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.
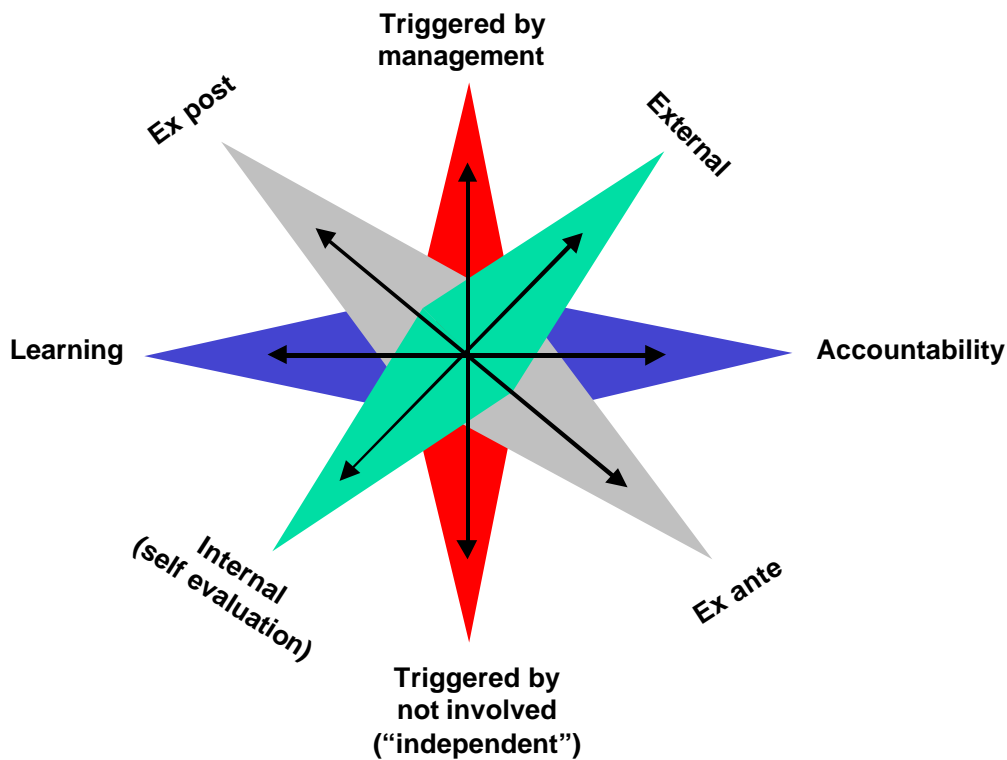
additional features:

- 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 a 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
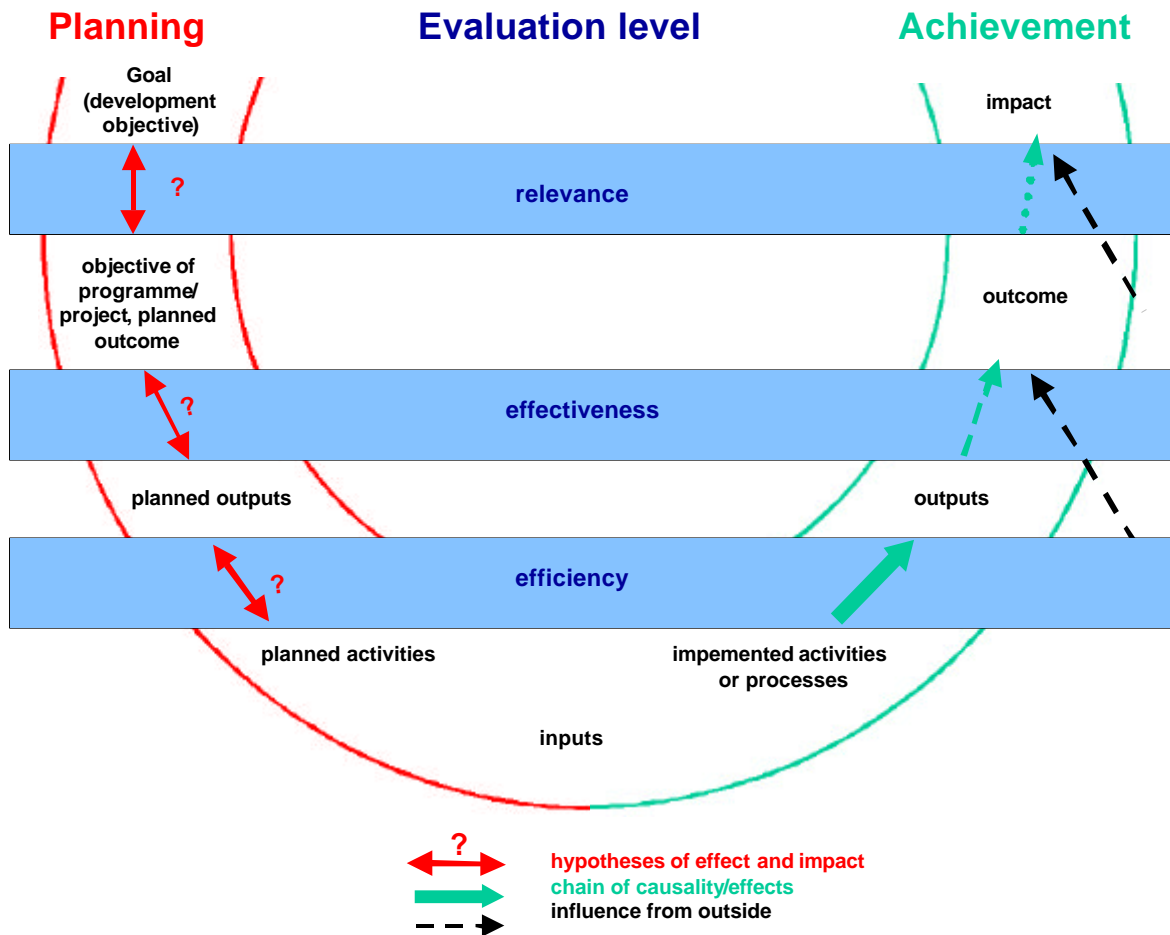

≅ = Synonym
? = Clarifying question

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:

Planning	Evaluation level	Achievement

Goal (development objective) — impact

relevance ?

objective of programme/ project, planned outcome — outcome

effectiveness ?

planned outputs — outputs

efficiency ?

planned activities — **impemented activities or processes**

inputs

? **hypotheses of effect and impact**
chain of causality/effects
influence from outside

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	Rechenschafts-legung	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
  Internal
  Self
  external
  independent
  ex ante
  accompanying
  ex post
  joint
  participatory
	Evaluation
	  Interne
	  Selbst-
	  externe
	  unabhängige
	  ex ante
	  begleitende
	  ex post
	  gemeinsame
	  partizipativ
		Evaluation
		  Interne
		  auto
		  externe,
		  indépendante
		  ex ante
		  accompagnante
		  ex post
		  conjointe
		  participative
			Evaluacion
			  Interna
			  auto
			  externa
			  independiente
			  ex-ante
			  acompañante
			  ex-post
			  conjunta
			  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	Planificacion
Programme/ project cycle management (PCM/PEMT)	Programm-/Projekt Zyklus Management (PCM/PEMU)	Gestion du cycle de programme / projet (PCM/PSER)	Gestión del ciclo de unp rograma/ 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)