

## KNOWING WHAT WORKS



## Capturing and contextualizing results on a global level

Challenges in reporting aggregated results using  
the example of GIZ's results data

## IMPRINT

As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

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# Contents

## 1. Capturing results on a global level

What are results data and why are they collected? . . . . .	4
---	---

## 2. The 2016 data collection survey

How has GIZ collected its 2016 results data? . . . . .	9
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## 3. From the indicator to the statement of results

Findings of the 2016 data survey . . . . .	12
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## 4. Supplementary qualitative analysis

Selected examples behind the numbers . . . . .	23
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## 5. Outlook for 2018

Refining the aggregated collection of results . . . . .	32
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# 1

## Capturing results at global level

### What are 'results data' and why are they collected?

What is GIZ's specific contribution to solving regional and global problems? What does it do, say, to mitigate the impacts of climate change or reduce global poverty? For example, in the period 2010–2015 how many people worldwide found employment as a result of GIZ projects? And how many of them were women? It is not only experts who are interested in the answers to these questions—the general public also wants more information about the results achieved. Reporting in international cooperation in connection with the 2030 Agenda and the Sustainable Development Goals (SDGs) focuses not just on finances and activities but increasingly on results and targets achieved. Like other organisations involved in international cooperation, GIZ is therefore faced with the task of providing the best possible proof of the effectiveness of its work and communicating this in a readily understandable way, not just for individual projects, but also on a global level. GIZ collects results data across all projects and countries every two years. This brochure summarises the outcomes of the latest data survey in 2016 and describes both the potential and the limitations of the aggregated reporting of results.

Results orientation is one of the key quality features of GIZ's work. Monitoring and evaluation therefore focus strongly on substantiating results and boosting impact. Yet things that are easy to do for individual projects are difficult at aggregated level—that is, across projects and national boundaries, on a regional or global level. How can we combine individual results from projects that are implemented under different overall conditions and in different contexts? After all, when formulating project objectives and indicators, care is rightly taken to make sure they reflect the specific national setting and are tailored to the respective partners. This is essential if they are to provide

a suitable basis for project steering and for learning within the project, as well as for promoting ownership by partners. Objectives and indicators are often therefore very specific and heterogeneous, even for projects in the same sector.

### **Objective and purpose: Communication with the general public**

In recent years GIZ has carefully explored how results can still be collated across projects and countries despite these difficulties. Since 2014 it has regularly collected global results data using 'aggregate indicators' and it has made the aggregated collection and reporting of results a part of its corporate strategy. The strategy envisages that both the collection and the communication of results will be developed further so that the general public, commissioning parties, partners and also staff have access to user-friendly and client-oriented aggregated data. GIZ has decided to use the aggregated data mainly for communication with the general public and dialogue with commissioning parties. This decision influences the content of the aggregate indicators and the methodological requirements. Because international cooperation is always under pressure to demonstrate its legitimacy, data that provide evidence of results beyond project boundaries can be used in the public debate on effectiveness to help illustrate the outcomes of international cooperation and secure the backing of society.



## **What are aggregate indicators?**

GIZ defines aggregate indicators as clearly formulated indicators on which data can be collected from different projects and programmes—operating in different contexts and under different conditions—using the same methods (including the unit of measurement), and covering the same period. The indicators must generate quantifiable data and be easy to measure. Aggregate indicator data do not necessarily have to be collected by all projects in a sector, only by those whose project approach is consistent with the focus of one or more aggregate indicators. Examples of aggregate indicators are shown in the overview of the 2016 results data on page 13

## What are the particular features of GIZ's aggregate indicators?

### Primarily quantitative

The majority of GIZ's aggregate indicators are quantitative, because quantitative factors are easier to combine. Qualitative results can also be aggregated, but these too are frequently combined in terms of quantity, e.g. by looking at the number of individuals whose working conditions have improved. There are many qualitative aspects that are hard to present even at project level. In these cases, aggregation is not feasible and individual examples must be cited instead.

### Data collection at all results levels

Aggregate indicators can be compiled and measured at all results levels. It is generally easier to demonstrate what outputs (output level) have been provided than to measure what results (outcome level) these generated and what overarching development results (impact level) were thereby achieved. But the most appropriate results level depends mainly on the individual sector and project approaches. It is particularly difficult to attribute the identified results to a specific project intervention. For this reason, GIZ also works with plausible estimates ('educated guesses') when collecting data on results at outcome and impact level.



## Limitations of GIZ's results data

They ...

- ... only provide absolute figures, not comparative values (e.g. on how local conditions are changing).
- ... do not measure sustainability (e.g. they provide no information on whether people stay in newly created jobs).
- ... only cover projects that have provided feedback. Projects that have not provided any data are ignored.
- ... are an excerpt of the portfolio, because the indicators depict selected topics and project types.

### Complementary to project indicators and evaluations results

On a cross-project level, aggregate indicators aim for easily quantifiable aspects. The aggregated level requires for the “educated guess” or “well-informed guess” which is a plausible estimation based on empirical values, monitoring data, and evaluation results. In contrast, project indicators are an integral and mandatory component of project management and function as steering tools. Within project evaluations, project indicators assess the project’s effectiveness and allow for a retrospective critical analysis.

### Results only measured at a specific point in time

Aggregate indicators do not enable us to draw any conclusions about development over the course of time. To do so, the projects would have to collect data on the indicators at exactly the same time in specific measurement periods. This is rarely possible, because projects have different terms and progress in different ways (e.g. portfolio shift to a different sector). They also end at different times. Furthermore, in some cases—such as policy consulting—what the results are and whether the objectives have been achieved may not become clear until very much later. However, because the measurement period is clearly defined, it is clear what period the data relate to.

### Not obligatory

In contrast to the practice of other organisations, aggregate indicators are not a mandatory part of GIZ project results frameworks: if they were mandatory there would be a risk that objectives and resources might be modified in order to push up the values of the aggregate indicators (standardisation of objectives and indicators). There would also be a risk of creating a system that incentivises ‘low hanging fruit’. Such a shift towards easily achievable and short-term objectives could diminish the quality and sustainability of measures and approaches and divert attention away from the qualitative changes that are the main aim of project work.

### Without targets

GIZ has also made a deliberate decision not to collect baseline data or define target values for the indicators. Defining target values in advance poses difficulties in terms of methodology because unforeseeable crises or portfolio shifts may mean that the same projects may not be able to provide data over the course of time and that a target value can either no longer be achieved or is no longer comparable with a baseline. There is also a very real risk that target values may conflict with partner countries’ needs or development priorities.

## The limitations of aggregate indicators

Aggregate indicators must be very broadly worded and not refer to any specific context so that the largest possible number of projects can report on them. In many cases, that makes them unsuitable for steering portfolios and projects. Furthermore, they cannot be used to make comparisons with other interventions in the sector, because context-dependent factors cannot be taken into account. Consideration of such factors is essential for plausible comparisons. Finally, aggregate indicators can only map easily quantifiable partial aspects of projects, not their full results. They therefore do not do justice to the diversity of approaches, topics and instruments involved.

## What do other organisations measure and how?

Faced by growing demands for information from the general public, more and more organisations involved in international cooperation are finding that they need to give an account of the global results of their work. In 2008 the Asian Development Bank (ADB) became the first multilateral organisation to collect data for the purpose of presenting results in aggregated form. Other organisations, including the EU and the development agencies of the UK and the USA, followed suit. Although the various organisations have adopted different approaches to the aggregated reporting of results, they have come up against the same limitations and risks.<sup>1</sup> The selected topics usually cover a wide range of sectors and reflect the areas of activity—such as health, education, water, rural development, climate and energy—that are strategically and politically relevant to the organisation. Like GIZ, the organisations usually view the measured results as a contribution made jointly with other partners. They do not attribute these results directly or exclusively to their intervention.<sup>2</sup>

More and more organisations, including the United States Agency for International Development (USAID) and the UK Department for International Development (DFID), use mandatory standard indicators relating to strategically relevant issues that measure direct results (output level) or short-term indirect results (outcome level) in the monitoring system of ongoing projects or programmes.<sup>3</sup> This makes it possible to undertake systematic and regular collection of data on the contributions to results that have been achieved in partner countries. By contrast, both the ADB and the EU consider only completed projects and collect data on the aggregated results by means of quantitative indicators at output and outcome level. In these cases the data for the reporting of results are usually based on the final reports of projects or programmes and the organisations' annual reports.<sup>4</sup>

Unlike GIZ, some organisations formulate target values in advance so that they can better assess the progress of their contributions. The extent to which objectives have been achieved is either measured in aggregated form on the basis of individual objectives defined at project or programme level or else compared with a target value that applies to all interventions and is defined at organisation level (e.g. DFAT vs. DFID).<sup>5</sup>

**01 /** See Holzapfel 2014. Presenting Results in Development Cooperation: Risks and Limitations, DIE. Bonn; OECD 2017. Strengthening the results chain: Synthesis of case studies of results-based management by providers: Discussion Paper.

**02 /** USAID 2016. Feed the Future Indicator Handbook: Definition Sheets. Washington DC; ADB 2017. Results Framework Indicator Definitions. Manila; EC 2016. EU International Cooperation and Development—First Report on Selected Results, July 2013–June 2014. Brussels.

**03 /** USAID 2016. GCC Standard Indicator Handbook: Definition Sheets. Washington DC; USAID 2016. Feed the Future Indicator Handbook: Definition Sheets. Washington DC.

**04 /** ADB 2017. Results Framework Indicator Definitions. Manila; EU 2016. First Report on Selected Results, July 2013–June 2014. Brussels.

**05 /** DFID 2016. Corporate Report: DFID Results Framework results 2011 to 2015 by sector. London; DFAT 2015. Performance of Australian Aid 2015–16. Barton.



## 2 The 2016 data survey

### How has GIZ collected its 2016 results data?

For the 2016 results data the Management Board selected 22 topics, such as questions about basic provision for refugees and about the number of people who have found employment as a result of GIZ measures. For an issue to be selected, the information obtained had to be strategically relevant to GIZ's PR work, and GIZ's worldwide portfolio on the issue had to be large enough to yield sufficient data. In addition, the issues needed to be related to the Sustainable Development Goals (SDGs) and the current special initiatives ('One World – No Hunger', 'Tackling the root causes of displacement, reintegrating refugees' and 'Stabilisation and development in North Africa and the Middle East') of the German Federal Ministry for Economic Cooperation and Development (BMZ).

#### Collecting data and verifying plausibility

Results data relating to these issues was collected from some 800 projects in eleven sectors using 34 aggregate indicators. The data covered the period 2010–2015 and was collected with the assistance of the social research organisation Umfragezentrum Bonn. The aggregate indicators were formulated by staff experts responsible for the relevant areas in collaboration with the Corporate Evaluation and Communications units. Before data was collected, the sectoral experts were involved in drawing up precise instructions for each aggregate indicator that specified what measures were to be included in the measurement process or educated guesses and what was to be excluded.

During the June/July 2016 survey period project managers were asked to input their data on these indicators, based on measurements or educated guesses, into a survey portal. An example of an educated guess would be using the number of water supply and sewage disposal companies supported and the population of the catchment area as a basis for estimating the number of people who have been reached by the measure and have therefore benefitted from it. The plausibility of the results was then verified by the Evaluation Unit and the Sectoral Department, who had the collected data checked



## Criteria for formulating the aggregate indicators for the 2016 results data

The aggregate indicators must ...

- be easy to communicate and formulated in a clear and easily understood way in order to convey an effective PR message;
- be framed in substantive terms such that the largest possible number of projects in a sector can provide data;
- depict aspects of a sector that be easily measured and quantified or plausibly estimated and must involve data that is not time-consuming to collect;
- be precisely worded so that they can be understood easily and in the same way in all contexts and under all conditions;
- relate in some way to the Sustainable Development Goals (SDGs);
- call for absolute figures, because percentages cannot be aggregated without simultaneously recording the entire statistical population;
- if possible, be able to provide information differentiated by gender.



by the relevant experts at country and project level, and corrected if necessary or confirmed. An important aspect of this was the personalised enquiry, which was initiated for the first time and meant that there were opportunities for feedback to the relevant project managers.

Because of the scope for interpretation that always arises with educated guesses, there was uncertainty about whether feedback of results should occur and if so to what extent. This is principally because of:

- the diversity of project types and their contributions to results,
- the 'long results chain' from the measure to the result at target group level in projects involving the provision of advice to governments,
- the different ways of crediting/assessing GIZ's contribution in projects sponsored by different donors (co-financing).

Even within projects of the same type, these uncertainties resulted in differences in the data collected ('positive' versus 'cautious' estimates) which necessitated time-consuming post-processing by the Sectoral Department during the plausibility check.

GIZ is currently working on standardising the procedure for educated guesses for all indicators in order to reduce the scope for interpretation.

## Collecting climate data – a challenge

It is difficult to put precise figures on the extent to which people benefit indirectly from measures that promote adaptation to climate change. GIZ's consultancy services are often designed to boost the capacity of institutions and encourage the mainstreaming of adaptation measures in development plans, but it does not necessarily follow from this that the entire population is better protected from the consequences of climate change. It is also difficult to assess the part played by typical GIZ measures such as policy advice and capacity development in mitigating the consequences of climate change and reducing greenhouse gas emissions. The statements on climate could therefore not be plausibly verified.



# 3 From the indicator to the statement of results

## Findings of the 2016 data survey

Projects that GIZ is commissioned to implement are always carried out with local partner organisations, and possibly also in conjunction with other donors. GIZ's contribution towards achieving a result is therefore only one of many. Thus, GIZ describes its contribution to a specific result but does not attribute the achievement of this result solely to its own interventions. This applies to results at all results levels.

The PR statements for the general public derived from the aggregate indicators were prepared in clear and easily understood form in several languages, using comparisons, diagrams and [videos](#). The user-friendly material can be used both within GIZ and externally. Information and data are used particularly frequently in external communication, for example in media information materials, [on GIZ's website, in the company report](#) and in newsletters, the GIZ magazine and in social media. They may also be used in presentations, lectures and publications on relevant topics, and in talks with commissioning parties and partners. All information and data is available internally to GIZ staff. The results data can also be displayed at regional or country level and on a gender-differentiated basis, thus providing information specific to target groups or regions.

The following table shows the issues, the aggregate indicators, a summary of the detailed instructions, the relevance to the SDGs, the global statement of results and selected breakdowns by region or gender.

## Overview of the 2016 results data

### BASIC PROVISION FOR REFUGEES, SCHOOLING AND EDUCATION FOR CHILDREN AND YOUNG PEOPLE AFFECTED BY DISPLACEMENT, CREATING PROSPECTS FOR DISPLACED PEOPLE

#### Indicators

- Number of refugees and internally displaced persons reached by GIZ's contribution between 2010 and 2015 (differentiated by gender)
- Number of residents of host municipalities reached by GIZ's contribution between 2010 and 2015



#### Includes all measures for

- Refugees and internally displaced persons in the context of displacement
- Residents of host municipalities in the context of displacement

i.e. measures in various sectors, to strengthen host regions, measures in and outside camps, etc.

Basic provision includes the following measures:

- supplying food, water, non-food items, cash and coupons
- providing basic health services and vaccinations
- providing psychosocial support
- providing accommodation, paying rent
- constructing and rehabilitating tap water and grey water systems, and waste disposal
- supplying energy sources (e.g. generators, solar power)
- distributing fertilisers, pesticides and seed

To avoid double counting, for the purpose of answering questions on this issue refugees and internally displaced persons were differentiated from residents of host municipalities.

#### Statement of results



**Support for 4.4 million refugees!\*** 4.4 million refugees around the world benefitted from GIZ support. To this must be added support for 3.8 million people living in the municipalities that have taken in refugees and displaced persons. 160,000 refugee children have received schooling with the support of GIZ.

\* comprises also the number of internally displaced persons

#### Indicator

- Number of boys and girls (refugees and internally displaced persons) who gained access to schooling as a result of GIZ's contribution.

#### Both non-formal and formal schooling measures are included:

- payment/assumption of school fees
- construction and rehabilitation of schools
- provision of school transport
- assumption of teachers' salaries
- provision of teaching and learning materials in school and out-of-school institutions (e.g. educational centres)

#### Indicator

- Number of refugees and internally displaced persons who have received access to vocational education and training as a result of GIZ's contribution (differentiated by gender)

#### Vocational education and training includes

- vocational training
- language courses
- courses in soft skills (both certified and uncertified)



## FOOD SECURITY AND RURAL DEVELOPMENT

### Indicator

- The number of people who GIZ interventions have helped to overcome hunger and undernourishment

The goal was to estimate the number of people directly or indirectly reached by the project in the period 2010–2015 through the different approaches in the sector (resource conservation, value chains, nutritional education, policy advice, school meals, etc.).

The measured or estimated contribution relates only to the population affected by hunger or malnutrition (i.e. who periodically or permanently had too little food and/or an unbalanced diet). The measurement or estimate thus covered only the number of people from this population group who were reached.

A contribution towards overcoming hunger and malnutrition can be assumed with this population group if at least one of the four dimensions of food security—(1) availability, (2) access, (3) utilisation and (4) stability—has been improved reliably.

### Statement of results

**11 million people assisted in the fight against hunger!** GIZ has helped this many people around the globe overcome hunger and malnutrition.



### Indicators

- Land that has been brought into more sustainable use (farming) as a result of GIZ's contribution

- The number of farmers (producers and processors in the agricultural and food sector) who have increased their income as a result of GIZ's contribution

The indicator covers all land for cultivation, grazing and agroforestry. 'More sustainable use' is where one or more elements of the following approaches are practised on the land:

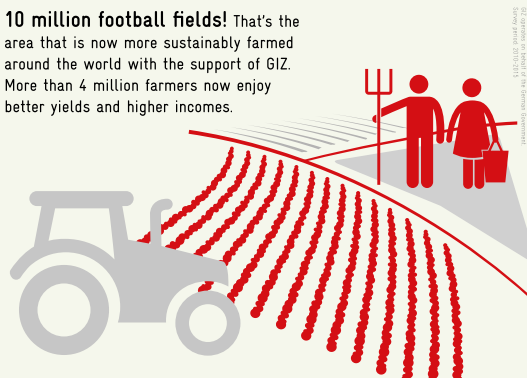
- good agricultural practices
- climate-smart agriculture
- sustainable land management
- site-appropriate and organic farming and conservation agriculture

Also included are sustainable water and pasture management and agroforestry use.

The number of people who have directly or indirectly increased their income (agricultural and other) as a result of GIZ's contribution is estimated. Family members are included in the estimate.

### Statement of results

**10 million football fields!** That's the area that is now more sustainably farmed around the world with the support of GIZ. More than 4 million farmers now enjoy better yields and higher incomes.





## CLEAN DRINKING WATER/SANITATION

### Indicator

- The number of people who have benefitted from better access to clean drinking water as a result of GIZ's contribution

The people counted are those who gained access to a drinking water supply through joint intervention by financial cooperation and technical cooperation!

The indicator relates to the number of private, state or parastatal drinking water supply companies advised by GIZ and their direct customers who benefit from their services. 'Advised utility companies' are the companies or other organisational units (branches, local authority associations) and their customers. Regional and local branches of a national utility company should be counted, and not just the national company.

### Statement of results

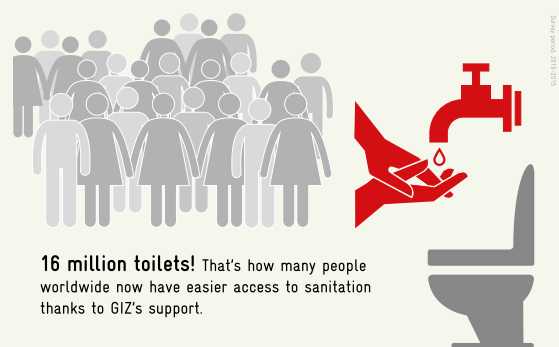


### Indicator

- The number of people who have obtained better access to sanitation as a result of GIZ's contribution

This question relates to the number of people who received direct access to sanitation for the first time or improved access through technical cooperation measures or through financial cooperation investment within the framework of a development cooperation programme. 'Sanitation' covers the central wastewater management system and decentralised and semi-centralised sanitation systems.

### Statement of results





## PEOPLE IN EMPLOYMENT AND IMPROVEMENTS TO WORKING CONDITIONS

### Indicator

- The number of people who have obtained employment as a result of GIZ's contribution (differentiated by gender)

The number of people who became employed or self-employed with the assistance of the measure or project is measured or estimated.

To avoid double counting, there is a clear distinction between this indicator and the next one: 'Improved working conditions'. For example, a person who previously had a small income in the informal sector but through the intervention of the project now has a fixed (formal) job in a company should be counted in the following question about the change in the quality of employment.

### Statement of results

**One job every three-and-a-half minutes!** On average that's how many jobs are created around the world with the support of GIZ – for both women and men on equal terms.



Source: GIZ, based on ILO, 'The Informal Economy', 2015, p. 10.



### Indicators

- The number of people who have benefitted from improved working conditions as a result of GIZ's contribution
- The number of people who have a higher income as a result of GIZ's contribution

Working conditions can be improved in various dimensions, e.g. compliance with labour standards, greater job security or a longer period of employment, as well as a higher income.

Improved quality of working conditions or an increase in income can result from greater employability, private sector development, improved labour market conditions or policies to which the project has contributed.

This indicator covers people:

- who have already been employed, i.e. did not become employed for the first time with the assistance of the project (this is covered by the indicator relating to new employment).
- regardless of whether they are employed or self-employed.

If both apply and a person has a higher income and improved quality of employment or working conditions, double counting must be avoided. The person must then be clearly allocated to either improved working conditions or higher income. It is up to the project to decide which criterion is more important in the individual case.

A fixed definition (e.g. ILO standards or similar) of what exactly constitutes an improvement in quality is avoided here in favour of a pragmatic approach. Ultimately, each project is left to make its own definition. Naturally, certain minimum criteria should be met in terms of quality and income, e.g. an income at least at the level of the local minimum wage.

### Statement of results

**Working conditions improved for 2 million!** That's how many people around the world have benefitted from better working conditions thanks to GIZ's support. They enjoy better health and safety conditions, have more say, and enjoy fairer remuneration.



Source: GIZ, based on ILO, 'The Informal Economy', 2015, p. 10.





## EDUCATION AND VOCATIONAL TRAINING

### Indicator

- The number of children and young people who have received a better quality of education as a result of GIZ's contribution

The improved education relates to basic education, i.e. full primary education and lower secondary education. Generally, and with slight differences from country to country, this covers classes 1-9 or 1-10.

This indicator can be measured in selected partner countries with technical cooperation educational projects by using national statistics, broken down to the provinces and districts and the schools where the projects are working.

### Statement of results

**11 million children in school!** That's how many children around the world enjoy a better school education thanks to GIZ's support. That is the same number of children and young people as attend school in Germany.



GIZ supports the Ministry of Education and Science of the German Government.

### Indicator

- The number of vocational education and training students who have been reached by GIZ measures

This relates specifically to vocational education and training students who benefit directly from the project measures.

These include, for example,

- persons at pilot schools, enterprises and other pilot training establishments
- persons in vocational education and training courses newly established or piloted on the basis of advice by GIZ
- persons in vocational education and training measures directly provided or supported by the project (e.g. in crisis and refugee contexts).

The individuals counted are both those still taking part in measures (not graduated) and those who completed training in 2016.

### Statement of results



**Enhanced employment opportunities for 1.3 million!** That's how many people have been able to undertake initial and advanced training with the support of GIZ – equivalent to the total number of young women and men in training in Germany itself.

GIZ supports the Ministry of Education and Science of the German Government.

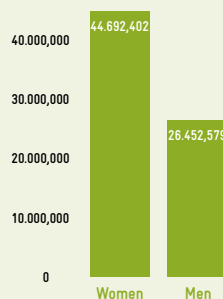




## HEALTH SERVICES AND INSURANCE

### Indicator

- The number of people who have used health services supported by GIZ measures (differentiated by gender)



Number of women and men in Asia and the Pacific who were able to use health services

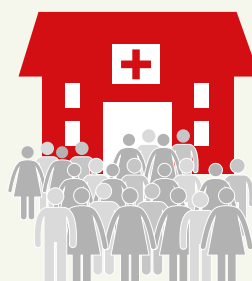
Health services here refer to medical services. They include:

- preventive, therapeutic and rehabilitative services provided by various institutions, e.g. NGOs, schools or primary health care facilities (health centres and posts) and hospitals.

Support includes:

- advice, initial and advanced training, providing drugs, equipment and supplies, construction and renovation measures

### Statement of results



**120 million patients!**  
That's how many people worldwide have benefitted from improved health services thanks to GIZ's support.

GIZ operates in more than 120 countries. Source: GIZ, UNICEF, WHO, 2017

### Indicator

- The number of people who received health insurance as a result of GIZ's contribution

Health insurance covers all pre-payment systems, such as

- social health insurance,
- employment-based insurance,
- private commercial insurance policies,
- mutual health organisations and community-based insurance schemes

### Statement of results



**More than 300 million people with health insurance!** That's how many people today enjoy better health insurance cover with the support of GIZ. By way of comparison, the United States of America's entire population is around 320 million.

GIZ operates in more than 120 countries. Source: GIZ, UNICEF, WHO, 2017



## ACCESS TO MODERN ENERGY AND ENERGY EFFICIENCY

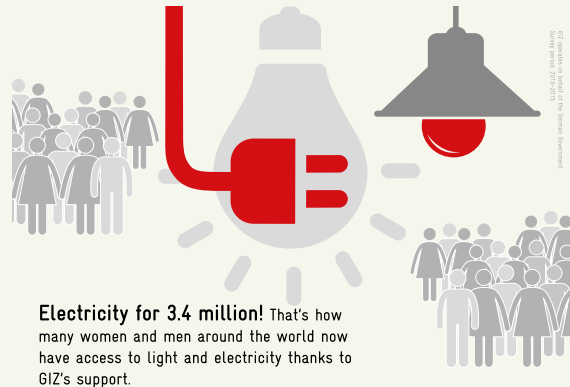
### Indicator

- The number of people who received access to electrical energy as a result of GIZ's contribution

The definition is based on the basic energy requirements of a household, which include cooking, lighting, communications, cooling and heating.

- Access to modern energy for cooking is defined as follows under EnDev: a 40 per cent improvement in specific fuel consumption compared to the cooking stove previously used.
- Access to electricity (energy source and end-user application) in five different categories of access with progressively higher-quality access (from portable solar lanterns to full grid connection). The important element here is not access itself but use (light, information).

### Statement of results



### Indicator

- The quantity of electricity [MWhel] or the tonnes oil equivalent (TOE) saved as a result of energy policy advice provided through GIZ measures

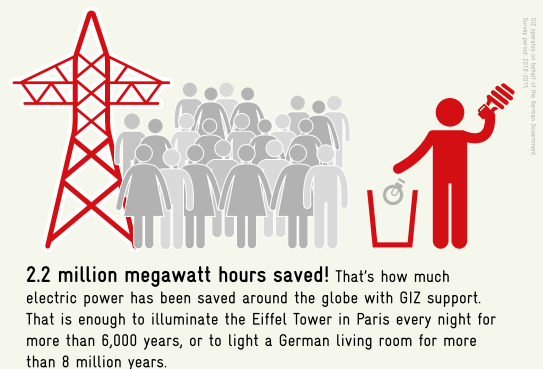
In this context all energy efficiency measures on the supply, distribution and demand sides should be included. Energy efficiency measures here include technical modernisations (use of efficient technologies) and optimisation in the operation of plants and systems that lead to direct energy savings.

The energy saving is calculated as the difference between the baseline value defined in advance (energy consumption without efficiency measure) and actual measured or billed energy consumption.

A distinction only needs to be made between electrical energy, the electricity saved, and thermal energy, reduced consumption of cooling and heating energy, steam, etc.

Details can be quoted in MWhel or saved tonnes oil equivalent (TOE).

### Statement of results





## PROTECTED FORESTS AND (NATURE) CONSERVATION AREAS

### Indicators

- The area of forest (hectares) protected as a result of GIZ's contribution
- The size of the protected area (hectares) created and preserved as a result of GIZ's support.

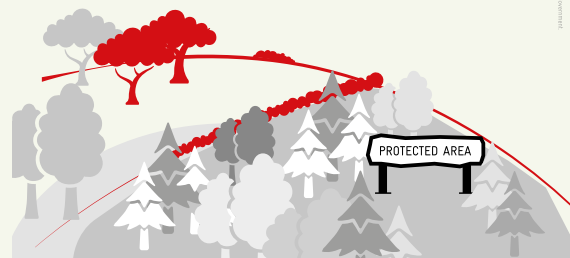
Protected areas include the following according to the categories defined by the International Union for Conservation of Nature and Natural Resources (IUCN):

- **Category Ia/Ib: Wilderness Area/Strict Nature Reserve**  
Protected area managed mainly for the purposes of research or preservation of large, untouched wilderness areas
- **Category II: National Park**  
Protected area managed mainly to conserve ecosystems and for recreational purposes
- **Category III: Natural Monument or Feature**  
Protected area managed mainly for conservation of specific natural features
- **Category IV: Habitat/Species Management Area**  
Protected area managed mainly for conservation through management intervention
- **Category V: Protected Landscape/ Seascape**  
Protected area managed mainly for landscape or seascape conservation and recreation
- **Category VI: Protected area with sustainable use of natural resources**  
Protected area managed mainly for sustainable use of natural resources

### Statement of results



**12 times as large as Germany's protected areas!**  
200 million hectares around the world have been declared or preserved as protected areas with GIZ's support. That's 12 times the area of Germany's own protected areas.



Source: IUCN, WWF, GIZ, 2017

Source: IUCN, WWF, GIZ, 2017





- The number of threatened species to the conservation of which GIZ has contributed

1. analyse national reporting of their partner countries to the Convention on Biological Diversity (CBD), noting red-listed species and their occurrences;
2. use the cited links to Key Biodiversity Areas (KBAs), Important Bird Areas (IBAs) and Alliance for Zero Extinction Areas (AZE) to establish whether their intervention area lies in or near such areas;
3. give the names of Areas of Biodiversity Importance;
4. list the number of species found in these areas.

**Species protection in 48 countries!** GIZ is working to preserve biodiversity in 48 countries around the globe. In Brazil alone, we have helped protect all 983 endangered species.



- The number of people who received access to state services as a result of GIZ's support

Measuring method: People are counted who live in the catchment area of the service office and/or local utility or in the municipality (where GIZ is advising on access to basic services) who have access (including potential access) to the services offered.

**90 million satisfied citizens!** That's how many people worldwide have benefitted from state services with the support of GIZ – from waste collection and disposal to passport applications.





## POLITICAL PARTICIPATION

### Indicator

- The number of people who have benefitted from greater participation in the political process as a result of GIZ's support

This relates to the number of people who have been directly involved in political participatory and codetermination processes as a result of GIZ support. Political participation, or political participatory and codetermination processes = inclusion of citizens and/or organised civil society in national dialogue and decision-making processes.

Here, participation and codetermination mean specifically:

- consultation and hearings (getting feedback, opinions, ideas, etc., feedback on decisions by the public institution)
- participatory design (systematic and ongoing participation of the public e.g. in planning processes, consideration of all process outcomes in decision-making by the public institution)
- codetermination in planning, implementing or monitoring development plans, budget plans, zoning plans, investment, urban development, citizen budgets, etc.

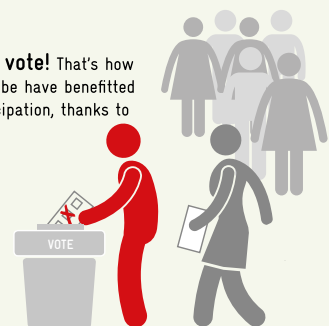
Pure information events are not meant here.

Measurement method: the number of people is counted for each participatory process (i.e. if there are several participatory processes supported by GIZ in a municipality, the number of participants in each process is counted).

If a participatory process has several phases and/or events, the average number of participants is calculated.

### Statement of results

**34 million chances to vote!** That's how many people around the globe have benefitted from greater political participation, thanks to GIZ support.



## 4 Supplementary qualitative analysis

### Selected examples behind the numbers

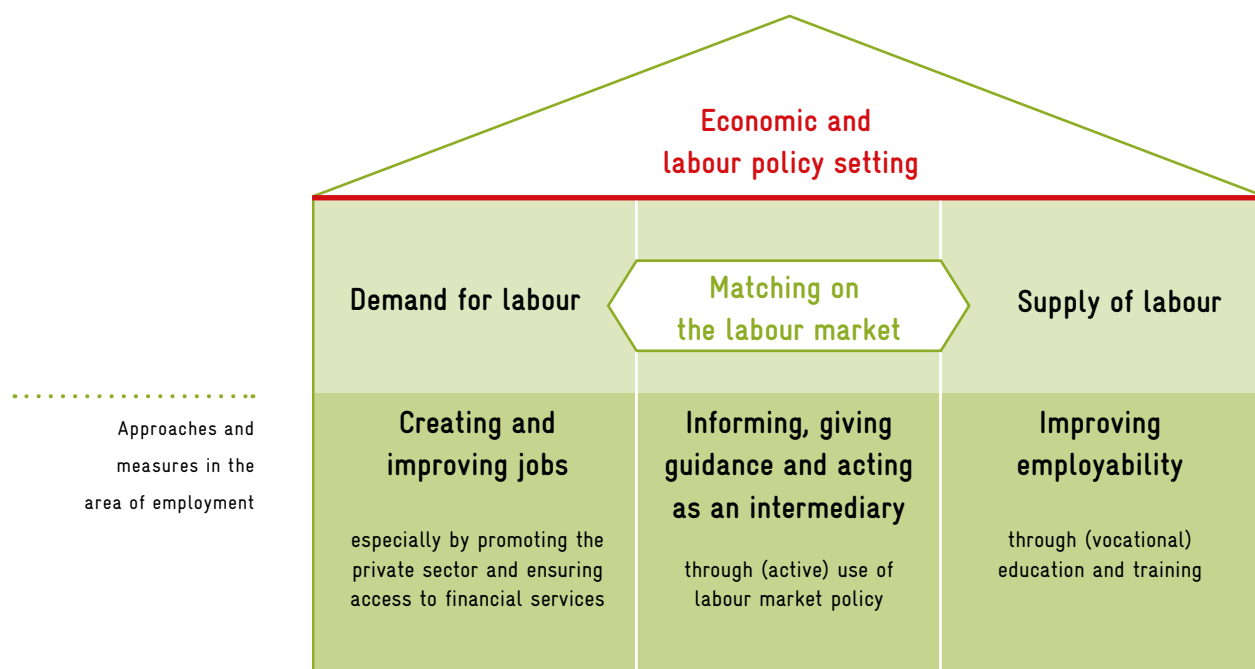
Quantitative measurement is underpinned by large amounts of data that provide a statistical answer to questions such as: 'Is there a link between the project and the rise in employment figures in Zambia?' A quantitative analysis can put a figure on the effect but it cannot demonstrate the underlying results chain. So what is behind the aggregated numbers? To verify the links between an intervention and the observed result, it is necessary to perform an additional qualitative analysis.

In a supplementary qualitative analysis, quantitative results data are placed in a concrete context. By 'zooming in' on individual projects, results are characterised as examples at target group level. However, a comprehensive, generally applicable results model cannot be derived from such a disaggregated – i.e. broken down – data basis. The following extract from a supplementary qualitative analysis is used to illustrate selected results and the causal relationships of the outputs of three projects. The examples make no claim to be representative of all projects in their thematic area and they describe only a part of the multi-dimensional approaches of projects.



### Understanding the results:

To better illustrate GIZ's 2016 results data, a supplementary qualitative analysis was drawn up in which by way of example selected results and links between results were described on the basis of four projects in each of the sectors Employment, Vocational training and Good governance. Material from programme documents, project evaluation reports, films, success stories and interviews with project managers was included.



### Topic: Employment

The indicators in GIZ's 2016 results data relating to employment specify the number of people who have found employment as a result of the contributions of GIZ and its partners. They also measure the number of people who have benefitted from improved working conditions and higher earnings. All project examples analyse the reasons for unemployment, underemployment or poor working conditions. However, the concrete measures often vary and even within a country they are adapted to the specific context. An important approach involves supporting measures that promote employment or improve working conditions. The projects therefore promote activities such as dialogue and cooperation between the state and the private sector or alliances of representatives of the local economy in order to improve conditions for the private sector and the business and investment climate and promote the sustainability and inclusiveness of the measures. Other aspects of this approach include technical issues such as product innovations and the development of new business models, and the tackling of corruption. Higher productivity and better marketing conditions for micro, small and medium-sized enterprises and lower levels of corruption contribute to higher business earnings and thus promote investment in more jobs and better working conditions.

A second key approach involves improving employability through (vocational) training measures. Market-oriented and high-quality vocational training and education measures—especially for women—play an important part in this.



### As a result of the contributions of GIZ and its partners, between 2010 and 2015



... 870,000 people around the world have found employment.



... including half a million people, of whom more than 250,000 are women, in the Middle East and Maghreb region alone



... in Morocco this involved 15,800 people, including 6,600 women.

#### The example of Morocco: Creating jobs by upgrading the energy performance of mosques

In Morocco constantly rising energy prices hinder economic development and burden the state budget. Poorer households are disproportionately affected, and this exacerbates social disparities. Expanding renewable energies and upscaling energy-efficient technologies are therefore among the top priorities of Moroccan policy. The country plans to meet 42 per cent of its energy requirements from renewable sources by 2020. Through the nationwide 'Green Mosques' programme the government aims to upgrade the energy performance of mosques, thereby accelerating the spread of renewable energies and energy-efficient technologies. To ensure that market development and the effects on employment are sustainable, the model developed for mosques will in the long term be transferred to other public buildings and to private households and businesses.

The project 'Creating jobs by improving energy efficiency and using renewable energy in mosques' that GIZ is implementing in Morocco is part of BMZ's special initiative for stability and development in North Africa and the Middle East, the objectives of which include promoting sustainable economic development and tackling the high levels of unemployment in the region. To create jobs the project has developed an approach involving a number of strands. If businesses in the field of energy efficiency and renewable energies are to create more jobs, they need orders. A key aspect of the project is therefore making the advantages of these technologies clear to potential customers in order to boost demand. The country's 15,000 mosques are a good starting point for this. They are central to the lives of many Moroccans and can therefore inform people about the issue and raise public awareness of renewables and the need for greater energy efficiency. GIZ is therefore advising Moroccan partner institutions on developing a profitable financing and contract model for mosques that need to be renovated.

Because there is often a lack of specialists with adequate training in the installation and maintenance of renewable energy systems, training is another strand of the project and is designed to promote employment opportunities in the fields of energy efficiency and renewables. GIZ and its Moroccan partners have worked together to devise training schemes tailored to local requirements. The issues covered by training courses include

business management, the development of business plans, and marketing. Businesses are given advice on improving their competitiveness and accessing new market segments. At the same time, job-seekers are offered relevant training and qualifications that will enable them to find work. So far 117 individuals have obtained work through the project.

**Example: Yassine Alj / self-employed businessman**

Yassine Alj is one of those who has benefitted from attending several courses organised by the project. Alj, who lives in Agadir, became self-employed just over two years ago. He now employs three people and so has created new jobs: 'The early stages were difficult, but our business is now getting going. Our experience with the 'Energy efficiency in mosques' project enabled us to improve our work in connection with energy efficiency in public buildings and thus become more competitive internationally. I have been able to employ an engineer who specialises in energy efficiency and two technicians. My aim is to acquire more projects so that I can make my jobs permanent.'



'My aim is to acquire more projects so that I can make my jobs permanent.'

Yassine Alj, entrepreneur

## As a result of the contributions of GIZ and its partners, between 2010 and 2015



... 1.3 million vocational  
educational and training students  
all over the world were reached



... including 237,000 in the Asia, Pacific  
and Latin America regions



... and more than 8,800  
in Sri Lanka

### Topic: Vocational training

In the vocational training sector, the indicators in the 2016 results data relate to the number of vocational education and training students who were reached by GIZ measures and benefitted from them and the number of people who entered employment as a result of GIZ's contribution. The target group consists of managers and skilled craftspeople, founders of businesses, teachers and students who have benefitted from the projects. The vocational areas that were supported were selected on the basis of their importance for the economic development of the country or region.

The projects aim to ensure that vocational training is more strongly geared to the needs of local businesses and that the quality of training is improved. At national level the projects support reforms designed to achieve this and work to promote the inclusiveness and sustainability of the measures. This contributes to inclusive, equal and high-quality training in the partner countries and promotes opportunities for life-long learning. A key feature of all projects is the emphasis on aligning vocational training with practical needs and developing the technical and educational skills of the teaching staff. Public and private training institutions also benefit from capacity building. The private sector plays a crucial part in designing and providing vocational training. In 2015 more than 5,000 companies worldwide collaborated with GIZ in the vocational training sector.

#### The example of Sri Lanka: Vocational training in the north and east

In Sri Lanka 6.7 per cent of the population lives below the poverty line. Many people are underemployed or in precarious jobs. The labour market situation is particularly difficult in the former conflict areas of the predominantly Tamil Northern Province and in the east of the country. There is a lack of vocational training opportunities meeting the demand of the private sector and matching the needs of society as a whole. Opening up formal vocational training to marginalised groups such as young women and people with disabilities, especially those living in rural areas, poses a particular problem.

### Extending the range of training courses:

More than 100 training courses have been introduced or modified.

### New training courses

In collaboration with the local private sector, the project Vocational training in the north and east of Sri Lanka has introduced 104 new and practically relevant vocational training courses in automobile mechanics, construction, food processing, mechanics, electrics and electronics, information and communication technology, the hotel and restaurant trade, tailoring, cosmetics and hairdressing; some existing courses have been upgraded with modern, practically oriented curricula. Teaching and management staff at the vocational schools have been trained to deliver the new programmes. In addition, the project has set up the Private Sector Forum to provide a platform for dialogue between the private sector and state stakeholders.

### Better prospects for young people:

The support of GIZ and its partners has enabled more than 1,000 young people—40 per cent of them women—to complete a training course.

### Opportunities for numerous young people and young adults

More than 1,000 students have completed their training since the first training centre opened in 2012. The project is now supporting 15 vocational training institutions at which more than 2,000 young men and women of various ethnicities and religions are pursuing their training together. 40.8 per cent of the students are women. This is a significant increase in the proportion of women, which at the start of the project was just 30 per cent.

### Living together:

Joint study trips bring together young people from the north and south—more than 500 students got together at North meets South in order to learn together.

### Contribution to peace and conflict transformation

The vocational training is also intended to promote reconciliation between the different sides in the civil war. The projects helps the vocational schools incorporate strategies and innovative activities for promoting peace and conflict transformation into their courses. For example, a manual on peace education and conflict prevention for teaching and management staff at vocational training institutions has been produced in collaboration with national and international experts. Similar issues are addressed in the North meets South programme, which enables students at vocational schools in the north to join one of the regular study trips to the capital, Colombo. As well as enabling students to learn about the latest technologies and work processes directly from business representatives, the trips promote dialogue between young people from the north and south.



'With the course completion certificate it is now easy to find a job or even to set up your own business.'

Susikaran Vinotha, trained electronics engineer

#### Example: Susikaran Vinotha / electronics engineer

Twenty-year-old Susikaran Vinotha from Skandapuram has completed her training as an electronics engineer. When I first saw a television set as a lot of individual parts, it was very strange and almost frightening. And before this I didn't know what mobile phones really are and how they work. Now, after the on-the-job training, it is normal for me to repair them. And I have also learned that not only boys but also girls can do a lot of things. With the course completion certificate it is now easy to find a job or even to set up your own business.'

### Topic: Good governance

#### Promoting democracy, decentralisation and municipal development

In the good governance sector the indicators measure the number of people who have benefitted from greater participation in the political process as a result of GIZ's activities and the number of people who have acquired access to state and municipal services through GIZ.

Good cooperation between state bodies and between the national level and local governments is essential if participation is to function at all levels and stakeholders in society and politics are to benefit equally. Projects to promote democracy therefore focus largely on establishing permanent dialogue mechanisms and formats such as moderated public hearings and ensuring that they operate efficiently. Projects that prioritise decentralisation strengthen municipalities' ability to deliver their services to all citizens. This is achieved in part by initiating reforms at national level, for example in connection with the transfer of funds to municipalities. GIZ supports municipalities in this process through training courses, coaching and consultancy services to organisations in connection with the management and needs-oriented deployment of personnel resources.

### As a result of the contributions of GIZ and its partners, between 2010 and 2015



... more than 91.2 million people  
around the world obtained  
access to state services



... including 76.8 million  
people in Africa



... and almost 2 million  
people in Zambia

### **The example of Zambia: Political participation in government reform processes and poverty reduction**

Despite economic growth and political stability in Zambia, civil society there has only limited opportunities to participate in social and political decision making or demand transparency and accountability in the activities of the government and administration. Relationships between state institutions and civil society interest groups are therefore tense and characterised by mistrust.

### **Conditions for political participation improved**

The Political participation in governance reform processes and poverty reduction in Zambia project, which ended in March 2015, therefore set out to improve cooperation between the state and civil society. Advice was provided to state institutions on reforming the legal and institutional conditions for political participation. The project also helped civil society organisations boost their skills and efficacy and secure their access to financial resources.

### **Revision of the law on the work of civil society organisations**

At national level the project focused on refining and revising the restrictive law on the work of non-governmental organisations (NGOs) that had until then made it difficult for them to act. With GIZ's support, a large number of civil society groups became involved in the political debate and worked with the government on drawing up a revised version of the law. Over the years this resulted in an atmosphere of constructive cooperation and mutual understanding, which significantly improved the setting for the political participation of NGOs in Zambia. Some NGOs became involved in development and budget planning policy and commented on the draft policy produced by the Ministry of Finance. Their key recommendation on making the budget planning process more participatory was adopted. The proposals of women's organisations and gender groups were also incorporated into the National Gender Policy in 2014.

In parallel with activities at national level, the project also promoted participatory processes in selected provinces and districts. It supported platforms and mechanisms for dialogue and cooperation between civil society and state or municipal stakeholders. For example, in the Mazabuka district the reorganisation of waste management involved not only the municipal bodies but also private sector and civil society stakeholders. Because of population growth and the increase in illegal waste disposal, solving the waste problem was too big a task for the local authorities alone. The project supported the initiative and improved the collaboration between the administration and the civil

society People's Action Forum. In 14 other districts the project has helped local NGOs submit suggestions for improving the quality of municipal services such as the drinking water supply, the construction and maintenance of bus stations, and public markets.

**Example: Janet Myoni of the People's Action Forum**

Janet Myoni of the People's Action Forum believes that the successful involvement of the population and other stakeholders was an important factor in the success of the waste initiative: 'Previously, waste management was regarded as a purely municipal task. Now people see that it is their task too. The initiative improved collaboration between the local authorities, the private sector and the public for the purpose of solving the problem. A number of other positive initiatives have been developed in this context. People's sense of responsibility has also improved a lot. There has been a noticeable reduction in illegal dumping of waste.'

'Previously, waste management was regarded as a purely municipal task. Now people see that it is their task too.'

Janet Myoni, People's Action Forum



# 5 Outlook for 2018

## Refining the aggregated collection of results

There is a big need for results data—both within the company and among commissioning parties. The aggregated collecting and reporting of results has therefore been included in GIZ's corporate strategy. The aim is to refine both the collection and the communication of results in time for the next data survey in mid-2018 so that the general public, commissioning parties, partners and also staff will have access to user-friendly and client-oriented aggregated data.

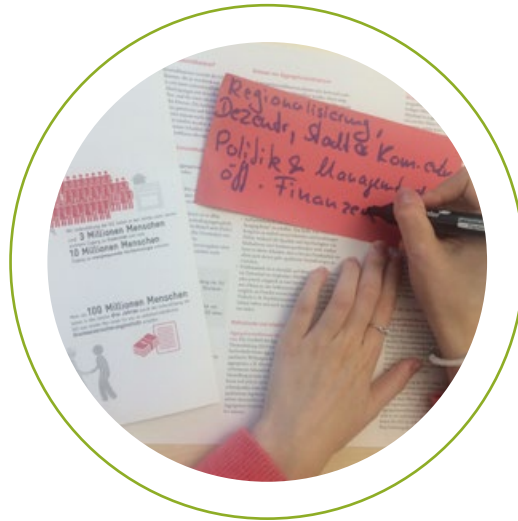
### Standardised procedure for plausible estimation of results data ('educated guesses')

With the support of the Centre for Evaluation (CEval) at the University of the Saarland, the Evaluation Unit and the relevant sectoral divisions are working on further development of the aggregate indicators. In workshops on specific topics the indicators will be reviewed, for example in terms of their relevance to the SDGs, and a systematic procedure for plausible data estimation will be devised. The aim is to give project managers more guidance on measuring results and reduce the scope for interpretation. The challenge is to standardise the procedure while also doing justice to the large number of approaches at different intervention levels and the different project types.

### IT-based data collection and analysis

IT-based data collection and analysis will also contribute to greater standardisation. The internal IT system will link results data with project data, reduce sources of error and hence ensure higher data quality. It also enables data to be analysed at more frequent intervals than the previous two-year cycle.



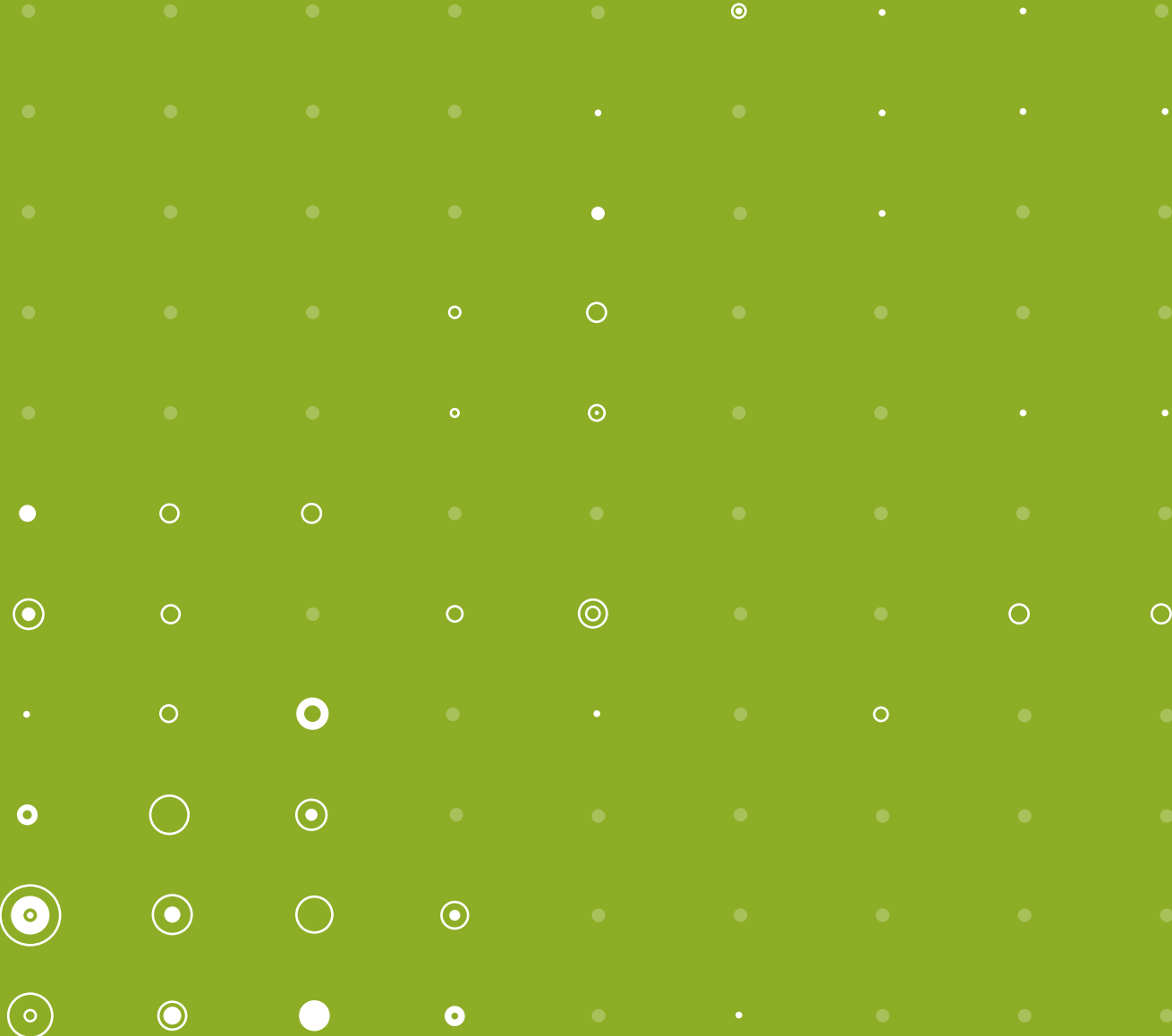


With the support of the Center for Evaluation (CEval) of the University of Saarland, the Evaluation Unit works together with sectoral experts on the further development of aggregation indicators.



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