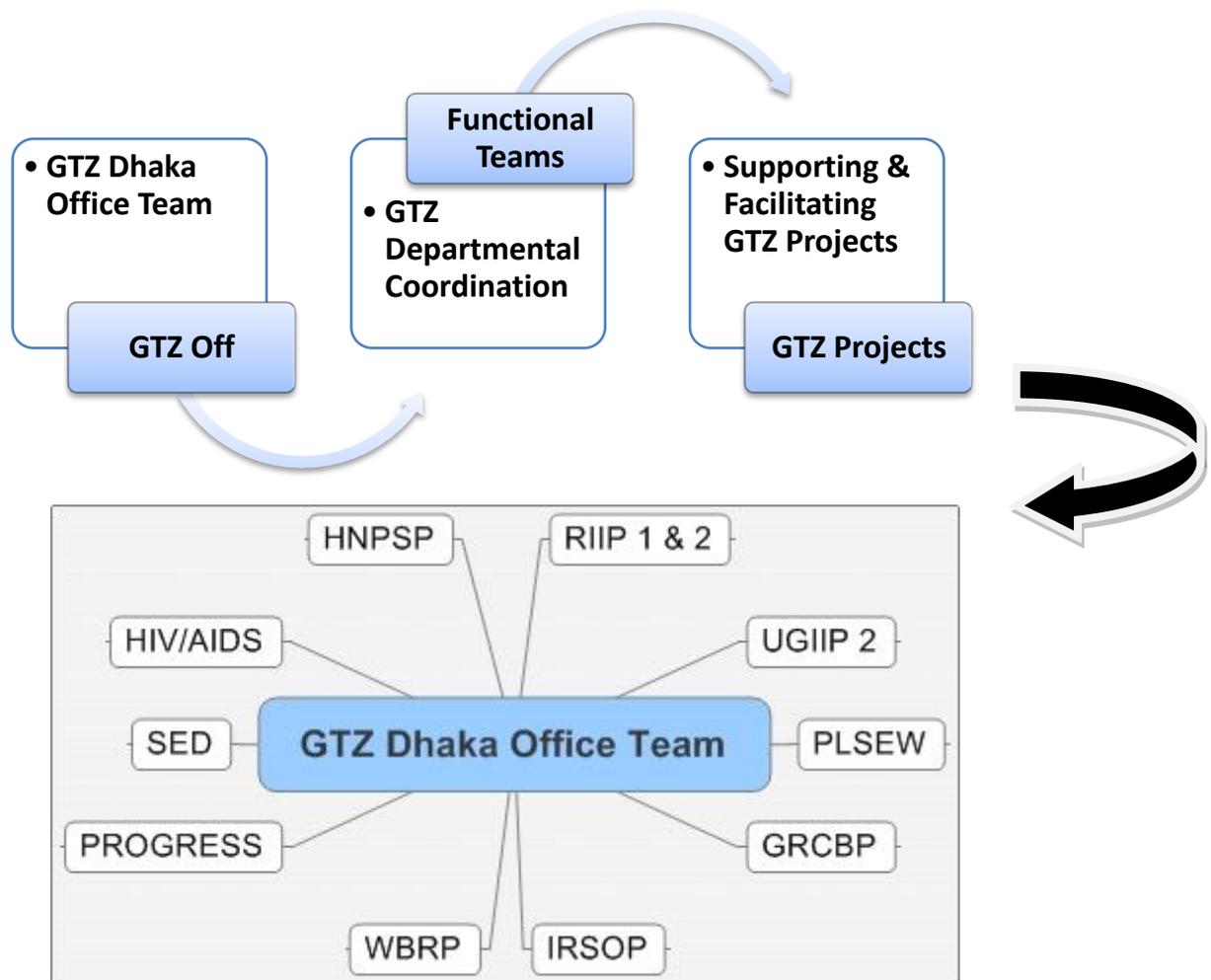


Fig 6) GTZ Dhaka Office Team Support

GTZ Dhaka Office Team comprises several departments those are considered small functional teams working together to meet the objectives of GTZ Bangladesh.

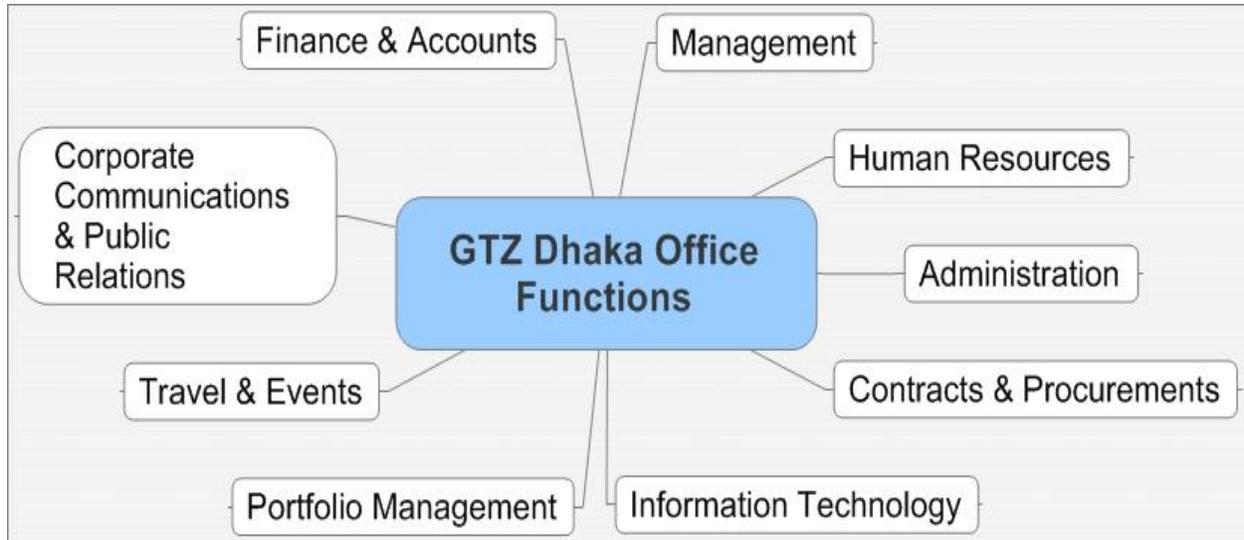


Fig 7) GTZ Dhaka Office Functional Teams



Fig 8) GTZ Dhaka Extensive Administration Team

Functions of GTZ Dhaka Extensive Administration Team

The Head of extensive Administration of GTZ Dhaka ensures compliance of policies with local laws execution of all administrative processes in the office according to the rules and regulations of the GTZ¹. He is in charge of managing the office staff in close coordination with the Country Director, administers the small functional teams under the extensive Administration of GTZ Dhaka. These small functional teams comprise the extensive Administration Team of GTZ Dhaka headed/commanded by the Deputy Country Director who is the Head of Administration:

(a) General Administration Team²

The General Administration Team provides support related with visa and other mandatory documentation procedures for international staff as well as guidance while settling down in Bangladesh regarding housing, shipment of personal belongings, vehicles and so on. The team also deals with import procedures and documentation for the GTZ Office and GTZ projects/programs. Among other functions, the team is in charge of the buildings maintenance and the security desk.

(b) Human Resource Team³

Human Resource Team works closely with various issues concerning national personnel. Its function includes a variety of activities, and key among them is recruitment of national personnel, employment contract, remuneration, tax and social security contribution, and human resource development and evaluation. Activities also include setting standards and procedures for hiring new employees, maintaining employee records and implementing personnel policies. The HR Team's overall objective is to effectively make use of the talents and abilities of employees to achieve the operational objectives of GTZ. Along with realizing the goals of the organization, Human Resource Team also seeks to ensure non-discriminatory practices in the workplace, given a German corporate culture.

¹ Management, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

² Administration, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

³ Human Resource, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

(c) **C**ontracts & Procurement Team⁴

Contracts & Procurement Team facilitates the procurement of materials, equipment or services as per the principles of efficiency and economy, competition, equal treatment of all suppliers, and transparency and documentation of the entire process. It also complies with the relevant contracting rules.

(d) **T**ravel & Events Team⁵

Travel & Events Team assists the GTZ projects/programs with travel related issues like International or Domestic air ticket, Visas, Travel Insurance, Travel Claims etc. The team provides the projects with the Authorization Letter for Tax exemption, Recommendation Letter for Visa, Travel Insurance from HQ, calculation for the advance for any travel, Calculation for the reimbursement for travel claims etc. It also monitors the market price of Air Tickets and assures the GTZ projects the best possible price. Upgrading hotel lists with more facilities, negotiation with the hotels for the best rates and services, organizing GTZ events are also major functions of the Travel & Events Team.

(e) **F**inance & Accounts Team⁶

The Finance & Accounts Team has among its main functions the costing of GTZ projects as well as cash accounts management and payments of GTZ Dhaka Office.

(f) **I**nformation Technology Team⁷

The Information Technology Team at GTZ Office Dhaka works closely with GTZ Office Eschborn (GTZ Headquarters), local and foreign vendors, other teams and the global IT industry to ensure that information technology demands of GTZ Bangladesh are duly met.

⁴ Contracts & Procurement, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

⁵ Travel & Events, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

⁶ Finance & Accounts, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

⁷ Information Technology, GTZ Office Dhaka, GTZ Bangladesh under GTZ BD Intranet, April 2010

Code of Conduct that assists GTZ Dhaka Team Effectiveness

GTZ Code of Conduct⁸ is derived from the GTZ common values defined in the Corporate Identity. The GTZ team members practice these principles and expect their subcontractors to do so too. GTZ Dhaka Team is guided by the following principles, those help GTZ Dhaka team effectiveness:

(a) Equal rights

All team members work with each other without any distinction in terms of gender, skin color, religion, culture, education, social status or nationality.

(b) Compliance with contract and statute

All team members fulfill GTZ contractual agreements, respecting the laws in Germany and in Bangladesh.

(c) Transparency

All team members make sure that their actions and motives are clear and comprehensible.

(d) Loyalty

All team members are loyal to the company. This also means providing constructive criticism, which they express in an appropriate manner and openly within GTZ.

(e) Confidentiality

All team members handle all GTZ information confidentially whenever its nature requires discretion or if explicitly requested.

⁸ GTZ Code of Conduct, GTZ Intranet (International), January 2010

(f) Cooperation in partnership

All team members work together with GTZ national partners, project partners and target groups in a fair and reliable manner based on mutual trust. This also applies to the behavior with colleagues. Constructive conflict management is an important part of GTZ work.

(g) Client orientation

Client satisfaction is the yardstick for the quality of team members' work.

(h) Employee orientation

GTZ Dhaka promotes its employees' development. The quality of their work guarantees the success of the company.

(i) Results orientation:

All team members' actions are geared to achieving sustainable and verifiable impacts.

(j) Efficiency:

All teams' operations aim to achieve maximum cost-effectiveness.

(k) Flexibility:

All teams use flexible structures and processes which they match to the demands on hand.

(l) Responsibility and Accountability:

All team members' decision-making is located next to the operational level and oriented to common corporate interests.

Team Effectiveness (TE) Models & Approaches for All Functional Teams

Team Effectiveness of GTZ Dhaka, especially the wide-ranging Administration Team led by Deputy Director is determined by a number of factors, some of the key explored factors are elucidated as follows:

(a) Holistic Approach⁹ of GTZ

GTZ Dhaka team members work with many different stakeholders and lock in at the most appropriate point for sustainable development, that is, where there is a will to change whenever needed, both inside and outside the GTZ Office.

(b) Value-oriented Approach¹⁰ of GTZ

GTZ Dhaka believes that diverse interests can be reconciled most effectively and fairly in democratic societies, under the rule of law and with a social and ecological market economy. That is why GTZ Teamwork is guided above all by the principles of good governance, participation, transparency and accountability and fundamental internationally accepted values such as respect for human rights.

(c) Project Progress Review –The PPR Model¹¹ of GTZ

The PPR helps steer the evaluated development and the learning processes both in the GTZ projects and throughout the GTZ Dhaka Office. The officer responsible for the contract and cooperation is responsible for the PPR. In all development measures of GTZ, a PPR is carried out when planning a new phase. In addition, a PPR can be carried out at any other time as required at GTZ Office. In justified cases, the decision to carry out a PPR may be taken solely by the superior, who then assumes responsibility. If the officers responsible for contracts and cooperation do not intend to conduct a PPR, they provide written reasons for this to their superior. The superior then decides and documents the decision.

⁹ GTZ O+R, GTZ Intranet (International), January 2010

¹⁰ Ibid

¹¹ Ibid

PPR guide: - The PPR guide helps GTZ officers responsible for the contract and cooperation to prepare, implement and document the PPR independently.

(d) **EFQM Excellence Model** ¹² of GTZ

As a tool for Self-Assessment and a guide to identify areas for Improvement, GTZ Dhaka at times uses the European Foundation for Quality Management (EFQM) Excellence Model. The EFQM Excellence Model was introduced at the beginning of 1992 as the framework for assessing organizations for the European Quality Award. It is now the most widely used organizational framework in German speaking Europe and it has become the basis for the majority of national and regional Quality Awards. The EFQM Excellence Model is a practical tool for GTZ Dhaka Team.

GTZ Dhaka has enjoyed various benefits of undertaking research using the EFQM Excellence Model. Some of these included:

- Providing a highly structured, fact-based technique to identifying and assessing GTZ's strengths and areas for improvement and measuring its progress periodically
- Improving the development of strategy of GTZ
- Educating team members in GTZ on the Fundamental Concepts of Excellence and how they relate to their responsibilities
- Integrating the various improvement initiatives into normal operations of GTZ
- Assessing the current health of GTZ offering means to balance its priorities, allocate resources and generate realistic plans.

The EFQM Excellence Model is a framework based on nine criteria. Five of these are 'enablers' and four are 'results'. The 'enabler' criteria cover what GTZ does. The 'results' criteria cover what GTZ achieves. 'Results' are caused by 'enablers' and feedback from 'results' help to improve 'enablers', hence the overall Team Effectiveness of GTZ Dhaka.

¹² Dr. Jashim Uddin Ahmedm, Dr. M. Humayun Kabir Chowdhury (2007), Employee Survey of GTZ-Bangladesh 2007, School of Business, North South University, Dhaka, Bangladesh

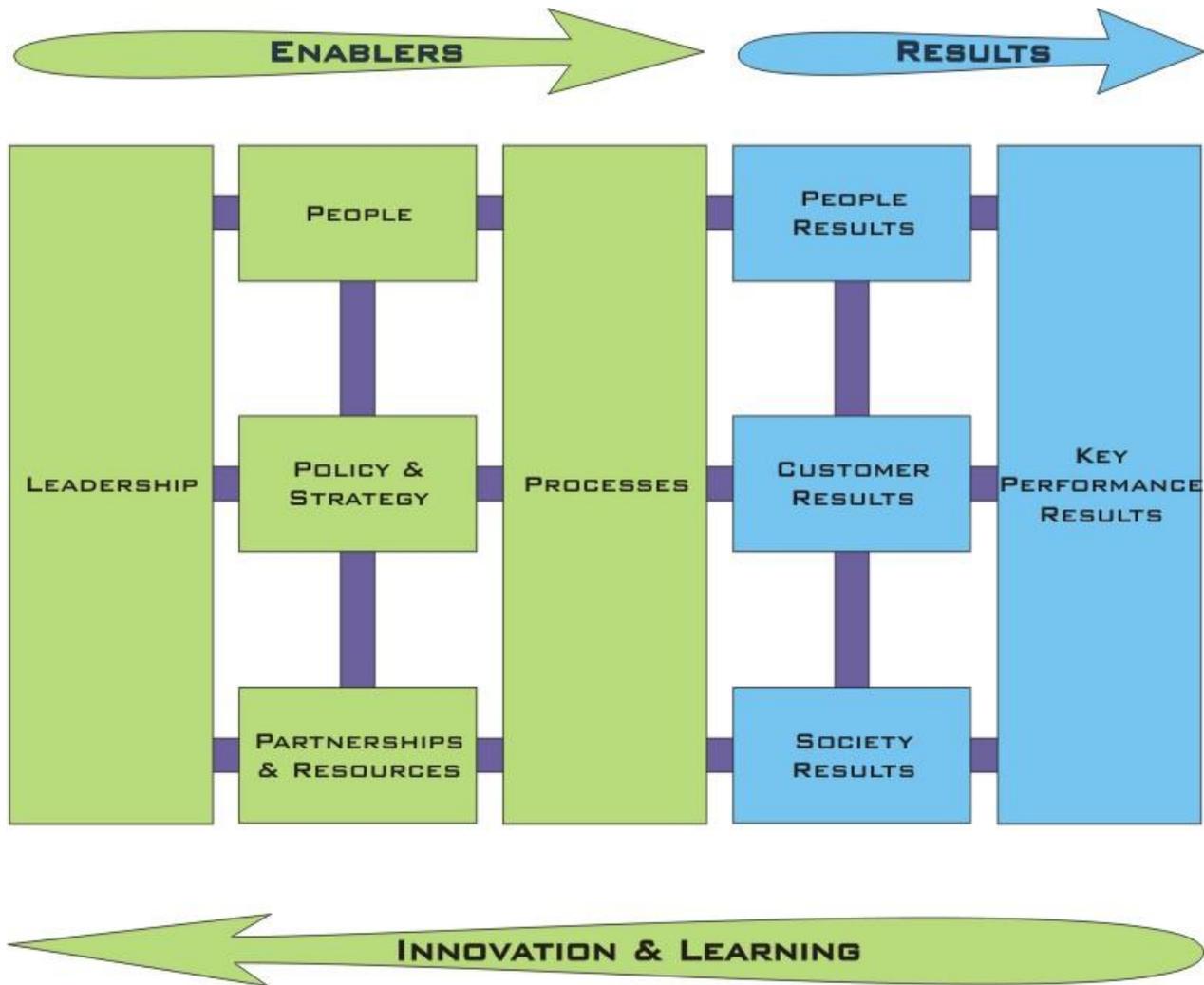


Fig 9) EFQM Excellence Model of GTZ

(e) **Staff Assessment and Development Talk Approach of GTZ**

GTZ Managers hold a staff assessment and development talk once a year during a set period; the procedure is the same both at Head Office and in Bangladesh. In this meeting, managers give team members feedback on their overall performance and determine how far the goals agreed in the previous staff assessment and development talk have been reached. On this basis, the manager decides directly on the development of the basic remuneration of their staff and on the

variable remuneration tied to the achievement of goals. Team members may choose not to agree goals and thus opt out of the variable remuneration component.

(f) FWAC & PWG: 4-eye Principle & 2-man rule of GTZ

To shorten the lengthy procedure of procuring goods and services, The Framework Agreement Committee (FWAC) reduces the excessive workload for both GTZ Office & Projects and save time as well. The Contracting, Procurement and Logistics Team of GTZ Dhaka in cooperation with the responsible units issues out invitations to tender for the purpose of entering into framework agreements with national and international appraisers. These framework agreements set the conditions and fees for appraiser contracts. It functions to work with the best service providers and vendors and to get the quality goods and services from enlisted vendors with competitive price.

Another Pricing Work Group (PWG) has been formed to monitor and keep follow up with the concerned departments for any changes needed or actions needs to be taken regarding Frame Work Agreements.¹³

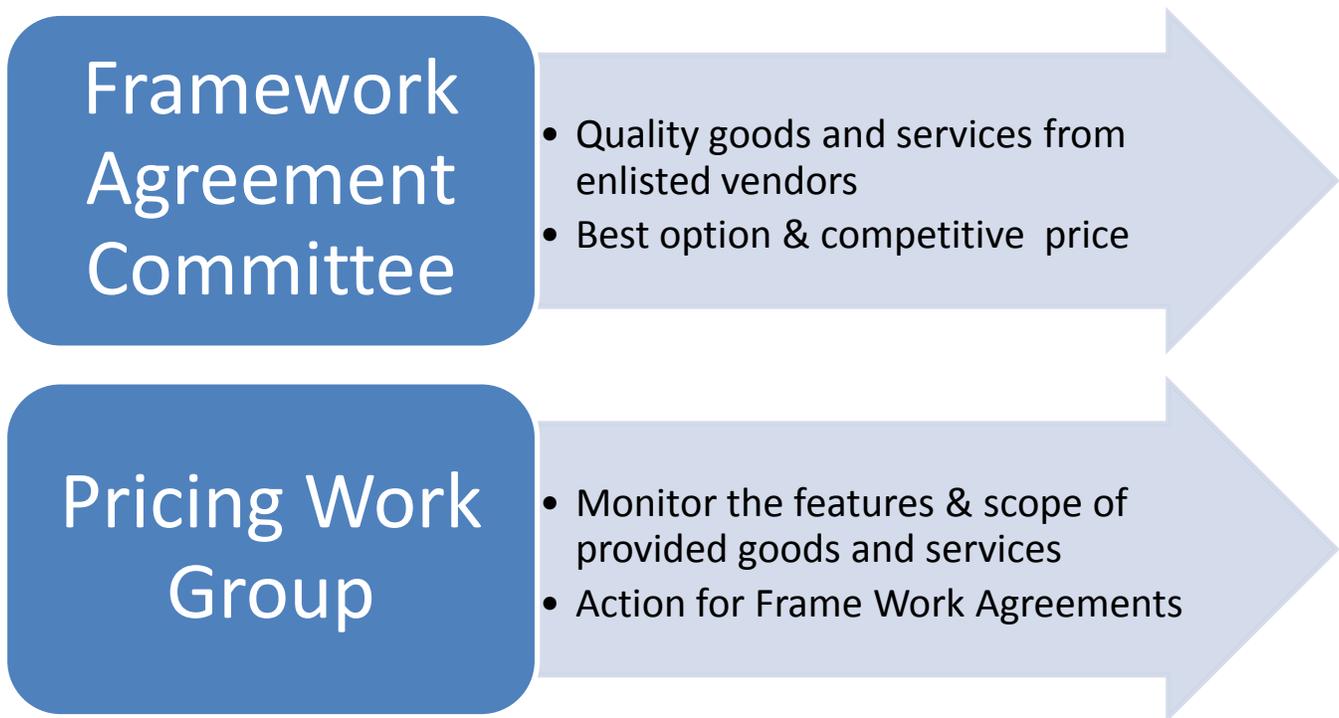


Fig 10) FWAC & PWG

¹³ Iftekhar Ul Karim (2010), Framework Agreement Committee & Pricing Work Group, Unpublished Document, GTZ Dhaka, Bangladesh

To effectively deal with all applications and for a credible enlistment, GTZ Dhaka FWAC and PWG follow the effective **4-eye Principle & 2-man rule**. The two-man rule is a control mechanism of GTZ designed to achieve a high level of security for especially critical material or operations. Under this rule all access and actions requires the presence of two authorized people at all times, constantly monitored by their 4-eyes to ensure the optimum team effectiveness of FWAC and PWG.

(g) Bottom-up Feedback Model of GTZ

To ensure further Team Effectiveness, GTZ offers the opportunity to the personnel for a Bottom-up Feedback about their respective supervisors and managers. GTZ Dhaka highly appreciates its staff's willingness to give feedback. GTZ is also happy to receive any positive feedback they might wish to give and that any critical feedback is be given due attention. This not only ensures the Team Effectiveness, but also encourages Team Leadership of the GTZ supervisors.

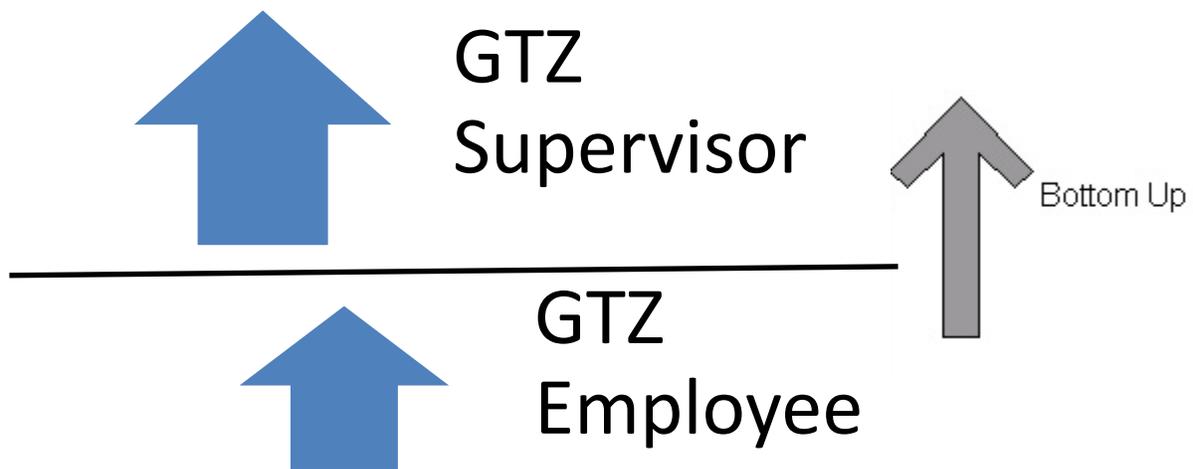


Fig 11) Bottom-up Feedback Model of GTZ

(h) The Right Mix Model of GTZ

Team effectiveness depends in part on bringing together people who have different skills that somehow complement each other, ensuring the right mix of skills. This can mean different technical abilities or communication skills. GTZ believes teaming up people who share the exact same characteristics is often a recipe for disaster.

Thereby, the Framework Agreement Committee (FWAC) comprises the following team representatives at its executive committee, ensuring a structured Team Diversity and dynamics:

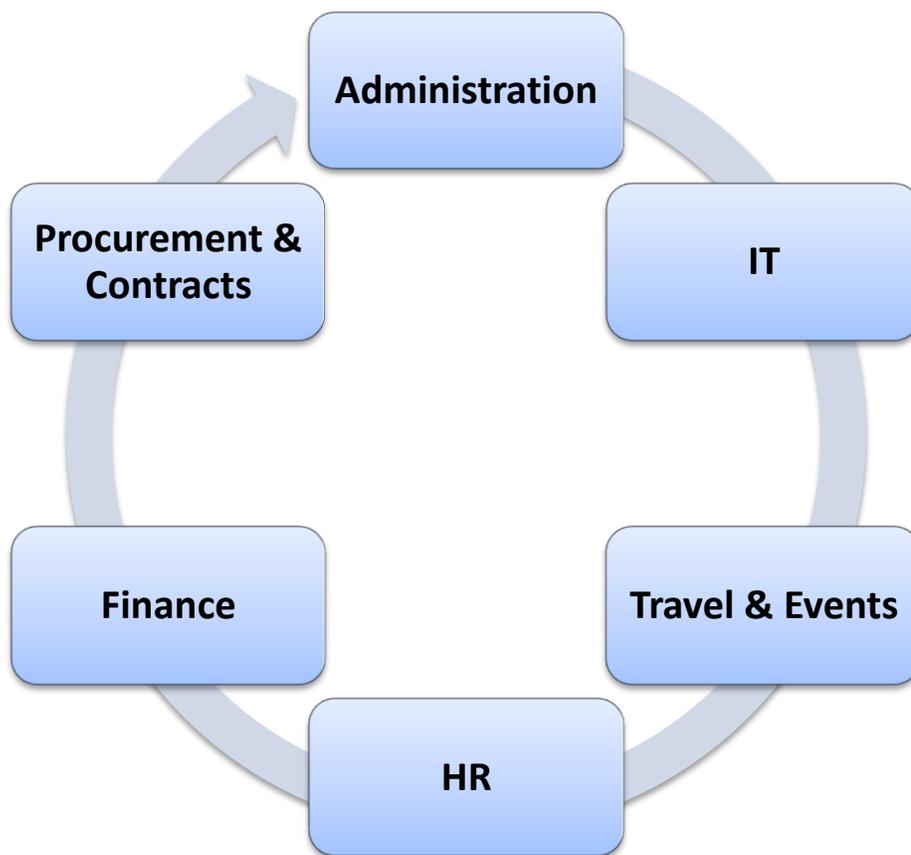


Fig 12) Right Mix Model of GTZ

Team Development of GTZ Dhaka Vs. Tuckman's Group Development Model

Teams do not become effective overnight. Team building is a process that requires due attention and care. Through extensive exploration, it has been found out that GTZ Dhaka overall team has certain aspects of its development paths in common with Tuckman's Forming, Storming, Norming, and Performing model.¹⁴

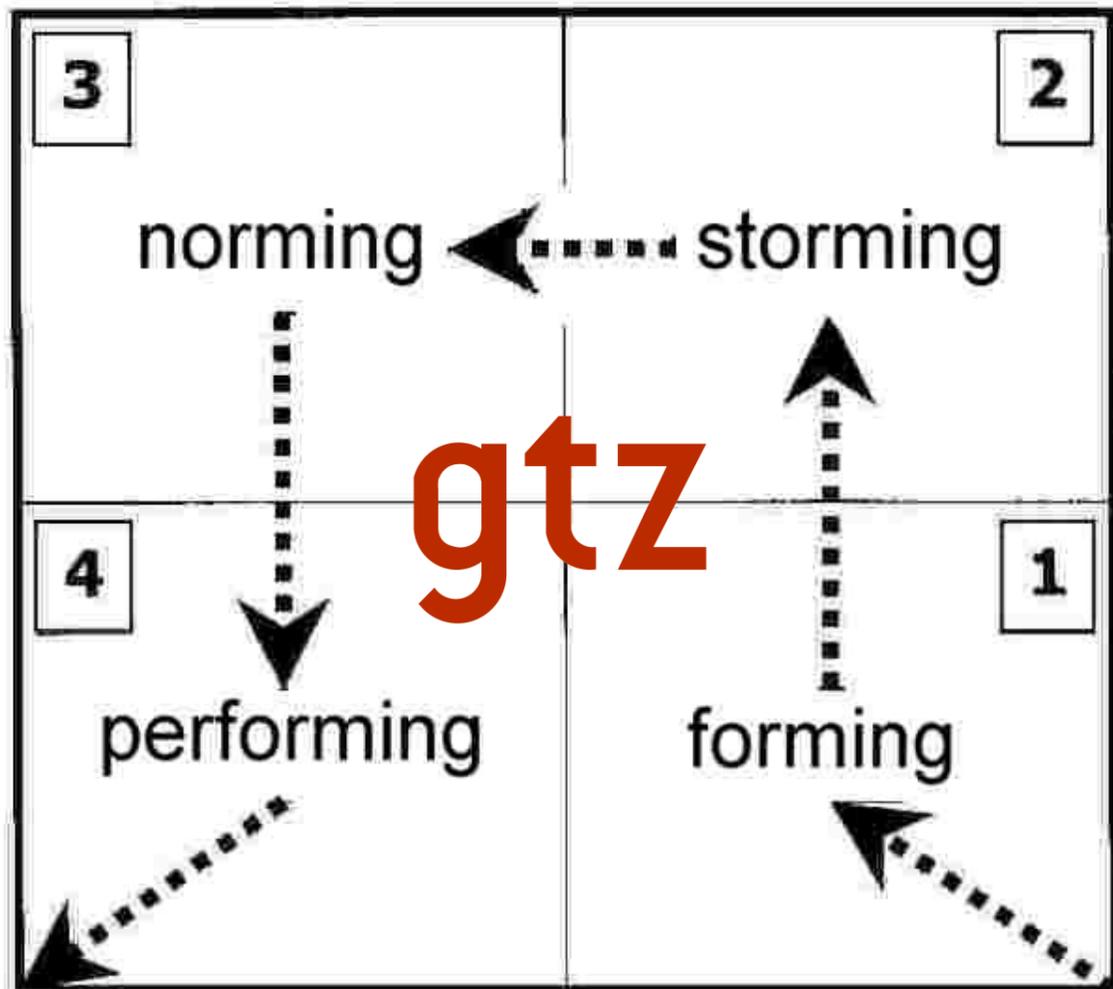


Fig 13) Tuckman's Group Development Model

¹⁴ Group Development Model was first proposed by Bruce Tuckman in 1965, who maintained that these phases are all necessary and inevitable in order for the team to grow, to face up to challenges, to tackle problems, to find solutions, to plan work, and to deliver results.

(Rickards, T., & Moger, S., (2000) 'Creative leadership processes in project team development: An alternative to Tuckman's stage model', British Journal of Management, Part 4, pp273-283)

(a) **F**orming Stage of GTZ Dhaka Team

In the first stage of GTZ team building, the forming of the team takes place. The members focus on being busy with routines, such as team organization, which does what, when to meet, etc. At the same time team members are gathering information and impressions - about each other, and about the scope of the task and how to approach it defining the recurring tasks of the team.

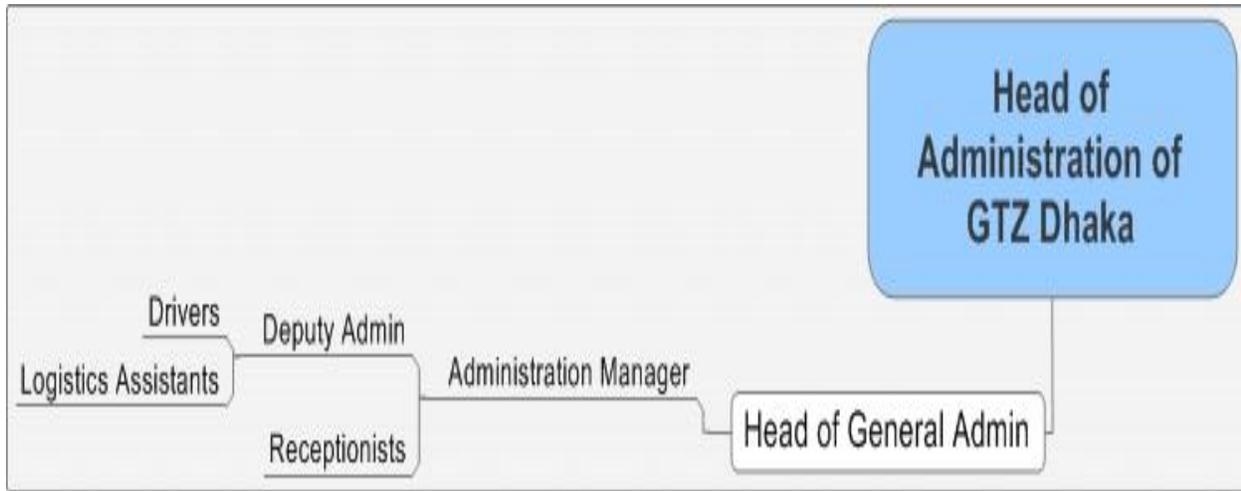


Fig 14) GTZ General Admin Team Formation under Extensive Administration Head

The team meets and learns about the opportunities and challenges, and then agrees on goals and begins to tackle the recurring tasks of General Administration of GTZ Dhaka. Supervisor of the team tends to need to be directive during this phase to clearly define the recurring tasks to the fellow team members.

GTZ Introductory Course: - The forming stage of GTZ team is important because, in this stage, the members of the team get to know one another, exchange thoughts, and make new friends during the GTZ 3-day long introductory course at GTZ Conference Hall.

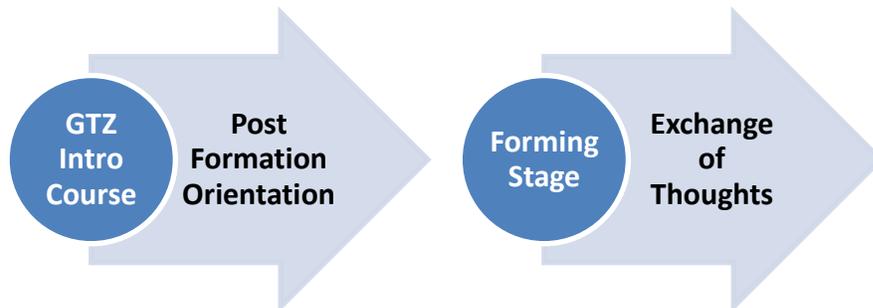


Fig 15) GTZ Introductory Course & Forming Stage

Activities such as the introductory course, in-house training of the human relations team and monitoring and evaluation training for office staff help to convey a detailed picture of GTZ, provide team members with the tools necessary in their immediate workspace and strengthen the linkages among members. The introductory course, for example, received very positive feedback from participants, which led to the implementation of another workshop, called “Knowing GTZ Better.”¹⁵

(b) Storming Stage of GTZ Dhaka Team

For GTZ Dhaka, the storming stage is necessary to the growth of the team. Supervisors of the team during this phase are more accessible but tend to still need to be directive in their guidance of decision-making and professional behavior. The teams therefore resolve their differences and team members are able to participate with one another more comfortably and they won't feel that they are being judged in any way and will therefore share their own opinions and views during the following happenings:

- (1) GTZ Staff Talk
- (2) GTZ Bottom-up Feedback

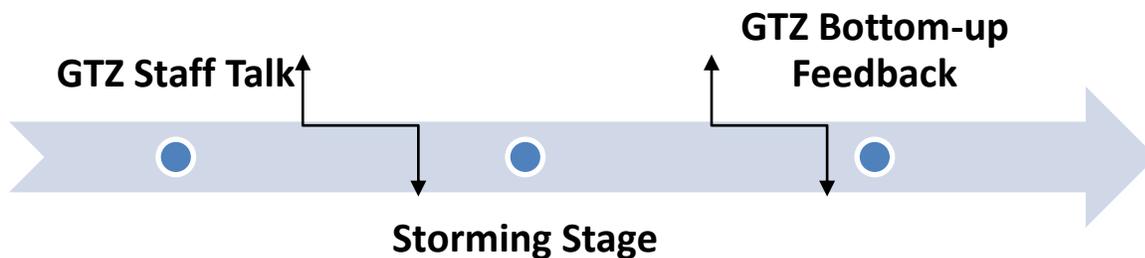


Fig 16) GTZ Team Storming

¹⁵ Learning & Development, GTZ Bangladesh, January 2010

(c) Norming Stage of GTZ Dhaka Team

At a certain point, the GTZ team enters the Norming stage. Team members adjust their behavior to each other as they develop work habits that make teamwork seem more natural and fluid. Team members often work through this stage by agreeing on rules, values, professional behavior, shared methods, working tools under the German Corporate Culture. During this phase, team members begin to trust each other. Motivation increases as the team gets more acquainted with the GTZ projects. The team members of GTZ Dhaka are expected to take more responsibility for making decisions and for their professional behavior both inside and outside GTZ Dhaka Office. Team members are also sent to miscellaneous trainings to develop their calibers.

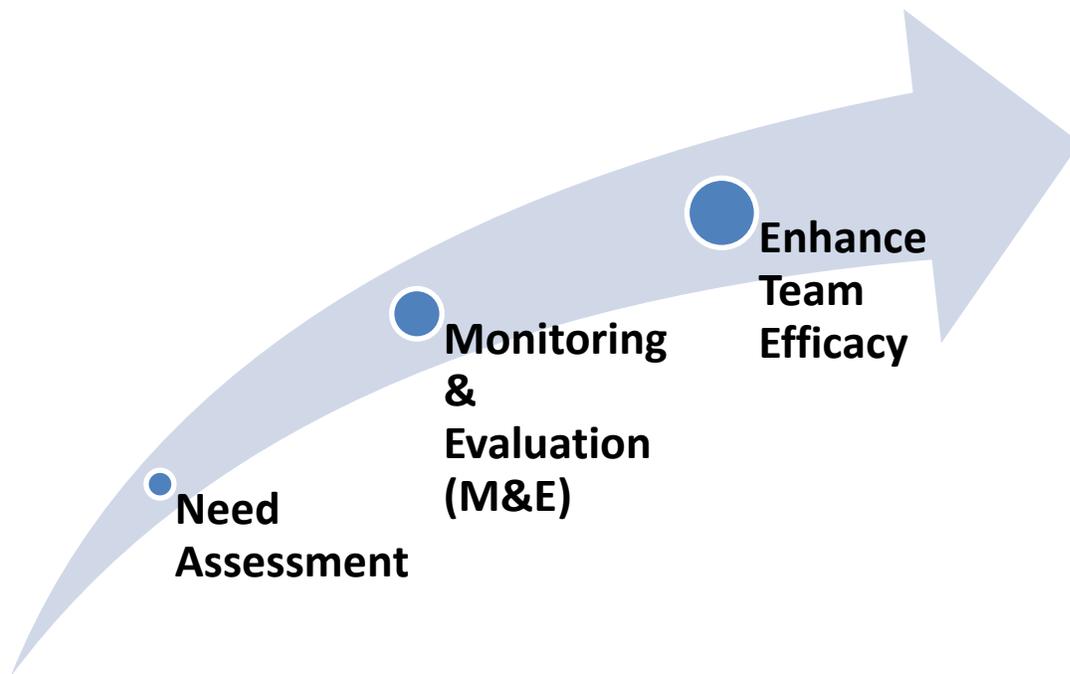


Fig 17) Need Assessment & M&E Theme of GTZ Dhaka

The Need Assessment of GTZ Dhaka Office is also a good means to enhance team efficacy at this norming stage via extensive M&E. Staff members have a clearer picture of their strengths and weaknesses and can be trained according to their requirements. The needs assessment helps to support them in their capacity and career development and empowers them in a participatory way. **The M&E system** also helps to track changes better and to point out the success as well as possible bottlenecks of the current learning and development process at GTZ Bangladesh.

(d) **Performing Stage of GTZ Dhaka Team**

By this time the functional teams reach the Performance Stage. These high-performing teams are able to function as a unit as they find ways to get the job done smoothly and effectively without inappropriate conflict or the need for external supervision. By this time they are motivated and knowledgeable. The team members are now competent, autonomous and able to handle the decision-making process without substantial supervision. GTZ Teams invest a great deal of time and energy into exploring and understanding the overall purpose and vision of the team. From this vision, a set of goals and objectives emerges annually that helps the team stay focused and on track. The following events of GTZ Dhaka play as a catalyst for the GTZ high team performance:

GTZ Dhaka Management Team Meeting (MTM) - where GTZ managers and Principal project Advisers and consultants meet together to discuss on better ways for GTZ Team efficacy

GTZ Dhaka Weekly Briefing Session (WBS) - where Head of Administration meets the Head of General Admin and Administration Manager of GTZ Dhaka to track the team progress and performance



Fig 18) GTZ Team Performing Stage

GTZ Dhaka Senior Staff Meeting (SSM) – where Senior Staffs of GTZ Dhaka Office meet the Senior Staffs of GTZ Project to discuss on further improvements on multifaceted issues

GTZ Dhaka Strategy Meeting (SM) – where GTZ Strategists and managers come together to focus upon revisions of team strategies and team building approaches

GTZ Dhaka Country Planning Workshop (CPW) - where all GTZ Advisers collaborate to focus upon GTZ Annual Objectives with due significance

Team Cohesiveness of GTZ Dhaka Team

Team Cohesiveness is the force bringing group members closer together. After extensive exploration it has been found out that GTZ Team Cohesiveness has two dimensions:

- (1) Emotional (or personal) and
- (2) Task-related

These two factors help keep GTZ Dhaka Team together as a cohesive unit. One is a sense of being connected to others based on emotional satisfaction like the way people feel connected to family and friends, hence GTZ Dhaka has formed its own family here. Another is the sense of being connected to other team members based on the shared need of GTZ to get the job done eventually. GTZ Dhaka focuses upon acknowledging and equally supporting every team member’s contributions as well as frequently reinforcing the message that team members need each other to get the job done.

GTZ brown bag lunches for Team Cohesiveness:

In order to ensure the team cohesiveness for better team efficacy, GTZ Dhaka has several teambuilding activities, such as teambuilding and role clarification workshops that offer the chance to share critical issues and to strengthen ties among team members. Events like a so-called project month, where projects take turns presenting themselves, were also established. Activities related to this include **GTZ brown bag lunches** (where colleagues discuss a certain topic such as “Understanding Urban Poverty” and eat together), movie evenings and cultural

events, a yearly day out with all GTZ staff and a roof top café. The latter takes place bimonthly; it is an informal gathering of colleagues on the roof top of the GTZ Dhaka building.¹⁶

Conflict Management of GTZ Dhaka Team

All the steps and activities described for GTZ Dhaka Team Cohesiveness aim at getting to know each other and GTZ better and building a fruitful environment for team work. The events attracted great interest and also helped tackle conflictive, difficult issues in an informal way. The roof top café and cultural activities are highly appreciated: they give all GTZ staff the chance to meet with colleagues and to exchange information other than just everyday work issues.¹⁷

Conflict can be an inevitable consequence of working with other people. Opinions, values, styles, and a whole host of other differences provide more than enough grounds for disagreement. In GTZ teamwork, conflicts can arise between personal interests and GTZ's corporate interests or those of business partners, project partners and target groups. GTZ Dhaka team members immediately disclose such conflicts of interests to their superior and resolve them in a manner that is verifiable by and understandable to all parties involved.¹⁸

Nevertheless, for dealing with team conflicts, GTZ Dhaka has its own Staff Representative Committee (SRC Approach) and for suggestions from all ends GTZ Dhaka got its Suggestion Box (S-Box Model) available with the office to ensure further team effectiveness.

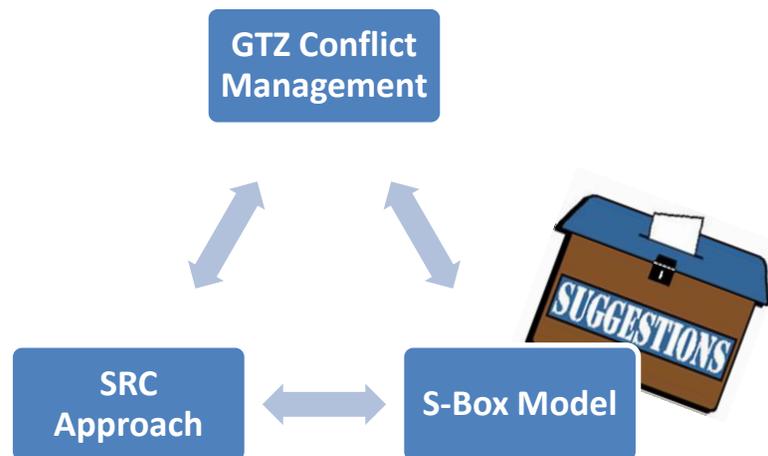


Fig 19) GTZ Dhaka Conflict Management & Suggestive Theme

¹⁶ Learning & Development, GTZ Bangladesh, January 2010

¹⁷ Ibid

¹⁸ GTZ O+R, GTZ Intranet (International), January 2010

Chapter Six: Recommendations & Conclusions

Recommendation

No doubt, the prevailing factors contributing to the Team Effectiveness of GTZ Dhaka are quite robust as experienced in close coordination with GTZ teams. All these factors and models are scattered around the built-in administration systems by design, and yet to be accumulated under one umbrella, given a German Corporate Culture by default.

It would be more effective and efficient if GTZ can bring all these existing factors contributing to the Team Effectiveness of GTZ Dhaka under one **Team Effectiveness Cell (TEC)** that will monitor the effectiveness of GTZ Dhaka separately on a recurring basis.

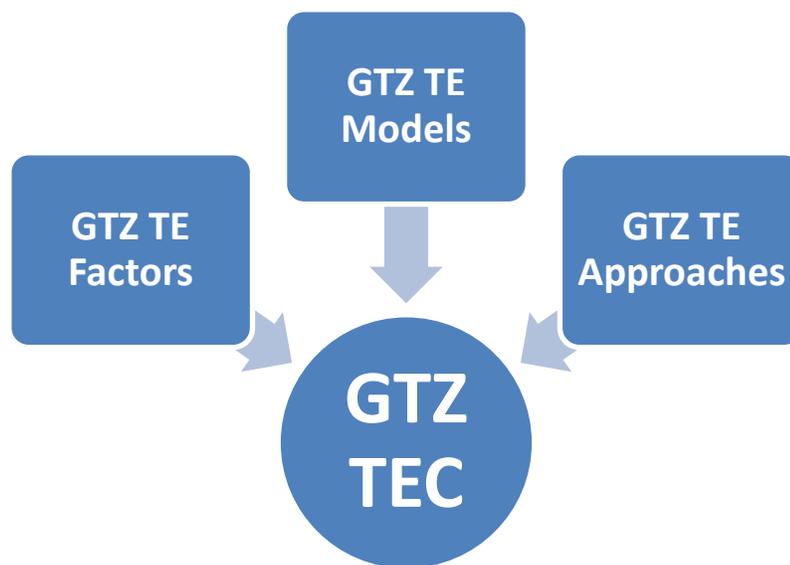


Fig 20) GTZ Dhaka Recommended Team Effectiveness Cell (TEC)

GTZ Dhaka Team Effectiveness Cell (TEC) will directly collaborate with the GTZ functional teams and work under the Head of Administration. It will not only act as a care-taker of existing GTZ concepts but also research on designing new approaches compatible with the German Corporate Culture of GTZ Dhaka.

The proposed organogram for the GTZ Dhaka Team Effectiveness Cell (TEC) is as follows:

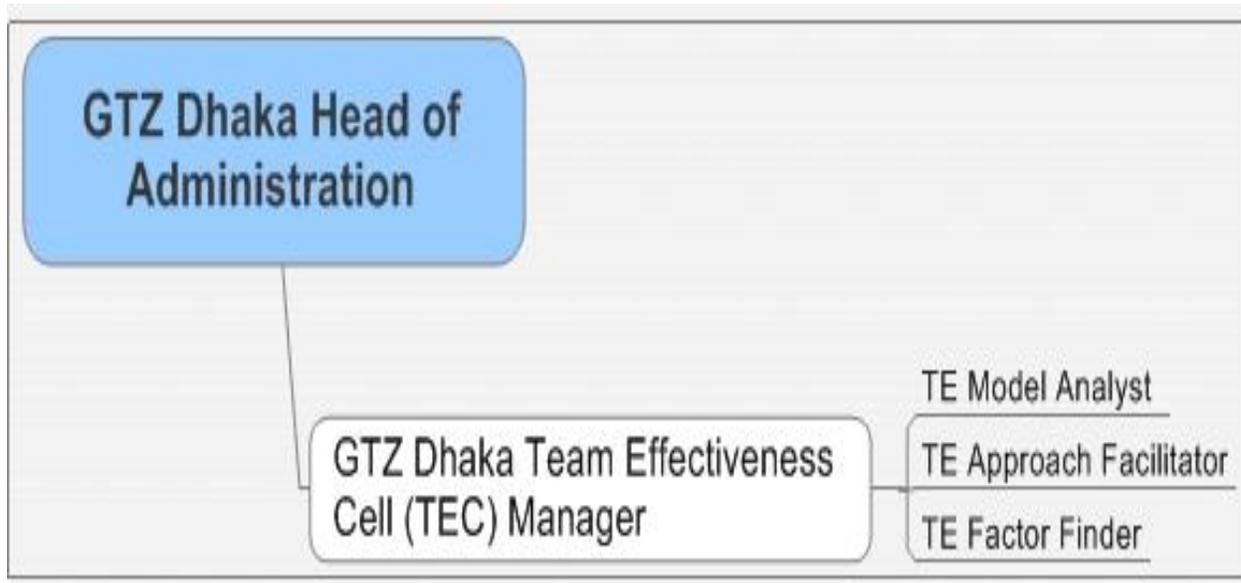


Fig 21) Recommended Organogram for GTZ Dhaka Team Effectiveness Cell (TEC)

Conclusion

While the federally owned Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH has operations in more than 130 countries, GTZ Dhaka is one of the Effective Teams in Asia region. In terms of Team effectiveness, GTZ Dhaka not only offers the sound setting but also acts as one of the role models for the rest of the chapters of GTZ across the globe, with due dignity.

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Annexure

Feedback to: (name of manager)

Statement	I agree	I partly agree	I disagree	Evaluation not possible
1. He/she provides important information on change in the company and on its further development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. He/she informs me clearly about the direction in which our OU will develop.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. He/she sets a good example with regard to willingness to change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. He/she acts with the focus on results.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. He/she sets a good example in terms of efficient work practices.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. He/she provides orientation, demands results and follows up on agreements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. He/she sets clear priorities for completing various tasks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. He/she systematically and punctually provides me with all the information I need to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. He/she takes decisions promptly, explains these to me clearly or ensures that the necessary decision-making processes are transparent.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. He/she ensures that decisions are taken as close as possible to the operational level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. He/she harnesses and fosters my potentials and motivates me to perform well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. He/she creates the leeway needed to allow employees to assume responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Statement	I agree	I partly agree	I disagree	Evaluation not possible
13. He/she really recognises (the scope and quality of) my efforts and gives clear and comprehensible feedback.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. He/she brings up unpleasant matters too and discusses them with me constructively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. He/she moulds cooperation with employees on a basis of trust and respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. He/she actively promotes cooperation/teamwork among staff members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. He/she is available when I need him/her.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. He/she provides orientation even in times of uncertainty and gives employees security in critical situations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. I can rely on him/her; I trust him/her.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. He/she welcomes my feedback gives this due consideration.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. He/she listens to me and responds authentically to my questions and suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. He/she took seriously and acted on the results of the last feedback session and the agreements reached.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Additional feedback that I would like to give:				

Agreements:

As a result of the feedback session conducted in (month/year)

for Ms/Mr

the following points have been agreed:

- 1.

Needs Assessment – Questionnaire

This questionnaire is anonymous. Please read the questions carefully and be as open as possible!

First letter of your mother's name ___ First letter of your father's name ___

Day of your birth: - _____

To what extent are you satisfied with your current work tasks?

0 25 50 75 100
Not at all satisfied Very satisfied

The workload is...

1 2 3 4 5 6 7
Very low Low Quite low Medium Quite high High Very high

How many tasks/roles of your daily work are NOT part of your job description?

1 2 3 4 5 6 7
None Not many Less than half Half More than half Many All

To what extent are you currently able to fulfil the tasks/roles assigned to you?

0 25 50 75 100
Not at all Very much

How much did you learn in the last months regarding contents of your work?

0 25 50 75 100
Not at all Very much

How much did you learn in the last months regarding soft skills (communication, teamwork etc.)?

0 25 50 75 100
Not at all Very much

Please rate how well the office team works together.

1 2 3 4 5 6 7
Very badly Badly Quite badly Medium Quite well Well Very well

How bad or good is the interaction with the management?

1 2 3 4 5 6 7
Very bad Bad Quite bad Medium Quite good Good Very good

To what extent is support for capacity development in the office helpful?

0 25 50 75 100
Not at all helpful Very helpful

