

ENGLISH GLOSSARY / DDC

27 MOST RELEVANT TERMS RELATED TO EVALUATION & CONTROLLING IN SDC

The following glossary aims to clarify and illustrate the understanding and use of 27 selected terms in the fields of programme cycle management (PCM), evaluation and controlling. It matches closely with the updated glossary of the DAC/OECD (<http://www.oecd.org/dac>) and reflects as well the approaches currently followed within SDC. It therefore strives to strengthen and widen the common ground of SDC's culture of evaluation and controlling.



ACCOUNTABILITY

Obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis a vis mandated roles and/or plans.

Ex: a report to parliament, to a board or a constituency

≡ a "summative evaluation", that can serve as instrument hitherto.

APPRAISAL

Overall assessment of the relevance, feasibility and potential sustainability of a programme/project prior to decision of funding.

Ex: a document of its merits and risks, submitted for approval in principle

≡ assessment; ex ante evaluation is considered as a synonym.

AUDIT

Independent or internal objective assessment of either compliance with applicable statutes and regulations („regularity audit") or the relevance, economy, efficiency, effectiveness („performance audit")

Ex: a report / mission by SDC "Inspectorate Division".

≡ inspection, regularity audit ≡ verification; performance audit ≡ evaluation

BENEFICIARIES

The individuals, groups, or organisations, whether targeted or not, that ultimately benefit, directly or indirectly, from a programme/project

Ex: the communities benefiting from a public health programme

≡ outreach; target group (that is equal to or smaller than the beneficiary group)

CONSISTENCY

Compliance with the policies, guidelines, priorities, approaches set by an institution (SDC, partner government,..)

≡ coherence

? does our programme/project fit within the sector related policy?

CONTROLLING

Key function within an organisation consisting in selecting relevant data with respect to steering and reflecting its own performance, then analysing, interpreting those data, with the aim to provide a robust basis for management decisions

≡ Monitoring, that limits itself to the mere observation of processes and results as shown by themselves or through indicators, while controlling goes a step further and includes the analysis and interpretation of data.

△ "controlling" is not equivalent to "control".

EFFECTIVENESS

The extent to which the programme/project's objectives were achieved, taking into account their relative importance.

? Did we achieve our objectives? To what extent did our outputs produce the desired outcomes?

≡ efficacy (△ introduced and mainly used by World Bank that stresses under "effectiveness" the aspect of achieving objectives in an efficient and sustainable manner while confining "efficacy" to: "achievement of objectives")

EFFICIENCY

A measure of how economically resources / inputs (funds, expertise, time, etc.) are converted into outputs.

? Are we doing things right, in a proper and economically sound manner?

≡ = Synonym

? = Clarifying question

EVALUATION

The assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of development objectives, efficiency, effectiveness, impact and sustainability.

Evaluation may be of different kind according to:

- its timing: prior to action (**ex ante**), during it (**accompanying**), or after completion (**ex post**).
- its doer: the ones involved in the performed action itself (**self** or **internal**) or an external body or consultant (**external**), or a combination of both.
- its focus: on **accountability** (summative) or on **learning**, improving performance (formative).
- its trigger: evaluation defined, carried out by entities and persons free of the control of those responsible for the design and the implementation of the action (**independent**), or by entities involved in its management or its steering.

additional features:

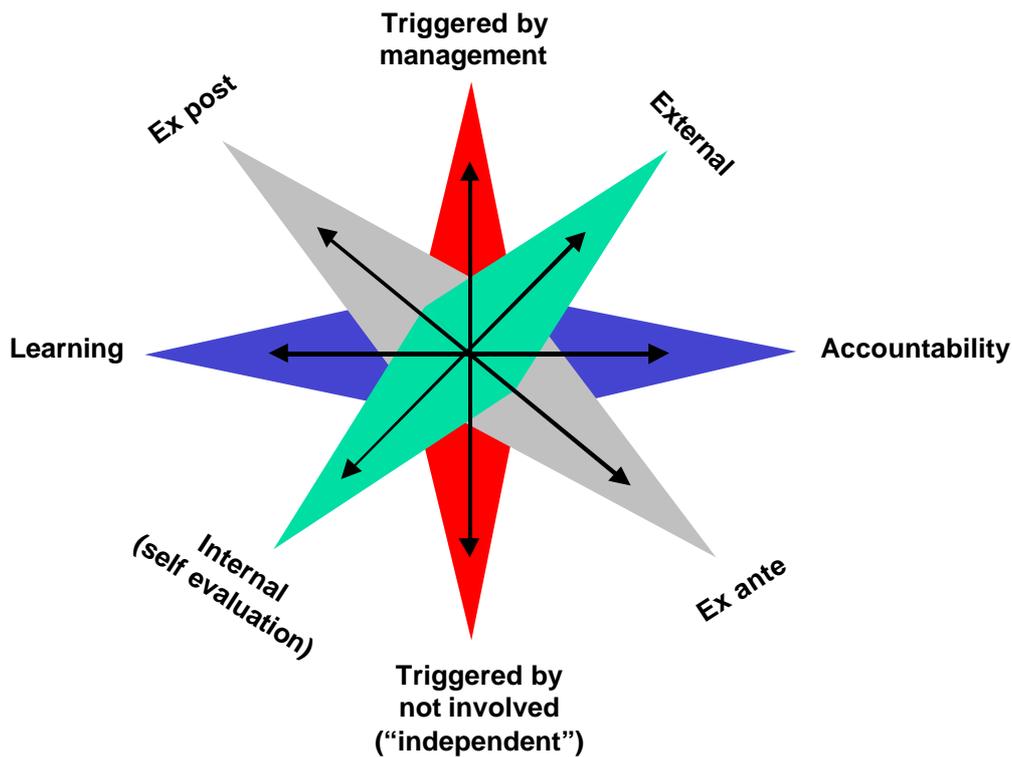
- its driver: led by donor or partner (**donor-led, partner led**), by several authorities, donors (**joint**), along with stakeholders (**participatory**).
- its reach: when limited to one's performed activities (**self**).

≡ assessment, review

? Do we do the right things? Do we do things the right way?

Evaluation Star

Emphasis may be put on each line between „extremes“



≡ = Synonym

? = Clarifying question

GOAL (development objective)

The higher-order objective to which a development intervention is intended to contribute

≡ aim; development objective, overall objective, (at the level of desired impact)

IMPACT

Positive and negative, primary and secondary long-term changes / effects produced by a programme/project, directly or indirectly, intended or unintended.

Ex: higher standard of living, increased food security, democratic rule of law

≡ influences on the context, societal or physical environment

INDICATOR

Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, results, and to reflect processes as well as changes in the context.

Ex: increase in savings as an indicator of confidence in economic perspective and of trust in banking system; a sky with red fringe at dawn = bad weather at noon.

? where can we measure the "temperature" of our activities; where should we read signals of expected changes?

INPUTS

Financial, human and material resources required for programme/project implementation

≡ means invested, time, money, energy, know-how

LOGFRAME

Management tool used to enhance the design of project /programme. It involves identifying strategic elements (goal, purpose, planned outputs, planned activities and inputs), delineating their causal relationships, specifying indicators as well as identifying the assumptions (influence or risks) that may influence success and failure.

It may facilitate planning, implementation and evaluation of programme/project, in a participatory and transparent manner.

= Logical Framework Approach, Project Framework

MONITORING

A continuing observation function that uses systematic collection of relevant and selected data to provide management and the main stakeholders of a programme/project with indications of the extent of progress and achievement of objectives as well as the process and impact.

Ex: set of information collected by a sailor; cockpit board or dashboard

≡ follow up , controlling

OBJECTIVE of a Programme or Project

The intended physical, financial, institutional, social, environmental or other development results which a programme/project is expected to contribute to and which lies in its own sphere of influence.

△ should be "smart", that means: **s**imple, **m**easurable, **a**chievable, **r**ealistic, **t**ime bound

≡ purpose; expected outcome

OUTCOME

Results of a programme/project relative to its objectives that are generated by its respective partners' outputs.

Ex: improved capacity of an institution to manage, set and enforce policies.

≡ results, effects at purpose level

≡ = Synonym

? = Clarifying question

OUTPUTS

The tangible products (goods, services) of a programme or project (UNDP).

Ex: extension services provided to rice farmers, advisory services delivered to an organisation

≡ project deliveries

PARTNER

Organisations, institutions that collaborate to achieve mutually agreed upon objectives and share responsibility and accountability, benefits as well as risks and endeavours.

PLANNING

The process through which goals and objectives of a programme/project are set, partners identified, inputs figured out, activities specified and scheduled, monitoring mechanisms defined, so that expected outputs and outcomes might be achieved in a timely manner.

PROGRAMME / PROJECT CYCLE MANAGEMENT (PCM/PEMT)

The process to steer and manage all steps, starting from identification till completion, through appraisal, planning, implementation, monitoring, feedback and evaluation.

“PEMT” (Planning, Evaluation, Monitoring, Transference into Action) is the SDC interpretation of PCM, that stresses process approach, partners’ participation as well as human and institutional development related aspects.

PURPOSE

The publicly stated objectives of the development programme or project.

≡ programme/project objectives; planned outcomes

RELEVANCE

The extent to which the objectives of a programme/project are consistent with beneficiaries’ needs, country needs, global priorities.

≡ significance; pertinence

? to what extent do we do the right things ? does it make sense?

RESULT

The output, outcome or impact of a programme/project.

There are three different levels of results (see illustration).

REVIEW

An assessment of the performance of a programme/project, periodically or on an ad hoc basis, triggered by management or a stakeholder

≡ evaluation, although frequently “evaluation” is used for a more comprehensive and/or more in-depth assessment than “review”.

Reviews tend to emphasise operational aspects.

STAKEHOLDERS

Agencies, organisations, groups or individuals who have a direct, indirect stake or commitment in the programme/project design, implementation, benefits or in its evaluation.

Ex: health ministry, healthcare providers, health insurance as well as patients’ organisations

≡ = Synonym

? = Clarifying question

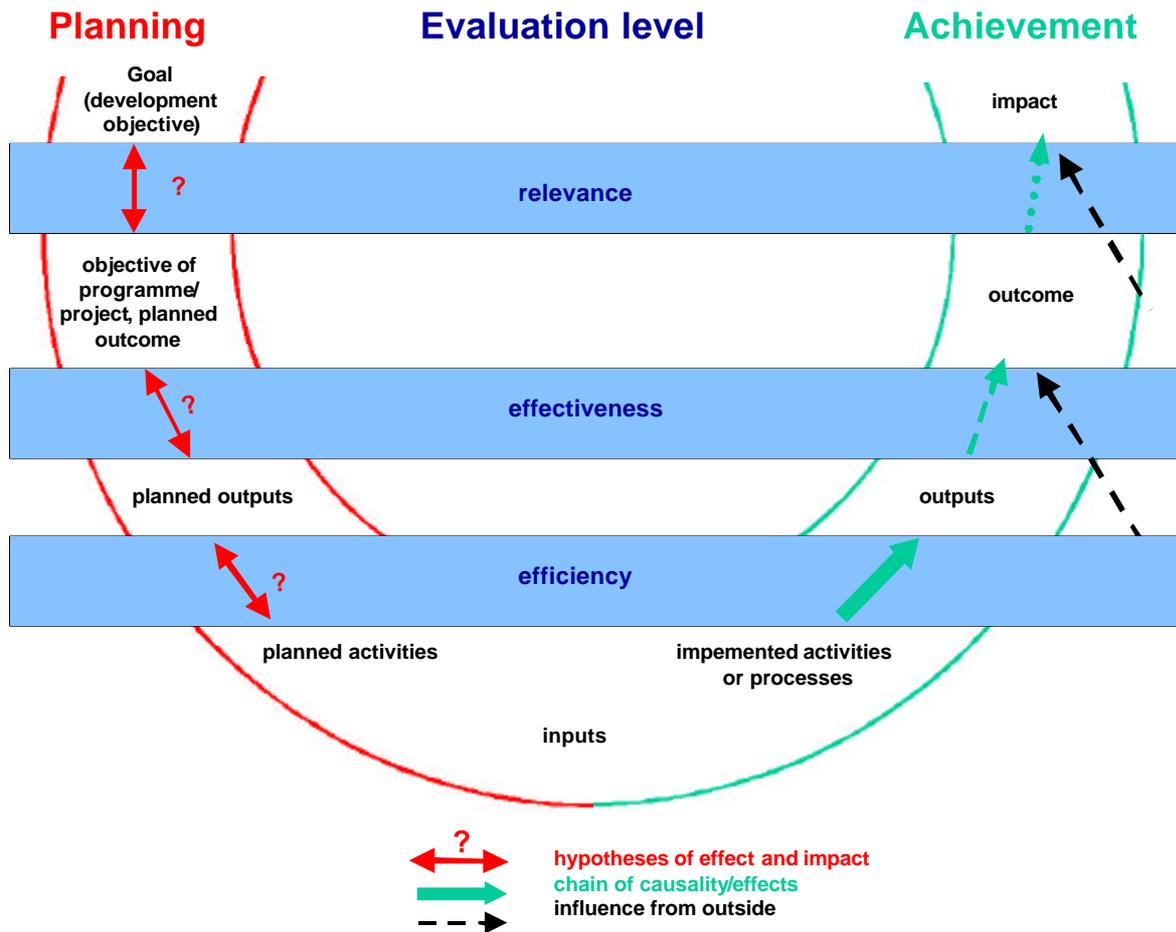
SUSTAINABILITY

The continuation of benefits, effects generated by a programme/project after its termination.

Ex: a micro-credit scheme that is generating enough money for the scheme to operate, cover risks and develop its staff

≡ durability, viability

Planning and Evaluation at the 3 levels of results:



Look out:

one may be very efficient but not effective!

or very effective but not relevant!

to do things right is fine, but to do the right things is for sure far more important!

≡ = Synonym

? = Clarifying question

27 EVALUATION AND CONTROLLING TERMS IN FOUR LANGUAGES

| English | Deutsch | Français | Español |
|---|--|---|--|
| Accountability | Rechenschaftslegung | Redevabilité | Responsabilización |
| Appraisal | Vorabklärung | Appréciation préalable | Apreciación preliminar |
| Audit | Audit | Audit | Auditoría |
| Beneficiaries | Begünstigte | Bénéficiaires | Beneficiarios |
| Consistency (coherence) | Kohärenz | Cohérence | Coherencia |
| Controlling | Controlling | Controlling | Controlling |
| Effectiveness | Effektivität (Wirksamkeit) | Efficacité | Eficacia (efectividad) |
| Efficiency | Effizienz | Efficience | Eficiencia |
| Evaluation | Evaluation | Evaluation | Evaluación |
| Internal | Interne | Interne | Interna |
| Self | Selbst- | auto | auto |
| external | externe | externe, | externa |
| independent | unabhängige | indépendante | independiente |
| ex ante | ex ante | ex ante | ex-ante |
| accompanying | begleitende | accompagnante | acompañante |
| ex post | ex post | ex post | ex-post |
| joint | gemeinsame | conjointe | conjunta |
| participatory | partizipativ | participative | Participativa |
| Goal (development objective) | Oberziel (Entwicklungsziel) | Finalité (objectif de développement) | Finalidad (objetivo de desarrollo) |
| Impact | Impakt (Einwirkung) | Impact | Impacto |
| Indicator | Indikator | Indicateur | Indicador |
| Inputs | Inputs | Intrants (inputs) | Inputs (insumos) |
| Logframe | Logframe | Cadre logique | Marco lógico |
| Monitoring | Monitoring | Monitoring (suivi) | Monitoreo (seguimiento) |
| Objective of a programme or project | Programm-/Projektziel | Objectif de programme / projet | Objetivo de un programa/proyecto |
| Outcome | Auswirkungen (outcome) | Effet attendu (outcome) | Efecto esperado (outcome) |
| Outputs | Produkte oder Leistungen (outputs) | Extrants (outputs) | Outputs |
| Partners | Partner | Partenaires | Contraparte (partenario, socio) |
| Planning | Planung | Planification | Planificación |
| Programme/ project cycle management (PCM/PEMT) | Programm-/Projekt Zyklus Management (PCM/PEMU) | Gestion du cycle de programme / projet (PCM/PSER) | Gestión del ciclo de un programa/proyecto (PCM/PEMA) |
| Purpose | Zweck | Propos | Propósito |
| Relevance | Relevanz | Pertinence | Pertinencia |
| Result | Resultat | Résultat | Resultado |
| Review | Überprüfung | Bilan (review) | Revisión (review) |
| Stakeholders | Beteiligte (stakeholders) | Protagonistes (parties prenantes) | Actores involucrados (stakeholders) |
| Sustainability | Nachhaltigkeit | Durabilité (pérennité) | Sostenibilidad, (sustentabilidad) |

Published by

Swiss Agency for Development and Co-operation SDC
Evaluation & Controlling Unit
3003 Berne



May 2002

Website

www.sdc.admin.ch

Note

This glossary is also available in French, German and Spanish