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**DCD/DAC/EV(2000)2**



Organisation de Coopération et de Développement Economiques  
Organisation for Economic Co-operation and Development

**OLIS : 20-Dec-1999**  
**Dist. : 23-Dec-1999**

PARIS

**DEVELOPMENT CO-OPERATION DIRECTORATE  
DEVELOPMENT ASSISTANCE COMMITTEE**

**Or. Eng.**

**DCD/DAC/EV(2000)2  
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**Working Party on Aid Evaluation**

**REVIEW OF CURRENT TERMINOLOGY IN EVALUATION AND  
RESULTS BASED MANAGEMENT**

*The attached document is submitted to the Working Party on Aid Evaluation for CONSIDERATION at its meeting on 10-11 February 2000. The report was prepared by Mr. K. Samset, consultant to the Secretariat. The annexes, including a database of terms, are contained in Background Document No. 2 for the meeting.*

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## EXECUTIVE SUMMARY

In September 1999, the DAC Working Party on Aid Evaluation initiated the present project to provide the basis for a new glossary that could help reduce terminological confusion in evaluation and results based management. The project will be a collaborative effort grounded in the work and experience of DAC Members.

This review is based on glossaries from 15 organisations. A database was designed to analyse different Members' definitions including 165 different RBM and evaluation terms and about 500 definitions.

The general findings were that most of these terms are used extensively by only a handful of Members, and less than ten terms were used by more than ten agencies. This lack of conformity among Members does not signify that the 1986 DAC initiative has failed entirely to have an effect on Members' choice of terminology. Over the last 15 years since the DAC Agreed Glossary was introduced there has been much activity and inventiveness among Members in using and improving tools and systems for evaluation and quality improvement. DAC terminology has contributed to a widespread and deeply-rooted tradition in agencies to use variants of project and programme cycle management based on the log-frame methodology and the DAC's evaluation model. This is reflected in the material. Over the last years there has been a radical shift in the modes of co-operation between donors and recipients that require different approaches and methodologies in management and evaluation. This is illustrated by the introduction of Results Based Management.

The amount of inventiveness, the momentum in the activities, but also the current lack of consistency in selection and definition of concepts, strongly suggests that today may be a better time than ever for DAC to invest in efforts to harmonise methodology, terminology and practice among Members. But also, drawing from lessons learnt over the past 15 years, harmonisation is not only a matter of a static terminology with clear definitions – it has to be rooted precisely in the dynamics of practices and use of new methodologies.

Today, most OECD Governments see evaluation as an integral part of the overall performance management system. However, agencies have developed their RBM systems in relative isolation and the systems differ particularly in terms and definitions of RBM hierarchy levels, and in number of levels. To harmonise RBM terms and approaches is probably more of a challenge than to harmonise between RBM and DAC evaluation terms.

The review notes that RBM systems are in their infancy and some degree of harmonisation of systems and terminology is both necessary and inevitable. There are no fundamental conflicts that would make harmonisation impossible. All major agencies are likely to adopt a RBM system in the near future as a main element in their quality assurance systems. The need to standardise terminology is obvious. The RBM ambition to co-ordinate strategically between different donors at country level would also call for a common terminology seen both from the donors', but particularly from recipient governments' point of view.

The conclusion is that RBM and evaluation should be seen as integral elements in a wider quality assurance system when developing a new glossary of terms in Phase II of the project. The aim should be to distinguish between what are unique terms in RBM, evaluation and logframe systems, and what are the common terms that support the use of these systems.

The review concludes that there is clearly a need not only to harmonise definitions, but also to make a careful selection of which terms to include in the new glossary. The available database provides a useful starting point for the project, which would include the following steps:

1. A consultative process to agree on delineation of terminology and to decide which terms should be included. This could be done as a guided process involving selected representatives in the agencies through an electronic discussion space provided by the DAC Secretariat.
2. In parallel, a consultative process should be carried out with the main agencies that have adopted RBM, with a view to harmonising concepts based on a suggested selection of main terms and definitions – provided by the project.
3. When there is majority agreement on the RBM part of the terminology, a draft glossary should be produced with short, operational definitions clustered under the categories agreed during the previous stage. The database should be redefined accordingly to provide inputs to this process.
4. Subsequently, a second consultative process should be carried out to generate comments from Member agencies before the glossary is finalised and translated into Spanish and French.

Phase II of the project should be supervised by the DAC Secretariat, but spearheaded and followed through either by an institution or individual consultants with the necessary expertise and experience in evaluation, RBM and development aid, so as to guide the selection of terms and produce to-the-point definitions that can be operationalised - and that would preclude further confusion in this field.

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## REVIEW OF CURRENT TERMINOLOGY IN EVALUATION AND RESULTS BASED MANAGEMENT

Report from Phase I – the desk review

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### 1. Background

1. In 1986, OECD published a report<sup>1</sup> resulting from an internal survey carried out by the participants in DAC's Expert Group on Aid Evaluation. It was meant to reflect the collective experience of the aid agencies involved - and to be used as a guide for development agencies in developed and developing countries as well as for consultants and specialists assigned to undertake evaluation work on their behalf. The document also included a 'Glossary of Terms Used in Evaluation'. It listed and defined terms used by DAC Members in conducting evaluations, with definitions in both English and French. It also included specific comments made by various Members, indicating differences in terminology and interpretations.

2. Over the years, DAC's Expert Group on Evaluation has been instrumental in furthering the use of evaluation as a tool for quality assurance in international development aid. The 1986 agreed DAC glossary has helped introduce terminology, both in government aid agencies, NGOs and other key institutions involved in international development aid - in developing and developed countries.

3. In September 1999, the DAC Working Party on Aid Evaluation initiated the present project to review the current use of terminology in Member countries and determine which additional measures may be required to follow up on the process. Also, it was clear that developments in recent years to introduce Results Based Management (RBM) in several agencies require adaptation of conventional concepts to correspond with new terminology. The project aims to provide the basis for a new glossary that could help reduce terminological confusion by confirming agreed concepts and encouraging appropriate harmonisation of terms. This will be a collaborative effort grounded in the work and experience of DAC Members.

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1. 'Methods and Procedures in Aid Evaluation. A Compendium of Donor Practice and Experience', OECD, Paris 1986.

## 2. Review of current terminology

4. In *Phase I* of the project, the aim is to review current terminology, and more specifically to:

- i. assemble electronically the ‘state-of-the-art’ evaluation and RBM terminology; and also to provide a foundation for the French and Spanish versions of the final glossary
- ii. identify the extent to which complementary uses of language and concepts already exists among Member agencies
- iii. delineate the terms and the concepts to be included in the glossary and the criteria for determining them;
- iv. develop a proposal for carrying out the second and last phase of the exercise.

5. *Phase II* will develop the new glossary of terms. It will involve extensive member consultations, and the final draft glossary will be presented to the DAC Working Party on Aid Evaluation. This phase will also include the establishment of an electronic discussion space by the OECD secretariat.

6. This report is based on the review of glossaries presented to the consultants<sup>2</sup> by DAC Members in response to a request issued by the DAC Secretariat September 1999. This includes material from 15 organisations<sup>3</sup>. Two of the responding organisations did not submit any material: Netherlands stated that they subscribe to the 1986 DAC Glossary, and Sweden that SIDA does not yet have a glossary, but is in the process of developing a new evaluation handbook, which will include a glossary.

7. The material<sup>4</sup> was heterogeneous in different ways: it ranged from 1-2 pages to more than 150 pages of definitions; some of the documents provided designated glossaries of evaluation and/or RBM terms, while others were glossaries including general agency terminology, and; not all the material originated from the agencies themselves, but carried the signature of external, supporting institutions. Another limiting factor in this review is that it is unclear to what extent the terms presented in the glossaries are actually used.

8. For the purpose of getting a picture of the available terminology only, the material is considered sufficient. In order to update the 1986 Glossary, it would also be sufficient since the main agencies that are in the forefront in this field are included in the sample.

9. The findings from the review are summarised below, grouped according to the four tasks listed above.

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2. The study was undertaken by Dr. Knut Samset of Scanteam international, Oslo, in cooperation with Ms. Kristin Sandberg, M.Sc.

3. CIDA (Canada), SDC (Switzerland), DANIDA (Denmark), GTZ (Germany), the Ministry of Foreign Affairs in Spain, JICA (Japan), the Ministry of Foreign Affairs in Norway, Centro de Estudos Africanos (Portugal), the Ministry of Foreign Affairs in Finland, DFID (United Kingdom), USAID (United States), European Community, the World Bank, the UNDP, and OECD.

4. See Background Document No. 2, List of Documents.

### **3. Electronic database of current evaluation and RBM terminology**

10. In analysing the use of terminology, there are three layers that could be focussed. Firstly, to what extent concepts have been defined; secondly, whether concepts are defined similarly or in the same way by different members; and thirdly, the extent to which they are used and interpreted in the same way. To address the last issue is outside the scope of the present review. This limits however the possibility to draw general conclusions regarding the current use of terminology in member countries.

11. In order to provide answers the two first issues, a database was designed to link definitions from different Members with DAC terms and other selected terms. Since the available material provided a considerable amount of terms not included in the DAC glossary, a number of additional terms were added based on information in the members' guidelines and policy papers, and on the consultant's judgement of what would be relevant.

12. In total, the database contains the original 65 evaluation terms defined in the 1986 DAC glossary, an additional 69 evaluation terms identified in the available material, and 26 terms associated with Results Based Management. Also, an additional five terms were registered on the basis of a review of various papers discussing Results Based Management. In total, the database contains about 500 definitions linked to 165 concepts. The database is included in Background Document No. 2.

13. The database has been designed to contain definitions in Spanish and French. However, almost all Spanish and French terms were available in English translation. The English database will be used as basis for the work in Phase II, and the French and Spanish versions of the glossary will be translated on the basis of the final English version. See Background Document No. 2 for details about the material available in the three languages.

### **4. The use of evaluation and RBM terms in Member agencies**

#### *Evaluation terms*

14. The detailed overview of the evaluation and RBM terms included in Members' glossaries is provided in Background Document No. 2. The broad picture is surprisingly that still, almost 15 years after they were presented, most of the DAC terms are used by only a few Members, as illustrated in Figure 1. Also, most of the additional evaluation and RBM terms that were considered relevant in this review were used only by individual Member agencies.

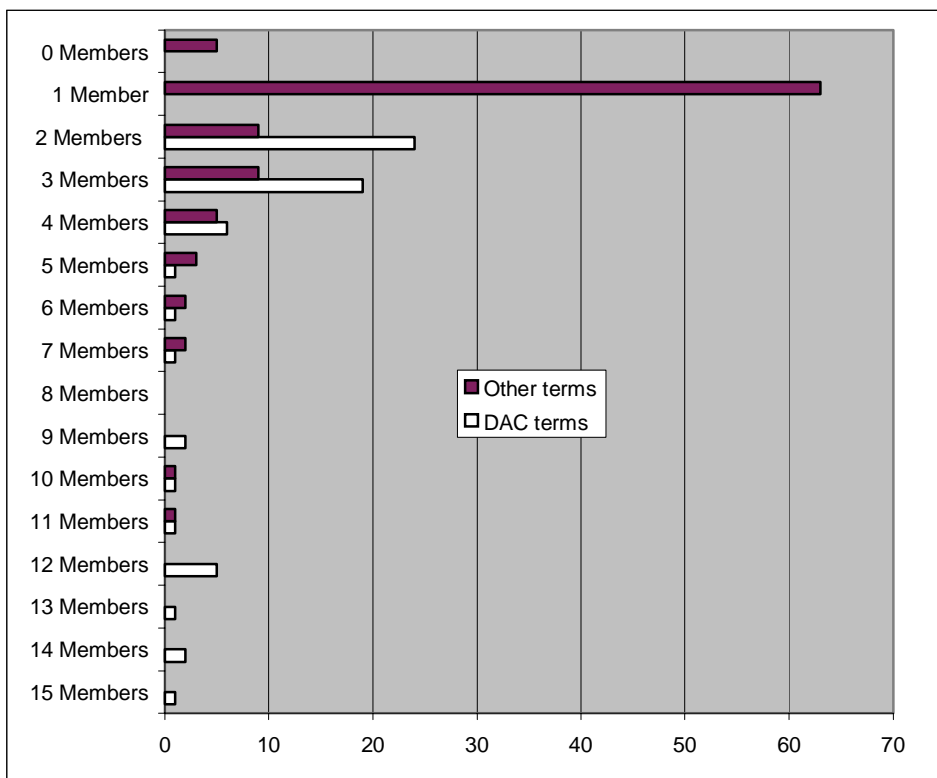


Figure 1. The extent to which members have adopted DAC terms and other terminology

The data are analysed in more detail in Table 1 below.

	Total	Number of cases where Members include the same terms in their glossaries			
		1 - 2 Members	3 - 4 Members	5 -10 Members	11 - 16 Members
DAC evaluation terms	65	44	7	6	8
Other evaluation terms	69	50	10	8	1
RBM terms	26	21	5	0	0
<b>Total</b>	<b>160</b>	<b>115</b>	<b>22</b>	<b>14</b>	<b>9</b>
<i>Per cent</i>	<i>100</i>	<i>72</i>	<i>14</i>	<i>9</i>	<i>6</i>

Table 1. The extent to which Members include the same terms in their glossaries



15. What these data show is that:

- More than two third of the terms are included only in the glossaries of one or two Members. This is also the case with the DAC terms.
- Only eight of the 65 DAC terms are included in the glossaries of more than 10 Members (12 per cent). These are four of the evaluation criteria (efficiency, effectiveness, sustainability and impact), two log-frame terms (inputs, outputs) and two general terms (evaluation and indicator).

16. This lack of conformity in the selection of terms among Members does not automatically lead to the conclusion that the DAC initiative has failed entirely to have an effect on Members' selection of terminology. It should be noted that there are only 11 'non-DAC' terms that have been adopted to the extent that more than four Members use them. These are four log-frame terms (purpose and immediate objective, goal, assumption), and seven general terms (programme, project, stakeholder, beneficiary, appraisal, result and project cycle management).

17. The lack of conformity could also indicate that there is much activity and inventiveness among Members in using and improving tools and systems for evaluation and quality improvement.

18. The next step in this review was to take a closer look at the definitions for similarities on the basis of the material registered in the database. This analysis gives an even less encouraging picture, as illustrated in Table 2, below.

	Total	Adopted only by one	Number of cases where Members have adopted the same or similar definitions			
			2 Members	3 - 4 Members	5 -10 Members	11 – 15 Members
DAC evaluation terms	65	0	48	7	7	3
Other evaluation terms	69	43	15	7	4	0
RBM terms	26	19	6	1	0	0
Total	160	62	69	15	11	3
<i>Per cent</i>	<i>100</i>	<i>39</i>	<i>43</i>	<i>9</i>	<i>7</i>	<i>2</i>

*Table 2. The extent to which Members use common or similar definitions in their glossaries*

The data in table 2 indicate that:

- Out of about 100 terms used by more than one organisation, only three were defined similarly by more than 10 members (sustainability, inputs and outputs). These were all DAC definitions.

- Almost 75 per cent of the DAC evaluation terms (48 out of 65) have not been adopted by any of the Members<sup>5</sup>. Two third or the other evaluation terms (43 out of 69) are recorded only by individual Members.

### ***Results Based Management terms***

19. Only five agencies provided glossaries that included RBM terms<sup>6</sup>. The material received was highly heterogeneous and many of the terms defined were ‘colloquial’ referring to internal management procedures, documents, etc. These were not included in the review, and the sample was correspondingly limited to 26 terms plus five additional terms mentioned, but not defined in available RBM papers<sup>7</sup>.

20. The data are summarised in Tables 1 and 2, which illustrate that:

- As many as 19 of these terms were defined only by one of the agencies, while only five terms were defined by more than three of the agencies (outcome, performance indicator, performance measurement, benchmark, and results framework).
- When looking closer at the definitions, Table 2, it turns out that only one concept (benchmark) had similar definitions by more than three Members.

### ***Conclusion***

21. In sum, what the above suggest is that the aim to harmonise terminology among Members is almost as distant today as 15 years ago. But that may only be when looking at the situation at this superficial level. What is different today is that there is a widespread and deeply rooted tradition in the agencies to use variants of project and programme cycle management based on the log-frame methodology and DAC’s evaluation model. This is reflected in the material. Also, there has been a radical shift in the modes of cooperation between donors and recipients in recent years that require different approaches and methodologies in management and evaluation. This is illustrated by the introduction of Results Based Management.

22. The amount of inventiveness, the momentum in the activities, but also the current lack of consistency in selection and definition of concepts, strongly suggests that today may be a better time than ever for DAC to invest in efforts to harmonise methodology, terminology and practice among Members. But also, as a lesson from the past 15 years suggests, harmonisation is not only a matter of a static terminology with clear definitions – it is rooted precisely in the dynamism of practices and use of new methodologies.

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5. Except for the Netherlands who subscribes to the DAC terminology, but does not have a glossary of its own.

6. USAID, the World Bank, CIDA, DFID and the UNDP.

7. The most comprehensive of these is a report prepared for the DAC Working Party on Aid Evaluation, September 1999. See: Annette Binnendijk, Result Based Management in the Development Co-operation Agencies: A Review of Experience.

## 5. Results Based Management, evaluation and logframe terminology

23. A main question that has been raised in connection with the current review is whether the RBM and evaluation terminology should and could be harmonised.

24. Evaluation in development aid has traditionally been an instrument for in-depth analysis, probably motivated more by the need to learn than to improve performance. For instance, evaluators commonly experience that the main decisions have already been made when the evaluation report is finally received. And researchers often realise that evaluation reports provide valuable material for deeper insight in complex matters.

25. Evaluation would appear to be more an instrument for quality control than for quality assurance. The move in industry and the public sector from quality control to quality assurance has its parallel in the introduction of Results Based Management in development aid. Over the years, there has been an increasing emphasis on improving performance and achieving results, to decentralise administration and transfer the responsibility for planning and implementation to recipients, and to involve stakeholders. In the same period, many member countries have been through a public sector reform at home where performance management has been implemented. As the consequence, according to Binnendijk (1999), most OECD Governments now see evaluation as part of the overall performance management system. The view of evaluation not as a separate or specialised function, but integrated into performance management has been gaining momentum.

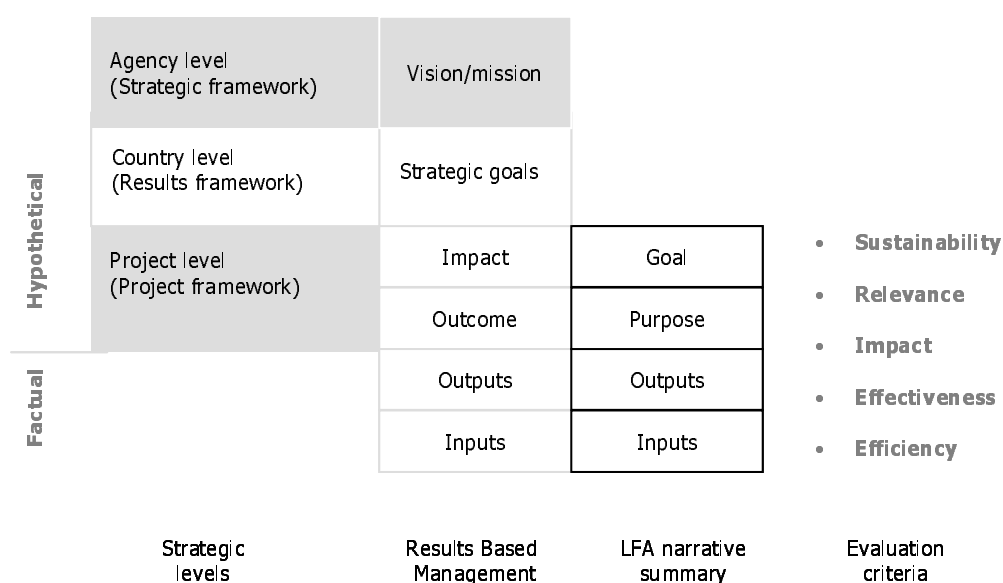


Figure 2. Conceptual models to illustrate the use of terminology in performance management, evaluation and logframe

26. The project framework or logframe used by most agencies is also an integral part of the performance management system. The two components: the logframe and the DAC evaluation model represent the key terminology included in the DAC glossary that have been adopted worldwide - as evidenced by the present review.

27. For the manager – seen in a performance management perspective – the logframe has the disadvantage that it provides an overview only of *descriptive* elements or objectives at different ambition levels within a perceived strategy. The probability of realisation of these objectives within the project's lifetime goes from high at the *output* level to fairly low at the *goal* level.<sup>8</sup> The chance of success is correspondingly limited if the stated objectives are used as the standard for performance. In the logframe methodology achievement is measured by indicators. The problem is that these are expressions of the objectives, and commonly fail to adjust to what is realistically achievable or directly attributable to the project itself. As the consequence, the indicators tend to be too ambitious to be useful – and the chance of success is limited if achievements are measured against objectives.

28. Hence there is a need to reduce the performance standard. This is done in RBM for instance by introducing the terms *outcome* and *impact*. These are performance standards to be achieved at different levels in the strategy. In addition, RBM introduces the term *target* that is a specific indicator value to be accomplished at a given time – making measurement requirements even more exact.

29. RBM thus limits the focus only to what is expressed as positive and expected achievements within the strategy, and further narrows down the focus to what is realistically attributable to the project.<sup>9</sup> It may therefore solve the management problem of setting standards and measuring against realistic milestones (with the added benefit of improving the chance of success since the standard is reduced) but it clearly does not replace the broader analysis offered by evaluations.

30. This is best illustrated by the way the term *impact* is used. In RBM measuring impact would be limited to what is expressed as positive achievements at a specific level in the strategy. The same term interpreted as one of the five DAC evaluation criteria is a measure of all effects attributable to the project, whether positive or negative, expected or unexpected. This is a much wider perspective. Needless to say, it is unfortunate to use the same term in both RBM and evaluation when definitions are different. However, there are not many such conflicts of definitions.

31. The advantage with the DAC evaluation model is that it provides five *analytical* measures or evaluation criteria, which, when used as intended, will put the project in a total picture in society and say something about performance, achievements, usefulness and realism – seen from the point of view of the main stakeholders. In RBM, however, the perspective is limited to performance - and achievements to some extent.

32. RBM is also characterised by its ambition to extend the ladder of objectives from the project all the way to the country and donor perspective. This might be useful both in narrowing down the scope of the donors portfolio to preferred sectors or policy aims, in providing strategic guidance, in co-ordinating donor interventions within a broader development framework in the country, and in avoiding an unfortunate habit from the past of projecting highly ambitious donor policy objectives (such as 'improved standard of living') into the projects. However, the present terminology used to describe strategies introduces a confusing number of layers, for instance as part of the project framework, the performance

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8. The methodology requires that outputs should be factual in the sense that the probability of realisation should be close to 100 per cent. All objectives above the output level are then considered hypothetical.

9. It might be added that a strict emphasis on performance measures reduces the possibility for tactical manoeuvre, and would be seen as unrealistically strategic-oriented by many.

framework and the strategic framework. In this area there is much to be achieved in terms of harmonisation and standardisation of terms.

### *Conclusions*

Results Based Management and evaluation are different but complementary activities. According to Binnendijk (1999) some of the key features are:

- Performance measurement focuses on performance monitoring, while evaluations are considered complementary.
- Performance monitoring is a self-assessment. Evaluations are often not.
- Performance monitoring is mandatory. Evaluations are selective.
- Performance information is standardised and covers a broad range of result without in depth analysis. Evaluations focus in depth on fewer issues.

33. Agencies have developed their RBM systems in relative isolation and the systems differ particularly in terms and definitions of RBM hierarchy levels, and in number of levels. To harmonise RBM terms and approaches is probably more of a challenge than to harmonise between RBM and DAC evaluation terms, since evaluation and RBM are likely to remain separate activities and the overlap in terms of terminology is limited.

34. The conclusions to the question whether or not to harmonise terminology are:

- RBM systems are in their infancy and some degree of harmonisation of systems and terminology is both necessary and inevitable.
- There are no fundamental conflicts that would make harmonisation impossible.

35. The main justifications for Phase II of this project would be that:

- All major agencies are likely to adopt some RBM system in the near future as a main element in their quality assurance systems. The need to standardise terminology is obvious.
- The ambition in RBM to coordinate strategically between different donors at country level would also call for a common terminology seen both from the donors, but particularly from recipient governments' point of view.

36. The conclusion is therefore that RBM and evaluation should be seen as integrated elements in a wider quality assurance system. This should be the perspective when developing a new glossary of terms in Phase II of the project. The aim should be to distinguish between what are unique terms in RBM, evaluation and logframe systems, and what are the common terms that support the use of these systems. An attempt to delineate terminology within such a broader perspective has been done in Chapter 6, below.

## 6. Criteria to delineate terms to be included in the glossary

37. The six categories used in the DAC 86 Glossary are listed below. In addition, for the purpose of this study, RBM terms have been added as a seventh category.

- 1 Audit
- 2 Control
- 3 Types of evaluation
- 4 Information essential for evaluation
- 5 General evaluation criteria
- 6 Evaluation methodology
- 7 Results Based Management

The distribution of terms on categories, and the extent to which they are included in Members' terminology is illustrated in Table 3, below.

	DAC terms	Adopted by 5 or more	Additional terms	Adopted by 5 or more	Total no. of terms	Adopted by 5 or more	Per cent
1 Audit	3	1	0	0	3	1	33
2 Control	5	1	3	1	8	2	25
3 Types of evaluation	12	1	22	0	34	1	3
4 Information essential for evaluation	22	7	21	8	43	15	35
5 General evaluation criteria	17	5	17	0	34	5	15
6 Evaluation methodology	6	1	6	0	12	1	8
7 Result based management			26	0	26	0	0
Sum	65	16	95	9	160	25	16

Table 3. The extent to which Members have adopted the same terms, by category of terms

### *Evaluation terms*

38. The data suggest that the present DAC categories are either:

- too narrow (1, 2) to be useful in clustering evaluation terms and therefore contain few concepts
- too broad (4, 7) to clearly delineate terms and therefore contain many concepts of different types
- or they contain terms that are adopted only by few Members (3, 5, 6, 7)
- there are also evaluation and RBM terms that are overlapping or defined differently in categories 4 and 7.

There is therefore a need to delineate the material into clearly distinguishable categories that are up to date in the sense that they can logically group all relevant terms.

### *Result Based Management terms*

39. The introduction of RBM can be seen as part of a general trend in both public and private sectors to move from quality control towards quality assurance. RBM builds on the log-frame terminology to monitor performance, and does not replace evaluation as a tool for comprehensive analysis of for instance effects. RBM is in its infancy in the development sector and the approaches and terminology applied by agencies may differ considerably. The review of glossaries indicates that:

- Only 6 of the 26 terms are used by two or more Members
- There is some conflict in definitions between RBM and LFA/evaluation concepts that need to be harmonised.

Rather than define under a separate RBM heading, the set of new categories should aim to integrate both sets of concepts to allow harmonisation. The material clearly indicates the need to attempt to cut through the current confusion.

### *Delineation of RBM, evaluation and logframe terms*

40. As mentioned in chapter 5, above, RBM and evaluation should be seen as integrated elements in a wider quality assurance system. The aim should be to distinguish between what are unique terms in RBM, evaluation and logframe systems, and what are the common terms that support the use of these systems. An attempt to delineate terminology within such a broader perspective has been done below.

41. The main criterion for selecting terms to be included in the new glossary is to what extent they are or will be useful. An objective criterion would be the extent to which Members have adopted terms. In addition, a judgemental criterion would be the extent to which terms are relevant in relation to predominant methodologies and the way evaluations and RBM are performed today.

42. Based on the available material, a set of categories was defined, and the 165 terms were organised under these categories. The result is shown in Table 4.

	Number of concepts	DAC concepts	adopted by 3 or more	DAC concepts	adopted by 4 or more	DAC concepts
1 Types of Quality Assurance measures	13	10	8	5	6	4
2 Stakeholders	8	2	4	2	3	1
3 Types of interventions	4	0	2	0	2	0
4 Intervention strategy	25	12	10	7	8	5
5 Performance management measures	30	5	10	3	4	0
6 Evaluation measures	9	5	5	5	5	5
7 Types of evaluation	32	10	7	7	4	4
8 Methodology/tools	9	4	7	4	2	2
9 Types of analysis	19	8	4	3	1	1
10 Other terms	16	9	7	4	1	0
Sum	165	65	64	40	36	22

*Table 4. Redefined categories to delineate evaluation and RBM terms, with distribution of existing terms.*

43. The categories were selected with the particular aim to integrate evaluation and RBM terminology<sup>10</sup>. More specifically, the categories would contain the following terms:

**1. Types of quality assurance measures (13)**

This should include definitions of various measures to improve quality in development assistance. In addition to the general terms of *evaluation* and *RBM*, this would include general terms such as *monitoring, review, appraisal, audit, etc.*

**2. Stakeholders (8)**

This would include terms such as *target group, beneficiaries, evaluation team, commissioner, etc.* The group could be expanded to include all main stakeholders that are party to an evaluation, directly or indirectly, with definitions linked to their functional role in relation to the evaluation or RBM process.

**3. Types of interventions (4)**

This contains only four terms (*project, program, sector, policy*) but could be expanded with reference to the corresponding types of evaluations.

**4. Intervention strategies (25)**

This would include definitions of terms in an extended hierarchy of objectives, from the project (*inputs, outputs, purpose, goal*) to *sector level, program level, mission level, country level, etc.* The large number of terms reflect the present lack of consensus of RBM terminology in agencies, and could therefore be reduced when terms are harmonized – or possibly split into three separate categories: project framework, results framework and strategic framework.

**5. Performance management measures (30)**

Correspondingly, this would include the main features to be measured in a RBM process (*outcome, effects, targets, performance, benchmark, etc*) The large number of terms reflect the present lack of consensus in the field of RBM, but also that there are several expressions for *effect* that might overlap with RBM terms.

**6. Evaluation measures (9)**

This would essentially include the DAC evaluation criteria (*efficiency, effectiveness, impact, relevance and sustainability*), but also some complimentary and more recent terms such as *attribution* and *efficacy*.

**7. Types of evaluations (32)**

This would include different types of evaluation according to the time of implementation (*mid-term, ex-post, etc*), the phenomenon evaluated (*project, sector, thematic, etc*), methodologically (*formative, summative, participatory, etc.*) and so on. Two third of these terms are registered only by single agencies, and the number could be reduced. Terms could also be split in separate categories as indicated above.

**8. Methodology/tools (9)**

This category should include definitions of common methodological tools such as *survey, group interviews, measurement, observation*, but particularly key criteria and methods to improve quality of the evaluation, such as *validity, reliability, triangulation, etc.* Here there is a need to expand the glossary.

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10. The DAC categories 2, 6, and 8 have been retained.



## 9. Types of analysis (19)

This would include different types of analysis such as *SWOT analysis*, *cost-benefit analysis*, *sensitivity analysis*, *causality analysis*, etc. There is a certain overlap between existing terms and the number can be reduced by a more careful selection of key types of analysis and redefinition of terms.

## 10. Other terms (16)

16 of the existing terms were difficult to include under any of the headings above, such as *assumptions*, *intangibles*, *feedback*, *mandate*, etc. Ideally, there should not be a category of 'other terms', but the final categories should be such that they collectively would include all relevant terms.

## 7. Proposals for the second phase of the project

44. Based on the above, the conclusion is that the current picture of Members' evaluation terminology is characterised more by anarchy than discipline and consensus, as illustrated in Figure 1. There is clearly a need not only to harmonise definitions, but also to make a careful selection of which terms to include in the next glossary.

45. The data in table 4 indicate that if the glossary should build on the terms that are presently supported by three Members or more, the material available would include 64 terms or almost the same number as in the 1986 glossary. As many as 40 of these terms are already defined by DAC. However, the definitions may need to be updated according to the definitions that are registered in Background Document No. 2, both to be up to date with what are the present common interpretations of the terms, and also to harmonise between evaluation and RBM terms.

46. If the requirements are stricter, for instance that only terms that are adopted by four or more Members should be included, only 36 terms in the available material would qualify. Only 22 of these terms are defined by DAC.

47. These figures give some indications of the scope of work to be done in phase II of the project in order to produce a second Agreed DAC Glossary of Evaluation and RBM Terms in year 2000. The available database in Background Document No. 2 provides a useful starting point for the project, which would include the following steps:

- i. A consultative process to agree on delineation of terminology and to decide which terms should be included. This could be done as a guided process involving selected representatives in the agencies through an electronic discussion space provided by the DAC Secretariat.
- ii. In parallel, a consultative process should be carried out with the main agencies that have adopted RBM, attempting to harmonise concepts based on a suggested selection of main terms and definitions – provided by the project.
- iii. When some consensus has been reached on the RBM part of the terminology, a draft glossary should be produced with short, operational definitions clustered under the categories agreed during the previous stage. The database should be redefined accordingly to provide inputs to this process.
- iv. Subsequently, a second consultative process should be carried out to generate comments from member agencies before the glossary is finalised and translated into Spanish and French

48. Phase II of the project should be supervised by the DAC Secretariat, but spearheaded and followed through by an institution or individual consultants with the necessary expertise and experience with evaluation, RBM and development aid, to be able to guide the selection of terms and produce to-the-point definitions that can be operationalised - and that would not create further confusion in this field.