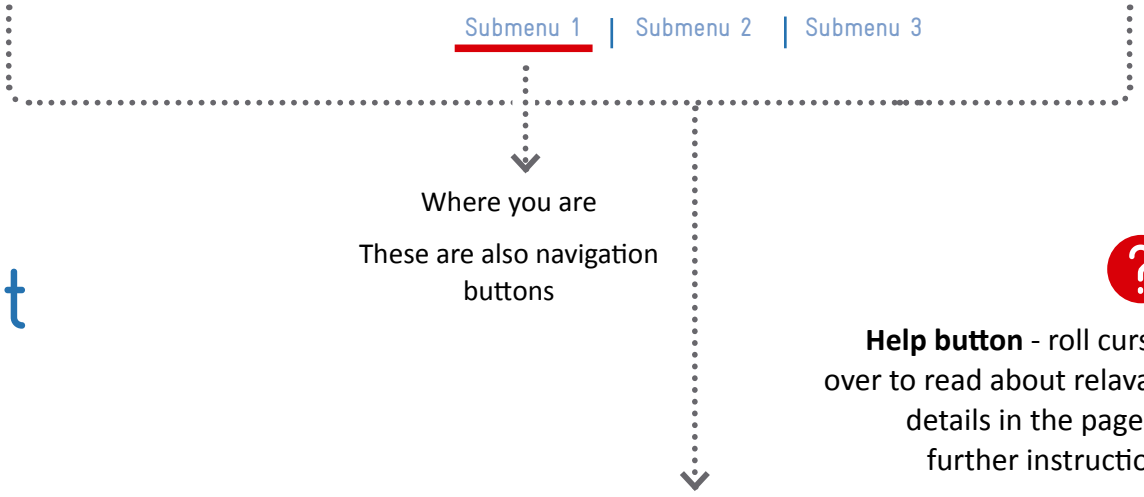
Measuring Employment Effects in Rural Development

Practical Guidelines

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



Overview on Interactive Elements* in this Document

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Help button - roll cursor over to read about relavant details in the page or further instructions

Please do not scroll as this is an interactive document.

Table of Content, click on it

Previuos page, click on it

Next page, click on it

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Indicates link within document, click on it to proceed

abc Indicates hover element - roll cursor over to see additional information

abc Indicates link within document, click on it to proceed

Next page

Table of content

Introduction

Summary about the guidelines' objectives and background, as well as how to use and navigate the guidelines.

Context and indicators

Short explanation on employment effects in rural development. Additionally, the different sets of aggregated indicators, as there are GIZ employment indicators, SEWoH indicators and BMZ 2030 standard indicators will be briefly addressed.

Guidelines

The heart of the document: an interactive guide to help identify potential employment effects in activities of rural development projects and provide a suitable M&E approach to measure or estimate them.

Resources

Additional content can be found here, as well as a list of internal and external references.

About the guidelines

Due to the rapidly growing youth population, especially in Africa, the creation of jobs has become a major objective in development cooperation. Especially in rural areas, youth lack prospects for productive full-time employment. This guidelines respond to the increasing importance to measure and communicate employment effects of development policy interventions in rural and agricultural development.

GOAL:

The guidelines help rural and agricultural development projects, which do not explicitly target employment effects, to identify implicit employment effects which contribute to the different sets of aggregated indicators within GIZ and BMZ. The guidelines aimt to:

- Create links between project activities and potential (implicit) direct employment effects (results logic).
- Guide projects to the most appropriate method to measure and/or estimate employment effects based on their existing resources.

APPROACH:

This document utilises a user-friendly approach basing its content on some of the key findings from a portfolio analysis (see Background Study).

It is an interactive guide designed to help, not only establish a results logic between project activities and employment effects, but also determine which approach is most suitable to measure or estimate employment effects based on a project's available data.

It is important to bear in mind that these guidelines focus on measurable employment effects. There might be more but these may not be assessable in quantitative terms.

BACKGROUND STUDY:

The guidelines are based on a final report from a portfolio analysis conducted in 2018 by the RWI (*Leibniz-Institut für Wirtschaftsforschung*) on 94 GIZ agricultural and rural development projects in sub-Sahara Africa and the MENA region. Its aim was to identify employment effects (explicit/implicit) in project activities and relevant employment indicators – and the intermediate (employment) result (output or outcome level of a project) linked or potentially linkable to them. For more information, click to see report.

TARGET USER:

- Project advisors
- M&E advisors
- Project planning officers of the sectoral department (FMB)

Overview: how to navigate through the guidelines

This document is designed to provide agricultural and rural development projects with guidelines to determine a suitable results logic identifying (implicit) employment effects derived from the project's activities. Furthermore, it offers possible ways to measure or estimate these employment effects. This is done by applying three steps which, briefly summarised, are:

- Step 1: Running projects may classify their main activities into one or more **actitvity cluster**. In project planning the different clusters allow to think through alternatives;
- Step 2: Based on your selected activity clusters, the guidelines visualize a **results logic** from project activity to an employment effect;
- Step 3: The results logic guides you to a **method map**, that helps determine a method to measure or estimate the employment effects of your project.

However, before moving on to defining the used approach in the guidelines, it is important to first take a closer look at some of the concepts mentioned in the individual steps. Below a short description:

Activity clusters (AC): a total of eight categories deriving from the portfolio analysis in which you can classify your project activities.

Results logic: a graphic that helps visualise and establish the potential link between your activity and the employment effects.

Here, you also see the possible intermediate (employment) results (output or outcome level of a project) between your activities and the employment effects. They are called here intermediate (employment) results as they are intermediary in the results logic from the perspective of the employment effect as the ultimate objective. From there you see which Method Map is applicable.

Method map (MM): a methodological suggestion to help you assess your project´s needs and resources, and based on these what is the most suitable approach to measure or estimate. At the end, **you will have to assess, adapt and decide what is most suitable and feasible for your project.**

Note: all method maps can be equally applied to measuring or estimating **gender- or youth-specific** employment effects, both of which are often of specific interest or constitute the key objective of a given intervention in the rural and agricultural context. The methods suggested in the guidelines do generally not depend on which beneficiary group is targeted. The only practical requirement would be to collect gender- and youth disaggregated data, and that sample sizes may need to be larger.

The next pages provide further information about the activity clusters, results logic and method map structure. Click here to read more about the different concepts before starting with the guidelines.

Activity clusters

The eight activity clusters (AC) represent typical reoccurring activities from different project types of rural and agricultural development interventions. Within each AC, project activities share typical ways of being connected with employment effects. Please find more information about the different sets of aggregated indicators to describe employment effects in chapter → Context and indicators

It is important to note that these AC are not based on typical project intervention types of rural and agricultural development projects, but on frequently recurring activities across these project types.

Therefore, the objective of the AC, as well as their corresponding visualization seen later on, is to make possible employment effects visible. Because only if a results logic leading to an employment effect (potentially through an intermediate (employment) result) is identified clearly, can an actual methodological assessment of the effect be possible.

Background information on AC

Remember: The activity clusters **only focus** on those activities that have a potentially measurable link with an employment effect. In practice this means that the AC cannot comprise all of the activities that any rural development project carries out, but only those activities that have potential connections to employment. See example.

Furthermore, projects usually work in different ACs and often these complement each other to create impacts at the target group level. Projects can prioritize the most important AC or apply various. Often in the data collection, these can then be combined.

Example

A food security project, which focuses on a) advising young mothers on sufficient calorie intake and nutritious diet and b) on product diversification by introducing diversified production cultures to the farmers they work with, will only find the activity of product diversification depicted in the eight activity clusters and not the consultation on calorie intake.

This is the case because product diversification has (over the additional revenue it creates for the farmers) a linkage to the employment dimensions, i.e. income increase for the farmers that diversify their production, while nutrition consultation has no directly measurable or estimable connection to employment.

Activity cluster description

ACTIVITY CLUSTER 1

EDUCATION AND VOCATIONAL TRAINING

Foster and transfer knowledge and skills through continuous education and vocational training in specific areas.

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 2

VALUE CHAIN INTEGRATION

Enhance value chain integration through improved cooperation and business relationships.

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 3

PROMOTION OF PRODUCTION AND INNOVATION

Value chain promotion by focusing on production and productivity, as well as through innovations/ technologies.

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 4

PRODUCT DIVERSIFICATION

Adding new products to existing range or diversifying production systems, as well as improving home gardens and farms for nutritional purposes

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 5

IMPROVED SALES/ MARKETING STRATEGIES

Improving sales and marketing channels targeting consumers.

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 6

IMPROVEMENT OF FINANCIAL SERVICES

Better access to financial services and resources, as well as improving framework conditions for these services.

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 7

CASH-FOR-WORK MEASURES

Use of short-term measures to provide temporary employment in public infrastructure projects.

EXAMPLE ACTIVITIES

ACTIVITY CLUSTER 8

LAND RIGHTS/ LAND USE

Improve framework conditions for land rights and use, as well as enhance accessibility to land rights.

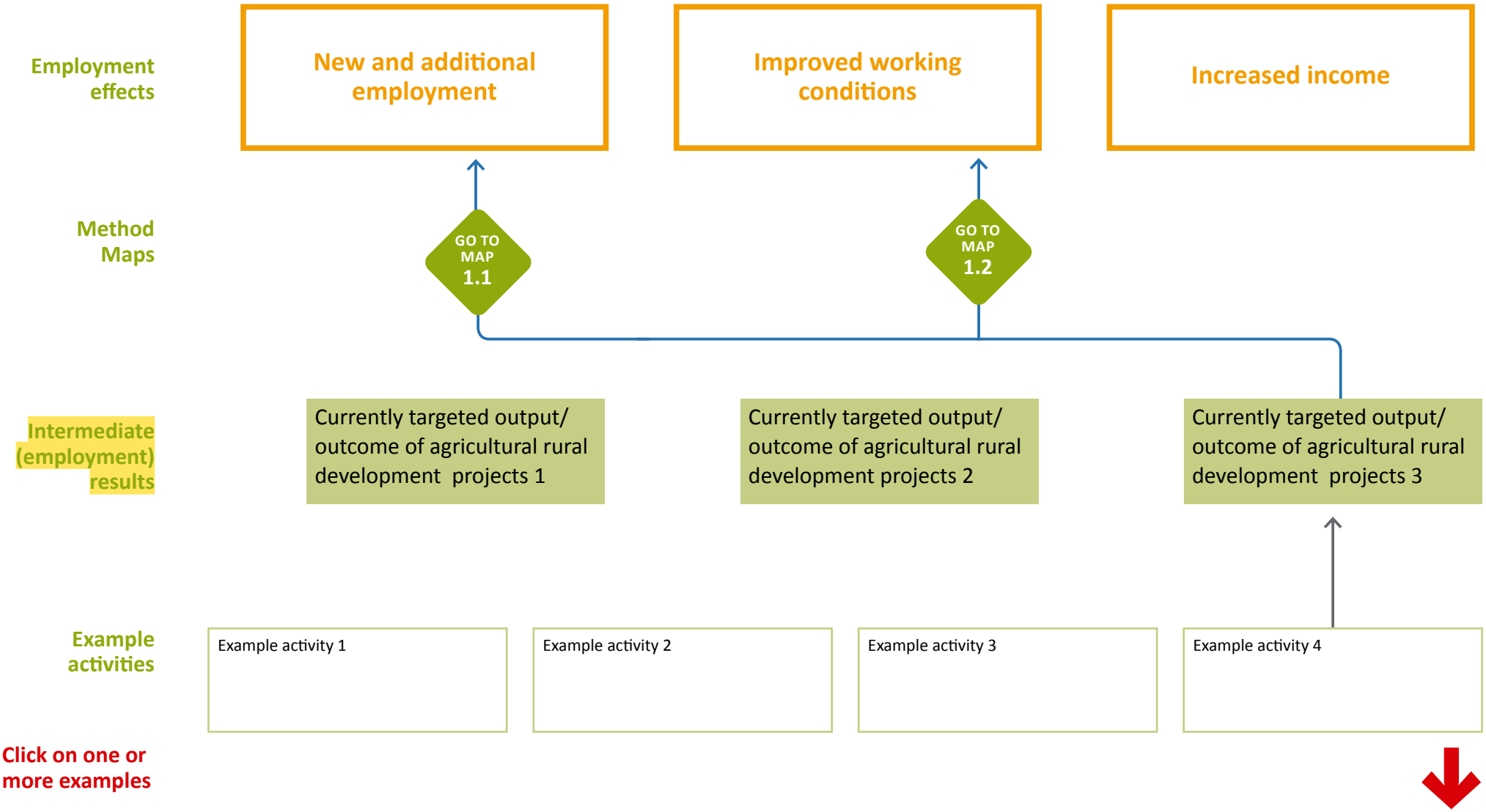
EXAMPLE ACTIVITIES

Example results logic structure

*THIS WILL BE AN INTERACTIVE GRAPHIC IN GUIDELINES

INSTRUCTIONS

SEE EXAMPLE



Method map structure

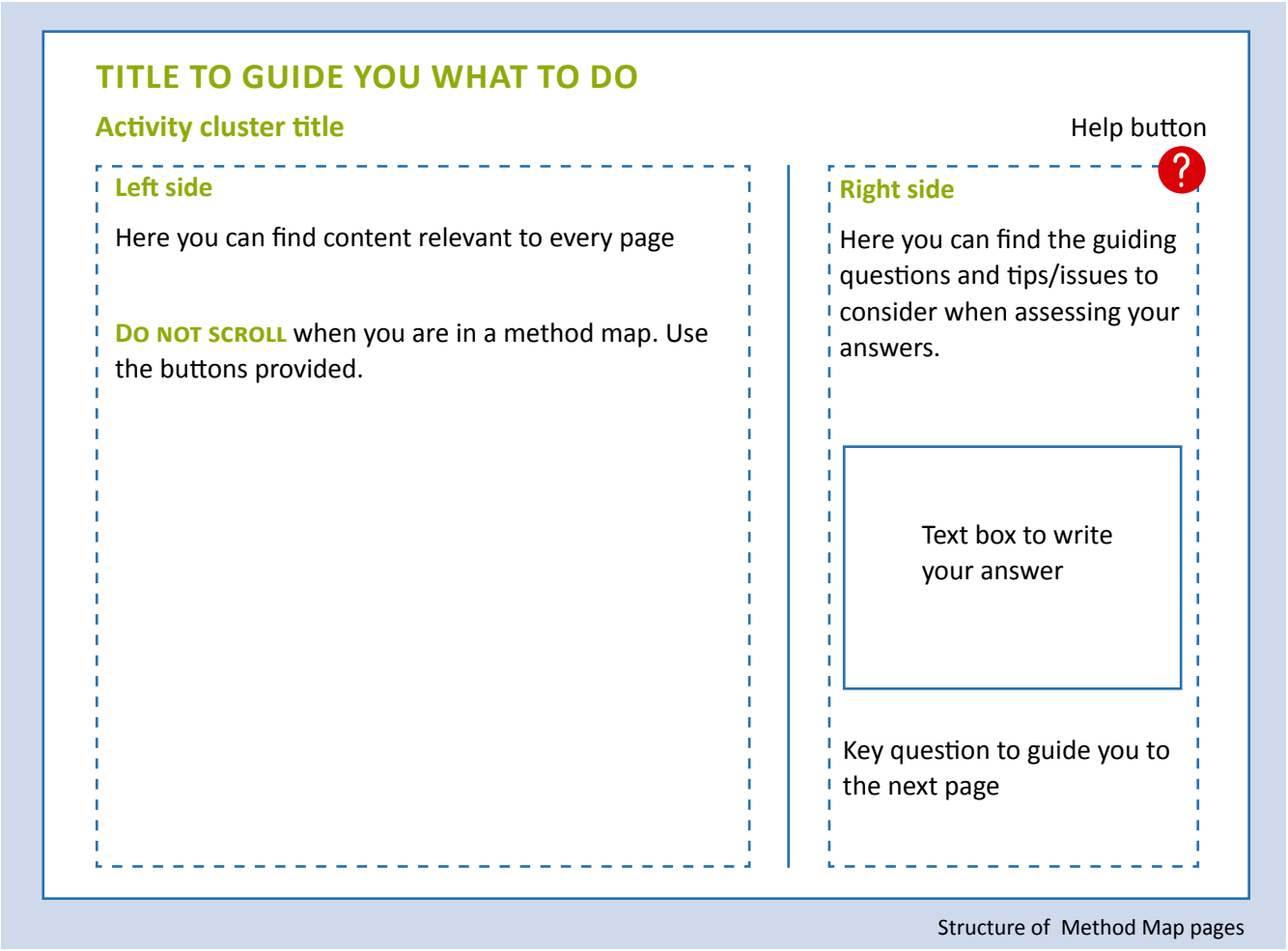
A method map is composed of 6 parts which help assess your project acvitities´employment effects by looking at:

- Results logic
- Data needed
- Data collection methods
- Measurement or estimation
- Data analysis

Each of these pages ask guiding questions to reflect on your project´s needs and resources, while also showing you potential ideas and approaches to consider. To the right side, there are text boxes to write down your specific answers. These will be presented as your individual conclusions in the summary page. At the end of each page you have to make a decision, which will guide you through the document to create your personalised method map.

- Summary

The last page serves as a one-page overview of all your choices. **It is recommended to write down your ideas and choices into the provided text boxes.**



Structure of Method Map pages

GO TO NEXT SECTION

Employment and its effects in rural areas

EMPLOYMENT SITUATIONS IN RURAL AREAS

The employment effects (new and additional employment, increased work quality, increased income) reflect he typical labor market characteristics in rural areas to measure meaningful results. These features of labor markets translate into specific employment situations typically observed in rural contexts:

- Underemployment rather than unemployment,
- Predominance of self-employment (i.e. MSME) and own-account work,
- Simultaneous, multiple income-generating activities (off/on-farm),
- Staggered, short term, seasonal own-account work,
- Community- and family (unpaid) labor sharing (non-market work),
- Gap between aspirations vs. existing work opportunities – especially for youth (e.g. blue/white-collar vs. low-quality, seasonal farm job),
- Frequent reallocation or switch between income-generating activities, dependent on availability and pay.

For more information, please see GIZ's Monitoring of Employment Effects: Workbook for Practitioners, GIZ Results Data 2020, BMZ 2030 Standard Indicators and SEWOH Bilanzindikatoren

DIRECT, INDIRECT AND INDUCED EMPLOYMENT EFFECTS

- Direct effects are changes among the beneficiaries of the project, regardless of whether these beneficiaries were reached directly by GIZ or via service providers or partner organisations, provided they were reached as part of a project intervention.
- Indirect effects are changes at the level of the project's target population while induced effects are changes beyond the target population. Both cannot be directly attributed to the project intervention, but are the result of the direct effects on beneficiaries.

Indirect effect example

Induced effect example

A PERSON IS CONSIDERED TO BE EMPLOYED IF HE OR SHE IS:

- 15-years-old or older,
- Informally and/or formally active,
- Dependent, self-employed or engaged in family business,
- Produces goods and/or services,
- Generates income and/or benefits in kind through his/her employment(s).

Source: GIZ Results Data 2020

THE FOCUS OF THIS DOCUMENT IS TO HELP IDENTIFY DIRECT EMPLOYMENT EFFECTS

Sets of aggregated indicators

The presentation of **quantifiable impacts** of development cooperation is of great importance for public commissioners, especially the BMZ.

Today, several **different sets of aggregated indicators exist**. These collate results across a group of projects, e.g. projects within one special initiative.

The focus of this guidelines is on the following **three sets of indicators**, looking only on indicators related to employment.

Federal Ministry for Economic Cooperation and Development

BMZ 2030 STANDARD INDICATORS

- Provide quantiative information on selected and particularly relevant fields of importance for political communication
- Meet the core requirements of "political relevance", "collectability at reasonable cost", "aggregatability", "covering as many projects as possible“ (a total of 43 indicators)
- Not part of the results matrix, but as a further annex to the module proposal
- Compulsory for new and follow-up projects. Ongoing projects report on a smaller selection of indicators.
- Standard indicators replace GIZ results data.
- Please note that the guidelines do not replace the official Indicator Definitions Sheets for the BMZ 2030 standard indicators.

Source

SEWOH / Federal Ministry for Economic Cooperation and Development

SEWOH AGGREGATED INDICATORS

- Provide quantitative information on achieved and aspired successes
- All SEWOH projects are requested to contribute to a set of 11 indicators in 9 topics
- Used by BMZ to communication to the public on SEWOH
- Not used for portfolio or project management
- The development has been based on indicators of GIZ results data

Source

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GIZ RESULTS DATA/AGGREGATED REPORTING ON RESULTS

- Used by GIZ for communication with the general public
- All GIZ projects are requested to contribute annually to a set of 29 indicators in 10 sectors
- Indicators only provide absolute figures, are not comparative values and do not measure sustainability
- Each indicator has its own core statement on how to formulate results
- Since 2017, aggregated reporting on results by BMZ: documenting performance of official development cooperation (GIZ and KfW) in the form of verifiable and robust quantitative results
- At GIZ, these joint annual aggregated reports are built on aggregate results data (21 of the 29 aggregate indicators)

Source

Comparison of aggregated indicators

Sets of aggregated indicators	**QUANTITATIVE** Employment Effects		**QUALITATIVE** Employment Effects	
	New Employment	**Additional Employment**	**Improved Working Conditions**	**Increased Income**
Federal Ministry for Economic Cooperation and Development **BMZ 2030 STANDARD INDICATORS** Link	Number of **jobs created or secured**	Number of **people in the agricultural sector or in rural areas** who have **additional employment**	Number of **people with improved working conditions**	Number of **people with a higher income**
SEWOH Federal Ministry for Economic Cooperation and Development **SEWOH AGGREGATED INDICATORS**	Number of **people** that came **into employment**	Number of **people** who have **additional employment**	n.a.	Number of **smallholder farmers** (households) that have **increased their income by at least 20 %**
giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH Federal Ministry for Economic Cooperation and Development **GIZ RESULTS DATA**	Number of **people** that came **into employment**	Number of **people** who have **additional employment**	Number of **people who benefit from improved working conditions**	Number of **people who benefit from improved income** Number of **people in a rural area** who have **increased their income**

Read about → Full-time equivalent (FTE)

How these guidelines refer to employment effects

Even with some minor differences in the indicator formulation, all the existing sets of indicators follow a common general logic. Thus with the following generalized structure, the methodology of the guidelines can be linked equally to all three sets of indicators. In this guideline, the derivation path for new and additional employment is basically the same. It only differs in the operationalisation of the measurement. To simplify the presentation of the handout, they are included together in one category.

QUANTITATIVE EFFECTS

- **NEW AND ADDITIONAL EMPLOYMENT**

QUALITATIVE EFFECTS

- **INCREASED WORK QUALITY**
- **INCREASED INCOME**

In the following, the guidelines will refer to the overarching quantitative and qualitative employment effects.

GO TO NEXT SECTION

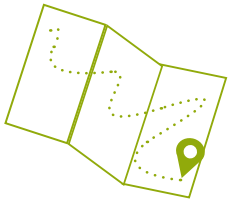
Guidelines

Three steps to assess your employment effects

1 **DETERMINE ACTIVITY CLUSTER**

2 **FOLLOW THE RESULTS LOGIC FROM ACTIVITY TO INTERMEDIATE RESULT TO EMPLOYMENT EFFECT**

3 **ASSESS YOUR DATA AVAILABILITY AND DEFINE A SUITABLE M&E APPROACH**



Click START to begin with the three steps

From now on, **DO NOT SCROLL** and use only the buttons provided

? Hover over this button for help and instructions

START

STEP 1 Determine activity cluster(s)

GUIDING QUESTIONS

Using these guiding questions, classify your intervention activities into the eight activity clusters which are most relevant for potential employement effects.

Remember, one project can be active in more than one AC and they can complement each other and can (most likely) be "integrated" again at indicator level and in the data collection

- **In which activity cluster does my project work?**
- **Which are most relevant for potential employment effects?**
- **Which AC might complement each other?**

Once you have done this, click on the relevant activity cluster in order to be taken to the respective results logic where you can establish the potential linkage to the employment effects

If unsure,

→ return to Activity Cluster Description

→ see example how a project categorises its activities

ACTIVITY CLUSTER 1
EDUCATION AND VOCATIONAL TRAINING →

ACTIVITY CLUSTER 2
VALUE CHAIN INTEGRATION →

ACTIVITY CLUSTER 3
PROMOTION OF PRODUCTION AND INNOVATION →

ACTIVITY CLUSTER 4
PRODUCT DIVERSIFICATION →

ACTIVITY CLUSTER 5
IMPROVED SALES/ MARKETING STRATEGIES →

ACTIVITY CLUSTER 6
IMPROVEMENT OF FINANCIAL SERVICES →

ACTIVITY CLUSTER 7
CASH-FOR-WORK MEASURES →

ACTIVITY CLUSTER 8
LAND RIGHTS/LAND USE →

STEP 1 Determine activity cluster(s): example

TEA VALUE CHAIN PROJECT ACTIVITIES

AC1 Education and Vocational training	▪ Education: some little literacy training ▪ Vocational training: modifying tea training institute
AC2 Value chain integration	▪ Getting tea buyers, traders and producers on one table ▪ Promoting farmer organizations and workers unions
AC3 Promotion of production and innovation	▪ Better farming and entrepreneurship building through FFS and FBS leading to yield increase
AC4 Product diversifitcation	▪ Diversification into cassava cultivation, kitchen gardening
AC5 Improved sales/marketing strategies	▪ FBS for farmers
AC6 Improvement of financial services	▪ No activities
AC7 Cash-for-works measures	
AC8 Land use/land rights	

The project has interventions that can be classified in various AC, for instance in the case of FBS (farmer business school) it is found in AC3 and AC5.

The project decides to pursue AC3 because it has the highest relevance as they have more accurate data collected.

STEP 2 Follow the results logic

AC-1 Education and vocational training

Employment effects

- New and additional employment
- Improved working conditions
- Increased income

Method Maps

Intermediate (employment) results

Example activities

- Education/ (Vocational/ Technical) training or qualification in a specific area (entrepreneurial skills; competences in e.g. agriculture) (long-term or short-term)
- Skills development (such as literacy; basic financial education; competences relevant to the labor market) (mostly short term)
- Start-up support programmes/ trainings for business start-ups with the aim of self-employment
- Training/qualification for the transfer of knowledge (Training of the Trainers; Training of state service providers or lead farmers)
- Institutional improvement of framework conditions relevant to education (development of national education plans/ occupational profiles etc.)

Click on one or more examples

X

STEP 2 Follow the results logic

AC-2 Value chain integration

Employment effects

New and additional employment

Increased income

Method Maps

Intermediate (employment) results

Example activities

- Promotion of entrepreneurship & MSMEs in the value chain
  (e.g. through cooperation with the private sector)
- Improvement of (new) production and/or processing and/or marketing methods
  (i.e. through promotion/realization of adapted technologies or innovations)
- Improvement of inclusive business models and relationships
  Promotion of operational improvements (e.g. diversification of product range, improved product quality etc.)
- Improvement of market access
  (e.g. establishment of new distribution channels)

Click on one or more examples

STEP 2 Follow the results logic

AC-3 Promotion of production and innovation

Employment effects

- New and additional employment
- Improved working conditions
- Increased income

Method Maps

Intermediate (employment) results

Example activities

- Improvement/introduction of technologies and innovations for sustainable cultivation systems or production methods (by the project) (i.e. mechanization of agriculture)
- Consultation or training of the beneficiaries to increase production/productivity and yields (through improved competencies) (i.e. irrigation, fertilization, GAP, etc.)
- Improvement of access to inputs (such as tools, seeds, fertilizer, etc.) and services (i.e. mechanization)

Click on one or more examples

STEP 2 Follow the results logic

AC-4 Product diversification

Employment effects

New and additional employment

Increased income

Method Maps

Intermediate (employment) results

Example activities

Diversification of an existing product range. Introduction of alternative products/cultures in home gardens/kitchens

Diversification of production/production systems (e.g. in agriculture and/or livestock farming)

Click on one or more examples

X

STEP 2 Follow the results logic

AC-5 Improved sales/marketing strategies

Employment effects

Increased income

Method Maps

Intermediate (employment) results

Example activities

Improvement of sales and/or marketing strategies (through project advisory services)
(e.g. improved market orientation)

Formalization of sales and marketing channels

Click on one or more examples

X

STEP 2 Follow the results logic

AC-6 Improvement of financial services

Employment effects

New and additional employment

Increased income

Method Maps

Intermediate (employment) results

Example activities

Improvement of access to financial resources/ financial services (through the project)

(e.g. selection of financial institutions; access to capital or loans, services or markets; promotion of investments in technology/infrastructure in the financial sector)

Structural improvement of the framework conditions for financial services

(e.g. improvement of the framework conditions for distribution channels of financial services; development of credit lines and financial products)

Click on one or more examples

STEP 2 Follow the results logic

AC-7 Cash-for-works measures

Employment effects

New and additional employment

Please note!

Increased income

Method Maps

GO TO MAP 7.1

GO TO MAP 7.2

Note: AC-7 has no intermediate employment outcomes because cash-for-work measures directly lead to creation of employment and improvement of income

Example activities

Promotion/Implementation of infrastructure development (by the project)

Construction measures
(e.g. municipal administrations; training centers)

STEP 2 Follow the results logic

AC-8 Promotion of land rights/land use

Employment effects

New and additional employment

Increased income

Method Maps

Intermediate (employment) results

Example activities

Allocation of land rights / Improvement of access to land

(e.g. Allocation of Starter Land Titles; Drafting of land use contracts)

Structural improvement of the framework conditions for land rights/use

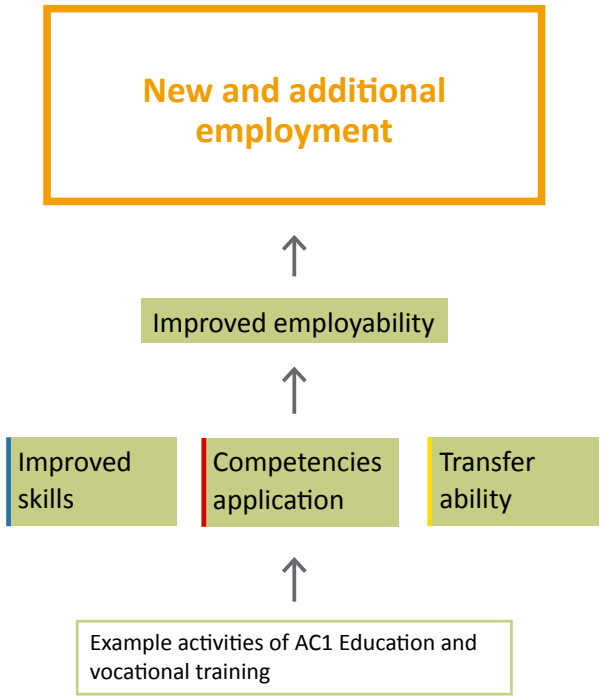
(e.g. provision/development of land use plans and/or strategy papers on land reforms)

Click on one or more examples

STEP 3.1 Define your results logic

Education and vocational training/Improved employability/New and additional employment

RESULTS LOGIC



DESCRIPTION

Application of acquired competencies, improved general skills and the ability to transfer knowledge to others can improve a beneficiarie's employability (i.e. better skill set needed for relevant job, getting hired sooner, etc.), which can lead to new and/or additional employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

Improved skills | Competencies application | Transfer ability

STEP 3.2 Define the data you need

Education and vocational training/Improved skills/Improved employability/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Measure for improved skills, i.e. survey of beneficiaries or employers or standardized test

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Education and vocational training/Competencies application/Improved employability/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Monitoring usage of learned and applied competencies i.e through survey

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
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STEP 3.3 Define the data collection methods

Education and vocational training/Improved skills/Improved employability/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Education and vocational training/Competencies application/Improved employability/New and additional employment

SELECT TO READ ABOUT

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- Focus group discussions
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- Secondary data collection

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- Who can my project collect primary data from? Which data can be covered?
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NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Education and vocational training/Transfer ability/Improved employability/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

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These are the data you chose to evaluate in part 3.2:

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ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

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STEP 3.4 Define suitability of data to measure or estimate

Education and vocational training/Improved skills/Improved employability/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

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Education and vocational training/Competencies application/Improved employability/New and additional employment

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→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved skills/Improved employability/New and additional employment

MEASURE

Example: Measuring gross creation of new employment

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that participants will improve their skills, which are relevant to the job market, and, therefore, also their employability. As a result, people are more easily able to come into new employment.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	3,000
Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who have completed the trainings and have obtained a job	50%: Retrieved from an annual tracer survey based on a representative sample (n=317)	1,800 * 50% = **900 new jobs created**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Competencies application/Improved employability/New and additional employment

MEASURE

Example: Measuring gross creation of new employment

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that participants will acquire new competencies and therefore also improve their employability. As a result, people are more easily able to come into new employment.

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STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Transfer ability/Improved employability/New and additional employment

MEASURE

Example: Measuring gross creation of new employment

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that smallholder farmers can transfer their knowledge to their family members who can then work on the same farm, improving not only their own employability but also of their family members. As a result, people are more easily able to come into new employment.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	3,000
Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who have completed the trainings and have obtained a job	50%: Retrieved from an annual tracer survey based on a representative sample (n=317)	600* 50% = **900 new jobs created**
Number of beneficiaries who have completed the trainings and shared their new knowledge	6%: Retrieved from an annual tracer survey based on a representative sample (n=317)	1,800 * 6% = 108
Average number of people who began working on the farm (who before did not) after knowledge transfer	1: Retrieved from an annual tracer survey. Beneficiaries were asked how many people began working on the farm after they shared their new knowledge	108 * 1 = 108 additional jobs 900+108 = **1,008 new jobs created**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved skills/Improved employability/New and additional employment

ESTIMATE

Example: Estimating creation of additional employment through spot check

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture (CA). The results logic is that their skills improved and are applied at their farms, which would improve their employability, resulting in additional labor for beneficiaries.

The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' employment situation, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Beneficiaries trained in conservation agriculture	Project's M&E system	1,000
Number of beneficiaries adopting training content	80%: Retrieved from a representative survey (n=278) 3 months after the training [this is a measure]	1,000 * 80% = 800
Number of beneficiaries who said they realized additional income through the additional labor investment for application of CA	80%: Retrieved from a non-representative survey conducted 6 months ago on 30 beneficiaries	800 * 80% = **640 beneficiaries have potentially increased their employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Competencies application/Improved employability/New and additional employment

ESTIMATE

Example: Estimating creation of additional employment through spot check

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture (CA). The results logic is that competencies are improved and applied at their farms, which would improve their employability, resulting in additional labor for beneficiaries.

The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' employment situation, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries trains in CA	Project's M&E system	1,000
Number of beneficiaries adopting training content	80%: Retrieved from a representative survey (n=278) 3 months after the training [this is a measure]	1,000 * 80% = 800
Number of beneficiaries who said they realized additional income through the additional labor investment for application of CA	80%: Retrieved from a non-representative survey conducted 6 months ago on 30 beneficiaries	800 * 80% = **640 beneficiaries have potentially increased their employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Transfer ability/Improved employability/New and additional employment

ESTIMATE

Example: Estimating creation of additional employment through spot check and reference value

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture (CA). The results logic is that their skills improved and are applied at their farms, which would improve their employability, resulting in additional labor for beneficiaries.

The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' employment situation, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries trained in CA	Project's M&E system	1,000
Number of beneficiaries who have passed their new knowledge to other members of their household	34%: Retrieved from a representative survey (n=278) 3 months after the training [this is a measure]	1,000 * 34% = 340
Number of beneficiaries who said they realized additional income after additional labor investment for application of CA	55%: Retrieved from a series of focus groups discussions conducted with 50 beneficiaries	340 * 55% = 187
Average number of household size in the beneficiaries' country	5: Retrieved from national statistics	187 * 5 = **935 people have potentially increased their employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

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NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Improved skills/Improved employability/New and additional employment

METHOD MAP 1.1 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Competencies application/Improved employability/New and additional employment

METHOD MAP 1.1 SUMMARY PAGE

Results logic

New and additional employment

Data

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WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Transfer ability/Improved employability/New and additional employment

METHOD MAP 1.1 SUMMARY PAGE

Results logic

New and additional employment

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WHAT´S NEXT?

STEP 3.6 Next steps

Education and vocational training/Improved employability/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 1.1

RETURN TO STEP 2 TO WORK ON NEW MM

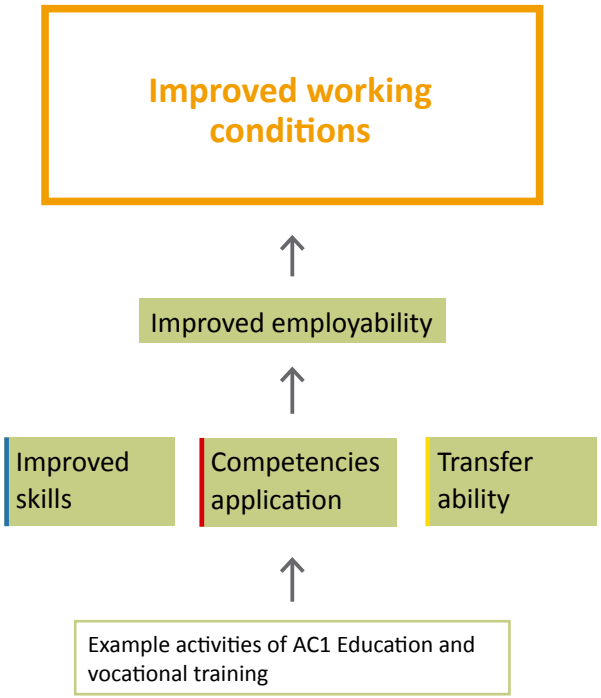
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Education and vocational training/Improved employability/Improved working conditions

RESULTS LOGIC

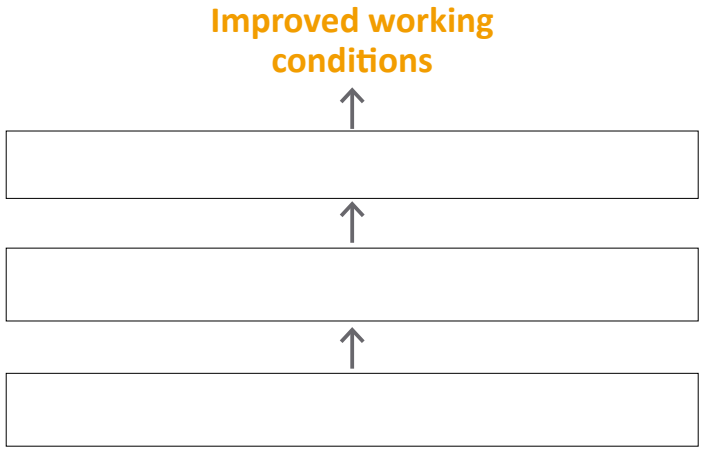


DESCRIPTION

Application of acquired competencies, improved general skills and the ability to transfer knowledge to others can improve a beneficiarie's employability (i.e. better skill set needed for relevant job, getting hired sooner, etc.), which can lead job security and adequate earnings for instance, resulting in improved working conditions.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

Improved skills | Competencies application | Transfer ability

STEP 3.2 Define the data you need

Education and vocational training/Improved skills/Improved employability/Improved working conditions

THESE DATA ARE NEEDED TO REPORT ON IMPROVED WORKING CONDITIONS

Data needed based on the specific intermediate (employment) result

- Measure for improved skills, i.e. survey of beneficiaries or employers or standardized test

Data needed to calculate employment effects (see here for more details)

- Share with improved working conditions before and after intervention
- Number of beneficiaries

⚠ Remember, your project will also have to collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Education and vocational training/Competencies application/Improved employability/Improved working conditions

THESE DATA ARE NEEDED TO REPORT ON IMPROVED WORKING CONDITIONS

Data needed based on the specific intermediate (employment) result

- Monitoring usage of learned and applied competencies i.e through survey

Data needed to calculate employment effects (see here for more details)

- Share with improved working conditions before and after intervention
- Number of beneficiaries

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Education and vocational training/Improved skills/Improved employability/Improved working conditions

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Hover to know more about:

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NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

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CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define suitability of data to measure or estimate

Education and vocational training/Competencies application/Improved employability/Improved working conditions

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

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Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved skills/Improved employability/Improved working conditions

MEASURE

Example: Measuring gross creation of new employment and improved working conditions

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that participants will improve their skills, which are relevant to the job market, and, therefore, also their employability. As a result, people are more easily able to come into new employment, which could lead to job security, better income, etc, improving working condtions

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	3,000
Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who have completed the trainings and have obtained a job	50%: Retrieved from an annual tracer survey based on a representative sample (n=317)	1,800 * 50% = **900 new jobs created**
Number of beneficiaries whose average durattion of employment was over 6 months	55%: Retrieved from an annual tracer survey based on a representative sample (n=317)	900 * 55% = **495 beneficiaries have improved their working conditions**

*Note: employment of over 6 months can be seen as an improvement in job stability and security according to ILO

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Competencies application/Improved employability/Improved working conditions

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Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who have obtained a job and apply the competencies learned	50%: Retrieved from an annual tracer survey based on a representative sample (n=317)	1,800 * 50% = **900 new jobs created**
Number of beneficiaries whose average duration of employment was over 6 months	55%: Retrieved from an annual tracer survey based on a representative sample (n=317)	900 * 55% = **495 beneficiaries have improved their working conditions**

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STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Transfer ability/Improved employability/Improved working conditions

MEASURE

Example: Measuring improvement of working conditions

A project focusing on improving active labor market policies conducts trainings and workshops for business owners to learn more about management practices, conflict resolution and flexible working hours. The results logic is that business owners can transfer their knowledge to their their employees overall improving working conditions

Derivation steps	Data source/Assumptions	Example calculation
Number of businesses reached in trainings and workshops	Project's M&E system	57
Number of businesses which reported to have implemented flexible working hours	35% : Project's M&E system	57 * 35% = 20
Average number of employees who benefited from flexible working hours	11: Retrieved from an annual tracer survey	20 * 11 = **220 employees benefited from flexible hours**
Number of businesses which use conflict resolution tools	42%: Retrieved from an annual tracer survey	57 * 42% = 24
Average number of employees who benefited from conflict resolution tools	8: Retrieved from an annual tracer survey	24 * 8 = **192 employees benefited from conflict resolution tools**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved skills/Improved employability/Improved working conditions

ESTIMATE

Example: Estimating creation of additional employment and improvement of working conditions through spot check

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture. The results logic is that the trainings improve knowledge about safety and equipment use, which leads to better working conditions.

The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' working conditions, and was only able to retrieve some data from a very small non-representative sample:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	1,000
Number of beneficiaries who indicate they acquird useful knowledge in the training on safety measures and appropriate equipment use	80%: Retrieved from focus group discussions with 20 beneficiaries	1,000 * 80% = 800
Number of beneficiaries who said they had no more or significantly less work related accidents after the training	60%: Retrieved from focus group discussions with 20 beneficiaries	800 * 60% = **480 beneficiaries have potentially improved their working conditions**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Competencies application/Improved employability/Improved working conditions

ESTIMATE

Example: Estimating creation of additional employment and improvement of working conditions through spot check

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture. The results logic is that the trainings improve knowledge about safety and equipment use. The application of these competencies leads to better working conditions.

The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' working conditions, and was only able to retrieve some data from a very small non-representative sample:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	1,000
Number of beneficiaries who believe they have benefited from trainings about safety	80%: Retrieved from focus group discussions with 20 beneficiaries	1,000 * 80% = 800
Number of beneficiaries who said they now have no work-related accidents since the trainings	60%: Retrieved from focus group discussions with 20 beneficiaries	800 * 60% = **480 beneficiaries have potentially improved their working conditions**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Transfer ability/Improved employability/Improved working conditions

ESTIMATE

Example: Estimating improvement of working conditions using reference values

A project focusing on improving dialogue between employees and supervisors in multiple country, conducts training of trainers to train enterprise supervisors on modern management practices and social skills. The result logic is that newly trained trainers will transfer knowledge to other beneficiaries, leading to an improvement of working conditions. However, many trainers have not collected adequate data and therefore the project must estimate using reference values:

Derivation steps	Data source/Assumptions	Example calculation
Number of newly trained trainers on modern management practices	Project's M&E system	100
Average number of trainings conducted by new trainers in the first year	22 : Project's M&E system	100 * 22= 2,200
Average number of participants per training	30 (28 employees and their 2 supervisors): reference value taken from another GIZ project that also conducts similar trainings	2,200 * 30 =
Number of participants with improved working conditions	60%: share of participants who reported an actual improvement after the training (finding from focus group discussion from a similar project)	66,000 * 60% = **39,600 people have potentially improved their working conditions**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Improved skills/Improved employability/Improved working conditions

METHOD MAP 1.2 SUMMARY PAGE

Results logic

Improved working conditions

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Competencies application/Improved employability/Improved working conditions

METHOD MAP 1.2 SUMMARY PAGE

Results logic

Improved working conditions

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Transfer ability/Improved employability/Improved working conditions

METHOD MAP 1.2 SUMMARY PAGE

Results logic

Improved working conditions

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Education and vocational training/Improved employability/Improved working conditions

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 1.2

RETURN TO STEP 2 TO WORK ON NEW MM

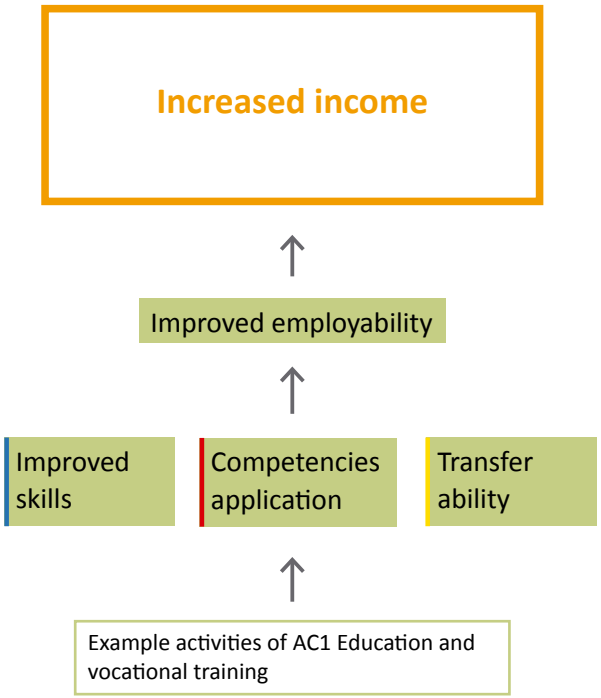
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Education and vocational training/Improved employability/Increased income

RESULTS LOGIC

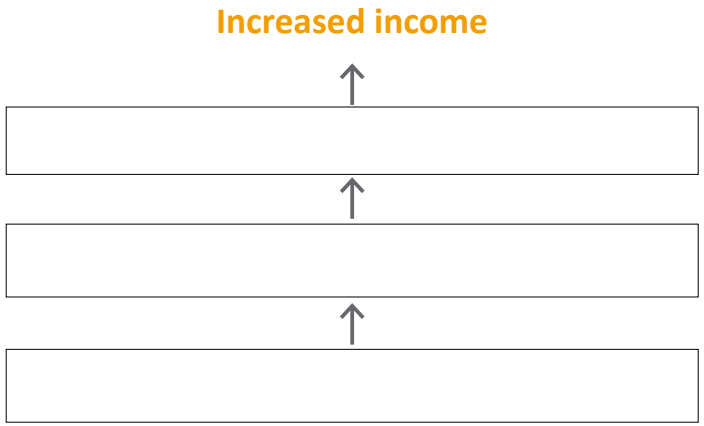


DESCRIPTION

Application of acquired competencies, improved general skills and the ability to transfer knowledge to others can improve a beneficiarie's employability (i.e. better skill set needed for relevant job, getting hired sooner, etc.), which can lead to income increase

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

Improved skills | Competencies application | Transfer ability

STEP 3.2 Define the data you need

Education and vocational training/Improved skills/Improved employability/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Measure for improved skills, i.e. survey of beneficiaries or employers or standardized test

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

Remember, your project will also have to collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Education and vocational training/Competencies application/Improved employability/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Monitoring usage of learned and applied competencies i.e through survey

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

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STEP 3.3 Define the data collection methods

Education and vocational training/Improved skills/Improved employability/Increased income

SELECT TO READ ABOUT

→ Surveys

Focus group discussions

Documentation review

Secondary data collection

→ See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about → Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

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STEP 3.3 Define the data collection methods

Education and vocational training/Improved skills/Improved employability/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
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INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

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NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved skills/Improved employability/Increased income

MEASURE

Example: Measuring gross effects for income using before-after analysis

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that participants will improve their skills, which are relevant to the job market, and, therefore, also their employability. As a result, people are more easily able to come into new employment and will improve their income.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	3,000
Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who found a job after the training and improved their income	80%: Partner's M&E system	1,800* 80% = **1,440 beneficiaries have increased their income**
Average weekly income before intervention (local currency unit)	500: Baseline study	650 - 500 = **150 currency units per week increase in income**
Average weekly income after intervention (local currency unit)	650: Latest annual tracer survey	

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Competencies application/Improved employability/Increased income

MEASURE

Example: Measuring gross effects for income using before-after analysis

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships.

The results logic is that participants will apply the newly learned competencies, which are relevant to the job market, and, therefore, also their employability. As a result, people are more easily able to come into new employment and will improve their income.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached who have taken part in trainings to improve their skills	Project's M&E system	3,000
Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who found a job after the training and improved their income	80%: Partner's M&E system	1,800* 80% = **1,440 beneficiaries have increased their income**
Average weekly income before intervention (local currency unit)	500: Baseline study	650 - 500 = **150 currency units per weelk increase in income**
Average weekly income after intervention (local currency unit)	650: Latest annual tracer survey	

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Transfer ability/Improved employability/Increased income

MEASURE

Example: Measuring increased income

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that smallholder farmers can transfer their knowledge to their family members who can then work on the same farm, improving not only their own employability but also of their family members. As a result, people are more easily able to come into new employment and will improve their income.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached in trainings to improve their skills	Project's M&E system	3,000
Number of beneficiaries reached who have completed trainings	60%: Partner's M&E system	3,000 * 60% = 1,800
Number of beneficiaries who have improved their income after training	50%: Retrieved from an annual tracer survey based on a representative sample (n=317)	1,800* 50% = 900
Number of beneficiaries who succeeded increasing their income income and shared their new knowledge with others	6%: Retrieved from an annual tracer survey based on a representative sample (n=317)	1,800 * 6% = 108
Average number of people who improved their income through the new gained knowledge	1: Retrieved from an annual tracer survey. Beneficiaries were asked how many people began working on the farm after they shared their new knowledge	108 * 1 = 108 additional jobs 900+108 = **1,008 people increased their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved skills/Improved employability/Increased income

ESTIMATE

Example: Estimating income increase using spot check

A project focusing on improving active labor market policies conducts trainings to improve job competencies and soft skills, as well as offers internships. The results logic is that participants will improve their skills, which are relevant to the job market, and, therefore, also their employability. As a result, people are more easily able to come into new employment and will improve their income.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries trained	Project's M&E system	1,000
Number of beneficiaries adopting training content	80%: Retrieved from a representative survey (n=278) 3 months after the training [this is a measure]	1,000 * 80% = 800
Number of beneficiaries who have said the training has led to a higher income	80%: Retrieved from a non-representative survey conducted 6 months ago on 30 beneficiaries	800 * 80% = **640 beneficiaries have potentially increased their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Competencies application/Improved employability/Increased income

ESTIMATE

Example: Estimating increased income

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture. The results logic is that competencies are improved and applied at their farms, which would improve their employability.

As a result, people are more easily able to come into new employment and will improve their income.
The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' employment situation, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached in trainings	Project's M&E system	1,000
Number of beneficiaries adopting training content	80%: Retrieved from a representative survey (n=278) 3 months after the training [this is a measure]	1,000 * 80% = 800
Number of beneficiaries who said they realized additional income through the additional labor investment for application of training content	80%: Retrieved from a non-representative survey conducted 6 months ago on 30 beneficiaries	800 * 80% = **640 beneficiaries have potentially increased their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Transfer ability/Improved employability/Increased income

ESTIMATE

Example: Estimating creation of additional employment through spot check and reference value

A project focusing on climate-adapted agricultural practices for small-scale famers conducts trainings on Conservation Agriculture. The results logic is that beneficiaries may share their newly learned knowledge with others at their farm, which would improve their employability and yield productivity, leading to an increase in income.

The project is unable to measure effects as it did not collect any baseline data regarding the beneficiaries' employment situation, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached in trainings	Project's M&E system	1,000
Number of beneficiaries who have passed their new knowledge to people on the farm	34%: Retrieved from a representative survey (n=278) 3 months after the training [this is a measure]	1,000 * 34% = 340
Number of people with passe on knowledge working more hours to implement what they learned, who thus realize an income increase	55%: Retrieved from a series of focus groups discussions conducted with 50 beneficiaries	340 * 55% = 187
Average number of persons working together on one small scale farm	5: Retrieved from national statistics	187 * 5 = **935 people have potentially increased their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Improved skills/Improved employability/Increased income

METHOD MAP 1.3 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Competencies application/Improved employability/Increased income

METHOD MAP 1.3 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Transfer ability/Improved employability/Incresed income

METHOD MAP 1.3 SUMMARY PAGE

Results logic

IIncreased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Education and vocational training/Improved employability/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 1.3

RETURN TO STEP 2 TO WORK ON NEW MM

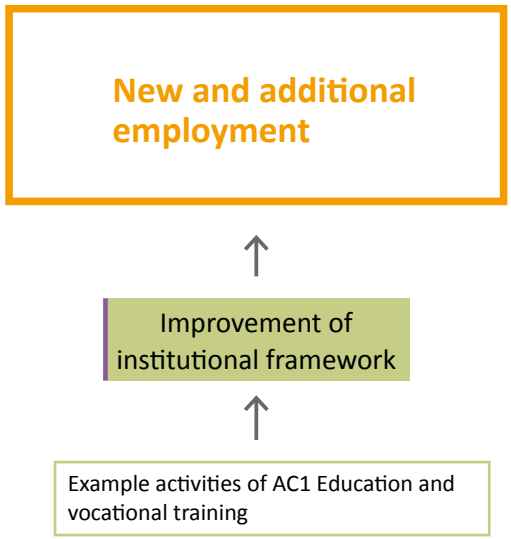
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Education and vocational training/Improved Institutional Framework/New and additional employment

RESULTS LOGIC



DESCRIPTION

Changes in the regulatory framework facilitate job creation or job finding (e.g. through de-regulation or improved job matching) and job characteristics. This mechanism concerns global framework changes (i.e. typically at the national/government or other superordinate level).

BEAR IN MIND...

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement, therefore the **most suitable approach is to estimate** using a descriptive analytical method, which makes plausible each step/assumption in the results logic using primary and secondary data.

Therefore Method Map 1.4 focuses on providing a comprehensive range of data collection methods in order to help you conduct a descriptive analysis. Only estimation approaches will be shown.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Education and vocational training/Improved Institutional Framework/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Monitoring requirements

Monitor activities that lead to changes in the institutional framework. Some examples, however adapt accordingly to your project's needs:

- Number of trained ministry officials
- Number of implemented regulations/reforms
- Monitor changes in regulations
- etc.

Bear in mind...

As previously said, the **most suitable approach is to estimate** the potential employment effects using a descriptive analytical method. This means you need to justify each step in the results logic.

For instance, monitoring would need to collect data of the step-by-step approach in the results logic: (i) prove that output was attained (number of ministry officials trained), (ii) prove that outcomes were affected (number of regulations implemented), (iii) combine with labor market data on connectable indicators: job growth in the economy, or number of new businesses registered, etc.

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Education and vocational training/Improved Institutional Framework/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you will need to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSE YOUR METHODS

STEP 3.3 Define the data collection methods

Education and vocational training/Improved Institutional Framework/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: ESTIMATION

STEP 3.4 Define suitability of data to measure or estimate

Education and vocational training/Improved Institutional Framework/New and additional employment

SELECT TO READ ABOUT

→ Estimation

Assessing quality

ESTIMATION

The following approaches are considered to be suitable when estimating employment effects:

Spot check

By collecting quantitative or qualitative data from a sample of former beneficiaries you could generalise potential employment effects for your overall project. Despite your sample not being representative it will provide you with the closest approximation possible until you are able to develop an approach to measure effects.

Comparison/reference values

If you are unable to use your own figures, you may resort to using comparable benchmarks from other interventions from GIZ or other agencies, as well as existing statistics and surveys from sources such as ministries, partners, etc.

Other evidence

This is especially applicable for projects providing policy advice. Employment effects can be estimated by examining external studies, such as policy impact assessments, research papers, expert panels or even statistics provided by institutions.

Remember: regardless which approach or combination of these you use, make sure to always provide a description of how you have come to your estimated employment effects, including your methodology and data sources. This will make your figures seem more credible and logical.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

GO TO THE NEXT PAGE TO DEFINE YOUR APPROACH

NEXT PAGE: YOUR APPROACH

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved Institutional Framework/New and additional employment

ESTIMATE

Example: Estimating new employment

A project aims at implementing nation-wide sustainable ATVET structures and processes for the agricultural sector. It develops, in accordance with the lead institutions such as the ministry, vocational training curricula that are implemented in all educational facilities in the sector.

The results logic is that through advisory services there is an improvement in the institutional framework in regards to education and this will then spillover to its citizens, leading to an improvement in new/additional employment as better trainings are offered improving people's employability and competencies.

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement.

An estimation approach usually means you break down your results logic into steps (from your activity, to intermediate outcome, to indicator) and justify the linkage with your collected data. In this case::

- Monitor and document that the new training curricula are actually devised, i.e looking into local news sources, official ministry communication, updates from NGOs or civil society organisations, etc.
- Document usage of these by, for instance, observing 15 agricultural training facilities to show that the new curricula are known and put into practice. Note: Observation is also a qualitative data collection method. For more information, see references in Resources.
- Working meetings between ministry officials and heads of the schools etc. could be monitored to prove the link (number of meetings, results and so on.).

Then an estimation could look as follows: Given that there is monitoring evidence that (i) the curricula were actually put in place [new law and regulation formulated] in (ii) a sufficiently large number of training facilities [the 15 report accordingly] and (iii) students and teachers confirm the changed curricula: suppose 100,000 target students (according to Ministry of Education data) are in the relevant training system in one cohort (year). The new curricula improved their educational attainment, increasing employability by 5% (based graduation tests in a sample of students/schools), then the effect on “new employment” could be estimated as 5,000 individuals, assuming that the employability effect directly translates into an employment effect. Additional evidence making plausible this approach could be drawn from firm surveys, if employers report that trainees are better qualified with the new framework.

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Improved Institutional Framework/New and additional employment

METHOD MAP 1.4 SUMMARY PAGE

Results logic

New and additional employment

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Education and vocational training/Improved Institutional Framework/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
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RETURN TO STEP 2 TO WORK ON NEW MM

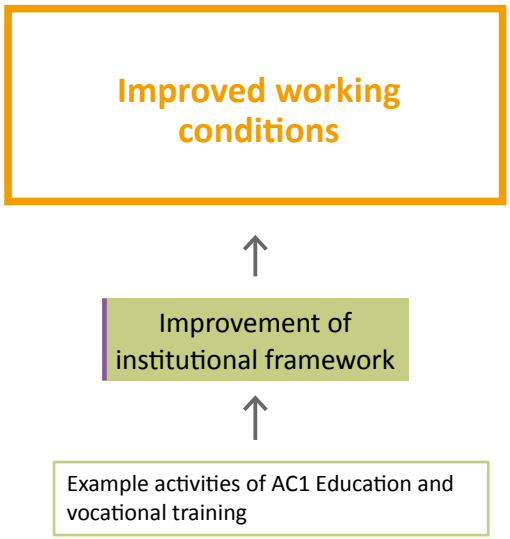
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Education and vocational training/Improved Institutional Framework/Improved working conditions

RESULTS LOGIC



DESCRIPTION

Changes in the regulatory framework facilitate job creation or job finding (e.g. through de-regulation or improved job matching) and job characteristics, such as working conditions. This mechanism concerns global framework changes (i.e. typically at the national/ government or other superordinate level).

BEAR IN MIND...

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement, therefore the **most suitable approach is to estimate** using a descriptive analytical method, which makes plausible each step/assumption in the results logic using primary and secondary data.

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WHAT IS THE RESULTS LOGIC OF MY PROJECT?

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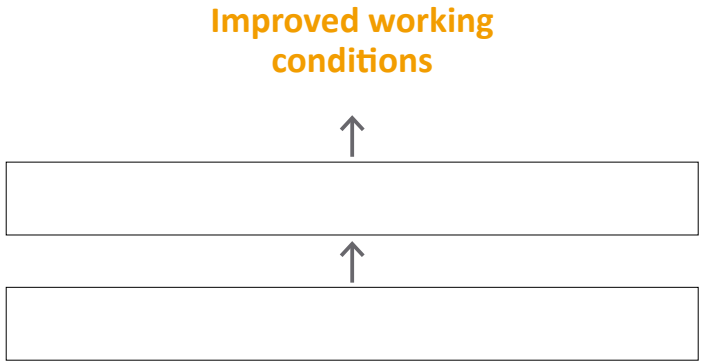

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Education and vocational training/Improved Institutional Framework/Improved working conditions

THESE DATA ARE NEEDED TO REPORT ON IMPROVED WORKING CONDITIONS

Monitoring requirements

Monitor activities that lead to changes in the institutional framework. Some examples, however adapt accordingly to your project's needs:

- How many covered by reform?
- How many effect were caused?
- How quickly did the effect manifest?

Bear in mind...

As previously said, the **most suitable approach is to estimate** the potential employment effects using a descriptive analytical method. This means you need to justify each step in the results logic.

For instance, monitoring would need to collect data of the step-by-step approach in the results logic: (i) prove that output was attained (number of ministry officials trained), (ii) prove that outcomes were affected (number of regulations implemented), (iii) combine with labor market data on connectable indicators: job growth in the economy, or number of new businesses registered, etc.

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DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

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STEP 3.3 Define the data collection methods

Education and vocational training/Improved Institutional Framework/Improved working conditions

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

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NEXT PAGE: CHOOSE YOUR METHODS

STEP 3.3 Define the data collection methods

Education and vocational training/Improved Institutional Framework/Improved working conditions

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- Secondary data collection

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ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: ESTIMATION

STEP 3.4 Define suitability of data to measure or estimate

Education and vocational training/Improved Institutional Framework/Improved working conditions

SELECT TO READ ABOUT

→ Estimation

Assessing quality

ESTIMATION

The following approaches are considered to be suitable when estimating employment effects:

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Other evidence

This is especially applicable for projects providing policy advice. Employment effects can be estimated by examining external studies, such as policy impact assessments, research papers, expert panels or even statistics provided by institutions.

Remember: regardless which approach or combination of these you use, make sure to always provide a description of how you have come to your estimated employment effects, including your methodology and data sources. This will make your figures seem more credible and logical.

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Some guiding questions:

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- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

GO TO THE NEXT PAGE TO DEFINE YOUR APPROACH

NEXT PAGE: YOUR APPROACH →

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved Institutional Framework/Improved working conditions

ESTIMATE

Example: Estimating improved working conditions

A project aims at implementing nation-wide sustainable ATVET structures and processes for the agricultural sector. It develops, in accordance with the lead institutions such as the ministry, vocational training curricula that are implemented in all educational facilities in the sector.

The results logic is that through advisory services there is an improvement in the institutional framework in regards to education and this will then spillover to its citizens, leading to an improvement in working conditions as better trainings are offered improving people's employability and competencies.

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement.

An estimation approach usually means you break down your results logic into steps (from your activity, to intermediate outcome, to indicator) and justify the linkage with your collected data. In this case:

- Monitor and document that the new training curricula are actually devised, i.e looking into local news sources, official ministry communication, updates from NGOs or civil society organisations, etc.
- Document usage of these by, for instance, observing 15 agricultural training facilities to show that the new curricula are known and put into practice. Note: Observation is also a qualitative data collection method. For more information, see references in Resources.
- Working meetings between ministry officials and heads of the schools etc. could be monitored to prove the link (number of meetings, results and so on.).

Then an estimation could look as follows: Given that there is monitoring evidence that (i) the curricula were actually put in place [new law and regulation formulated] in (ii) a sufficiently large number of training facilities [the 15 report accordingly] and (iii) students and teachers confirm the changed curricula: suppose 100,000 target students (according to Ministry of Education data) are in the relevant training system in one cohort (year). The new curricula improved their educational attainment, increasing employability by 5% (based graduation tests in a sample of students/schools), then the effect on “new employment” could be estimated as 5,000 individuals, assuming that the employability effect directly translates into an employment effect. Additional evidence making plausible this approach could be drawn from firm surveys, if employers report that trainees are better qualified with the new framework.

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Improved Institutional Framework/Improved working conditions

METHOD MAP 1.5 SUMMARY PAGE

Results logic

Improved working conditions

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Education and vocational training/Improved Institutional Framework/Improved working conditions

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

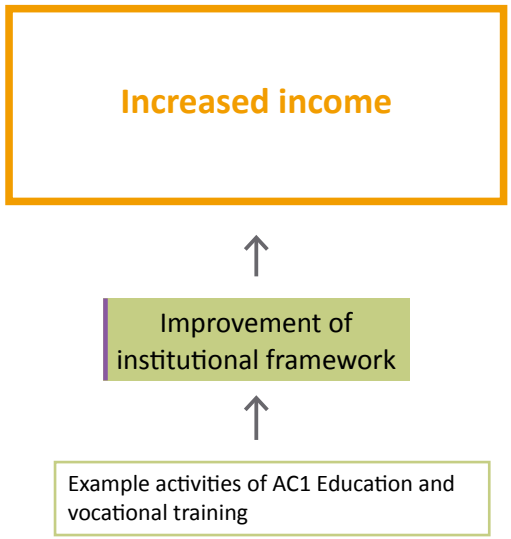
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Education and vocational training/Improved Institutional Framework/Increased income

RESULTS LOGIC



DESCRIPTION

Changes in the regulatory framework facilitate job creation or job finding (e.g. through de-regulation or improved job matching) and job characteristics, such as income. This mechanism concerns global framework changes (i.e. typically at the national/government or other superordinate level).

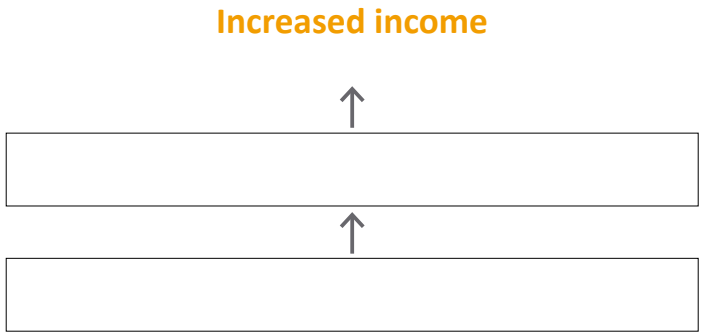
BEAR IN MIND...

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement, therefore the **most suitable approach is to estimate** using a descriptive analytical method, which makes plausible each step/assumption in the results logic using primary and secondary data.

Therefore Method Map 1.4 focuses on providing a comprehensive range of data collection methods in order to help you conduct a descriptive analysis. Only estimation approaches will be shown.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Education and vocational training/Improved Institutional Framework/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Monitoring requirements

Monitor activities that lead to changes in the institutional framework. Some examples, however adapt accordingly to your project's needs:

- Number of trained ministry officials
- Number of implemented regulations/reforms
- Monitor changes in regulations
- etc.

Bear in mind...

As previously said, the **most suitable approach is to estimate** the potential employment effects using a descriptive analytical method. This means you need to justify each step in the results logic.

For instance, monitoring would need to collect data of the step-by-step approach in the results logic: (i) prove that output was attained (number of ministry officials trained), (ii) prove that outcomes were affected (number of regulations implemented), (iii) combine with labor market data on connectable indicators: job growth in the economy, or number of new businesses registered, etc.

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Education and vocational training/Improved Institutional Framework/Increased income

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you will need to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSE YOUR METHODS

STEP 3.3 Define the data collection methods

Education and vocational training/Improved Institutional Framework/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: ESTIMATION

STEP 3.4 Define suitability of data to measure or estimate

Education and vocational training/Improved Institutional Framework/Increased income

SELECT TO READ ABOUT

→ Estimation

Assessing quality

ESTIMATION

The following approaches are considered to be suitable when estimating employment effects:

Spot check

By collecting quantitative or qualitative data from a sample of former beneficiaries you could generalise potential employment effects for your overall project. Despite your sample not being representative it will provide you with the closest approximation possible until you are able to develop an approach to measure effects.

Comparison/reference values

If you are unable to use your own figures, you may resort to using comparable benchmarks from other interventions from GIZ or other agencies, as well as existing statistics and surveys from sources such as ministries, partners, etc.

Other evidence

This is especially applicable for projects providing policy advice. Employment effects can be estimated by examining external studies, such as policy impact assessments, research papers, expert panels or even statistics provided by institutions.

Remember: regardless which approach or combination of these you use, make sure to always provide a description of how you have come to your estimated employment effects, including your methodology and data sources. This will make your figures seem more credible and logical.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

GO TO THE NEXT PAGE TO DEFINE YOUR APPROACH

NEXT PAGE: YOUR APPROACH →

STEP 3.4 Define the data analysis to evaluate effects

Education and vocational training/Improved Institutional Framework/Increased income

ESTIMATE

Example: Estimating income effects

A project aims at implementing nation-wide sustainable ATVET structures and processes for the agricultural sector. It develops, in accordance with the lead institutions such as the ministry, vocational training curricula that are implemented in all educational facilities in the sector.

The results logic is that through advisory services there is an improvement in the institutional framework in regards to education and this will then spillover to its citizens, leading to an improvement in working conditions as better trainings are offered improving people's employability and competencies.

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement.

An estimation approach usually means you break down your results logic into steps (from your activity, to intermediate outcome, to indicator) and justify the linkage with your collected data. In this case, for instance:

- Monitor and document that the new training curricula are actually devised, i.e looking into local news sources, official ministry communication, updates from NGOs or civil society organisations, etc.
- Document usage of these by, for instance, observing 15 agricultural training facilities to show that the new curricula are known and put into practice. Note: Observation is also a qualitative data collection method. For more information, see references in Resources.
- Look into national statistics about changes and trends in income and use these as reference values

Then an estimation could look as follows: Given that there is monitoring evidence that (i) the curricula were actually put in place [new law and regulation formulated] in (ii) a sufficiently large number of training facilities [the 15 report accordingly] and (iii) students and teachers confirm the changed curricula: suppose 100,000 target students (according to Ministry of Education data) are in the relevant training system in one cohort (year). The new curricula improved their educational attainment, increasing employability by 5% (based graduation tests in a sample of students/schools), then the effect on “new employment” could be estimated as 5,000 individuals, assuming that the employability effect directly translates into an employment effect. Furthermore this would also mean thatt 5,000 people improved their income.

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Education and vocational training/Improved Institutional Framework/Increased income

METHOD MAP 1.6 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Education and vocational training/Improved Institutional Framework/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

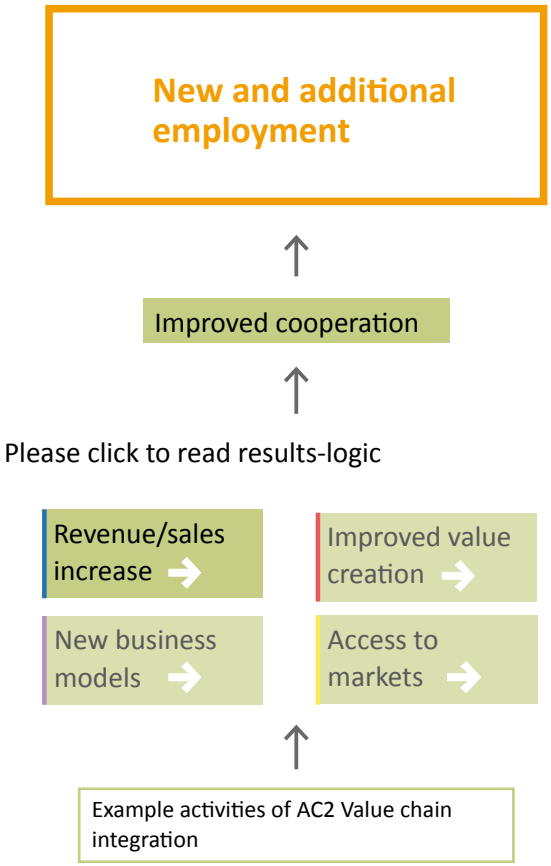
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Value chain integration/Improved cooperation/New and additional employment

RESULTS LOGIC



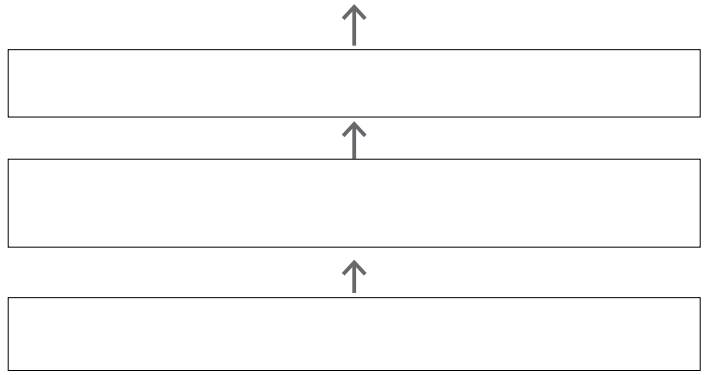
DESCRIPTION

Revenue/profit/sales increase means an increase for all involved parties in the value chain, leading to an improved cooperation, potentially leading to additional or new employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

New and additional employment



SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

Revenue/sales increase

Improved value creation

New business models

Access to markets

STEP 3.2 Define the data you need

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Revenue and sales

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of business partners, number of business transaction, etc
- Number of beneficiaries in number of persons and FTE, if possible

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Value chain integration/Value creation/Improved cooperation/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Measure of increased value creation (output)

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of business partners, number of business transaction, etc
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STEP 3.2 Define the data you need

Value chain integration/New business models/Improved cooperation/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Business model measure

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
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STEP 3.2 Define the data you need

Value chain integration/Access to market/Improved cooperation/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Access to market measure (transactions, outreach, business partners)

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
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STEP 3.3 Define the data collection methods

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

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STEP 3.3 Define the data collection methods

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

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INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.3 Define the data collection methods

Value chain integration/Value creation/Improved cooperation/New and additional employment

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STEP 3.4 Define suitability of data to measure or estimate

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
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→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define suitability of data to measure or estimate

Value chain integration/Value creation/Improved cooperation/New and additional employment

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How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

MEASURE

Example: Measuring creation of new employment despite non-representative sample

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) aims to improve value generation and to integrate new producers into the supported value chains.

The results-logic is that cooperation along the value chain is also enhanced. As a result, this will contribute to the creation of new employment

Derivation steps	Data source/Assumptions	Example calculation
Number of MSMEs reached by the intervention	Project's M&E system	10,500
Number of MSMEs that introduced a set of operational improvements	70%: annual survey with a representative sample of 371	10,500*70%= 7,350
Average number of new employees	0.2: tracer study with a sample size of 161 (non-representative)	7,350*0.2= **1,470 full-time job equivalents have been created**

Note: despite the sample not being representative at 95% coefficient, this calculation can still be considered a measure in reporting if the survey is of high quality

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Value creation/Improved cooperation/New and additional employment

MEASURE

Example: Measuring creation of new employment despite non-representative sample

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Value chain integration/New business models/Improved cooperation/New and additional employment

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Value chain integration/Access to market/Improved cooperation/New and additional employment

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STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

ESTIMATE

Example: Estimating creation of additional employment using reference values

A project focused on promoting and establishing new distribution channels for local traders and sellers in a specific value chain.

The results-logic is that through new access to market/sales relationships, cooperation along the value chain is improved creating additional labor input. Thus, leading to more and/or additional employment.

The project is unable to measure effects as it does not have the necessary resources, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of traders reached by intervention	Project's M&E system	25,000
Number of traders that introduced a set of operational improvements	72%: annual survey with a representative sample of 371	25,000*72%= 18,000
Reference value for share of adopters who have increased their hours of work	33%: reference value from another project that targets the same type of beneficiaries in a neighbouring country	18,000*33%= **5,940 persons with additional employment**

Note: The 5,940 persons did not only increase working hours but also realised income increase.

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

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Value chain integration/Value creation/Improved cooperation/New and additional employment

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Value chain integration/Access to market/Improved cooperation/New and additional employment

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NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

METHOD MAP 2.1 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Value chain integration/Value creation/Improved cooperation/New and additional employment

METHOD MAP 2.1 SUMMARY PAGE

Results logic

New and additional employment

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New and additional employment

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METHOD MAP 2.1 SUMMARY PAGE

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New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Value chain integration/Improved cooperation/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 2.1

RETURN TO STEP 2 TO WORK ON NEW MM

RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Value chain integration/Improved cooperation/Increased income

RESULTS LOGIC

Increased income

↑

Improved cooperation

↑

Please click to read results-logic

Revenue/sales increase →

Improved value creation →

New business models →

Access to markets →

↑

Example activities of AC2 Value chain integration

DESCRIPTION

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

Increased income

↑

↑

↑

→ SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

Revenue/sales increase →

Improved value creation →

New business models →

Access to markets →

STEP 3.2 Define the data you need

Value chain integration/Revenue and sales/Improved cooperation/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Revenue and sales

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of business partners, number of business transaction, etc
- Number of beneficiaries

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Value chain integration/Value creation/Improved cooperation/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Measure of increased value creation (output)

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of business partners, number of business transaction, etc
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STEP 3.2 Define the data you need

Value chain integration/New business model/Improved cooperation/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Business model measure

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of business partners, number of business transaction, etc
- Number of beneficiaries

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STEP 3.2 Define the data you need

Value chain integration/Access to market/Improved cooperation/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Access to market measure (transactions, outreach, business partners)

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of business partners, number of business transaction, etc
- Number of beneficiaries

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STEP 3.3 Define the data collection methods

Value chain integration/Revenue and sales/Improved cooperation/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

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STEP 3.3 Define the data collection methods

Value chain integration/Revenue and sales/Improved cooperation/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
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INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

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Value chain integration/Revenue and sales/Improved cooperation/Increased income

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Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define suitability of data to measure or estimate

Value chain integration/Access to market/Improved cooperation/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

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GROSS EFFECTS

NET EFFECTS

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CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

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- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Revenue and sales/Improved cooperation/Increased income

MEASURE

Example: Measuring gross effects for income increase using before-after analysis

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) aims to increase enterprises'profitability and improve cooperation.

The results-logic is that better sales and higher profits can improve cooperation, potentially increasing income for the MSMEs.

Derivation steps	Data source/Assumptions	Example calculation
Number of MSMEs reached by the intervention	Project's M&E system	10,500
Number of MSMEs that reported an increase in sales and profits	77%: survey conducted after project support	10,500*77%= 8,085
Number of MSMEs that also reported income increase	89%: from the same survey as above	8,085*89%= **7,195 (89%) of beneficiaries reported an increase in income**
Average income in local currency per week before intervention Average income in local currency per week after intervention	1,000: baseline data 1,200: latest tracer survey	1,200 - 1,000 = **200 currency units per week in income increase on average**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Value creation/Improved cooperation/Increased income

MEASURE

Example: Measuring gross effects for income increase using before-after analysis

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) to improve value generation and to integrate new producers into the supported value chains.

The results-logic is that by increasing the value creation, cooperation is improved. This then generates new profits and revenue, leading potentially to increased income for the MSMEs.

Derivation steps	Data source/Assumptions	Example calculation
Number of MSMEs reached by the intervention	Project's M&E system	10,500
Number of MSMEs that introduced a set of operational improvements	77%: survey conducted after project support	10,500*77%= 8,085
Number of MSMEs that also reported income increase	89%: from the same survey as above	8,085*89%= **7,195 (89%) of beneficiaries reported an increase in income**
Average income in local currency per week before intervention Average income in local currency per week after intervention	1,000: baseline data 1,200: latest tracer survey	1,200 - 1,000 = **200 currency units per week in income increase on average**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/New business model/Improved cooperation/Increased income

MEASURE

Example: Measuring gross effects for income increase using before-after analysis

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) to improve value generation and to integrate new producers into the supported value chains.

The results-logic is that by increasing the value creation, cooperation is improved. This then generates new profits and revenue, leading potentially to increased income for the MSMEs.

Derivation steps	Data source/Assumptions	Example calculation
Number of MSMEs reached by the intervention	Project's M&E system	10,500
Number of MSMEs that introduced a set of operational improvements	77%: survey conducted after project support	10,500*77%= 8,085
Number of MSMEs that also reported income increase	89%: from the same survey as above	8,085*89%= **7,195 (89%) of beneficiaries reported an increase in income**
Average income in local currency per week before intervention Average income in local currency per week after intervention	1,000: baseline data 1,200: latest tracer survey	1,200 - 1,000 = **200 currency units per week in income increase on average**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Access to market/Improved cooperation/Increased income

MEASURE

Example: Measuring gross effects for income increase using before-after analysis

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) to improve value generation and to integrate new producers into the supported value chains.

The results-logic is that by increasing the value creation, cooperation is improved. This then generates new profits and revenue, leading potentially to increased income for the MSMEs.

Derivation steps	Data source/Assumptions	Example calculation
Number of MSMEs reached by the intervention	Project's M&E system	10,500
Number of MSMEs that introduced a set of operational improvements	77%: survey conducted after project support	10,500*77%= 8,085
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INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Revenue and sales/Improved cooperation/Increased income

ESTIMATE

Example: Estimating income increase through reference value

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) to improve value generation and to integrate new producers into the supported value chains.

The results logic is that by increasing the value creation cooperation is improved. This then generates new profits and revenue, leading potentially to increased income for the MSMEs.

The project is unable to measure gross effects as it does not have a baseline data to compare income. Therefore, it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of MSMEs reached by the intervention	Project's M&E system	10,500
Number of MSMEs that have introduced operational improvements	77%: survey conducted after project support with a representative sample of 371 (measure)	10,500*77%= 8,085
Number of MSMEs that said their income has increased	80%: survey conducted with 200 beneficiaries from 8,085	8,085*80%= **6,468 beneficiaries reported income increase**
Average income in local currency per week after intervention Average income in the country in the year before project started	1,200: survey conducted with 200 beneficiaries from 8,085 900: World Bank's Living Standards Measurement Study - Integrated Surveys on Agriculture (LSMS-ISA) dataset of household surveys	1,200 - 900 = **300 currency units per week in income increase on average**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Value creation/Improved cooperation/Increased income

ESTIMATE

Example: Estimating income increase through reference value

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You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/New business model/Improved cooperation/Increased income

ESTIMATE

Example: Estimating income increase through reference value

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) to improve value generation and to integrate new producers into the supported value chains.

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INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Value chain integration/Access to market/Improved cooperation/Increased income

ESTIMATE

Example: Estimating income increase through reference value

A project focused on promoting broad-based business models and operational improvements (new processing methods; better marketing etc.) to improve value generation and to integrate new producers into the supported value chains.

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INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Value chain integration/Revenue and sales/Improved cooperation/Increased income

METHOD MAP 2.2 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Value chain integration/Value creation/Improved cooperation/Increased income

METHOD MAP 2.2 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Value chain integration/New business model/Improved cooperation/Increased income

METHOD MAP 2.2 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

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Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Value chain integration/Access to market/Improved cooperation/Increased income

METHOD MAP 2.2 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Value chain integration/Improved cooperation/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 2.2

RETURN TO STEP 2 TO WORK ON NEW MM

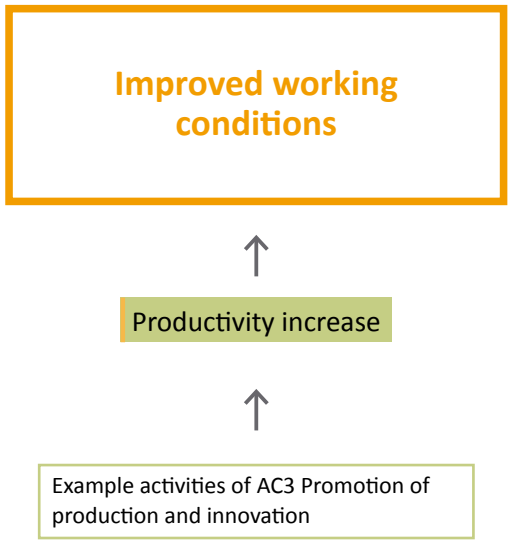
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Promotion of production and innovation/Productivity increase/Improved working conditions

RESULTS LOGIC

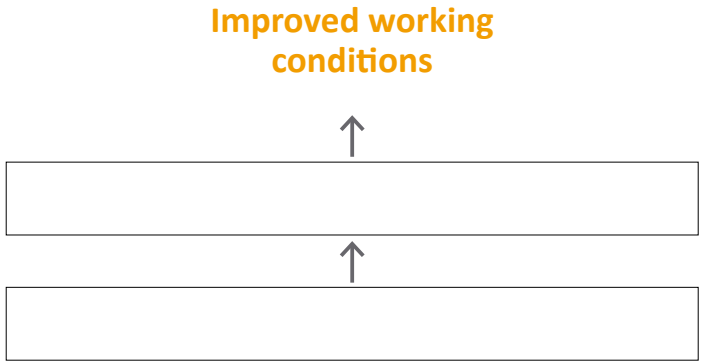


DESCRIPTION

Through an increase in productivity, such as mechanization or improved cultivation system, working conditions are potentially facilitated and improved.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Promotion of production and innovation/Productivity increase/Improved working conditions

THESE DATA ARE NEEDED TO REPORT ON IMPROVED WORKING CONDITIONS

Data needed based on the specific intermediate (employment) result

- Productivity increase (i.e additional production of yields per ha)

Data needed to calculate employment effects (see here for more details)

- Share with improved working conditions before and after intervention
- Number of beneficiaries

⚠ Remember, your project will also have to collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Promotion of production and innovation/Productivity increase/Improved working conditions

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Promotion of production and innovation/Productivity increase/Improved working conditions

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Promotion of production and innovation/Productivity increase/Improved working conditions

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

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For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Productivity increase/Improved working conditions

MEASURE

Example: Measuring improved working conditions

A project focuses on enhancing quality in agricultural production to increase income and create jobs along the value chains of citrus, mango and pineapple. One of its activities is to build capacities by providing trainings on hygienic and effective manufacturing practices.

The results logic is that through consultations/trainings, which improve beneficiaries' competencies, there is an increase in productivity. Therefore, work quality and working conditions are potentially improved as it effects aspects like a safe work environment and labor standards.

Derivation steps	Data source/Assumptions	Example calculation
Number of enterprises reached by the intervention	Project's M&E system	25
Number of enterprises that have participated in activities designed to improve working conditions	80%: project's M&E system	25*80%= 20
Number of enterprises that have increased productivity	50%: tracer study (complete survey) of these 20 enterprises	20*80% = **10 enterprises have improved their working conditions**
Average number of employees working per enterprise	8: projects M&E system	10*8 = **80 people benefited from improved working conditions**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Productivity increase/Improved working conditions

ESTIMATE

Example: Estimating improved working conditions using secondary data

A project has the objective of sustainably improving smallholder farmers' income and food supply through more diversified agricultural cultivation. It conducts Farmer Business School (FBS) trainings and one of the main learning outcomes for farmers is increasing their incomes by investing in improved cultivation techniques. This can be considered a measure that improves work quality by providing adequate earnings, employment opportunities or job security.

The results logic is that FBS introduces beneficiaries with sustainable innovations and techniques, which can increase productivity and, subsequenlty, improve working conditions.

The project is unable to draw a representative sample of its 500 agribusinesses reached, so it will have to estimate using secondary data.

Derivation steps	Data source/Assumptions	Example calculation
Number of agribusinesses reached by the intervention	Project's M&E system	500
Number of beneficiaties applying new methods or measures which improve job security	50%: statistics from a comparative study	500*50%= 250
Average number of employees in an agribusiness in the country	4: nationaal statistics from the country's Ministry og Agriculture	250*4= **1,000 people have potentially benefited from improved working conditions**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Promotion of production and innovation/Productivity increase/Improved working conditions

METHOD MAP 3.1 SUMMARY PAGE

Results logic

Improved working conditions

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Promotion of production and innovation/Productivity increase/Improved working conditions

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
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- Go to resources to read more about the different topics covered, such as sampling or control groups.
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RETURN TO STEP 2 TO WORK ON NEW MM

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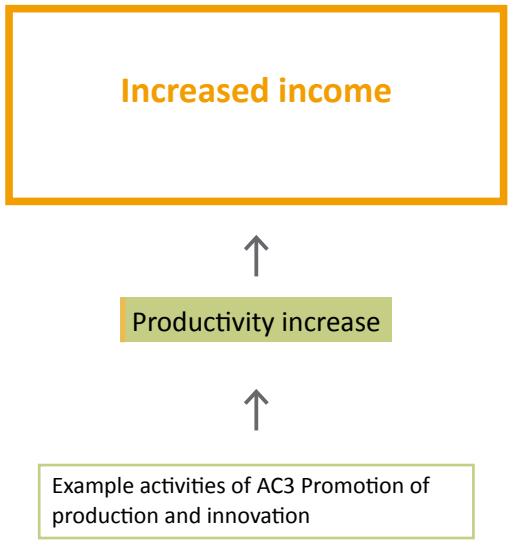
GO TO RESOURCES

STEP 3.1 Define your results logic

Promotion of production and innovation/Productivity increase/Increased income

RESULTS LOGIC

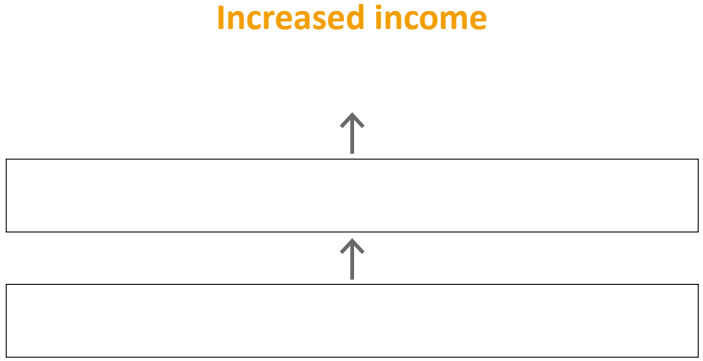


DESCRIPTION

Through an increase in productivity – e.g. mechanization, improved cultivation system, innovation – there is higher production which leads to more output, causing an increase in revenue and, therefore, in income.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Promotion of production and innovation/Productivity increase/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Productivity increase (i.e additional production of yields per ha)

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

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STEP 3.3 Define the data collection methods

Promotion of production and innovation/Productivity increase/Increased income

SELECT TO READ ABOUT

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- Documentation review
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If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

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- What existing data collection tools of my M&E-system can be used and adopted?
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- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Promotion of production and innovation/Productivity increase/Improved working conditions

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Promotion of production and innovation/Productivity increase/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Productivity increase/Increased income

MEASURE

Example: Measuring income increase through before-after analysis

A project with the objective of promoting innovations in the agriculture and the food sector in order to supply food to its four target countries. It provides advisory services on innovations (fertilisers and food cooling chains) that lead to production and productivity increase.

The results logic is that through its advisory services, beneficiaries can increase their productivity, as the same input generates more output. This leads to an increase in profits/revenue and, therefore, income.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached in one of the countries	Project's M&E system	3,000
Number of beneficiaries that have adopted the promoted innovations	86%= annual farmer survey with a representative sample of 341	3,000*86%= 2,589
Number of beneficiaties who also have increased productivity in last 12 months	60%= same annual farmer survey as before	2,589*60%= 1,548
Average annual income per smallholder farmer	10,000 local currency units: retrieved from gross margin analysis using data collected on sales and variable costs	2,589*10,000 = **25,890,000 in local currency total income increase**
Total average income before intervention	20,000,000: baseline study	25,890,000 - 20,000,000 = **5,890,000(29.5%) increase in total annual income since the intervention**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Productivity increase/Increased income

ESTIMATE

Example: Estimating income increase using reference values

A project aiming to enhance access to high quality seeds and mechanisation through practical trainings in farm machinery operations and cultivation methods that conserve soil fertility.

The results logic is that through the introduction of sustainable cultivation methods and mechanization of agriculture, beneficiaties adopt the promoted measures leading to an increase in productivity. Consequently, improving their income.

The project has no baseline data available and also does not have the resources to draw a representative survey. Therefore, it will have to estimate the potential income effects.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached by the intervention	Project's M&E system	10,000
Number of beneficiaties applying new methods or measures which improve job security	67%: M&E system of implementing partners	10,000*67%= **6,700 beneficiaries have potentially increased their income**
Average income increase (%) Average income of farmers	3.6%: reference value from other similar GIZ interventions 500 local currency units: UN Database	**500*3.6%=** **18 local currency units of additional income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Promotion of production and innovation/Productivity increase/Increased income

METHOD MAP 3.2 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Promotion of production and innovation/Productivity increase/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
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RETURN TO STEP 2 TO WORK ON NEW MM

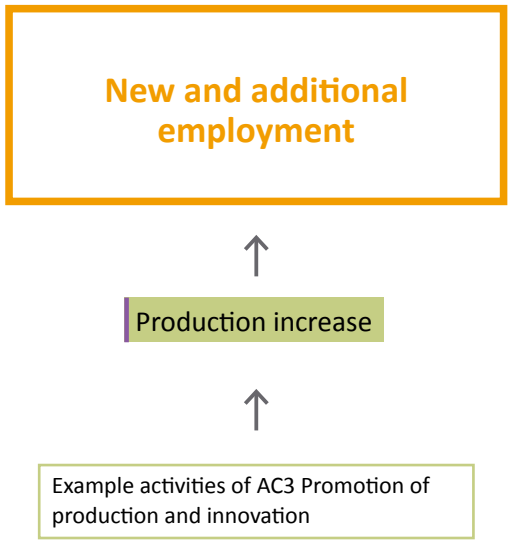
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Promotion of production and innovation/Production increase/New and additional employment

RESULTS LOGIC



DESCRIPTION

Through consultations or trainings, beneficiaries improve their competencies and there is higher intensification of production. This creates a higher labor input and, therefore can lead to an increase in new and additional employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Promotion of production and innovation/Production increase/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Measure production increase, for instance increase in yields or gross margin

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Promotion of production and innovation/Production increase/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

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Promotion of production and innovation/Production increase/New and additional employment

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NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Promotion of production and innovation/Production increase/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

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For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

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→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Production increase/New and additional employment

MEASURE

Example: Measuring addional employment through gross margin analysis

A project focusing on the cocoa value chain conducts GAP trainings with 500 farmers. The project wants to measure its additional employment.

The results logic is that through a training like GAP, there is an increase in production which leads to higher labor demands. As a result, there is an increase in (additional) employment.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached during intervention	Project's M&E system	500
Number of labor days per farmer before intervention	50 local currency units: baseline study	
Number of labor days per famer after intervention	110 local currency units: gross margin analysis	110-50= **60 additional labor days per ha**
GAP adoption rate among beneficiaries Average farm size in ha	65%: GAP analysis from data collected by project 1: baseline study	60 x 1 x 500 x 65% / 225 = **87 additional Full-time equivalent (FTE)**

Read about → Full-time equivalent (FTE)

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Production increase/New and additional employment

ESTIMATE

Example: Estimating creation of additional employment through non-representative sample

A project has an activity which improves access to input (tools, seed, etc.) and services (mechanization) to small-holder farmers.

The results logic is that through improved access to inputs and services, there will be an increase in production, leading to higher labor input. Resulting in the creation of new employment.

The project is unable to measure effects as it does not have baseline values, so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of small-holder farmers reached	Project's M&E system	3,000
Number of beneficiaries who apply inputs/services introduced by the project	83%: project's M&E system	3,000*83%= 2,490
Number of beneficiaries who also reported increase in production after additional labor investment for application	66%: project's M&E system	2,490*66%= 1,643 **1,643 beneficiaries are estimated to have increased their working hours**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Promotion of production and innovation/Production increase/New and additional employment

METHOD MAP 3.3 SUMMARY PAGE

Results logic

New and additional employment

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↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Promotion of production and innovation/Production increase/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

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RETURN TO STEP 2 TO WORK ON NEW MM

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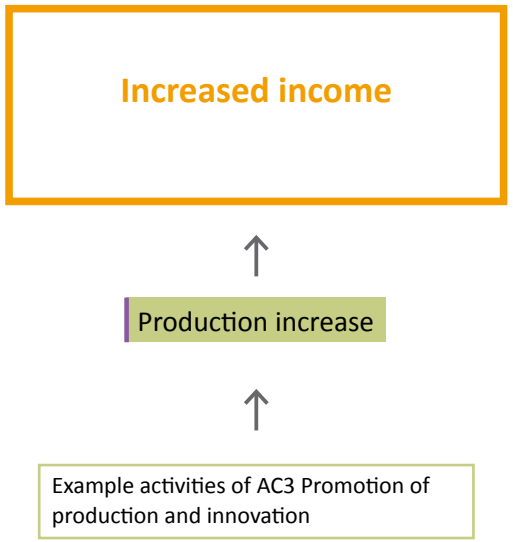
GO TO RESOURCES

STEP 3.1 Define your results logic

Promotion of production and innovation/Production increase/Increased income

RESULTS LOGIC

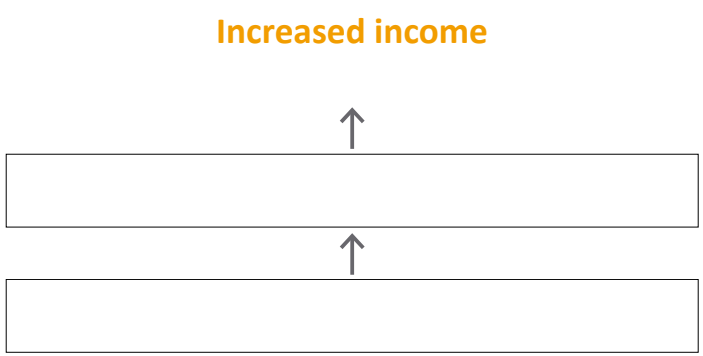


DESCRIPTION

Providing access to inputs or services or using advisory services and trainings, increases production and output which then leads to more revenue and higher income.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Promotion of production and innovation/Production increase/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Measure production increase, for instance increase in yields or gross margin

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

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No, it has some/ none. Go to page: Define data collection methods

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STEP 3.3 Define the data collection methods

Promotion of production and innovation/Production increase/Increased income

SELECT TO READ ABOUT

- Surveys
- Documentation review
- Secondary data collection

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SURVEYS

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NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Promotion of production and innovation/Production increase/Increased income

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NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Promotion of production and innovation/Production increase/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

→ See GIZ Impact Calculation Toolkit

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Before-after analysis

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GROSS EFFECTS

NET EFFECTS

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CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

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→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Production increase/Increased income

MEASURE

Example: Measuring gross effects in increased/improved (net) income

A programme focusing on the fish value chain operating in 6 countries has an objective of improving access to fish production and curbing illegal and unregulated fishing. It provides advisory services to micro and small and medium sized artisanal enterprises on sustainable production and processing.

The results logic is that its advisory services introduce the beneficiaries with innovative methods which increase production and output. More output leads to more revenue and, thus, improves income.

Derivation steps	Data source/Assumptions	Example calculation
Number of enterprises reached during intervention	Project's M&E system	76 (a total of 1,800 workers)
Total average weekly income before intervention	1,000,000 local currency: baseline study	
Total fish production before intervention	6,000 tonnes: baseline study	
Number of enterprises which adopted the promoted methods	91%: tracer study	76*91%= 69
Total average income after intervention	1,300,000 local currency: tracer study	1,300,000-1,000,000= **300,000 (30%) income increase since intervention started**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Promotion of production and innovation/Production increase/Increased income

ESTIMATE

Estimating improved income through non-representative sample

A waster and waterwaste management project with a focus on irrigated agricultre has established complaint management centers accross its implementing region to provide small scale farmers with the possibility to quickly report water supply issues.

The results logic is that by improving access to services (complaint management centers), there can be an increase in production as problems are reported and addressed promptly. This, then, leads to higher output and turnover, increasing income.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	1,000
Numer of beneficiaries who called the complaint management center	98%: project's M&E system	1,000*98%= 980
Number of beneficiaries who found the service effective	90%: project's M&E system	980*92%= 882
Number of beneficiaries who said their income increased due to higher turnover	35%: focus group discussions	882*35%= **309 beneficiaries have potentially increased their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Promotion of production and innovation/Production increase/Increased income

METHOD MAP 3.4 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Promotion of production and innovation/Production increase/Increased income

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RETURN TO STEP 2 TO WORK ON NEW MM

RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Product diversification/Improvement of nutritional situation/New and additional employment

RESULTS LOGIC

New and additional employment

↑

Improvement of nutritional situation

↑

Example activities of AC4 Product diversification

DESCRIPTION

Improving the nutritional situation by diversifying a beneficiary's farm leads to better nutritional practices in households which improves health and, consequently, their employability, creating new or additional employment.

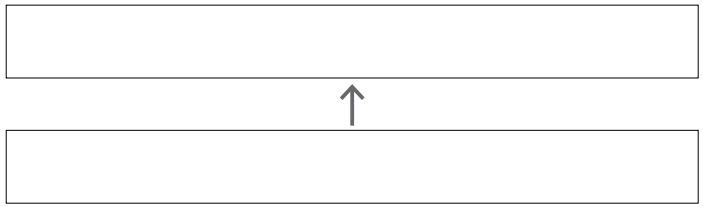
Furthermore, through product diversification, there is an increase in production that can result in higher labor demand, creating new or additional employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

New and additional employment

↑



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NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Product diversification/Improvement of nutritional situation/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Product range before and after intervention

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

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STEP 3.3 Define the data collection methods

Product diversification/Improvement of nutritional situation/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
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STEP 3.3 Define the data collection methods

Product diversification/Improvement of nutritional situation/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Product diversification/Improvement of nutritional situation/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Improvement of nutritional situation/New and additional employment

MEASURE

Example: Measuring new employment

A project with the objective of improving food security and nutrition provides trainings to its beneficiaries so that they can introduce nutritious foods in their home garden. The results logic would be that through diversification of home gardens and increasing food quality, beneficiaries improve their nutrition practices and their health. This improves their employability and can help them get new jobs or more working hours.

Derivation steps	Data source/Assumptions	Example calculation
Number of households reached and average household size.	Project's M&E system	100 hh reached x 5 hh members each = 500 indivduals reached
Number of people per household employed before intervention.	1 person in 38 households: baseline study	
No. of households with yield increase and at least 2 meals p.d. per household member as a result of the intervention.	87%: Annual household survey	500*87%= 435
No. of household members with improved diet who report health improvements since intervention.	62%: Annual household survey	435*62%= 270
Number of household members who reported that their health improvement allowed them to come into employment.	26%: Annual household survey	270*26%= **70 people came into new employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Improvement of nutritional situation/New and additional employment

ESTIMATE

Example: Estimating additional employment through reference values

A project with the objective of improving food security and nutrition has an activity in which it sets up home and kitchen gardens for women, with training and distribution of seeds (vegetables) and tools. The results logic would be that through introducing new products in home and kitchen gardens, nutrition and health improve. Thus, leading to better employability and new or additional employment.

No baseline data is available so the project will have to estimate its employment effects.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	1,100
Number of beneficiaries who increased yield of their home/ kitchen gardens	73%: project's M&E system	1,100*73%= 803
Number of beneficiaries who have sold excess harvest	11%: follow-up survey with 20 women out of the 803 whose yield productivity increased	803*11%= 88 **88 women potentially came into additional employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Product diversification/Improvement of nutritional situation/New and additional employment

METHOD MAP 4.1 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Product diversification/Improvement of nutritional situation/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

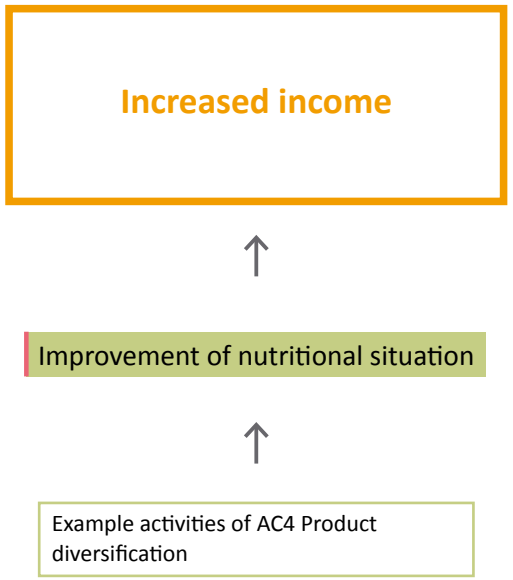
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Product diversification/Improvement of nutritional situation/Increased income

RESULTS LOGIC

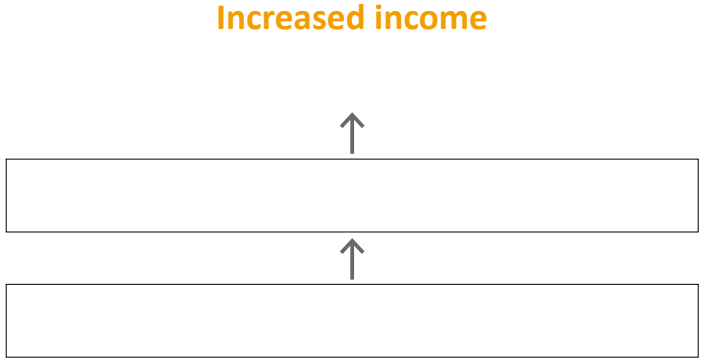


DESCRIPTION

Through product diversification in beneficiaries' home garden or farm, a household's nutrition can be improved while also intensifying production. Overproduction can then be sold and improve income.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Product diversification/Improvement of nutritional situation/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Product range before and after intervention
- Yield that has been sold

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Product diversification/Improvement of nutritional situation/Increased income

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Product diversification/Improvement of nutritional situation/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Product diversification/Improvement of nutritional situation/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Improvement of nutritional situation/Increased income

MEASURE

Example: Measuring income increase

A project with the objective of improving food security and nutrition provides trainings to its beneficiaries so that they can introduce nutritious foods in their home garden. The results logic would be that through introduction of an alternative product, beneficiaries improve their nutrition practices as well as production. Surplus production can be sold and generate additional cash income.

Derivation steps	Data source/Assumptions	Example calculation
Number of households reached and average household size	Project's M&E system	150 hh reached x 5 hh members each = 750 indivduals reached
Average weekly income before intervention	100 local currency units: baseline study	
Number of households that said they have excess production of goat milk	43%: Annual household survey	750*43%= **322 households have improved their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Improvement of nutritional situation/Increased income

ESTIMATE

Example: Estimating income increase

A project with the objective of improving food security and nutrition has an activity in which it sets up home and kitchen gardens for women, with training and distribution of seeds (vegetables) and tools.

The results logic would be that through product diversification in home and kitchen gardens nutrition is improved, as well as production. Surplus production can be sold and generate additional cash income. Additionally, at GIZ cash and in-kind are considered as income increase; thus any additional production does not necessarily need to be sold.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	2,000
Number of households that reported to have improved their nutrition and yield productivity has increased	73%: project's M&E system	2,000*73%= 1,460 **1,460 beneficiaries have potentially improved their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Product diversification/Improvement of nutritional situation/Increased income

METHOD MAP 4.2 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Product diversification/Improvement of nutritional situation/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
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RETURN TO STEP 2 TO WORK ON NEW MM

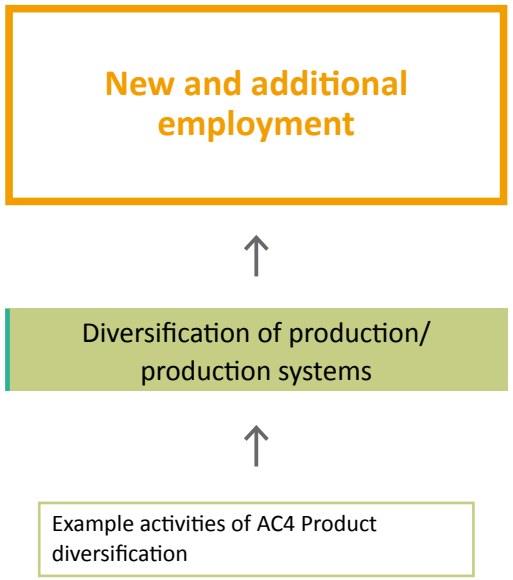
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Product diversification/Diversification/New and additional employment

RESULTS LOGIC



DESCRIPTION

Through the diversification of product range and addition of further products, there is an increase in production that can result in higher labor demand, creating new or additional employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Product diversification/Diversification/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Product range before and after intervention

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Product diversification/Diversification/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Product diversification/Diversification/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

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- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Product diversification/Diversification/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Diversification/New and additional employment

MEASURE

Example: Measuring additional employment

A project focusing on the cocoa value chain aims to reduce the dependency of cocoa farmers on the volatile cocoa market by promoting innovations in the cultivation of complementary food crops (plantain and cassava). The project targets 1,000 farmers.

The results logic would be that through diversification of the cocoa production system, beneficiaries increase their production. This creates a higher labor input and, therefore can lead to an increase in new and additional employment.

Derivation steps	Data source/Assumptions	Example calculation
Number of farmers reached	Project's M&E system	1,000
Total number of labor days per ha in cassava and plantain before intervention	0: baseline study	
Average farm size in ha	1: baseline study	
Number of farmers who have adopted the promoted innovation	73%: project's M&E system	1,000*73%= 730
Total number of labor days in cassava and plantain per ha after intervention	62 days, thereof 22 days reallocated from cocoa production = 40 labour days net additionally, taken from project's M&E system	40 x 1 x 1,000 x 73%/ 225 = **201 additional full-time equivalent (FTE)**

Note: if the baseline figure was not 0, then you would need to calculate the additional labor days (current labor days - baseline labor days)

Read about → Full-time equivalent (FTE)

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Diversification/New and additional employment

ESTIMATE

Example: Estimating new employment using reference values

A project focuses on strengthening sustainable agriculture through agroecological farming practices such as intercropping and locally adapted seeds.

The results logic would be that through diversification, beneficiaries can increase their production. This creates a higher labor input and, therefore can lead to an increase in new employment.

The project has no baseline data and no resources to carry out a retrospective baseline. Therefore, it will have to estimate its intervention's potential employment effects.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	27 enterprises
Number of enterprises that have adopted new practices	75%: project's M&E system	27*75%= 20
Average number of newly hired people	4.5: reference value taken from another implementing country in which the project is in with similar characteristics	20*4.5 = **90 people potentially came into employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Product diversification/Diversification/New and additional employment

METHOD MAP 4.3 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Product diversification/Diversification/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
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RETURN TO STEP 2 TO WORK ON NEW MM

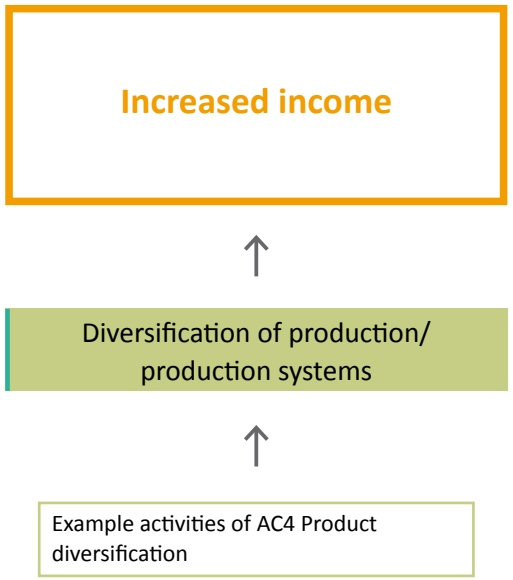
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Product diversification/Diversification/Increased income

RESULTS LOGIC

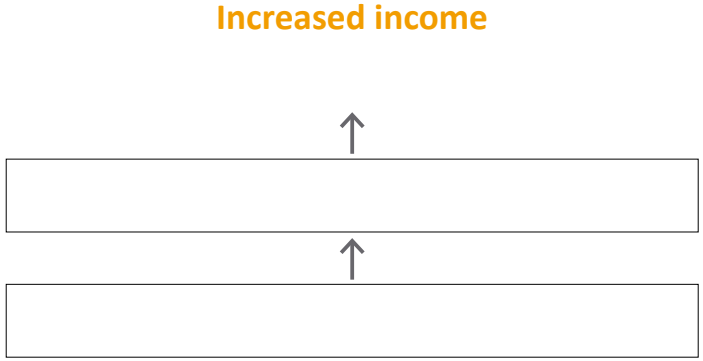


DESCRIPTION

Diversification of product range/production system leads to broader supply of products which can increase revenue,creating higher profits and increasing income, as well as reducing a beneficiarie's dependency on one product.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Product diversification/Diversification/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Product range before and after intervention

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Product diversification/Diversification/Increased income

SELECT TO READ ABOUT

→ Surveys

Focus group discussions

Documentation review

Secondary data collection

→ See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about → Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

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Guiding questions:

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NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

Product diversification/Diversification/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

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- Secondary data collection

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NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Product diversification/Diversification/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Diversification/Increased income

MEASURE

Example: Measuring income increase using before-after analysis

A project with focus on the cocoa value chain aims to reduce the dependency of cocoa farmers on the fluctuating market by promoting innovations in the cultivation of complementary foodstuffs (plantain and cassava).

The results logic would be that through diversification of the cocoa production system, beneficiaries increase their production. This creates a higher profits and improves their income.

Derivation steps	Data source/Assumptions	Example calculation
Number of farmers reached	Project's M&E system	1,000
Average weekly income in local currency units per farmer before intervention	100: baseline study	
Share of farmers who have adopted the innovation and realized an income increase	68%: annual household survey	1,000*68%= **680 farmers increased their income**
Seasonal income per farmer in local currency unit after intervention	142: tracer study with 150 farmers out of the 680 who adopted innovations	142-100= **Income has improved by 42 local currency units**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Product diversification/Diversification/Increased income

ESTIMATE

Example: Estimating improved income using a reference value

A project focuses on strengthening sustainable agriculture through agroecological farming practices such as intercropping and locally adapted seeds.

The results logic would be that through diversification, beneficiaries can increase their production and, therefore, improve their profits and income.

The project has no baseline data. Therefore, it will have to estimate its intervention's potential employment effects.

Derivation steps	Data source/Assumptions	Example calculation
Number of farmers reached	Project's M&E system	1,000
Number of farmers who have adopted agroecological farming practices	77%: annual survey conducted with a representative sample of 278	1,000*77%= 770
Latest average weekly income per farmer in local currency	1,050: survey conducted with 200 farmers	
Number of farmers who said their income has increased since intervention	80%: survey conducted with 200 farmers	770*80%= **616 farmers reported an increase in income**
Average income per season in local currency the year before intervention started	950: reference value taken from World Bank's Living Standards Measurement Study - Integrated Surveys on Agriculture (LSMS-ISA) dataset on household surveys	1,050-950= **100 local currency units increase in farmer's income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Product diversification/Diversification/Increased income

METHOD MAP 4.4 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Product diversification/Diversification/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

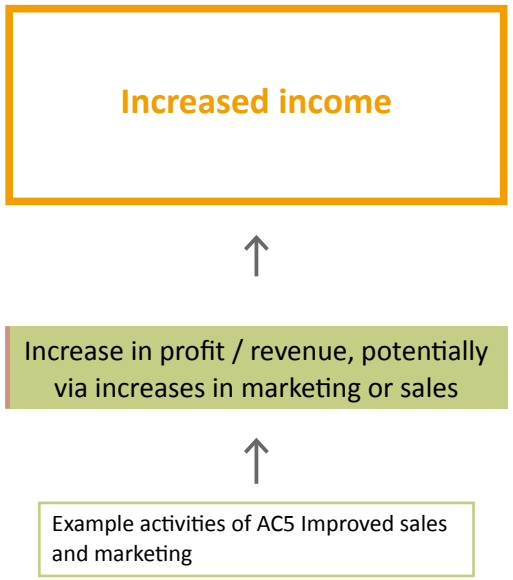
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Improved sales and marketing/Profit and revenue increase/Increased income

RESULTS LOGIC

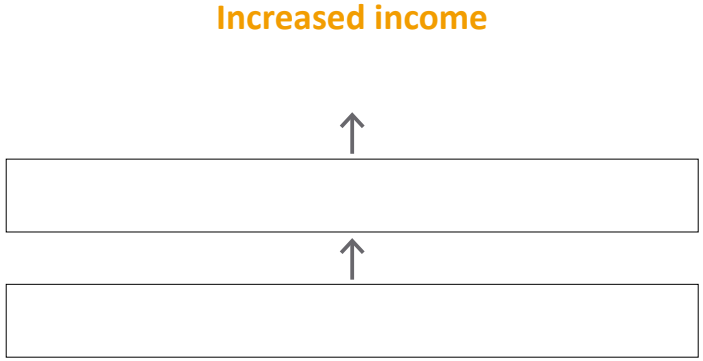


DESCRIPTION

Improved marketing efforts lead to increase in sales, which aresults in higher profit/turnover and, therefore, more income.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Improved sales and marketing/Profit and revenue increase/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Baseline and follow-up data on marketing behavior (i.e. through a survey)

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Improved sales and marketing/Profit and revenue increase/Increased income

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Improved sales and marketing/Profit and revenue increase/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Improved sales and marketing/Profit and revenue increase/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Improved sales and marketing/Profit and revenue increase/Increased income

MEASURE

Example: Measuring income increase through before and after comparison

A project supports 7,000 smallholder farmers in three selected regions to formalize their sales and marketing channels for livestock and small animal husbandry through advisory services.

The results logic is that through the introduction of formalized marketing channels there is an increase in sales and revenue. This leads to improved income.

Derivation steps	Data source/Assumptions	Example calculation
Number of farmers reached	Project's M&E system	7,000
Number of farmers who regularly used leaflets and social media before the intervention	10%: survey conducted after project support (retrospective baseline)	60-10= 50% in improvement implementation quota. Meaning that **3,500 beneficiaties** use new marketing channels.
Number of farmers who regularly used leaflets and social media after the intervention	60%: survey conducted after project support	
Number of farmers who also reported increase in revenue after the intervention	95%: survey conducted after project support	3,500*95%= **3,325 beneficiaries improved their revenue**
Av. income per week on local currency before and after the interventiom	500: survey conducted after project support (retrospective baseline) 650: same survey	650-500= **150 currency units (30%) per week increase in income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Improved sales and marketing/Profit and revenue increase/Increased income

ESTIMATE

Example: Estimating income increase

A project aiming to improve food security through small scale irrigation provides advisory services on marketing agricultural products to 4,000 producers.

The results logic is that improving marketing strategies through advisory services lead to an increase in sales and profit, improving beneficiaries' income.

The project has no baseline data to measure effects so it will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of producers reached	Project's M&E system	4,000
Number of beneficiaries who implemented the promoted marketing strategies	60%: project's M&E system	4,000*60%= 2,400
Number of beneficiaries who said their revenue has increased since intervention	87%: survey with a non-representative sample of 150	2,400*87%= 2,088
Number of beneficiaries with revenue increase who also reported reported an increase in income since intervention	65%: survey with a non-representative sample of 150.	2,088*65%= **1,375 beneficiaries have potentially improved their income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Improved sales and marketing/Profit and revenue increase/Increased income

METHOD MAP 5.1 SUMMARY PAGE

Results logic

Increased income

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↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Improved sales and marketing/Profit and revenue increase/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
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RETURN TO STEP 2 TO WORK ON NEW MM

RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Financial services/Improvements/New and additional employment

RESULTS LOGIC

New and additional employment

↑

Improvements in production, better access to markets or investments (with higher return)

↑

Example activities of AC6 Improvement of financial services

DESCRIPTION

(Improved access to financial services leads to) Utilization of financial services can have an impact on different levels (production, access to market, investment, etc.) which increase production, creating more labor demand and potentially new or additional employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

New and additional employment

↑

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Financial services/Improvements/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Revenue and sales
- Available offers and bank supply
- Loans and transactions, as well as number of business partners
- Market outreach

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Financial services/Improvements/New and additional employment

SELECT TO READ ABOUT

→ Surveys

Documentation review

Secondary data collection

→ See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about → Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
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- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

Financial services/Improvements/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

→ Surveys

→ Documentation review

→ Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Financial services/Improvements/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

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Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ **ARE YOU GOING TO MEASURE OR ESTIMATE?**

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Financial services/Improvements/New and additional employment

MEASURE

Example: Measuring additional employment through before and after comparison

A project aims to strengthen the actors along the coffee value chain. One of its activity packages is to support Micro, Small & Medium Enterprises (MSME) in the value chain to gain access to start-up capital. In doing so, the project provides theses MSME with enterprise development and financial training (e.g. on business plan development or on how to write a credit application). On the other hand, the project works with banks and micro finance institutions on the development of suitable financial products. Furthermore the project has developed an app for the matchmaking of financial products and SME in search for credit.

The results chain is that MSME access the developed financial products via the developed app and invest credits in their businesses leading to business growth, resulting in employment creation and income increases.

Derivation steps	Data source/Assumptions	Example calculation
MSMEs trained	Project's M&E system	200
MSMEs accessing credit	Project's M&E system	200 x 80% = 160
MSMEs realizing business growth	Survey by the project	160 x 85% = 136
Number of persons in MSMEs realizing business growth with improved income & more working hours	Average of 1.5 persons with income increase & more working hours per MSMEs realizing business growth; project follow-up study with MSMEs	136 x 1.5 = **204 persons with additional employment**
Number of persons newly hired in MSMEs since realization of business growth	Average of 0.5 persons newly hired in MSMEs since realization of business growth; project follow-up study with MSMEs	136 x 0.5 = **68 persons with new employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Financial services/Improvements/New and additional employment

ESTIMATE

Example: Estimating new employment using national statistics

A project focuses on strengthening financial services and promoting finance options for start-ups and young entrepeneurs. One of their activities is to support the development of a micro-finance product.

The results logic is that by improving access to financial services, beneficiaries will use these services in order to finance different business aspects (production, access to markets, etc.).

This will lead to increase in labor demands, creating new jobs.

The project has no baseline data and will therefore need to estimate.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	15,000
Number of beneficiaries who use the new product	20%: implementing partner's monitoring system	15,000*20%= 3,000
Number of beneficiaries who used the financing to start a business	25% : follow up survey	3,000*25%= 750
Av. number of paid employees per micro-enterprise	1: national statistics	750*1= **750 new employees**
Number of beneficiaries who used the financing to expand their existing business	40%: follow up survey	3,000*40%= 1,200
Av. number of new employees through expansion	1.5: national statistics	1,200*1.5= **1,800 new employees**
Total number of beneficiaries that came into employment		1,800+750= **2,550 potentially came into employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Financial services/Improvements/New and additional employment

METHOD MAP 6.1 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Financial services/Improvements/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
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    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

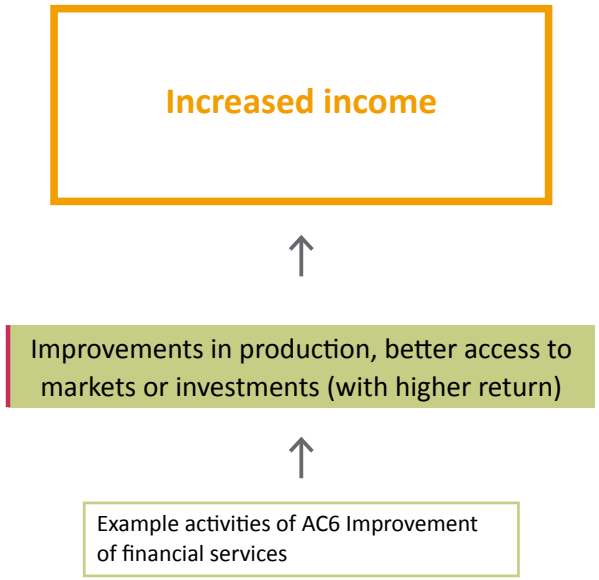
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Financial services/Improvements/Increased income

RESULTS LOGIC



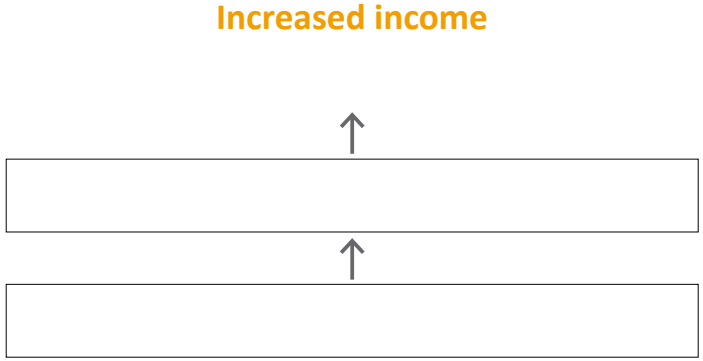
DESCRIPTION

(Improved access to financial services leads to) Utilization of financial services can impact different aspects (such as production, better access to market, investment, etc.) which leads to an increase in revenue and, consequently, an increase in income

Improved market access leads to increased output / sales leading to increased revenue and income.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Financial services/Improvements/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Revenue and sales
- Available offers and bank supply
- Financial services: available offers and bank supply
- Access to markers: outreach and no. business partners
- Use or services: data on loans and transactions

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Financial services/Improvements/Increased income

SELECT TO READ ABOUT

→ Surveys

Documentation review

Secondary data collection

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SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

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Read about → Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

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Guiding questions:

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- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

Financial services/Improvements/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Financial services/Improvements/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Financial services/Improvements/Increased income

MEASURE

Example: Measuring increased income through before and after comparison

A project aims to strengthen the actors along the coffee value chain. One of its activity packages is to support Micro, Small & Medium Enterprises (MSME) in the value chain to gain access to start-up capital. In doing so, the project provides theses MSME with enterprise development and financial training (e.g. on business plan development or on how to write a credit application). On the other hand, the project works with banks and micro finance institutions on the development of suitable financial products. Furthermore the project has developed an app for the matchmaking of financial products and SME in search for credit.

The results chain is that MSME access the developed financial products via the developed app and invest credits in their businesses leading to business growth, resulting in employment creation and income increases.

Derivation steps	Data source/Assumptions	Example calculation
MSMEs trained	Project's M&E system	200
MSMEs accessing credit	Project's M&E system	200 x 80% = 160
MSMEs realizing business growth	Survey by the project	160 x 85% = 136
Number of persons in MSMEs realizing business growth with improved income	Average of 2.5 persons with income increase per MSMEs realizing business growth; project follow-up study with MSMEs	136 x 2.5 = **340 persons with increase income**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Financial services/Improvements/Increased income

ESTIMATE

Example: Estimating increased income using secondary data and a non-representative sample

An agricultural financing and rural development program aims to improve agricultural-based development in selected districts of a country. One area of the technical cooperation activities focuses on the establishment of enterprises and MSMEs upstream and downstream in selected agricultural value chains. Part of that effort is to improve access to financial services for the newly-established enterprises or MSMEs.

The results logic is that through the use of financial services (i.e. taking out a loan for production) there is potential to improve production, better access to markets or investments (with higher return), which all lead to higher revenue and, thus, potentially increase income.

Derivation steps	Data source/Assumptions	Example calculation
Number of enterprises reached	Project's M&E system	3,000
Number of enterprises that used the provided financial services	40%: project's M&E system	3,000*40%= 1,200
Number of enterprises who used the services and increased their production	30%: project;s M&E systen	1,200*30%= 360
Number of enterprises that said their employees' salary has increased	32%: non-representative enterprise survey	360*32%= 115
Av. enterprise size	4: national statistics	115*4=
		460 people have potentially improved their income

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Financial services/Improvements/Increased income

METHOD MAP 6.2 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Financial services/Improvements/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

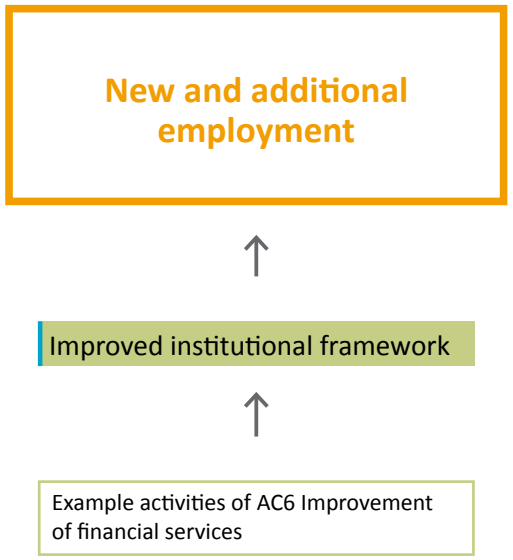
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Financial services/Improved Institutional Framework/New and additional employment

RESULTS LOGIC



DESCRIPTION

Changes in the regulatory framework facilitate job creation or job finding (e.g. through de-regulation or improved job matching) and job characteristics. This mechanism concerns global framework changes (i.e. typically at the national / government or other superordinate level).

BEAR IN MIND...

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement, therefore the **most suitable approach is to estimate** using a descriptive analytical method, which makes plausible each step/assumption in the results logic using primary and secondary data.

Therefore Method Map 6.3 focuses on providing a comprehensive range of data collection methods in order to help you conduct a descriptive analysis. Only estimation approaches will be shown.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Financial services/Improved Institutional Framework/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Monitoring requirements

Monitor activities that lead to changes in the institutional framework. Some examples, however adapt accordingly to your project's needs:

- Number of trained ministry officials
- Number of implemented regulations/reforms
- Monitor changes in regulations
- etc.

Bear in mind...

As previously said, the **most suitable approach is to estimate** the potential employment effects using a descriptive analytical method. This means you need to justify each step in the results logic.

For instance, monitoring would need to collect data of the step-by-step approach in the results logic: (i) prove that output was attained (number of ministry officials trained), (ii) prove that outcomes were affected (number of regulations implemented), (iii) combine with labor market data on connectable indicators: job growth in the economy, or number of new businesses registered, etc.

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Financial services/Improved Institutional Framework/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you will need to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSE YOUR METHODS

STEP 3.3 Define the data collection methods

Financial services/Improved Institutional Framework/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: ESTIMATION

STEP 3.4 Define suitability of data to measure or estimate

Financial services/Improved Institutional Framework/New and additional employment

SELECT TO READ ABOUT

→ Estimation

Assessing quality

ESTIMATION

The following approaches are considered to be suitable when estimating employment effects:

Spot check

By collecting quantitative or qualitative data from a sample of former beneficiaries you could generalise potential employment effects for your overall project. Despite your sample not being representative it will provide you with the closest approximation possible until you are able to develop an approach to measure effects.

Comparison/reference values

If you are unable to use your own figures, you may resort to using comparable benchmarks from other interventions from GIZ or other agencies, as well as existing statistics and surveys from sources such as ministries, partners, etc.

Other evidence

This is especially applicable for projects providing policy advice. Employment effects can be estimated by examining external studies, such as policy impact assessments, research papers, expert panels or even statistics provided by institutions.

Remember: regardless which approach or combination of these you use, make sure to always provide a description of how you have come to your estimated employment effects, including your methodology and data sources. This will make your figures seem more credible and logical.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

GO TO THE NEXT PAGE TO DEFINE YOUR APPROACH

NEXT PAGE: YOUR APPROACH

STEP 3.4 Define the data analysis to evaluate effects

Financial services/Improved Institutional Framework/New and additional employment

ESTIMATE

Example: Estimating new employment

A rural and agricultural finance project, in cooperation with the KfW, works on improving agricultural financing opportunities for the actors along agricultural value chains in the country. The project mainly targets an improvement through a change in regulatory framework conditions for financial services by adivising on four new agricultural credit products, which will be introduced in national banks.

The results logic is that improvement of the regulatory framework conditions of financial services facilitates the investment climate and business creations, which potentially leads to employment effects such as improved incomes or new employment opportunities.

Overarching advisory activities and global (i.e. national-level) institutional changes are difficult to be assessed through measurement and, therefore, estimation is the most suitable approach.

An estimation approach typically follows the logic of linking the activity with an employment outcome, justifying each step with collected data (qualitative, quantitative, primary and secondary). In this theoretical example, for instance, you could:

- Monitor and document that the overarching regulatory frameworks were actually devised, i.e. check official communications, updated from NGOs or civil societies, etc.
- Document that financial institutions have introduced the four new agricultural credit products. In addition, document that these new products are actually used by clients of the banks. Monitor the number of clients of the bank using the products (Bank-based data collection).
- Conduct a survey (representative sample if possible) on the clients of the bank to confirm they actually use the products. Potentially ask them to confirm their usefulness.

Then an estimation could be as followed:

Given that there is monitoring evidence that (i) regulatory framework was reformed, that (ii) banks have introduced new agricultural credit products that are (iii) actually used by clients: suppose 2,000 target agricultural enterprises (according to bank data) use the products, and that these enterprise have employed a total of 5,000 individuals. A survey of these enterprises shows that for 10% their business has improved (revenue, sales and/or profit). Then the project can estimate that (5,000 x 10%) **500 people came into new employment/reduced their underemployment.**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Financial services/Improved Institutional Framework/New and additional employment

METHOD MAP 6.3 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Financial services/Improved Institutional Framework/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

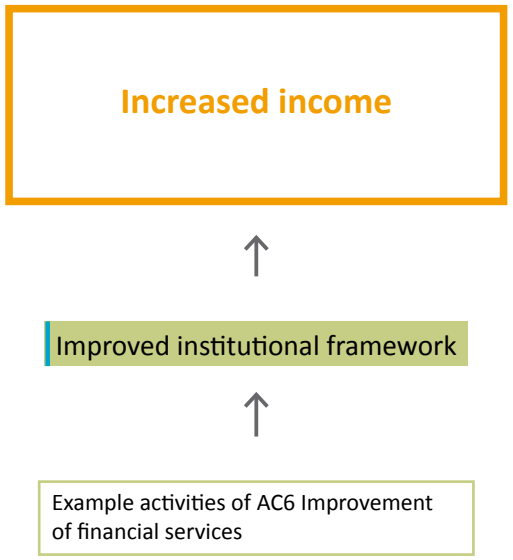
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Financial services/Improved Institutional Framework/Increased income

RESULTS LOGIC



DESCRIPTION

Changes in the regulatory framework facilitate job creation or job finding (e.g. through de-regulation or improved job matching) and job characteristics, improving also income. This mechanism concerns global framework changes (i.e. typically at the national / government or other superordinate level).

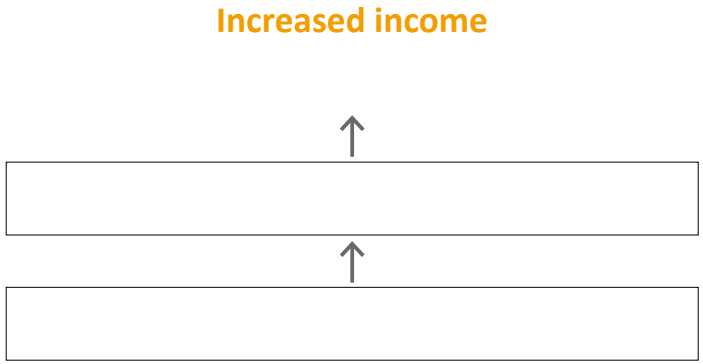
BEAR IN MIND...

Overarching advisory activities and global (i.e. national level) institutional changes are difficult to assess through measurement, therefore the **most suitable approach is to estimate** using a descriptive analytical method, which makes plausible each step/assumption in the results logic using primary and secondary data.

Therefore Method Map 6.4 focuses on providing a comprehensive range of data collection methods in order to help you conduct a descriptive analysis. Only estimation approaches will be shown.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Financial services/Improved Institutional Framework/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Monitoring requirements

Monitor activities that lead to changes in the institutional framework. Some examples, however adapt accordingly to your project's needs:

- Number of trained ministry officials
- Number of implemented regulations/reforms
- Monitor changes in regulations
- etc.

Bear in mind...

As previously said, the **most suitable approach is to estimate** the potential employment effects using a descriptive analytical method. This means you need to justify each step in the results logic.

For instance, monitoring would need to collect data of the step-by-step approach in the results logic: (i) prove that output was attained (number of ministry officials trained), (ii) prove that outcomes were affected (number of regulations implemented), (iii) combine with labor market data on connectable indicators: job growth in the economy, or number of new businesses registered, etc.

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Financial services/Improved Institutional Framework/Increased income

SELECT TO READ ABOUT

- Surveys
- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you will need to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
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NEXT PAGE: CHOOSE YOUR METHODS

STEP 3.3 Define the data collection methods

Financial services/Improved Institutional Framework/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

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- Focus group discussions
- Interviews
- Documentation review
- Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: ESTIMATION

STEP 3.4 Define suitability of data to measure or estimate

Financial services/Improved Institutional Framework/Increased income

SELECT TO READ ABOUT

→ Estimation

Assessing quality

ESTIMATION

The following approaches are considered to be suitable when estimating employment effects:

Spot check

By collecting quantitative or qualitative data from a sample of former beneficiaries you could generalise potential employment effects for your overall project. Despite your sample not being representative it will provide you with the closest approximation possible until you are able to develop an approach to measure effects.

Comparison/reference values

If you are unable to use your own figures, you may resort to using comparable benchmarks from other interventions from GIZ or other agencies, as well as existing statistics and surveys from sources such as ministries, partners, etc.

Other evidence

This is especially applicable for projects providing policy advice. Employment effects can be estimated by examining external studies, such as policy impact assessments, research papers, expert panels or even statistics provided by institutions.

Remember: regardless which approach or combination of these you use, make sure to always provide a description of how you have come to your estimated employment effects, including your methodology and data sources. This will make your figures seem more credible and logical.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

GO TO THE NEXT PAGE TO DEFINE YOUR APPROACH

NEXT PAGE: YOUR APPROACH →

STEP 3.4 Define the data analysis to evaluate effects

Financial services/Improved Institutional Framework/Increased income

ESTIMATE

Example: Estimating income increase

A rural and agricultural finance project, in cooperation with the KfW, works on improving agricultural financing opportunities for the actors along agricultural value chains in the country. The project mainly targets an improvement through a change in regulatory framework conditions for financial services by adivising on four new agricultural credit products, which will be introduced in national banks.

The results logic is that improvement of the regulatory framework conditions of financial services facilitates the investment climate and business creations, which potentially leads to employment effects such as improved incomes or new employment opportunities.

Overarching advisory activities and global (i.e. national-level) institutional changes are difficult to be assessed through measurement and, therefore, estimation is the most suitable approach.

An estimation approach typically follows the logic of linking the activity with an employment outcome, justifying each step with collected data (qualitative, quantitative, primary and secondary). In this theoretical example, for instance, you could:

- Monitor and document that the overarching regulatory frameworks were actually devised, i.e. check official communications, updated from NGOs or civil societies, etc.
- Document that financial institutions have introduced the four new agricultural credit products. In addition, document that these new products are actually used by clients of the banks. Monitor the number of clients of the bank using the products (Bank-based data collection).
- Conduct a survey (representative sample if possible) on the clients of the bank to confirm they actually use the products. Potentially ask them to confirm their usefulness.

Then an estimation could be as followed:

Given that there is monitoring evidence that (i) regulatory framework was reformed, that (ii) banks have introduced new agricultural credit products that are (iii) actually used by clients: suppose 2,000 target agricultural enterprises (according to bank data) use the products, and that these enterprise have employed a total of 5,000 individuals. A non representative survey of these enterprises shows that for 10% have increased their employees salaries by 1.5%. Then the project can estimate that (5,000 x 10%) **500 people have potentially improved their income.**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Financial services/Improved Institutional Framework/Increased income

METHOD MAP 6.4 SUMMARY PAGE

Results logic

Increased income

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Financial services/Improved Institutional Framework/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Cash-for-work measures/New and additional employment

RESULTS LOGIC

New and additional employment

↑

No intermediate outcome

↑

Example activities of AC7 Cash-for-work measures

DESCRIPTION

Cash-for-work measures inmediately affect new/additional employment, as well as income increase, due to their short-term duration. Therefore, there are no intermediate outcomes.

Note: you will need to monitor actual implementation of the activity.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

New and additional employment

↑

NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Cash-for-work measures/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Monitor actual implementation of the activity

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours/days (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Cash-for-work measures/New and additional employment

SELECT TO READ ABOUT

→ Surveys

Documentation review

Secondary data collection

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about → Sampling

Hover to know more about:

- Good practices
- Drafting questions

→ See Resources for more information on methods

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

Cash-for-work measures/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

→ Surveys

→ Documentation review

→ Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Cash-for-work measures/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Cash-for-work measures/New and additional employment

MEASURE

Example: Measuring new employment through before and after comparison

A project focusing on the protection of waterdams uses 30 Cash-for-work (C4W) measures to secure water supply by employing forcibly displaced people and needy people from host communities.

The results logic is that C4W measures have an inmediate and direct effect in creating new and additional jobs.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	1,500
Number of beneficiaries who said they were not employed before the intervention	40%: baseline survey	1500*40= **600 beneficiaries came into temporary employment**
Average number of man days per beneficiary	30: exit survey	600*30= **18,000 man days were worked by beneficiaries who came into new employment**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Cash-for-work measures/New and additional employment

ESTIMATE

Example: Estimating additional employment through spot checks

A project focusing on the protection of waterdams uses 30 Cash-for-work (C4W) measures to secure water supply by employing forcibly displaced people and needy people from host communities.

The results logic is that C4W measures have an inmediate and direct effect in creating other (new and additional) jobs. There is no baseline data so effects will have to be estimated:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	1,500
Of which are displaced people	Project's M&E system	1,000
Of which are from the host community	Project's M&E system	500
Number of beneficiaries who reported to have other employment opportunities	25%: non-representative survey with a sample size of 50. The project decides to use this as a reference value	1,500*25%= **375 people potentially obtained other (new and additional) employment opportunites**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Cash-for-work measures/New and additional employment

METHOD MAP 7.1 SUMMARY PAGE

Results logic

New and additional employment

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Cash-for-work measures/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects. Please note that Cash-for-work measures are not covered by indicator KT3.4 of the BMZ 2030 Standard Indicators but can be measured under indicator KT1.5 instead (number of people who have received social protection or whose social protection has been improved). (see Ind. Def. Sheet 3.4)

RETURN TO STEP 2 TO WORK ON NEW MM

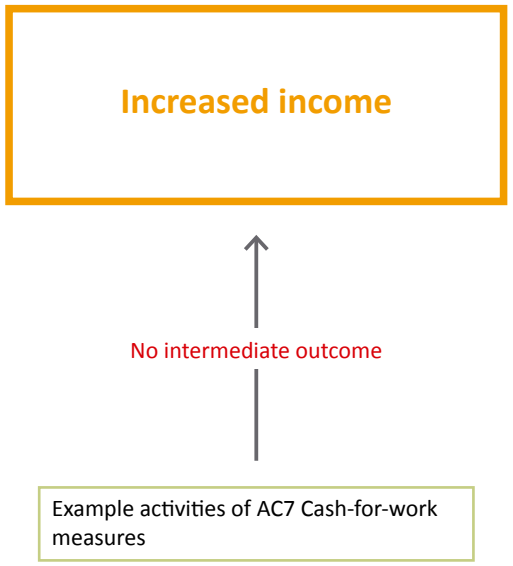
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Cash-for-work measures/Increased income

RESULTS LOGIC



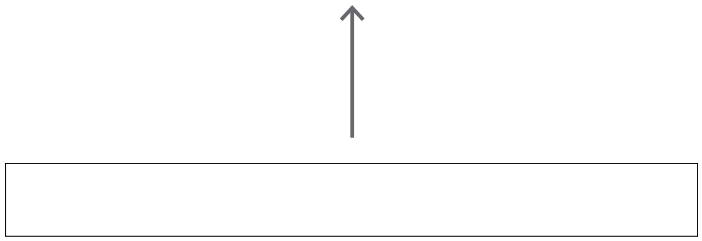
DESCRIPTION

Cash-for-work measures inmediately affect new/additional employment, as well as income increase, due to their short-term duration. Therefore, there are no intermediate outcomes.

Note: you will need to monitor actual implementation of the activity.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



NEXT PAGE: DATA NEEDED

STEP 3.2 Define the data you need

Cash-for-work measures/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Monitor actual implementation of the activity

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

DEFINE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.3 Define the data collection methods

Cash-for-work measures/Increased income

SELECT TO READ ABOUT

- Surveys
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Cash-for-work measures/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

→ Surveys

→ Documentation review

→ Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Cash-for-work measures/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

GROSS EFFECTS

NET EFFECTS

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Cash-for-work measures/Increased income

MEASURE

Example: Measuring increased income

A project has implemented 20 Cash-for-works (C4W) measured which aim to provide income generating opportunities through reconstruction of vital community infrastructure and livelihoods to a region impacted by a natural disaster

The results logic is that C4W measures have an inmediate and direct effect on beneficiaries' employment, leading to income increase.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	500
Number of beneficiaries who reported that the C4W measures was their only source of income	97%: Project's M&E system	500*97%= **485 beneficiaries have increased their income**
Average number of total man days worked per beneficiary Daily wage per beneficiary	22: Project's M&E system, data collected from timesheets 3 EUR: Project's M&E system	485*22*3 = **32,010 EUR of total income increase**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Cash-for-work measures/Increased income

ESTIMATE

Example: Estimating increased income

A project has implemented 20 Cash-for-works (C4W) measured which aim to provide income generating opportunities through reconstruction of vital community infrastructure and livelihoods to a region impacted by a natural disaster

The results logic is that C4W measures have an inmediate and direct effect on beneficiaries' employment, leading to income increase.

As a monitoring measure timesheets were given to beneficiaries, however many of these either got lost or were never retrieved, impacting the data quality as well as daily wage information. Therefore the project will have to estimate:

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	500
Number of timesheets collected	100: Project's M&E system	
Average man days worked per beneficiary from the collected timesheets	15: Collected timesheets. Project decides to use this as a reference value	500*15*3= **22,500 EUR of total estimated income increase**
Daily wage per beneficiary	3 EUR: Project's M&E system	

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Cash-for-work measures/Increased income

METHOD MAP 7.2 SUMMARY PAGE

Results logic

Increased income

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Cash-for-work measures/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO STEP 2 TO WORK ON NEW MM

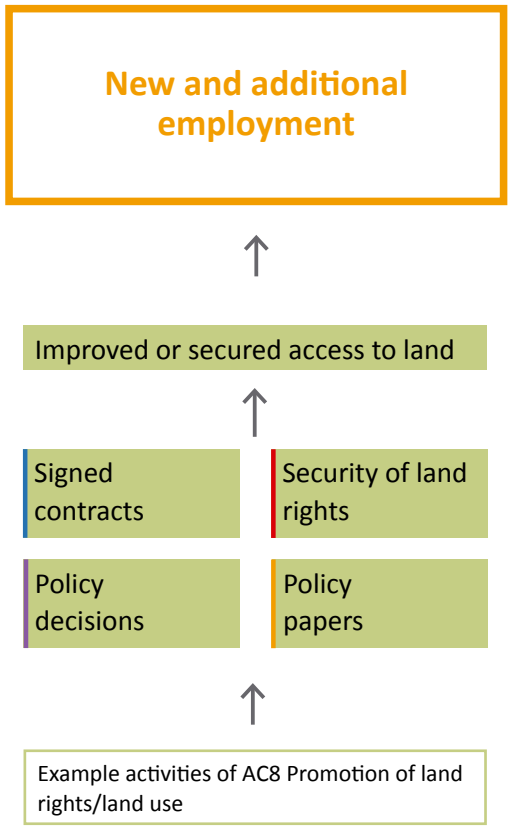
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Improve land rights and land use/Improved or secured access to land/New and additional employment

RESULTS LOGIC



DESCRIPTION

Any of the four intermediate outcomes can be plausibly linked provide improved or secured access to land to beneficiaries. This can create higher labor demands and increase new and additional employment.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.

SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

- Signed contracts
- Security of land rights
- Policy decisions
- Policy papers

STEP 3.2 Define the data you need

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Land use contracts

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
- Number of beneficiaries in number of persons and FTE, if possible

Additional variables to consider

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups, Full-time equivalent (FTE)

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Measure of security of land rights

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
- Measure of working hours (employment periods) before and after for Additional Employment
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STEP 3.2 Define the data you need

Improve land rights and land use/Policy decisions/Improved or secured access to land/New and additional employment

THESE DATA ARE NEEDED TO REPORT ON NEW EMPLOYMENT AND/OR ADDITIONAL EMPLOYMENT

Data needed based on the specific intermediate (employment) result

- Actual decisions and recommendations and that were put into practice

Data needed to calculate employment effects (see here for more details)

- Share of employed people before and after; number of employees before and after for New Employment
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STEP 3.3 Define the data collection methods

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

SELECT TO READ ABOUT

- Surveys
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

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NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

Improve land rights and land use/Policy decisions/Improved or secured access to land/New and additional employment

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- Surveys
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NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Improve land rights and land use/Policy papers/Improved or secured access to land/New and additional employment

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NEXT PAGE: CHOOSING DATA COLLECTION METHODS

STEP 3.3 Define the data collection methods

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

→ Surveys

→ Documentation review

→ Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.3 Define the data collection methods

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

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NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.3 Define the data collection methods

Improve land rights and land use/Policy decisions/Improved or secured access to land/New and additional employment

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ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define suitability of data to measure or estimate

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

SELECT TO READ ABOUT

- Measurement
- Estimation
- How to choose?
- Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define suitability of data to measure or estimate

Improve land rights and land use/Policy decisions/Improved or secured access to land/New and additional employment

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

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→ ARE YOU GOING TO MEASURE OR ESTIMATE?

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STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

MEASURE

Example: Measuring new employment through before and after comparison

A project focuses on improving framework conditions for good land governance by introducing transparent procedures and methods in land administration.

The project's target group is 10,000 people in a specific district in country "A". One of their activities is to build capacities to develop an official rural land registry where village residents' land rights are recorded and plots registered. Through the project's assitance and capacity building, 5,000 plots were registered and 3,200 land titles issued.

The results logic is that by providing beneficiaries with the security of land rights they improve their access to land. This can potentially increase production/ access to financial services/ access to markets (etc.) which can lead to higher labor demand and create new or additional employment.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	10,000
Number of beneficiaries who had their plots registered or land titles issued	63%: Project's M&E system	10,000*63%= 6,300
Number of beneficiaries who used the plot to grow crops and have sold excess production	32%: Follow up survey	6,300*32%= 2,016
Number of beneficiaries who reported they were without employment before the intervention	22%: Follow up survey	2,016*22%= **443 people came into employment through the intervention**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

MEASURE

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STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

ESTIMATE

Example: Estimating additional employment through external sources

A project focuses on promoting sustainable land use to increase agricultural production and to improve market access to small-holder farmers. It provides advisory services to the government by jointly developing strategic documents.

The results logic is that through the development of strategic papers, frame-work conditions are improved and lead to implemetation of reforms or develop-ment of policy papers. This will improve farmers' access to land and potentially increase production and output, which would require more labor demand and create new/additional jobs. Through the project's contribution, 21 land use plans were developed, the Ministry of Agriculture's (partner) capacities to manage and contribute to land conservation have improved.

Derivation steps	Data source/Assumptions	Example calculation
Number of beneficiaries reached	Project's M&E system	50,000
Proportion of farmers most likely to be affected by new framework	75%: Policy impact assessments and MoA statistics. Used as a reference value	50,000*75%= 37,500
Number of beneficiaries who have come into contact with new framework conditions	41%: Survey conducted with beneficiaries	37,500*41%= 15,357
Number of beneficiaries who said their working time has increased	36%: follow up survey	15,375*36%= **5,535 have potencially reduced their level of underemployment**
Additional labor days needed for farming activities	20: reference value from other GIZ interventions in the same region	5,535*20/225= **492 FTEs were created**

Read about → Full-time equivalent (FTE)

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You can use the example to help you derive your project's employment effects from your data

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STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

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STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Policy decisions/Improved or secured access to land/New and additional employment

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NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Signed contracts/Improved or secured access to land/New and additional employment

METHOD MAP 8.1 SUMMARY PAGE

Results logic

New and additional employment

↑

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Security of land rights/Improved or secured access to land/New and additional employment

METHOD MAP 8.1 SUMMARY PAGE

Results logic

New and additional employment

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STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Policy decisions/Improved or secured access to land/New and additional employment

METHOD MAP 8.1 SUMMARY PAGE

Results logic

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STEP 3.5 Summary: your approach to evaluate employment effects

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METHOD MAP 8.1 SUMMARY PAGE

Results logic

New and additional employment

↑

↑

↑

Data

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WHAT´S NEXT?

STEP 3.6 Next steps

Improve land rights and land use/Improved or secured access to land/New and additional employment

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 8.1

RETURN TO STEP 2 TO WORK ON NEW MM

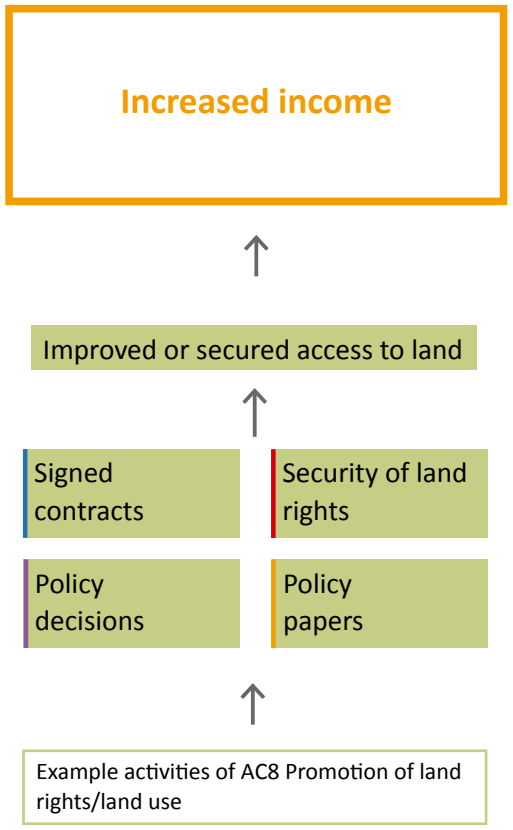
RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

STEP 3.1 Define your results logic

Improve land rights and land use/Improved or secured access to land/Increased income

RESULTS LOGIC

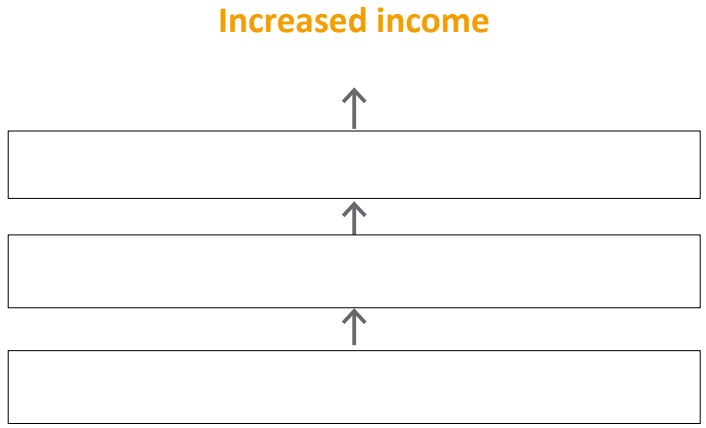


DESCRIPTION

Any of the four intermediate outcomes can be plausibly linked to “improved access to land” which in turn leads to production expansion and/or crop expansion. This increases output, leading to higher revenue and income.

WHAT IS THE RESULTS LOGIC OF MY PROJECT?

Think about the linkage your project activity has to one of these intermerdiate results. Try to be as specific as possible and define the skills, competencies, abilities and employability improved by your project activity. Illustrate your results logic below. Be aware that this is a model, choose the intermediate result that seems most relevant to your context.



SELECT YOUR CHOSEN PRELIMINARY INTERMEDIATE RESULT

- Signed contracts
- Security of land rights
- Policy decisions
- Policy papers

STEP 3.2 Define the data you need

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

THESE DATA ARE NEEDED TO REPORT ON INCREASED INCOME

Data needed based on the specific intermediate (employment) result

- Land use contracts

Data needed to calculate employment effects (see here for more details)

- Income before and after intervention
- Number of beneficiaries

Additional variables to consider

⚠ Remember, your project can also collect these variables for its control groups (if any)

Read about → Control groups

COPY AND PASTE AND CONTEXTUALISE ALL DATA YOU WILL NEED TO EVALUATE THE EMPLOYMENT EFFECT OF YOUR PROJECT.

→ DOES YOUR M&E SYSTEM ALREADY COVER ALL DATA NEEDED?

No, it has some/ none. Go to page: Define data collection methods

Yes, it has all of them. Go to page: Define suitability of data to measure or estimate and skip Data collection

STEP 3.2 Define the data you need

Improve land rights and land use/Security of land rights/Improved or secured access to land/Increased income

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STEP 3.3 Define the data collection methods

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

SELECT TO READ ABOUT

- Surveys
- Documentation review
- Secondary data collection

See Resources for more information on methods

SURVEYS

If time and resources allow it, you should use surveys to collect primary quantitative data. You will want your data to be as representative of your beneficiaries as possible in order to measure effects.

If you are a small project, you can consider collecting information from all your beneficiaries (complete survey); however, in most cases, you should aim to have a representative sample of your population.

Read about Sampling

Hover to know more about:

- Good practices
- Drafting questions

REFLECT ABOUT SUITABLE DATA COLLECTION METHOD(S) FOR YOUR PROJECT

Remember you can use more than one method for your data if necessary or even consider looking into some that are not mentioned in the list

Guiding questions:

- What existing data collection tools of my M&E-system can be used and adopted?
- Who can my project collect primary data from? Which data can be covered?
- What is the best method for my beneficiary group?
- How can the data be captured throughout the implementation of activities (e.g. participants lists, workshop documentation, etc).
- Which secondary sources cover the data needs?
- What are the (human, financial and technical) resources and time my project have to conduct data collection?

NEXT PAGE: CHOOSING DATA COLLECTION METHODS

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NEXT PAGE: CHOOSING DATA COLLECTION METHODS →

STEP 3.3 Define the data collection methods

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

WHICH METHODS CAN MY PROJECT USE TO EVALUATE THE NECESSARY DATA?

These are the data you chose to evaluate in part 3.2:

Remember, you read about these types of data collection methods and data source:

Click to return to data collection methods

→ Surveys

→ Documentation review

→ Secondary data collection

INSERT THE DATA COLLECTION METHOD(S) YOU ARE GOING TO USE FOR EACH DATA:

ARE MY DATA COLLECTION METHODS SUITABLE TO MEASURE OR ESTIMATE EMPLOYMENT EFFECTS?

NEXT PAGE: MEASURE/ESTIMATE EFFECTS

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NEXT PAGE: MEASURE/ESTIMATE EFFECTS

STEP 3.4 Define suitability of data to measure or estimate

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

SELECT TO READ ABOUT

→ Measurement

Estimation

How to choose?

Assessing quality

MEASUREMENT

Before-after analysis

Comparing the employment situation of the target group before and after the realistation of your project's activities is a consistent and systematic approach to measuring employment effects. If you have collected before-after data of your beneficiaries and a control group (comparison group who has not benefitted in your activities) → to read more about it , then you can measure **Net effects**. If you are lacking a control group, then you can measure **Gross effects**, which is comparing the before and after situation of just your beneficiaries.

In either case you will need baseline data (before), which could have been collected for instance when you registered potential beneficiaries, and follow up data (after), obtained through tracer surveys for example. Make sure to choose a good timing for the data collection: only when an expected (employment) effect is expected to have occured (e.g. beware of agricultural seasons).

For projects with high number of beneficiaries, a representative sample should be drawn. Click here → to read more about it

Note: for your before data, you could also use a retrospective baseline, which is when the information is collected after the intervention has started and, in many cases, during the collection of outcome data.

GROSS EFFECTS

NET EFFECTS

CHOOSE A SUITABLE APPROACH FOR YOUR PROJECT

You need to take into account the data collection methods you chose as they determine the approach.

Some guiding questions. Note: the more you answer "yes", the more suitable it would be to measure:

- Does my project have all data collected directly from beneficiaries or out of the activities?
- Are there comparison/reference values (e.g. baseline or control group) available for my project to use?
- Is my project's sample representative?
- My project does not have a fully representative sample but the quality of the data collection arrangements (survey design, training of enumerators, etc.) is very high.

→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define suitability of data to measure or estimate

Improve land rights and land use/Security of land rights/Improved or secured access to land/Increased income

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Improve land rights and land use/Policy papers/Improved or secured access to land/Increased income

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→ ARE YOU GOING TO MEASURE OR ESTIMATE?

Measure	Estimate

STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

MEASURE

Example: Measuring income increase through before and after comparison

A project, under the program wing of sustainable land management, focuses on the promotion of participatory forest management. One activity area of the project promotes the establishment of land utilization agreements between the rural community and forest owners.

The results logic is that the promotion of land utilization agreements leads to these being signed (which also secure land rights for beneficiaries) improving access to land. This then causes production expansion (and/or higher investments/intensification, additional labor on the plots) and higher output, increasing revenue and income.

Through the project's intervention, 2 land use agreements between a village community of 5,000 inhabitants and forest owners was signed. From 5,000, 30% work as smallholder farmers. A follow-up survey finds that agricultural usability increased 10%.

Derivation steps	Data source/Assumptions	Example calculation
Number of farmers reached	Project's M&E system	1,500
Number of beneficiaries who reported their revenue has increased	20%: Follow up survey with a sample of 341	1,500*20%= **300 farmers have increased their revenue and income**
Av. weekly income in local currency before intervention Av. weekly income after intervention	700: baseline study 820: follow up survey	820-700= **112 in local currency units weekly income increase**

INSERT YOUR PROJECT SPECIFIC DATA ANALYSIS (FROM DATA TO DERIVATION OF EMPLOYMENT EFFECT)

You can use the example to help you derive your project's employment effects from your data

NEXT PAGE: SUMMARY

STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Security of land rights/Improved or secured access to land/Increased income

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STEP 3.4 Define the data analysis to evaluate effects

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

ESTIMATE

Example: Estimating income increase

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However, there is no baseline or after data available on average income from the beneficiaries; therefore, during the follow-up survey:

Derivation steps	Data source/Assumptions	Example calculation
Number of farmers reached	Project's M&E system	1,500
Number of beneficiaries who said they intented to use their land for agricultural purposes and later sell production	11%: Follow up survey with a non-representative sample	1,500*11%= **165 farmers potentially can improve their income through the intervention**

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NEXT PAGE: SUMMARY

STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Signed contracts/Improved or secured access to land/Increased income

METHOD MAP 8.2 SUMMARY PAGE

Results logic

Increased income

↑

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Security of land rights/Improved or secured access to land/Increased income

METHOD MAP 8.2 SUMMARY PAGE

Results logic

Increased income

↑

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STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Policy decisions/Improved or secured access to land/Increased income

METHOD MAP 8.2 SUMMARY PAGE

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Increased income

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WHAT´S NEXT?

STEP 3.5 Summary: your approach to evaluate employment effects

Improve land rights and land use/Policy papers/Improved or secured access to land/Increased income

METHOD MAP 8.2 SUMMARY PAGE

Results logic

Increased income

↑

↑

↑

Data

Data collection method(s)

Data analysis

Additional notes

WHAT´S NEXT?

STEP 3.6 Next steps

Improve land rights and land use/Improved or secured access to land/Increased income

You have completed all the steps in this method map. Choose what you want to do next:

- Return to the first page of the method map to evaluate other intermediate (employment) results.
- Return to Step 2 to work on another method map in the activity cluster.
- Return to Step 1 to evaluate another activity cluster
- Go to resources to read more about the different topics covered, such as sampling or control groups.
- Save the document and bring your summary page to life:
    - Start the data collection;
    - Estimate or measure the employment effects of your project;
    - Report the effects to the BMZ 2030 Standard Indicators or SEWOH aggregated indicators.

RETURN TO THE BEGINNING OF MM 8.2

RETURN TO STEP 2 TO WORK ON NEW MM

RETURN TO STEP 1 TO DETERMINE NEW AC

GO TO RESOURCES

Sampling

When is a sample representative?

A sample of beneficiaries is representative when the characteristics of the individuals or firms surveyed are very similar to the total of all beneficiaries.

How to ensure a accurate and precise sample?

- Clarify your samplying frame: identify your specific unit you wish to study from your population, i.e. all farmers who harvest two or more value chains.
- Decide on an appropriate sample size: do not be fooled, your sample size has little to do with the size of your entire population. It should be based on your budget/resources/ time availability, number of subgroups to be analysed, desired confidence level (usually 95%) and margin of error (usually 5%). Use sample size calculators to help you. On the right side, you can find them. For more information on the importance of confidence level and margin of error in a sample, see list on the right.
- Select your sampling method: probability sampling or non-probability sampling. In probability sampling, each person or object has an equal chance of being selected. Non-probability sampling is based on a researcher's choice. For some sampling methods, it is a requirement to have a sampling frame which is a list with all the elements of the population. In GIZ's Monitoring of Employment Effects Workbook pages 60-66 you can find the different methods and how to pick one. Another internal source is GIZ's Sampling Strategies.

How to choose the best sampling method?

At GIZ the following methods are recommended, however you may consider others if needed:

- Simple random sampling is recommended as the standard method for GIZ employment programmes since a random sample is generally representative of the underlying population.
- Stratified sampling is often the preferred option when a project needs to report disaggregated data for different subgroups of a population. Stratification is also a practical solution when data from different training cohorts needs to be collected at different times.
- However, non-probability sampling is usually not representative and not recommendable for results-based monitoring. Non-probability sampling methods are helpful for qualitative evaluations and may serve as a second-best-option if probability sampling is not feasible.

ADDITIONAL RESOURCES

- GIZ's Sector Project Employment Promotion (July, 2020) Monitoring of Employment Effects: Workbook for Practitioners. Page 60. GIZ intranet
- GIZ (2019) Identifying employment effects in GIZ interventions guidelines to support measuring and reporting employment effects (2019) [pp 38]. Retrived from: GIZ intranet
- GIZ (n.a) Sampling Strategies. Retrieved from: GIZ Intrenet
- James,Dan & Siminster, N. INTRAC (2017) Sampling. INTRAC. Retrieved from: INTRAC website
- IFAD, Office of Evaluation Studies (2002) Managing for impact in rural development: A guide for project M&E, Annex D. Retrieved from: IFAD Website

CONFIDENCE LEVEL AND MARGIN OF ERROR

- Hunter,Pamela (n.d) Margin of Error and Confidence Levels Made Simple in ISIXSIGMA [website]. Retrieved from: Website
- Rumsey, D. (n.d) How Sample Size Affects the Margin of Error in Dummies [website article]. Retrieved from: Website

SAMPLE SIZE CALCULATORS

Survey Monkey, Calculator Net, Survey Systems

Secondary data collection

Primary data is methodologically the most accurate way to measure employment effects but often, due to lack of resources, we have to use data from other sources. This is known as secondary data.

When to use secondary data?

Criteria to consider using secondary data:

- Availability: does this data exist and can you access it?
- Relevance: is this data relevant to what you want to do?
- Time/effort: do you have time/ resources to collect primary data? If not, then secondary data can be helpful.
- Contribution: is this data going to contribute to the different elements needed for your evaluation? Make sure it gives you a realistic picture of your project.

Where to find reliable sources for secondary data collection?

Below a list of potential sources to collect secondary data:

- governments often collect statistics, such as electoral data, minimum wage or housing information;
- international or multinational agencies such as the UN or FAO generate large amounts of statistics within and across different countries, as well as databases;
- newspaper articles or other forms of media report may contain useful information;
- many public service agencies, such as schools, hospitals and agricultural institutions, generate data that can be used for M&E;
- research studies and other forms of academic literature may contain useful information and have usually gone through a degree of quality control;
- many development agencies, including CSOs, produce reviews, evaluations and impact assessments that can be valuable secondary data sources for others.

ADDITIONAL RESOURCES

- Identifying employment effects in GIZ interventions guidelines to support measuring and reporting employment effects (2019) [pp 38]. Retrived from: GIZ intranet
- Community Tool Box (n.d) Section 7: Collecting and Using Archival Data in Ch. 37 in “Evaluating Community Programs and Initiatives”: Community Tool Box website
- INTRAC (2017) Secondary data sources. INTRAC. Retrieved from: INTRAC webiste

Control groups

What is a control group? Why is it important?

One of the main objectives in M&E is to asses the changes an intervention has brought upon a target group. A standard approach is to compare the data before and after (**gross effects**). However, how do we know that these changes were caused by our intervention and not external factors? For this the most common approach is to asses which changes can be attributed to the intervention by comparing with our beneficiaries with a group who was not exposed to our intervention (**net effects**).

When to select a control group?

The need to use a control group depends on the type of intervention For some, it may be possible to have a control group while for others, it is not. For instance, community targeted interventions versus household targeted ones. For the ladder, it may be possible to have a control group while in community targeted interventions, it is difficult to establish a control group since everyone is expected to benefit.

Other considerations to make before deciding whether to use control groups include the feasibility of establishing homogeneity, costs involved vis-à-vis the budget, donor requirements, the scope of the intervention in terms of geographical stretch among others.

How to select a control group?

If using control groups, it is emperative to ensure that intervention's beneficiaries are **randomly** divided in two groups: treatment group (receiving intervention's assitance) and control group (not receiving intervention's assistance). The randomization can be done through Excel or Stata.

A control group needs to be **homogenous** to the population for which the intervention is targeted. The only difference there can be between the two is that one receives assistance and the other does not.

A control group must be identified before the intervention is conducted

STEP-BY-STEP

1. Define your target population.
2. Select your sample population for your evaluation.
3. Through random assignment, divide your sample population into treatment and control groups.

Alternative to when control groups are not possible

Using control groups is not always possible or an appropriate option. In such cases, the next best approach is to use a **comparison group** comprising of people with very similar characteristics as a intervention's beneficiaries. For example, if your project targets farmers living in 50 communities, your comparison group can be farmers living in communities which are not exposed to your intervention but have a very similar environment, agronomic practices, access to infrastructure, and other essential characteristics.

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GIZ Impact Calculation Toolkit

The GIZ Impact Calculation Toolkit is the result of a joint effort between the Global project Rural Youth Employment (RYE), the Agribusiness Facility for Africa (ABF) and Competitive African Rice Initiative (CARI). It was realized in cooperation with the Sectoral department (FMB) - competence center for Rural Development and Food Security.

The GIZ Impact Calculation Toolkit enables users to profundly assess impacts of agriculture and agricultural value chain projects. Project impact on **employment, income and production** in primary production arising from introduction of an innovation can be calculated.

Using reference data from other projects in the database or by adding other secondary data, the user can conduct **ex-ante assessements** assessing of potential project impacts. This allows to check impact assumptions and to undertake project economic analysis in project planning phases. By providing comparative overviews of different country-value chain-innovation combinations the tool can provide reference data when setting-up M&E systems. On the other hand, the tool can also assist in **ex-post analysis** to calculate project impact on employment, income and production, also with regards to BMZ 2030 standard indicators. The user can enter own project data or use best proxies from the available database.

The GIZ Impact Calculation toolkit can help **estimate effects** by providing potential reference values from other GIZ projects, as well as **measure effects** by providing impact calculations for employment and income. This is an ideal tool for those projects working in agricuture or with value chains.

The Impact Calculation Toolkit can be found here.

Full-time equivalents (FTEs)

The full-time equivalent or FTE definition refers to the number of hours considered full-time. Generaly, 1 FTE corresponds to 225 working days per year, each with 8 hours of working time.

FTE in the core topic 2 - Life without hunger – transformation of food systems (BMZ 2030 Standard Indicator 2.6):

In addition to increasing productivity, income and value creation, the **focus of agricultural development projects** is usually also on **reducing underemployment and creating additional jobs in rural areas**. In addition to recording employment effects in the processing, transport and trade of agricultural products, a special focus is placed on primary agricultural production. Since these are mostly informal, seasonal employment relationships and these can hardly be measured or counted, the recording of employment effects in primary agricultural production presents us with particular challenges.

Therefore, a unified **Calculation method for recording full-time equivalents in agricultural production** has been defined for rural development projects within GIZ (relevant for BMZ 2030 standard indicators).

Employment effects in primary production occur when trained smallholder farm managers apply good agricultural practices (GAP) or other innovations in primary production. For example, if they spend more time pruning, weeding and putting on fire belts, they invest additional work in their farms. **This additional work is converted into full-time job equivalent (annual work unit (AWU)) at 225 working days**. However, if it is a time-saving innovation, e.g. a mechanization innovation, the employment effect can also be negative.

Example: 500 persons worked an extra 50 working days (8 hours each), which corresponds to 111 FTEs (500 persons * 50 days / 225 days). 500 persons and 111 FTEs are therefore reported.

The recording of full-time equivalents is based on the annual work units, which are also common in the EU (see Eurostat 2021: Farmers and the agricultural labour force-statistics). The World Bank (see Jobs M&E Toolkit) and the Donor Committee for Enterprise Development standard (see Harmonized Indicators for Private Sector Development) also use full-time equivalents to measure effects on employment.

FTE in the core topic 3 - Sustainable economic development, training and employment (BMZ 2030 Standard Indicator 3.4):

If short-term/seasonal and part-time jobs make up a significant portion of jobs, they are converted into full-time equivalents wherever possible (1-to-1 match with the method employed by Harmonized Indicators for Private Sector Operations, HIPSO and Harmonized Indicators for Private Sector Development of the Donor Committee for Enterprise Development, DCED):

1). If there is a national definition of full-time equivalence, this is used as a basis for converting into full-time equivalents;

2) If there is no national definition for full-time equivalence, the figures of 225 working days a year at 8 working hours each (corresponds to 1,800 working hours/year) are used to convert into full-time equivalents;

3) If it is not possible to measure or estimate the extent to which a part-time/short-term/seasonal job corresponds to a full-time job with a reasonable amount of effort, the general rule is that a part-time job corresponds to half a full-time job, while short-term/seasonal jobs correspond to one full-time job.

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