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# GIZ's evaluation system

## General description

## Publication Details

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

The Corporate Unit Evaluation of GIZ reports directly to the Management Board. She is separate from and independent of GIZ's operational business. This organisation strengthens the independence. The Corporate Unit Evaluation is mandated to generate evidence-based results and recommendations for decision-making, to provide a credible proof of effectiveness and to increase transparency on the results.

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# Foreword

At the end of 2016, the Management Board of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH made three decisions that fundamentally reformed evaluation practices at GIZ. Firstly, it adopted a new evaluation policy for GIZ that sees evaluation as a contribution to sustainable development, good governance and modern management. The new policy sets high standards for the quality of evaluation processes and findings and illustrates how GIZ adopts a value-oriented approach also in the area of evaluation. Secondly, the Board decided to publish all of GIZ's own evaluation reports and – with BMZ's approval – all evaluation reports on projects that GIZ implements on BMZ's behalf. This decision means that GIZ subscribes to the global trend for increased transparency of evaluation findings, and is a leader in this regard in Germany. This development is indeed trailblazing in that it helps to drive an evaluation culture at GIZ. As Dr Christoph Beier, Vice-Chair of GIZ's Management Board, says in the foreword to GIZ's evaluation policy, 'GIZ's evaluations assess its own work and reveal its success and failures to commissioning parties and clients and to the general public.' The publication of evaluation reports therefore requires a certain degree of finesse in handling criticism and a willingness to take on board recommended changes and transform them into action.

The third decision targets the evaluation system itself: appraisal and evaluation processes were separated and central project evaluations were reintroduced that are essentially selected using a random sample. This reform pursues three key goals:

- **Improve the substantiation of results:** The new evaluation system is designed to put GIZ in a better position to examine longer-term results and the sustainability of development measures. To this end, the timing of project evaluations is to be optimised and their methods designed accordingly.
- **Increase the credibility of evaluation findings:** We want to further increase the credibility of our evaluation findings by strengthening the independence of project evaluations and improving their quality.
- **Gear project evaluations to new challenges:** Central project evaluations should take account of the increasing complexity of projects and implementation contexts, the specific information required at the political level as well as the challenges that the 2030 Agenda and other international agreements pose for evaluation.

I take pleasure in presenting this document. It provides a general description of GIZ's new evaluation system, which is designed to implement our new policy and to achieve the objectives of evaluation reform. This general description is accompanied by two other documents that provide supplementary details of GIZ's key evaluation instruments: project evaluations for BMZ business and corporate strategic evaluations. They are geared in particular to GIZ staff members who commission, implement or support evaluations and to evaluators who conduct evaluations on behalf of GIZ as well as representatives of commissioning parties, clients and cooperation partners.

The current versions are very much a 'work in progress' in many regards. We are well aware that we will only be able to meet our own high expectations of our evaluations if we continue to develop their quality in dialogue with project staff, our commissioning parties, clients and partners and with evaluation practitioners and experts from the academic, scientific and research community. We look forward to taking on this task and to sharing our experience with all interested parties.

***Dr Ricardo Gomez***

***Director of the Evaluation Unit***

# 1 Key features of GIZ evaluations

## 1.1 Results orientation

Since the 2005 Paris Declaration on Aid Effectiveness at the latest, there have been growing calls for evidence-based substantiation of the results achieved by development measures. The current increase in funding for international cooperation goes hand in hand with more pressure to use financial resources in a way that achieves optimal results. Results orientation is therefore one of the key features of GIZ's work. Results are the yardstick by which we measure our work. By managing for development results we no longer measure the success of our work only in terms of the activities performed and services delivered, but also, and much more importantly, by the results projects have achieved. Results are understood as the changes that can be attributed to a project or object of an evaluation. The mere occurrence of a change is not enough to designate it as a result of the project, even if the change was planned and intended. The observed change can only be deemed to be a project result if a causal link can be clearly or plausibly substantiated. Results may be intended or unintended, expected or unexpected, positive or negative. Objectives, on the other hand, are merely intended positive results.

Results are mapped in a systemic GIZ **results model** (Figure 1) and incorporate the elements of impacts, outcomes and outputs used in the OECD-DAC's definition of results. The results model depicts the causal links and forms the basis for formulating the **hypotheses** – i.e. the assumed causal relationship between two results or between an intervention and a result.

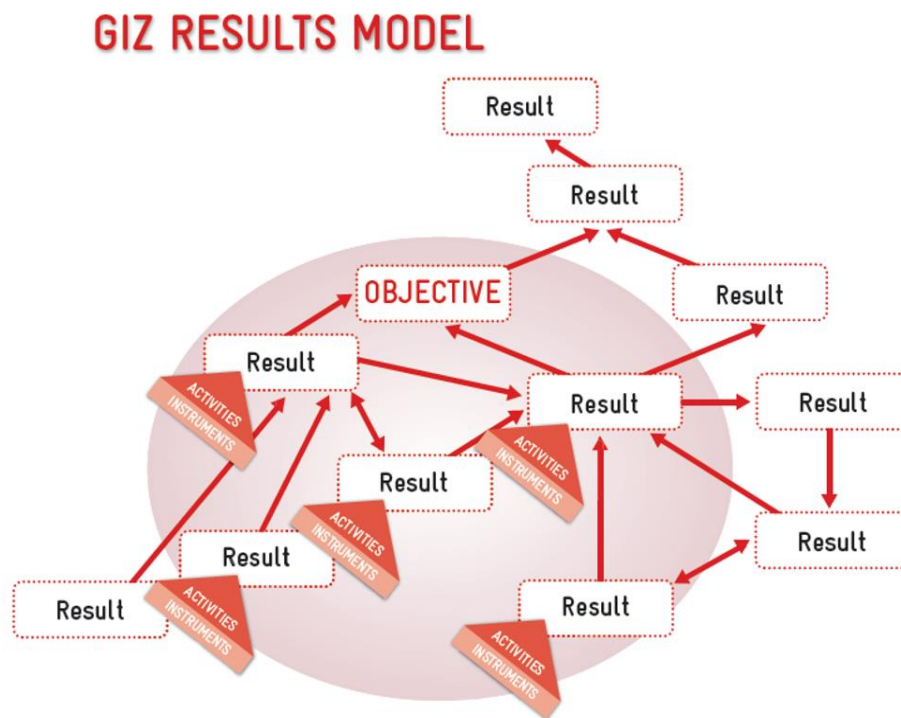


Figure 1: GIZ results model

The results model has a number of different functions. It is a key element for the planning and strategic orientation of new and follow-on measures and also reflects a project's strategy by depicting the intended changes and the planned change process. The results model is also used as a basis for steering. It guides the planning, establishment, implementation and use of a results-based monitoring system. The model also provides an important basis for project evaluation by mapping the results logic, including the project's hypotheses, and provides a basis for evaluating individual assessment

dimensions of the OECD/DAC criteria. If the object of an evaluation has not been planned and steered using an explicit results model, the model is reconstructed during an evaluation so that a results-based evaluation can be conducted.

All elements of results (outputs, outcomes and impacts) are incorporated into ongoing monitoring and accountability processes and into evaluations that deal mainly with the quality and cost-effectiveness of development measures. When evaluating results, GIZ only considers outcomes and impacts as well as the causal links between the intervention and the observed results, in keeping with international consensus.

## 1.2 Utilisation focus

Utilisation focus is another key feature of GIZ's evaluation work. In this context, we essentially follow the approach developed by Michael Q. Patron: *'Utilization-focused evaluation is evaluation done for and with specific intended primary users for specific, intended uses. [...] Use concerns how real people in the real world apply evaluation findings and experience the evaluation process. Therefore, the focus in utilization-focused evaluation is on intended use by intended users.'*

GIZ's evaluation policy defines three **key functions** for evaluations:

- Support for evidence-based decisions
- Transparency and accountability
- Organisational learning, including its contribution to knowledge management

GIZ therefore structures the planning, implementation and use of evaluations so that the contribution of the evaluation – i.e. of the evaluation process and the evaluation findings – to these three key functions is optimised. Figure 2 illustrates the potential that the corresponding evaluation instruments offer for supporting decisions on the commissioning party/client/partner side and at the project and corporate level. When implementing evaluations, the focus is on optimising the use of these potentials.

### Support for evidence-based decisions

In order to optimise the use of evaluations for evidence-based decision-making, evaluation management at GIZ ensures that:

- the decision-makers and other change agents involved are the intended users of an evaluation;
- the decision-makers involved spell out the specific information they require and are able to play an active role during all phases of the evaluation (ownership);
- there is close interaction between evaluators, decision-makers and sector experts during evaluations;
- the knowledge generated by the project evaluations and the recommendations drafted on this basis are relevant for decision-making and promote strategic reflection among all stakeholders;
- the evaluation process adopts a participatory approach that is geared to inclusion, dialogue and deliberation and, in this way, can help strengthen the decision-making competence of decision-makers and change agents on the partner side;
- the evaluation findings and recommendations can be integrated into social and/or corporate policy change processes in a 'co-evolutionary' manner.

### Transparency and accountability

In order to optimise the use of evaluations for transparency and accountability purposes, GIZ's evaluation management process ensures that evaluation reports are submitted to commissioning parties and clients and – provided the corresponding commissioning party or client is in agreement – that the findings are communicated to the cooperation partners and the general public. Once approval has been obtained, all evaluation reports and information are made available to interested members of

the public on GIZ’s website (transparency portal and publication database). There are some situations in which GIZ does not publish evaluation reports, namely only if: publication would violate the rights of third parties, the anonymisation of personal data cannot be safeguarded, the report contains business secrets or could impact on ongoing national and international negotiations or affect foreign or security policy.

Every two years, we also publish the **GIZ evaluation report**. It documents the findings of evaluations as well as data on the aggregated findings of our work and presents the lessons we have learned from the findings. GIZ also outlines the design, methodology and findings of evaluations in articles and at conferences.

**Organisational learning and its contribution to knowledge management**

GIZ aims to use evaluation findings to support the learning and quality development process throughout the company. In this context, evaluation findings are processed and used to facilitate learning within the project and together with partners as well as within the company. This requires dialogue at different levels: horizontally between the different organisational units at GIZ and vertically between the different levels of the GIZ hierarchy.

In order to ensure that evaluation findings can be used for the process of continuous improvement, GIZ has developed reflection and dialogue platforms that are geared to its individual evaluation instruments, encourage strategic reflection among all stakeholders and institutionalise learning from evaluations. These include reference groups to assist in conducting evaluations, reflection forums with partners, commissioning parties and clients, discussion and assessment in specialised events, and on dialogue and information platforms.

All evaluation reports from all business areas are available within GIZ. Staff can access the final versions of evaluation reports in the GIZ-wide **Document Management System** and in its central **database** on the intranet.

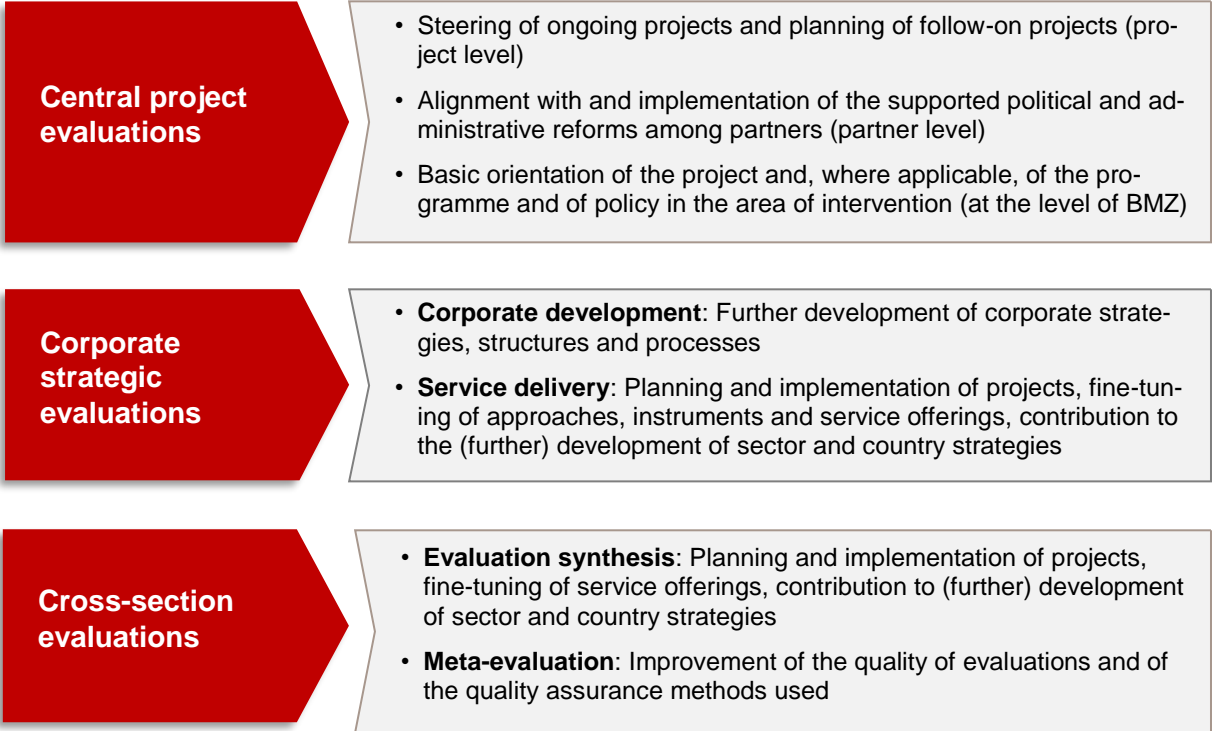


Figure 2: Potential offered by GIZ evaluation instruments to support decision-making

## 2 Evaluation instruments

The evaluation instruments used by GIZ are shown in Figure 3. They can be broken down into central and decentralised evaluations. Whereas the Evaluation Unit steers and is responsible for **central** evaluations, the relevant project-managing organisational unit steers and is responsible for **decentralised** evaluations. The Evaluation Unit can provide advice to support decentralised evaluations that are methodologically demanding and innovative in order to make the experience available and scalable throughout GIZ and to set company-wide standards.

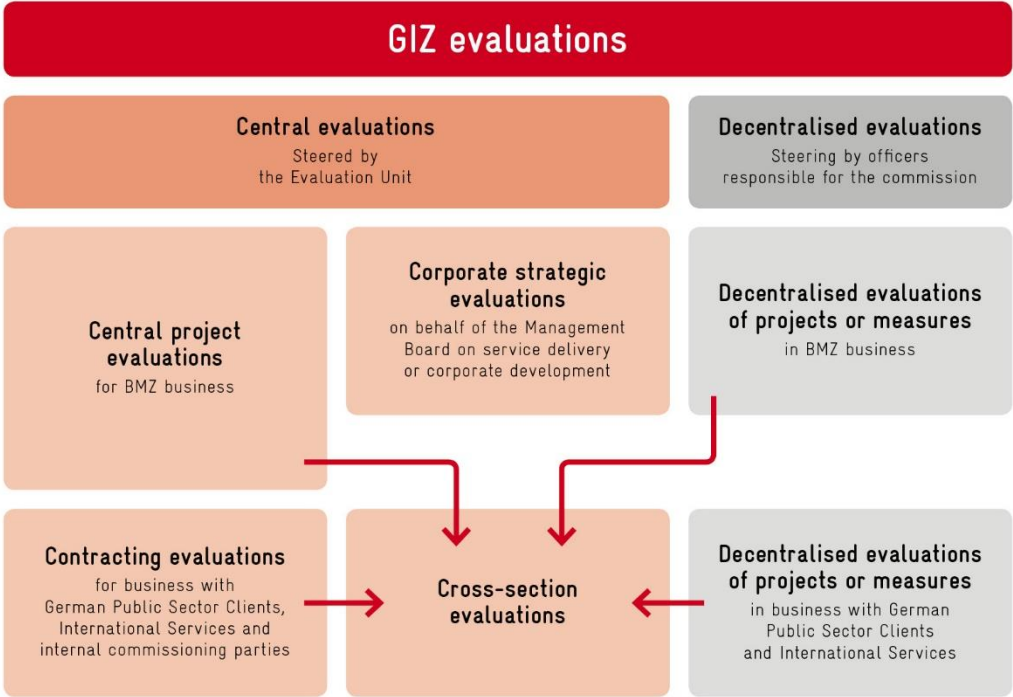


Figure 3: GIZ's evaluation instruments

In terms of quantity and the amount of work involved, central project evaluations for BMZ business account for the most significant evaluation portfolio at GIZ. They follow a regulated process that has been agreed with BMZ and with the relevant organisational units at GIZ. As a general rule, GIZ can offer central and decentralised project evaluations to all **commissioning parties and clients**, in particular those that operate in the areas of German Public Sector Clients and International Services. For these evaluations, the objectives, design and criteria of the evaluation are agreed with the relevant commissioning party/client on a case-by-case basis, in line with the information required. In this context, the quality standards for evaluations must be safeguarded. Internally too, the Evaluation Unit offers central evaluations for specific reasons. This service is designed to cater for projects that wish to have specific issues examined or to extract findings that cannot be addressed by GIZ standard evaluations either in terms of the time frame or the methods used. For example, the object of the evaluation is a specific project component, or specific evaluation criteria are applied. The object of the evaluation can be an entire project or a specific project intervention.

A cross-section of evaluations is evaluated every two years in order to take a good look at GIZ's work. Meta-evaluations review the quality of project evaluations. GIZ pools experience-based knowledge and expertise in evaluation syntheses. To this end, evaluations from a given year, sector or region are analysed and factors influencing success or failure are identified, along with good practices.



Corporate strategic evaluations investigate how GIZ is positioned in terms of its policies, strategies, standard processes and change processes and the approaches, concepts, instruments, projects and portfolios it uses to deliver services. The decisions and change processes that are pending within the company determine whether a corporate strategic evaluation will be commissioned and the issues it will examine. The issues are proposed by the members of the Management Board and by the departmental directors and directors of the corporate units and are appraised by the Evaluation Unit based on the following four criteria: significance in terms of corporate policy, decision-making needs in the medium term, need for evidence and evaluability. The Management Board decides what projects will be included in the evaluation programme. Corporate strategic evaluations are compiled in accordance with national and international quality standards for evaluation, using a theory-based evaluation design.

GIZ's Evaluation Unit supports evaluations conducted by other organisations that relate to the work or project portfolio of GIZ, in order to take account of the information required by GIZ and increase the benefits of the evaluation for GIZ. In addition to evaluations conducted by the EU for example, the multi-annual evaluation programme of the German Institute for Development Evaluation (DEval) is particularly important for GIZ. In this context, DEval conducts evaluations, performance reviews and impact analyses of measures conducted on behalf of BMZ. The object of the evaluation is usually overarching themes (strategies, instruments and programmes) that provide a guiding framework for German development cooperation. The projects inform the responsible **evaluation officers** and the Evaluation Unit when they commission a decentralised evaluation and provide them with a copy of the final evaluation reports.

### 3 Evaluation criteria

In order to ensure that GIZ's evaluation products are comparable at an international level and to support the process of harmonising evaluations between German actors involved in bilateral development cooperation, GIZ always applies the **evaluation criteria for German bilateral development cooperation** when conducting central project evaluations for BMZ business. These criteria are relevance, effectiveness, efficiency, impact (overarching development results) and sustainability, and are based on the five standard evaluation criteria used by the Development Assistance Committee (DAC) of the Organisation for Economic Cooperation and Development (OECD). Issues related to coherence, complementarity and coordination are appraised as individual criteria or within the scope of other criteria. The quality of implementation is also examined in central project evaluations.

As a general rule, the commissioning party/client determines the evaluation criteria to be applied for corporate strategic evaluations and contracting evaluations. GIZ advises the commissioning parties/clients on the selection of evaluation criteria in order to ensure that these criteria are suitable and that the evaluations are comparable.

### 4 Evaluation design and data collection methods

The term 'evaluation design' refers to the plan used to implement an evaluation and should comprise the following:

- a definition of the object of the evaluation and discussion of tasks and challenges identified on this basis;
- formulation of the objectives, the overarching evaluation questions and of the evaluation criteria (or information on the basis used to develop them);
- description of how the relevant stakeholders are identified and involved (selection, information, role in the evaluation process, etc.);

- strategies for the optimal use of the evaluation process and of the evaluation findings;
- definition of how the collection of data for the evaluation will be designed (including gathering data, analysis, assessment/interpretation).

In its evaluations, GIZ always makes sure that it uses an appropriate combination of quantitative and qualitative empirical social research methods. The mix of methods is aligned with the object of the evaluation, the evaluation questions, and the time and human resources available. By ensuring that the evaluation team is as diverse as possible (e.g. it includes both men and women from a range of sectoral backgrounds and with country-specific knowledge) and that support is provided by commissioning parties and clients (e.g. by independent researchers and academics from the thematic area to be evaluated), evaluations can establish critical findings that take account of different perspectives (investigator triangulation). Method and data triangulation also offset the strengths and weaknesses of individual data collection methods and increase the validity of the findings.

The importance of impact evaluations is increasing. They not only capture results; the special challenge here lies in providing clear evidence (attribution) or plausible evidence (association) of a causal relationship between measures and results, and presupposes that the contribution of the project to be evaluated can be distinguished from other influencing factors (e.g. public policies in the partner country, projects implemented by other donors). In order to address the challenges posed by results attribution, a theoretically sound and verifiable (**rigorous**) methodological approach needs to be adopted. GIZ believes that a rigorous approach includes not just experimental evaluation designs but also any methodological approach that systematically deals with the attribution of results to measures. These include experimental, quasi-experimental, statistical, theory-based and participatory approaches.

The 'net effect' (i.e. the specific contribution that a measure makes to the measured results) can only be pinpointed using (quasi) experimental methods such as a control group design, which records results by comparing a target group with a control group. If a control group was not set up at the start of the measure, then a comparison group can be constructed retroactively using the 'quasi-experimental' evaluation design method. This can be used to provide a clear answer to the question whether and to what extent the measures in the specific project context generated the results captured.

Interest in and the need for using a counterfactual experimental approach such as randomised controlled trials (RCTs) to measure results have increased at GIZ. GIZ commissions such evaluations if it wishes to examine the impact of innovative interventions used, for example, in pilot projects in order to decide whether it would be effective to scale up the intervention and, if so, what format should be used. Occasionally, experimental methods can be used to support large-scale projects that are particularly relevant from a political point of view. Such methods are agreed between the organisational unit managing the project and the Evaluation Unit.

For standardised, central evaluations (project evaluations and corporate strategic evaluations), it is usually sufficient to capture as robustly as possible the contribution that the project under review has made to achieving objectives (i.e. association) as a basis for plausibly meeting accountability requirements. The aim here is to identify a plausible relationship between the project and the results achieved, i.e. to use methodological and data triangulation to gather sufficient evidence that the observed intended results can more than likely be attributed to the project. In addition to documenting the project contribution, an understanding should be gained and knowledge increased about what works and what does not, to provide a basis for sound decisions on the project's future orientation.

GIZ stipulates that a theory-based approach be used so as to ensure the robust verification of results in central evaluations. Theory-based approaches such as realist evaluation, process tracing and contribution analysis have the following methodological elements:

- a results model that is included in GIZ's project proposal and visualises expectations of the project's cause-and-effect relationships and demonstrates the paths to achieving the targeted results, from inputs and activities to outputs;

- a theory of change that is based on the results model and that incorporates hypotheses and, where applicable, mechanisms for describing the cause-and-effect relationships that are set out in the results model and that can be appraised and assessed in the evaluation. Potential risks during project implementation are also to be taken into account, along with the unintended positive and negative results.
- a contribution story that portrays the observed changes and the contribution the project under review makes to achieving results based on reliable, transparent and plausible evidence. To this end, alternative explanatory approaches (such as context-related factors or third-party measures) must also be analysed and the theory of change adapted where necessary.

## 5 Quality assurance of evaluations

GIZ's evaluations are oriented towards the **evaluation standards** of the German Evaluation Society (DeGEval), namely utility, feasibility, propriety and accuracy as well as towards **OECD-DAC's quality standards for development evaluation**. GIZ's Evaluation Unit lays down quality standards for process, methodological and product quality as a basis for developing quality assurance instruments.

The Evaluation Unit ensures that quality standards are complied with for all **central evaluations** using instruments that are tailored to the individual evaluation questions. Every two years, the Unit also commissions a **meta-evaluation** to examine the quality of project evaluations and establish how it can be improved. If an evaluation synthesis is conducted as part of a cross-section evaluation, a meta-evaluation is conducted in advance to review the methodological appropriateness of the evaluations and establish whether the information they contain is sufficiently valid and reliable. Otherwise they are excluded.

As the quality of an evaluation is determined to a large degree by its design, the Evaluation Unit recommends carrying out an **evaluability assessment** to determine whether particularly relevant projects can be evaluated. The aim here is to stipulate the crucial elements of an evaluation at a point in time in the project at which it is still possible to shape its design. On this basis, an evaluability assessment is conducted during a project's planning phase or at the start of implementation and adopts a utilisation-focused approach that is designed to underpin the usability of evaluation findings. This not only improves the quality of evaluations, it also optimises their cost-effectiveness. This applies to short-term and, above all, long-term projects. Based on the OECD-DAC definition, an evaluability assessment is understood as the 'extent to which an activity or programme can be evaluated in a reliable and credible fashion'. It calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.

## 6 The 2030 Agenda as an evaluation dimension

The basic principles of the 2030 Agenda (universality, integrated approach, leave no one behind, shared responsibility, accountability) place diverse demands on future evaluations. The 2030 Agenda includes a strong review mechanism, which supports accountability. This enables it to (a) review the efficiency and effectiveness of ODA measures, (b) keep a close eye on and engage in dialogue on successful and challenging activities when implementing measures at the national, regional and global level and (c) involve different actors from the levels of government, civil society, private sector, academia and research and boost the transparency of the implementation process.

GIZ intends to take account of the significance of the 2030 Agenda by using all evaluation instruments to determine the contribution that GIZ makes to its achievement. In future, it will be possible to analyse implementation of the principles of the 2030 Agenda in central project evaluations along with the contribution a project makes to achieving the individual SDGs and to implementing the partner strategy. Based on existing project evaluation reports, a subsequent evaluation synthesis could be used as part of a cross-section evaluation to examine how many projects already contribute to implementation of the 2030 Agenda and the SDGs in partner countries and how exactly they do this. In addition, corporate strategic evaluations may include cluster evaluations (joint reviews of several projects/modules) on individual themes such as principles or selected SDGs.

## 7 Evaluation management

Evaluation management is a key element of GIZ's evaluation system. Evaluation managers design this process in co-creative dialogue with the intended users of the relevant evaluation (in particular with decision-makers and change agents). The following core elements need to be taken into account in evaluation management:

- the complexity of political, institutional and cultural contexts and the embedding of evaluations;
- the evaluation and decision-making culture in the organisation responsible for the object of the evaluation;
- the systemic role that evaluations play in supporting change;
- the potential that an evaluation has to contribute to decision-making both through the evaluation process and its findings;
- the key role played by the involvement of stakeholders (decision-makers, change agents and potential agents that implement management responses).

GIZ's evaluation management process covers the design and steering of the following three phases of evaluation: concept and design, implementation and reporting and communication and utilisation. These phases are designed in a largely instrument-specific manner and are described in detail in the relevant sections.

## 8 Roles and responsibilities

Evaluations at GIZ are organised in a collaborative and participatory manner in order to take account of diverse information requirements and to optimise the use of evaluation processes and findings. The role and responsibilities of most organisational units are also instrument-specific and are described in detail in the relevant sections.

The Evaluation Unit is the key contact at GIZ for all evaluation-related issues and has the required methodological and managerial expertise to deal with such matters. It reports directly to the Management Board and is separate from GIZ's operational business. This organisational structure safeguards its independence.

The Unit's key task is to manage central evaluations (project evaluations, corporate strategic evaluations and cross-section evaluations). It also:

- provides reliable, evidence-based information for corporate management
- continually develops processes, instruments and standards for GIZ evaluations
- advises GIZ's operational units on steering and implementing strategically important and methodologically innovative decentralised evaluations

- acts as a knowledge broker by evaluating and processing the findings of GIZ and external evaluations so that they can be optimally leveraged for decision-making and learning processes
- serves as a point of contact and interface for external evaluations (including DEval)
- prepares and is responsible for publishing GIZ's evaluation report, which appears every two years
- represents GIZ in expert groups, collaborates with evaluation units of commissioning parties and clients, implementing organisations and research institutions and gets involved in networks of evaluation organisations
- ensures that GIZ's evaluation system meets currently valid national and international standards at all times and is recognised at a professional level both nationally and internationally.

## Glossary

<b>Association</b>	Plausible demonstration of the causal relationship between measures (interventions) and results
<b>Attribution</b>	Attribution and examination of the causality by (quasi-)experimental methods
<b>Assessment</b>	Process to structure, consolidate and correlate data
<b>Causality versus correlation</b>	Correlation describes a link between two variables, i.e. there is some type of connection between them. Causality, on the other hand, indicates that the way in which a particular variable manifests itself is the result or effect of another variable, i.e. there is a causal relationship between them.
<b>Counterfactual situation</b>	The situation that would (hypothetically) have occurred for the corresponding target group had the intervention not taken place
<b>Contribution</b>	Role the intervention played in achieving results
<b>Contribution analysis</b>	Theory-based evaluation approach that allows plausible conclusions to be drawn about a programme's contribution to results
<b>Corporate strategic evaluation</b>	Evaluation that assesses the effectiveness of the company's policies, strategies and service delivery, across different business sectors and instruments
<b>Cross-section evaluation</b>	Findings from different evaluations are analysed and presented in the form of a summary.
<b>Delineation of the boundary between scientific research and evaluation</b>	A key feature of scientific research is that it aims to identify knowledge that can be generalised, or at the very least transferred, and that helps to examine and/or establish or further develop theories in and for the academic community. A shared characteristic of both research and evaluation is that they both strive to identify facts that can be empirically verified. Unlike research, however, evaluation examines specific, individual cases and is user-oriented. Another distinguishing feature of evaluation in comparison with scientific research is that it always incorporates the aspect of assessment.
<b>Decision-making skills</b>	Ability to make decisions based on diverse technical and social knowledge
<b>Evaluation</b>	Systematic, empirical examination of the value, quality and usefulness of an object (e.g. project) based on transparent criteria for reducing the uncertainty of decision-making
<b>Evaluation approach/evaluation design</b>	Evaluation strategy; derived from the object of and the questions to be asked within the scope of the evaluation. Determines the internal validity of the evaluation.
<b>Evaluation capacity</b>	Description of the capacities of individuals, organisations and society as a whole to commission, implement and systematically use evaluations

<b>Evaluation capacity development</b>	Strengthening of the capacities of individuals, organisations and society as a whole to commission, implement and systematically use evaluations
<b>Evaluation concept</b>	For corporate strategic evaluations, the Evaluation Unit compiles a concept that outlines the design of the object of evaluation and of the questions that are to be asked within the scope of the evaluation, and that have been discussed and agreed with the reference group.
<b>Evaluation methods</b>	Empirical social research methods used to obtain the data/information needed to work on the mandate of the evaluation. In this context, an appropriate, integrated approach that uses quantitative and qualitative methods should be pursued to answer the evaluation questions and to triangulate the findings.
<b>Evaluation synthesis</b>	Synthesis of the content of several evaluation reports on similar evaluation objects. Unlike a meta-analysis, a synthesis is usually compiled solely on the basis of evaluation reports. In other words, it does not make direct use of the data collected during the evaluations. (Dependence of the synthesis on the evaluation reports)
<b>Evidence</b>	Derived from the Latin word <i>evidentia</i> , which means clearness or distinctness. It refers to the information gleaned from scientific studies and systematically pooled experience that corroborates or contradicts facts. Data or experience that has been obtained in the past and that underpins a statement constitutes empirical evidence. Statistical methods are often used to determine the significance or reliability of the data.
<b>Evidence-based decision</b>	Decisions that are based on scientific, systematic and empirical findings
<b>Ex-post evaluation</b>	Evaluation conducted following project completion (between three and five years later)
<b>External validity</b>	The representativeness or ability to generalise the findings of a study
<b>Human capacity development (HCD)</b>	A service offered by GIZ that develops the capacities of individuals and structures joint learning processes so that these individuals can help bring about sustainable results in their given reference system.
<b>Inception report</b>	Methodical interim report (description of the design of the evaluation and of data collection as well as of initial findings, where applicable)
<b>Internal validity</b>	Situation where only what is actually supposed to be measured is measured. In order, for example, to prove that a change in the dependent variables was actually caused by the stimulus itself and not by other variables, the greatest possible degree of control (i.e. a highly experimental situation) is required, which in turn limits external validity.
<b>Management response</b>	Implementation plan based on the recommendations made by an evaluation
<b>Meta-evaluation</b>	Evaluation of evaluations; the evaluation of one or more evaluations to describe and assess its/their quality, efficiency and significance
<b>Methods of empirical social research</b>	Qualitative and quantitative methods to systematically collect and assess data
<b>Proactive capacities</b>	Ability to use technical, methodological and social skills to carry out the task in hand and to solve problems in a responsible manner in line with the given situation.
<b>Process</b>	All of the actions within a system that affect each other

<b>Quasi-experimental versus experimental evaluation</b>	Whereas experimental evaluation models use random selection to create experimental and control groups before the start of a measure, quasi-experimental evaluations use matching to construct comparison groups in order to ensure that the groups are comparable.
<b>Randomised controlled trials (RCTs)</b>	Evaluation method that records whether and to what degree an intervention is responsible for bringing about results in the experimental group by comparing the experimental group with the control group (attribution); assignment to the experimental and control group occurs on a random basis.
<b>Rating</b>	Process to appraise quality, based on operationalised criteria
<b>Reliability</b>	Measurement of the formal accuracy or reliability of scientific measurements. It is the percentage of the variance that can be explained by the actual differences in the characteristic to be measured and not by errors in measurement.
<b>Result</b>	Intended or unintended, positive or negative changes in a situation or behaviour as the direct or indirect consequence of an intervention
<b>Impact evaluation</b>	Examination of the degree to which development measures have brought about changes in an initial situation by analysing causal links and assumptions related to causal links and assessing causality in terms of the results logic (e.g. of a project). It offers a range of benefits, including the analysis of assumed causal mechanisms and the provision of information on the modification of results models and hypotheses.
<b>Rigorous methods</b>	Rigorous evaluations assign results to interventions as unambiguously as possible (attribution) and succeed in proving that the results would not have occurred without the intervention (i.e. they take account of the counterfactual situation). Both internal validity (design quality) and external validity (ability to generalise the findings) are deemed to exist.
<b>Robust methods</b>	Methods that retain their reliability even against the backdrop of different starting points, e.g. statistical method that is not influenced by outliers (abnormally high/low values)
<b>Sustainable development</b>	For GIZ, the interaction between economic performance, social responsibility, ecological balance and political participation
<b>Synthesis</b>	Amalgamation of several elements to form a new unit
<b>System</b>	A (holistic) unit that is made up of several related elements and serves an integrative purpose. (Elements: holistic unit, system elements with attributes, relationship structure, external delimitation)
<b>Triangulation</b>	Parallel use of several data collection methods that are as diverse as possible and of data sources and/or researchers in order to balance out individual weaknesses
<b>Validity</b>	Degree of accuracy with which the feature that is to be measured is actually measured





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