

BACKGROUND DOCUMENT No. 1

WORKING PARTY ON AID EVALUATION 33rd MEETING

**Paris, 22-23 November/22-23 Novembre 2000
OECD, Château de la Muette
2 rue André-Pascal, 75016 Paris, France**

ANNEX

GLOSSARY OF EVALUATION AND RESULTS BASED MANAGEMENT TERMS

TERMS AND DEFINITIONS SUBMITTED BY MEMBERS

Agenda Item No. 4

Accountability

Country/org.	Definition
Denmark	An obligation for an organisation or a person who manages resources to answer or report to others - whether high-level authorities, a donor or the public - about the intended and effective use of the resources and on the achievement of results.
USA	(Results Accountability) —The establishment of clear responsibility and expectation related to achieving formally approved results. Expectations with regards to accountability vary with the degree of control that an individual or unit has over the results they are managing for.
WB	Relates to the obligations of development partners to each other. RBM emphasizes the concept of shared or joint accountability, involving the definition of clear responsibilities, roles and performance expectations from each partner. It includes the requirement for credible reporting, monitoring and evaluation, and continuous adjustment.

Activity

Country/org.	Definition
USA	A set of actions through which inputs, such as commodities, technical assistance, and training are mobilized to produce specific outputs, such as vaccinations given, schools built, or micro-enterprise loans issued. Activities are undertaken to achieve Strategic or Special Objectives (SO) that have been formally approved and notified to Congress.

Agency Objective

Country/org.	Definition
USA	A development result that contributes to the achievement of an Agency goal. Several Agency objectives contribute to each Agency goal. Agency objectives generally denote preferred approaches or areas of emphasis for programs that support specific goals. Agency Objectives provide a general framework for more detailed planning that occurs for specific country and regional programs.

Agency Strategic Framework

Country/org.	Definition
USA	A graphical or narrative representation of the Agency strategic plan; the framework is a tool for communicating USAID's development strategy. The framework also establishes an organizing basis for measuring, analyzing, and reporting results of Agency programs.

Agency Strategic Plan

Country/org.	Definition
USA	The overall Agency plan for providing development assistance; the strategic plan articulates the Agency mission, goals, objectives, and program approaches. The Agency Strategic Plan is coordinated with and reflects U.S. Government foreign policy priorities, as described in the International Affairs Strategic Plan (IASP).

Aid completion report

Country/org.	Definition
Germany	(Defined as "Final (Project) Report": Final progress report on completion of the last promotion measures under the same project number. The report not only covers the last (completed) commission, but also summarises the entire promotion provided. It is thus an accountability report submitted by the GTZ as final evidence of the inputs provided.
Netherlands	(Also defined as "End of project report Project completion report"): The report which describes the situation at the end of the aid action. Comment: (NB. Is a completion report only describing or does it include evaluative aspects as well? If the latter is the case one would prefer a term like end-of-project/programme/intervention evaluation.
OECD	(Also defined as "End of project report" and "Project completion report") The report which describes the situation at the end of the aid action. <i>Rapport terminal</i> <i>Rapport de fin de projet</i> <i>Rapport d'achèvement</i> <i>Rapport qui décrit la situation observée à la fin de l'aide.</i>

WB Implementation Completion Report (ICR). The self evaluation report prepared by the borrower/responsible IBRD/IDA unit at completion, or shortly after, for every operation.

Appraisal

Country/org.	Definition
Australia	Appraisal is undertaken at the end of the project preparation stage prior to a final decision on whether to proceed with implementation. Appraisal is AusAID's independent check on the quality of the draft design and the adequacy of project documents for contracting and implementation (referred to as quality at entry).
Denmark	An overall assessment of the relevance, feasibility and sustainability of a support modality, prior to a decision of funding.
EC	Appraisal Analysis of a proposed project to determine its merit and acceptability in accordance with established criteria. This is the final step before a project is agreed for financing. It checks that the project is feasible against the situation on the ground, that the objectives set remain appropriate and that costs are reasonable.
Japan	Overall assessment of the relevance, feasibility and sustainability of a project prior to making a decision on whether to undertake it.
Norway	Overall assessment of the relevance, feasibility and sustainability of a project prior to making a decision on whether to undertake it.
Spain	<i>Evaluación previa o ex ante, valoración previa (appraisal) . Es el examen de varias alternativas o soluciones considerando criterios tales como la pertinencia de la intervención, su factibilidad y viabilidad técnica, financiera e institucional, su importancia para la población beneficiaria, la coherencia o lógica interna del diseño, etc.</i>
UK	Assessment of project feasibility, costs and benefits prior to commitment in accordance with established decision criteria (it is a key stage of the Project Cycle - see Project Appraisal). May also relate to the examination of options and weighing up of costs and benefits as part of the project identification process.
WB	Occurs after preparation of project proposal documents is completed to assess suitability of project for support and to prepare President's submission to Board for its approval.

Assumptions

Country/org.	Definition
Canada	Expectations about the external conditions that will affect the generation of results. These conditions may be such that planners/managers may not be able to control them as they are external to the project.
Denmark	Important events conditions, or situations which are necessary for project success, but which are largely or completely beyond the control of the project management. Assumptions are factors in the context.
EC	Defined as: Risks, Constraints & Assumptions External factors which could affect the progress or success of the project, but over which the project manager has no direct control.
Finland	Important conditions for the success of the project that are not within its control, and which are worded as positive conditions.
Germany	Off-project factors which must exist for a project to be expedient and realistic in terms of achieving the objectives. The project management must keep an eye on these factors. If the assumptions change, the project concept must be adjusted. In extreme cases, it may be necessary to terminate the project.
Japan	External conditions that are necessary for project success, but are completely beyond the control of project management.
Norway	External conditions that are necessary for project success, but are completely beyond the control of project management.
UK	important factors for the success of a project that are not within its control and are applicable to the levels of activities, outputs/results and the project purpose. (See also: Log Frame Analysis.

Attribution

Country/org.	Definition
UK	The causal link of one thing to another. (See also EC Attribution)

USA The extent to which a result is caused by USAID activities.

Audit

Country/org.	Definition
EC	Verification of the legality and regularity of the implementation of resources. Auditing makes a judgement in terms of general criteria and standards, known and clarified beforehand, applicable to an entire political or professional field, and not specific to a public intervention.
Netherlands	Determining whether, and to what extent, the measures, processes, directives, and organisational procedures of the donor, and its missions in the Third World, conform to norms and criteria set out in advance. Comment: (suggestion: add financial norms and criteria)
OECD	Determining whether, and to what extent, the measures, processes, directives, and organisational procedures of the donor, and its missions in the Third World, conform to norms and criteria set out in advance. <i>Vérification</i> <i>Fonction de gestion qui consiste à déterminer et vérifier si, et dans quelle mesure, les processus, les textes, directives et manuels, les procédures et circuits de l'organisation d'aide et de ses antennes dans le Tiers monde sont conformes aux normes et critères déterminés à l'avance.</i>
Switzerland	Audit is an activity of supervision which takes place after the execution of projects and controls. It is more than a simple accounting revision because it verifies whether the existing politics and instruments are being applied and used adequately. <i>L'audit est une activité de surveillance qui se situe après l'exécution des travaux et des contrôles. Elle va au delà de la simple révision comptable car elle s'assure que les politiques et instruments en place sont bien mis en œuvre et utilisés.</i> <i>Das Audit ist eine Überwachungstätigkeit, die nach Abschluss der Arbeiten und Kontrollen einsetzt. Es ist mehr als eine einfache buchhalterische Revision, da es überprüft, ob die vorhandenen Politiken und Instrumente richtig um- und eingesetzt werden.</i>

UK	<p>The determination of whether and to what extent Activities and procedures conform to norms and criteria set out in advance, and are adequate to meet stated objectives.</p> <p>The term audit is used in a number of respects, for instance Environmental or Social audits, which are carried out to assess whether relevant sectoral issues have been considered.</p>
UNDP	<p>An examination or review that assesses and reports on the extent to which a condition, process or performance conforms to predetermined standards or criteria.</p>
WB	<p>A systematic process of objectively obtaining and evaluating evidence regarding assertions about economic actions and events to ascertain the degree of correspondence between those assertions and established criteria and communicating the results to interested users.</p>

Base-line study

Country/org.	Definition
Canada	<p>(Defined as "Baseline data"): The set of conditions existing at the outset of a programme/project. Results will be measured or assessed against such baseline data.</p>
EC	<p>(Defined as baseline): State of the economic, social or environmental context, at a given time (generally at the beginning of the intervention), and from which changes will be measured. The basic situation is described by context indicators which describe the economy, socio-economic environment, concerned groups etc.</p>
Netherlands	<p>The analysis describing the situation prior to receiving aid, which is used to determine the results and accomplishments of an activity, and which serves as an important reference for the ex-post evaluation.</p>
OECD	<p>The analysis describing the situation prior to receiving aid, which is used to determine the results and accomplishments of an activity, and which serves as an important reference for the ex-post evaluation.</p> <p><i>Étude de base</i></p> <p><i>Rapport qui décrit la situation avant l'apport de l'aide, à partir duquel on pourra déterminer les résultats donnés par l'activité. Il constitue donc un élément important de référence pour l'évaluation ex-post.</i></p>

UK	A description of existing conditions to provide a starting point against which progress can be assessed or comparisons made
UNDP	Baseline data - data that describe the situation to be addressed by a programme or project and that serve as the starting point for measuring the performance of that programme or project.
USA	(Performance baseline) The value of a performance indicator at a point in time that is relevant to tracking performance. (Ideally, this is just prior to the implementation of USAID-supported activities that contribute to the achievement of the relevant strategic element.)

Benchmark

Country/org.	Definition
EC	Qualitative and quantitative comparison of the performance of an intervention, with that which is reputed to be the best in the same domain of intervention or in a related domain. Benchmarking is facilitated when, at the national or regional level, there are league tables of good and not so good practice.
UK	Establishment of quantitative standards with which to compare performance
UNDP	Reference point or standard against which progress or achievements may be compared, e.g., what has been achieved in the past, what other comparable organizations such as development partners are achieving, what was targeted or budgeted for, what could reasonably have been achieved in the circumstances.

Beneficiaries

Country/org.	Definition
Denmark	Intended target group of a development activity.
Finland	A limited group among the stakeholders, who will directly or indirectly benefit from the project.
Japan	The direct (or intended) beneficiaries (target group) plus the indirect beneficiaries of a project.

Spain	<i>Beneficiarios (beneficiaries) . Grupo al que va dirigida la intervención.</i>
UK	Those receiving some benefit/advantage from an activity or project (see also Stakeholders)
UNDP	(Direct beneficiaries) Usually institutions and/or individuals who are the direct recipients of technical cooperation aimed at strengthening their capacity to undertake development tasks that are directed at specific target groups. In micro-level interventions, the direct beneficiaries and the target groups are the
WB	Those individuals, groups or organizations whose welfare is directly affected by a project or program, in the “first round” (as distinct from secondary or indirect beneficiaries).

Beneficiary Assessment

Country/org.	Definition
WB	Systematic consultation with project beneficiaries and other stakeholders to help them identify and design development activities, signal any potential constraints to their participation, and obtain feedback on reactions to an intervention during implementation.

Causal relationship

Country/org.	Definition
USA	A plausible cause and effect linkage, i.e. the logical connection between the achievement of related, interdependent results. Generally the term refers to plausible linkages, and not statistically accurate relationships.
USA	A plausible cause and effect linkage, i.e. the logical connection between the achievement of related, interdependent results. Generally the term refers to plausible linkages, and not statistically accurate relationships.

Causality analysis

Country/org.	Definition
EC	The study or relations of cause and effect which link a public intervention to its impacts. Causality analysis may be inductive. In this case, it investigates the mechanisms likely to produce impacts, as well as confounding factors likely to have an influence. Causality analysis may also be deductive (or

hypothetico-deductive). In this case, it examines whether assumptions about impacts are not contradicted by the facts. It may also supply a quantitative estimation of impact.

Closing date

Country/org.	Definition
WB	The formal date on which the loan or credit account is closed, after which no further disbursements may be made.

Cluster evaluation

Country/org.	Definition
UNDP	An evaluation of a set of related projects and/or programmes.
WB	The audit of more than one project at a time, in a country or sector (sometimes across countries).

Commissioner

Country/org.	Definition
EC	Person or organisation which decides (or co-decides) to launch an evaluation. A commissioner has the advantage of making his or her decision visible by establishing a mandate. A commissioner may decide to steer the work of an evaluation team her/himself, or to constitute a steering group or evaluation authority for this purpose.

Completion

Country/org.	Definition
WB	(usually of implementation) The point when disbursements of funds has been completed and investments made.

Context

Country/org.	Definition
---------------------	-------------------

Denmark	The relevant factors (persons, institutions, physical, social and cultural factors etc.) and the assumed relation between factors, in which a project is defined and implemented.
---------	---

Core Team

Country/org.	Definition
USA	Members of the SO Team who are USAID employees and who are designated to carry out inherently governmental functions on behalf of the Agency, such as procurement planning and negotiating with partner institutions. For example, only core members of an SO team would manage procurement-sensitive materials or negotiate formal agreements.

Cost-benefit analysis

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
EC	Evaluation tool for judging the advantages of the intervention from the point of view of all the groups concerned, and on the basis of a monetary value attributed to all the positive and negative consequences of the intervention (which must be estimated separately).
Netherlands	A form of economic analysis that takes into account the benefits and costs in commensurable and actual monetary values and arrives at a single index to determine the value of a project. Comment: (general term in economics, but also very usefull in evaluation - i.e. it is a methodology).
OECD	A form of economic analysis that takes into account the benefits and costs in commensurable and actual monetary values and arrives at a single index to determine the value of a project. <i>Analyses coûts-bénéfices</i> <i>Analyse économique qui exprime tous les bénéfices et coûts en termes monétaires mesurables et en valeur réelle pour arriver à des indices unitaires exprimant la valeur d'un projet.</i>
Spain	<i>Análisis coste beneficio (cost-benefit analysis) . Técnica empleada para la medición de la eficiencia, basada en la expresión de los costes y los beneficios de una intervención en unidades monetarias.</i>

UK	A decision tool that assesses projects through a comparison between their costs and benefits, including social costs and benefits. Cost-benefit analysis is a form of economic appraisal. The techniques adopted include those used in financial appraisal but in addition a valuation in money terms is placed on social costs and benefits.
----	---

WB	The comparison of investment and operating costs with the direct benefits generated by the investment (using a variety of methods and means of expressing results).
----	---

Cost-effectiveness

Country/org.	Definition
--------------	------------

UK	The relation between the costs (inputs) and impact of and impact of a project. A project is most cost-effective when it achieves its objectives (impacts) at the lowest possible cost compared with alternative projects with the same objective.
----	---

WB	Whether the result was achieved at minimal cost considering all practical means of achieving objectives.
----	--

Cost-effectiveness analysis

Country/org.	Definition
--------------	------------

EC	Evaluation tool for making a judgement in terms of efficiency. This tool consists of relating the net effects of the intervention (which must be determined separately) to the financial inputs needed to produce those effects. The judgement criterion might, for example, be the cost per unit of impact produced (e.g. cost per job created). This unit cost is then compared to that of other interventions chosen as benchmarks.
----	--

Netherlands	An economic or social cost-benefit analysis that quantifies benefits without translating them into monetary terms. This type of analysis allows one to compare alternative ways to accomplish one's objectives. It also allows one to select among alternative activities the one that will accomplish the objective at the least cost. Comment: (should be part of concepts belonging to cost-benefit analysis see "cost-benefit analysis)
-------------	---

OECD	An economic or social cost-benefit analysis that quantifies benefits without translating them into monetary terms. This type of analysis allows one to compare alternative ways to accomplish one's objectives. It also allows one to select among alternative activities the one that will accomplish the objective at the least cost.
------	---

Analyse coûts-efficacité

Analyse coûts-bénéfices économique ou sociale qui quantifie les avantages sans les monétiser. Elle donne la possibilité de comparer les solutions-variantes permettant d'atteindre les objectifs fixés. Elle permet aussi de sélectionner la solution à choisir pour réaliser les objectifs au moindre coût.

Spain *Análisis coste efectividad (cost-effectiveness analysis) . compara costes en términos monetarios con beneficios expresados en otro tipo de unidades. Permite elegir entre alternativas que podrían cumplir unos mismos objetivos con diferentes costes.*

WB Comparison of the relative costs of achieving a given result or output by different means (employed where benefits are difficult to determine).

Cost-efficiency

Country/org.	Definition
UK	<p>The relation between the costs (inputs) and Outputs of a project. A project is most cost-efficient when it achieves its outputs at the lowest possible cost compared either with alternative methods of delivery, or alternative outputs achieving the same objective.</p> <p>A project may be 'cost- efficient' (i.e. least- cost per unit output) but this does not necessarily mean that it is the most cost-effective. For example, while it might be more efficient to undertake all the training at one time and in one place, it might be more effective (in terms of achieving the objectives) to stagger the training inputs.</p>

Country assistance strategy (CAS)

Country/org.	Definition
WB	A board document which describes a country's development policy and strategy and how IBRD/IDA plans to assist the country.

Country programme evaluation

Country/org.	Definition
Denmark	Evaluation of the combined cross-sectoral support to a partner country, notably one of the programme countries.

Country strategy

Country/org.	Definition
Switzerland	<p>The country strategy constitutes the binding framework for the mid-term planning and implementation (5-7 years) of SDC's development contribution to a specific partner country. It contains thematic priorities, the planned resource allocation and it specifies the principles for the operational execution.</p> <p><i>Le programme par pays constitue le cadre contraignant pour la planification et l'application à moyen terme (5 à 7 ans) de la contribution de la DDC destinée au développement d'un pays partenaire. Il contient les points thématiques essentiels, l'allocation prévue des ressources et détermine les principes pour l'exécution opérationnelle.</i></p> <p><i>Das Landesprogramm stellt den verbindlichen Rahmen für die mittelfristige Planung und Umsetzung (5 - 7 Jahre) des DEZA-Beitrages an die Entwicklung eines Partnerlandes dar. Es enthält die thematischen Schwerpunkte, voraussichtliche Allokation der Ressourcen und legt die Prinzipien für die operationelle Durchführung fest.</i></p>
UK	<p>An assessment of objectives and priorities for a country drawn up by an IFI (and within DFID) and used to steer its investment.</p>

Critical assumption

Country/org.	Definition
Denmark	<p>Comment: Agrees with OECD definition.</p>
Netherlands	<p>An important factor, outside the aid itself, which will influence the success of the activity, but over which the manager has no influence. Initial assumptions constitute perceived conditions for the success of a project or programme.</p>
OECD	<p>An important factor, outside the aid itself, which will influence the success of the activity, but over which the manager has no influence. Initial assumptions constitute perceived conditions for the success of a project or programme.</p> <p><i>Condition critique</i></p> <p><i>Facteur important, extérieur à l'octroi d'aide, qui influencera le degré de succès et sur lequel l'aide n'a pas de prise. Il s'agit des conditions essentielles à la réussite d'un programme ou d'un projet.</i></p>
USA	<p>A general condition under which the development hypothesis or strategy for achieving the objective will hold true. Critical assumptions are outside the control or influence of USAID and its partners (i.e. they are not results), but they reflect</p>

conditions likely to affect the achievement of results in the results framework, such as the level of world prices or the openness of export markets.

Cross-section evaluation

Country/org.	Definition
Germany	Systematic evaluation of various evaluation reports on a specific project type, or projects involving one particular sector, or on one particular instrument or theme, designed to review and possibly update existing or devise new development-policy directives (e.g. guidelines, sectoral or trans-sectoral concepts). The annual analysis of evaluation reports for a given year should not be regarded as a cross-section evaluation since the random sample in question is
Switzerland	Several projects/programmes from different sectors/countries are being analysed under the focus of a cross-cutting subject (environment, gender, poverty...).
	<i>Des projets/programmes dans différents secteurs/pays sont analysés du point de vue d'une question transversale (environnement, genre, pauvreté ...).</i>
	<i>Mehrere Projekte/Programme aus verschiedenen Sektoren/Ländern werden analysiert aus der Perspektive eines transversalen Themas (z.B. Umwelt, Gender, Armut ...).</i>

Customer

Country/org.	Definition
USA	The person or group who is receiving a service, or who is considered the recipient or beneficiary of a given result or output

Demand assessment

Country/org.	Definition
UK	Estimates of the potential demand, at a given level of technology, for the goods/services planned as outputs of a particular project. Such exercises are necessary to ensure the viability of a project and will be undertaken at the appraisal stage of the project cycle. Contingent Valuation is one of a number of methodologies that may be used when completing a demand assessment.

Democratic evaluation

Country/org.	Definition
EC	Evaluative approach aimed at enhancing the quality and transparency of democratic debate, whether through the promotion of an awareness and

understanding of the logic and effects of public intervention, or through a judgement of its *raison d'être* and effectiveness.
Evaluation is defined as "judgement on the value of the public intervention" by democratically elected personalities. Evaluation professionals are at the service of this authority and have an exclusively technical role. This process is public.

Development experience

Country/org.	Definition
USA	No longer used (April 2000)

Development objective

Country/org.	Definition
Denmark	The ultimate and long-term objective of the development impact which is expected to be attained after the project purpose is achieved.
Finland	(Defined as "overall objectives"): Long-term development goals to which the project makes a contribution.
Japan	(Defined as "goal"): The ultimate and long term objective of the development impact that is expected to be attained after the project purpose is achieved. (Defined as "Overall goal") The ultimate and long term objective. The development impact that is expected to be attained after the project purpose is achieved.
Netherlands	The reason for a programme or project, or the basic objective of producing the outputs. (In the case of a project, this includes the project's contribution to the programme of which it is a part.) Comments: (NB. producing the outputs should be changed in producing the results, see also the definition of outputs. There seems to be quite some confusion about inputs, outputs, outcomes, results. This is an important area where clarification is needed!
Norway	Defined as "Goal": The ultimate and long term objective of the development impact that is expected to be attained after the project purpose is achieved.
OECD	The reason for a programme or project, or the basic objective of producing the outputs. (In the case of a project, this includes the project's contribution to the programme of which it is a part.)

But

Raison d'être d'un programme ou d'un projet ou motif fondamental pour lequel on veut produire les résultats. (Il s'agit en même temps - dans le cas d'un projet - de la contribution de ce projet au programme dans lequel il s'insère).

Spain *Objetivo general (development objective) . Constituye el estado positivo que la intervención contribuirá a alcanzar, pero que por sí misma no puede plenamente garantizar. Se inserta en una estrategia compartida de desarrollo de mayor alcance y depende de diferentes intervenciones, relacionadas o no, que se sitúan más allá del ámbito concreto de la intervención.*

UNDP Is a long-term goal that a programme or project aims to achieve in synergy with other development interventions

Development objectives

Country/org.	Definition
WB	The purpose for which a loan/credit is granted expressed as a single development goal that is realistic, specific, measurable, and demand-driven.

Direct cost

Country/org.	Definition
Netherlands	A cost that takes account of the expenses of an aid activity, therefore an element in the calculation of the rate of return.
OECD	A cost that takes account of the expenses of an aid activity, therefore an element in the calculation of the rate of return. <i>Coût direct</i> <i>Coût dont on tient compte dans les dépenses d'une action d'aide, donc dans le calcul du taux de rendement interne.</i>
Spain	<i>Costes directos (direct cost) . (not defined)</i>

Direct effects

Country/org.	Definition
--------------	------------

EC	Effects of a public intervention on its direct addressees, excluding all repercussions on other groups.
Netherlands	The immediate costs and benefits of both the contributions to and the results of a project without taking into consideration their effect on the economy. Comment: (see remarks under other effects definitions)
OECD	The immediate costs and benefits of both the contributions to and the results of a project without taking into consideration their effect on the economy. <i>Effets directs</i> <i>Coûts/bénéfices immédiats des apports et résultats du projet sans considérer les répercussions sur l'économie.</i>
Spain	<i>Efectos directos</i> (direct effects) . (not defined)
WB	Those closely associated with the investment, as compared to those ultimately generated by the investment (lower transport costs would be a direct effect of a road project, while a resulting reduction in the cost of building construction would be an indirect effect).

Economic assessment

Country/org.	Definition
UK	(Defined as "Economic analysis"): the comparison, with money as the index, of those costs and benefits that can be reasonably quantified including all social costs and benefits of a project Economic analysis takes into account the opportunity cost of labour and capital; it considers private and social costs and benefits including environmental and other intangible social effects; it does not take into account subsidies and taxes Economic costs try to measure the real, or resource, cost to the economy from undertaking a particular activity. Economic benefits are not the same as financial revenue - where benefits are not fully quantified

Economic cost-benefit analysis

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	A cost-benefit analysis made from the perspective of the entire economy of which the aid activity is a part. Comment: (should be part of concepts belonging to cost-benefit analysis see "cost-benefit analysis)

OECD A cost-benefit analysis made from the perspective of the entire economy of which the aid activity is a part.

Analyse coûts-bénéfices économique

Analyse ACB faite du point de vue de l'ensemble de l'économie dans laquelle une action d'aide se situe.

Spain *Análisis coste beneficio económico (economic cost benefit analysis). El que incorpora una visión de la totalidad de la economía.*

WB As cost-benefit analysis, in terms of prices for inputs and outputs adjusted to economic values (i.e. excluding financial flows such as taxes and duties, and pricing factors of production at what they would cost or earn on world markets).

Economic rate of return

Country/org. **Definition**

UK The interest rate which discounts the flow over time of costs and benefits of a project, such that the discounted costs and benefits are equal. Unlike the financial rate of return the ERR looks at the return on capital from the point of view of the economy. This entails the inclusion of all costs and benefits and their adjustment to correct for distortions caused by, for instance, monopoly or price controls or taxes and subsidies.

WB The "internal rate of return" estimated at economic prices. A measure of a project's economic benefit to society, in real terms.

Effect

Country/org. **Definition**

Australia An effect refers to the purpose level outcomes of a development activity and/or project. Purpose, effect and outcome all therefore convey the same meaning.

EC Socio-economic change resulting directly or indirectly from an implemented intervention.
Effects include the results and impacts of an intervention, whether positive or negative, expected or not. In certain cases, the term "effect" is wrongly used to include outputs.

UK (See impact)

Effectiveness

Country/org.	Definition
Denmark	Effectiveness is a measure of the extent to which the formally agreed objectives have been achieved, or can be expected to be achieved. It takes the perspective of the users or those formally designated as the beneficiaries of the aid interventions: the target group.
EC	The fact that expected effects have been obtained and that objectives have been achieved. An effectiveness indicator is calculated by relating an output, result or impact indicator to a quantified objective.
Germany	The extent to which a project or programme achieves its set objectives.
Japan	A measure of the extent to which a project or programme is successful in achieving its objectives.
Netherlands	A measure of the extent to which an aid programme attains its objectives. (See also 5.1 1 - 5.1 5.) Comment: (NB. not only development programmes, but all types of interventions)
Norway	A measure of the extent to which a project or programme is successful in achieving its objectives.
OECD	A measure of the extent to which an aid programme attains its objectives. (See also 5.1 1 - 5.1 5.) <i>Efficacité</i> <i>Terme qui détermine la mesure dans laquelle une activité d'aide atteint ses objectifs. (Voir aussi 5.11 - 5.15).</i>
Spain	<i>Eficacia (effectiveness) . Medida del grado o nivel de alcance del objetivo y resultados de una actividad en una población beneficiaria y en un periodo temporal determinado, sin considerar los costes en los que se incurre para obtenerlos.</i>

Switzerland	Effectiveness is concerned with how far a project or programme is achieving its objectives. <i>L'efficacité questionne dans quelle mesure un programme ou projet a atteint les objectifs qu'il s'est fixés.</i> <i>Effektivität fragt in welchem Ausmass ein Projekt oder Programm seine Ziele erreicht.</i>
-------------	--

UK	A measure of the extent to which an aid programme achieves its objectives at the goal or purpose level.
----	---

UNDP	The extent to which a programme or project achieves its immediate objectives or produces its desired outcomes.
------	--

WB	(see Efficacy for IBRD/IDA)
----	-----------------------------

Efficacy

Country/org.	Definition
WB	(a rating) The extent to which a project achieves its relevant development objectives.

Efficiency

Country/org.	Definition
Denmark	A measure of the "productivity" (speed/cost/quality) of the implementation process – how economically inputs are converted into outputs.
EC	The fact that the effects were obtained at a reasonable cost. An indicator of efficiency is calculated by dividing the budgetary inputs mobilised by the quantity of effects obtained. The efficiency of outputs is called the unit costs.
Germany	To what extent does a project achieve its objectives using the minimum funds possible or, conversely, to what extent does a project achieve maximum impact for a given volume of funds?
Japan	A measure of the "productivity" of the implementation process - how economically inputs are converted into outputs.

Netherlands	An economic term, which means that the aid uses the least costly resources necessary to achieve its objectives. In other words, the aid can gain the most results for its economic contributions. (See cost-benefit analysis, 5.1 I.) Comment: There are wider definitions of efficiency than only costs!
Norway	A measure of the "productivity" of the implementation process - how economically inputs are converted to outputs.
OECD	<p>An economic term, which means that the aid uses the least costly resources necessary to achieve its objectives. In other words, the aid can gain the most results for its economic contributions. (See cost-benefit analysis, 5.1 I.)</p> <p><i>Rendement efficience</i></p> <p><i>Terme économique signifiant que l'aide utilise les ressources les moins coûteuses pour atteindre un objectif défini. En d'autres mots, l'aide permet d'obtenir le plus de produits à partir d'apports quantitativement déterminés. (Voir aussi la définition "Analyse coûts-bénéfices, 5.1 I).</i></p>
Spain	<i>Eficiencia (efficiency) . medida del logro de los resultados en relación con los recursos que se consumen; esto es, la búsqueda de una combinación óptima de recursos financieros, materiales, técnicos, naturales y humanos para maximizar los resultados.</i>
Switzerland	<p>Efficiency compares the use of means (personnel, expenditure, time) with the results achieved through the related activities ("input – output").</p> <p><i>L'efficience compare l'utilisation des moyens (personnel, finances et temps) avec les résultats obtenus ("input-output").</i></p> <p><i>Effizienz vergleicht den Einsatz der Mittel (Personal, Zeit und Finanzen) mit den erzielten Ergebnissen („Input – Output“)</i></p>
UK	Relationship between the outputs and inputs used or assigned.
UNDP	The optimal transformation of inputs into outputs.
WB	(rating) The extent to which benefits are optimized in relation to costs (including indirect costs).

Environmental analysis

Country/org.	Definition
Denmark	A process whose breadth, depth and type of analysis depend on the proposed component or project. The process evaluates a project's potential risks, impacts

and benefits in its area of influence and identifies ways of improving the design by preventing, minimizing, mitigating or compensating for adverse environmental impacts and enhancing positive impacts.

EC (Defined as Environmental Impact Assessment):
Study of all the repercussions of an individual project on the natural environment.

Environmental Impact Assessment is a compulsory step in certain countries in the selection of major infrastructure projects. By contrast, strategic environment assessment refers to the evaluation of programmes and policy priorities. Environmental Impact Assessment consists of two steps: Screening, which refers to an initial overall analysis to determine the degree of environmental evaluation requires before the implementation is approved; and scoping which determines which impacts must be evaluated in depth. The evaluation of environmental impacts examines expected and unexpected effects. The latter are often more numerous.

UK Sometimes abbreviated to EA (although note that these initials are commonly used also to refer to Environmental Assessment or Environmental Appraisal). This is a broad term used within DFID to describe any form of environmental study which falls short of the full formal EIA process. This varies, for example, from a brief desk study or request for further information to hiring a consultant to undertake field studies and make recommendations. Environmental Analysis is appropriate where there is potential for significant negative environmental impacts but because of their size, nature and location, those impacts can be readily identified, assessed and mitigated.

Also defined as " Environmental impact assessment":
Commonly abbreviated to EIA, this is the process of assessing and managing the environmental impacts arising from a new or substantially modified development throughout the project cycle. A full EIA is usually carried out for major infrastructure and development projects, projects requiring a major change of land use and projects located in particularly sensitive areas. A key determining factor in deciding whether an EIA is required is the extent to which the environmental impacts of a project can be readily identified, assessed and mitigated. An EIA is a standard procedure for all bilateral and multilateral donors. (See also Environmental Assessment)

WB (Environmental analysis assessment) Examination of the environmental risks and benefits associated with lending operations.

Estimated cost

Country/org.	Definition
Netherlands	Estimated costs of an activity which is funded externally. Comment: (definition is very odd!)

OECD Estimated costs of an activity which is funded externally.

Coût en devises

Coût (en devises) d'un apport qui vient de l'extérieur.

Spain Coste estimado (estimated cost) . (not defined)

Evaluability assessment

Country/org.

Definition

EC

Technical part of the pre-evaluation, which takes stock of available knowledge and assesses whether technical and institutional conditions can be met in order for reliable and credible answers to be given to the questions asked. Concretely, it consists of checking whether an evaluation team using appropriate evaluation tools will be capable, in the time allowed and at a cost compatible with existing constraints, to answer evaluative questions with a strong probability of reaching useful conclusions.

Evaluation

Country/org.

Definition

Australia

Evaluation is the ex-post assessment of how well a project/activity has achieved its objectives. Ongoing evaluation (during project implementation) is referred to as 'review' and is linked closely with monitoring.

Canada

A review function, independent of line management, which comprises a set of applied research instruments that provides a systematic, objective assessment of policies, programs, projects and organizations with a view to improve learning for decision-making.

Denmark

Please change to the following:

An evaluation is an assessment, as systematic and objective as possible, of on-going or completed aid activities, their design, implementation and results.

The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.

Evaluations have two objectives:

1. Accumulation of Experience (lesson learning)

The evaluations shall contribute to the improvement of aid by the collation, analysis and dissemination of experience from current and completed aid

activities. Evaluations shall seek the causes and explanations as to why activities succeed or fail to succeed and produce information (lessons learned) that helps make future activities more relevant and effective. The target group is aid agencies' management and staff, interested parties in partner countries and the resource base of local and foreign aid professionals.

2. Documentation

Evaluations shall provide political decision makers and the general public with professional documentation as to the use and results of aid resources and also contribute to a better understanding of development aid, its potential and limitations as an instrument for economic and social change.

Both objectives must be satisfied in evaluation activities, though individual evaluations shall not necessarily fulfil both objectives to the same degree.

EC	A periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance of a project in the context of stated objectives. It is usually undertaken as an independent examination of the background, objectives, results, activities and means deployed, with a view to drawing lessons that may guide future decision-making.
Germany	<p>A monitoring instrument of the Federal German Ministry of Economic Cooperation and Development (BMZ), comprising an analysis and evaluation of framework conditions, goals, objectives, planning, implementation, steering and development-policy effectiveness, on the basis of a standard (evaluation) matrix. The instrument enables BMZ to comprehensively assess a project, and creates a basis for an objectively sound decision as to further procedure. To ensure maximum objectivity and neutrality of judgement, in its evaluations BMZ regularly employs independent, external experts from the disciplines relevant to the case in hand. BMZ draws distinctions in its evaluation work between:</p> <ul style="list-style-type: none">-project or programme evaluations (analysis of individual promotion measures)-sector evaluations (analysis of all promotion measures in a sector in one or several countries)-Country evaluations (analysis of the practicability of development-policy directives, e.g. on socio-cultural factors, gender-and-development issues, environmental criteria, relevance to poverty reduction),-Instrument evaluations (analysis of instruments of development cooperation, e.g. country concepts, counterpart training and upgrading) <p>These measures can be designed as individual analyses, as a series of analyses (series evaluation), or as cross-section evaluations.</p>
Japan	A systematic and independent examination of a project in order to determine its efficiency, effectiveness, impact, sustainability and the relevance of its objectives.
Netherlands	An examination as systematic and objective as possible of an on-going or completed project or programme, its design, implementation and results, with the aim of determining its efficiency, effectiveness, impact, sustainability and the relevance of the objectives. The purpose of an evaluation is to guide decision-makers. Comment:(there are however other purposes to evaluation, i.e. accountability both to internal and to external stakeholders including the public in both donor and developing country). Also, the definition used in the OECD/DAC Development Manual (1992) refers to assessment of policy in addition to programme, project. This definition is more appropriate.

Norway	A systematic and independent examination of a project in order to determine its efficiency, effectiveness, impact, sustainability and the relevance of its objectives.
OECD	<p>An examination as systematic and objective as possible of an on-going or completed project or programme, its design, implementation and results, with the aim of determining its efficiency, effectiveness, impact, sustainability and the relevance of the objectives. The purpose of an evaluation is to guide decision-makers.</p> <p><i>Évaluation</i></p> <p><i>Processus qui vise à examiner aussi systématiquement et objectivement que possible un projet ou programme en cours ou achevé, sa conception, son exécution et ses résultats, de manière à déterminer son efficacité, son impact, sa viabilité et la pertinence des objectifs. L'évaluation a pour but de guider les décideurs.</i></p>
Portugal	Consists of verifying to what extent the objectives were achieved as the result of an activity
Spain	<p><i>Evaluación (evaluation) . Es una función que consiste en hacer una apreciación, tan sistemática y objetiva como sea posible, sobre un proyecto en curso o acabado, un programa o un conjunto de líneas de acción, su concepción, su realización y sus resultados. Se trata de determinar la pertinencia de los objetivos y su grado de realización, la eficiencia en cuanto al desarrollo, la eficacia, el impacto y la viabilidad. Una evaluación debe proporcionar unas informaciones creíbles y útiles, que permitan integrar las enseñanzas sacadas en los mecanismos de elaboración de las decisiones, tanto de los países de acogida como de los donantes. (DAC definition).</i></p>
Switzerland	<p>Evaluation asks whether we are doing the right things, and whether we are doing them well.</p> <p><i>L'évaluation se demande si nous faisons les bonnes choses et si nous les faisons bien.</i></p> <p><i>Evaluation stellt die Fragen: Tun wir die richtigen Dinge? Und tun wir die Dinge richtig?</i></p>
UK	<p>An assessment, as systematic as possible, of an ongoing or completed project, programme or policy, its design, implementation, output, and impact.</p> <p>A wider and more comprehensive activity than impact assessment. Generally multidisciplinary. The aim is to determine the relevance and fulfilment of objectives, developmental efficiency, effectiveness, impact and sustainability.</p> <p>Project evaluation provides evidence for decision makers, for the purposes of achieving improvements in the implementation of ongoing projects and in the design of new ones and for accountability purposes. The process of evaluation consists of collecting, analysing, interpreting and reporting data both quantitative and qualitative.</p>

Lessons from evaluations should be taken into account from the outset of project design. Although the term evaluation is used in a number of ways by other donors, in DFID Evaluations are undertaken at the end of the project. An appraisal is undertaken at the beginning of the project, with Review undertaken during the project. A terminal evaluation takes place immediately at the end of the project, and a maturity evaluation some time after that.

UNDP	A time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of ongoing and completed programmes and projects.
USA	A relatively structured, analytic effort undertaken selectively to answer specific management questions regarding USAID-funded assistance programs or activities. An evaluation can provide a systematic way to gain insights and reach judgments about the effectiveness of specific activities, the validity of a development hypothesis, the utility of performance monitoring efforts, or the impact of other changes in the development setting on the achievement of results. Evaluations can be categorized by who conducts them:
WB	Always ex-post for projects (after implementation completion), either (a) “self evaluation” (by responsible IBRD/IDA and borrower units) or (b) “independent evaluation” by OED, although ongoing operations, strategies and programs may be reviewed in country assistance evaluations and broader sector and thematic studies.

Evaluation design

Country/org.	Definition
Denmark	The logical model or conceptual framework and the methods used to collect information, analyse data and arrive at conclusions.
EC	Technical part of the evaluation plan, designed for data collection and analysis.
Japan	The logical model or conceptual framework and the methods used to collect information, analyse data and arrive at conclusions.
Spain	<i>Diseño de la evaluación (evaluation design) (not defined)</i>

Evaluation framework study

Country/org.	Definition
Netherlands	An evaluation framework study is the process through which a (new)

programme's (or project's) purpose, background and description are documented and, if need be, clarified. At the same time, it is determined what information must be collected in order to be able to conduct a useful evaluation of the programme (or the project) at an appropriate time in the future. Comment: (very specific concept)

OECD

An evaluation framework study is the process through which a (new) programme's (or project's) purpose, background and description are documented and, if need be, clarified. At the same time, it is determined what information must be collected in order to be able to conduct a useful evaluation of the programme (or the project) at an appropriate time in the future.

Cadre d'évaluation

Processus par lequel le but, le contexte et les composantes d'un (nouveau) programme (ou projet) sont décrits de manière circonstanciée et clarifiés si besoin est. Il permet également de déterminer le genre d'information à recueillir pour être en mesure de réaliser une évaluation utile du programme (ou du projet) en temps opportun.

Evaluation of aid forms

Country/org.

Definition

Denmark

Evaluation of a specific instrument or channel for development aid (research, NGO's, humanitarian aid, balance of payment support, technical assistance, etc.). Usually applied cross-country and cross-sector wise.

Evaluation team

Country/org.

Definition

EC

The people who perform the evaluation.
An evaluation team selects and interprets secondary data, collects primary data, carries out analyses and produces the evaluation report. An evaluation team may be internal or external. It may consist of a group of several organisations (consortium) or contract out the work. It may even consist of a single person.

Netherlands

Group of specialists responsible for the detailed planning and execution of a programme or project evaluation. Comment: (Delete project and programme from the description)

OECD

Group of specialists responsible for the detailed planning and execution of a programme or project evaluation.

Équipe d'évaluation

Groupe de spécialistes chargés de planifier en détail puis d'exécuter l'évaluation d'un projet ou programme.

Spain *Equipo de evaluación (evaluation team) .(not defined)*

Switzerland (voir aussi évaluation participative, 316)

Group of persons who are responsible of carrying out an evaluation. The group should be well balanced. It should be composed of independent experts, representatives of partners and/or beneficiary population groups, external and local experts. The team should bring along social and technical skills. Special attention is given to the fact that inside the team there are persons who can handle cross-cutting issues (e.g. poverty, gender, environment).

Groupe de personnes responsables de l'exécution d'une évaluation. L'équipe doit être composée en respectant certains équilibres. L'équipe réunira des experts indépendants et des représentants des partenaires et/ou de la population bénéficiaire, des experts extérieurs et des experts du pays ou de la région. On s'assurera que l'équipe réunit des compétences à la fois sociales et techniques. On accordera de l'importance au fait que, dans l'équipe, des personnes soient capables de traiter les thèmes transversaux prioritaires (par exemple pauvreté, genre, environnement...).

Gruppe von Personen, die für die Durchführung einer Evaluation verantwortlich sind. Die Zusammensetzung der Gruppe muss ausgewogen sein. Sie soll unabhängige Fachleute, Vertreter der Partner und/oder der begünstigten Bevölkerung, externe und lokale Experten umfassen. Es wird sichergestellt, dass die Gruppe sowohl soziale wie auch fachliche Kompetenzen besitzt. Besondere Bedeutung wird dem Umstand beigemessen, dass die Mitglieder des Evaluationsteams ebenfalls prioritäre Transversalthemen behandeln können (z. Bsp. Armut, Gender, Umwelt).

Ex-ante evaluation

Country/org.	Definition
EC	(Similar to appraisal). Evaluation which is performed before implementation For an intervention to be evaluated ex ante, it must be known with enough precision; in other words, a plan, at least, must exist. If the intervention still has to be planned from scratch, one would refer to a diagnosis of needs. Ex ante mainly concerns an analysis of context. It provides the relevant authorities with a prior assessment of whether development issues have been diagnosed correctly, whether the strategy and objectives proposed are relevant, whether there is incoherence between them or in relation to Community policies and guidelines, whether the expected impacts are realistic etc. Moreover, it provides the necessary basis for monitoring and future evaluations by ensuring that there are explicit and, where possible, quantified objectives.
UK	The result an activity or project is expected or intended to have, i.e. based on prediction and extrapolation; a way of assessing whether a proposed project is feasible (see also: Evaluation).
WB	(Known as “appraisal” in IBRD/IDA)

Exit

Country/org.	Definition
WB	The process/time of graduating an operation from the active portfolio after disbursements are completed. Thus “exit year” indicates when a project left the portfolio of projects under active implementation/disbursement and supervision.

Ex-post evaluation

Country/org.	Definition
Australia	Ex-post evaluation of projects is usually undertaken 2 to 5 years after completion and assesses how well a project and/or activity has achieved its objectives and the sustainability of benefits. Cluster evaluations are ex-post evaluations of a number of similar completed projects or of projects with similar objectives or design.
Denmark	Comment: Agrees with OECD definition.
EC	Evaluation which recapitulates and judges an intervention when it is over. It aims at accounting for the use of resources, the achievement of expected effects (effectiveness) and of unexpected effects (utility), and for the efficiency of interventions. It strives to understand the factors of success or failure, as well as the sustainability of results and impacts. It also tries to draw conclusions which can be generalised to other interventions. For impacts to have the time to materialise, ex post evaluation must be performed typically two to three years after an implementation of an intervention. For the purpose of analysing impacts, ex post evaluations are likely to involve field surveys and to take place over long periods of time.
Netherlands	Evaluation of an intervention after it has been completed. Its purpose is to study how well the aid served its purposes, and to draw conclusions for similar interventions in the future. Comment: may be called end-of-project/programme evaluation. Ex-post evaluation refers to an evaluation conducted some time after the intervention has ended (5 to 10 years later) in order to define its impact and the sustainability of the results.
OECD	Evaluation of an intervention after it has been completed. Its purpose is to study how well the aid served its purposes, and to draw conclusions for similar interventions in the future. <i>Évaluation ex-post</i> <i>Évaluation d'une action d'aide après son achèvement. Elle a pour but d'étudier le fonctionnement de cette aide et de tirer des conclusions pour des interventions futures de même nature.</i>

Spain	<i>Evaluación posterior (ex post). Es la que se realiza algún tiempo después de finalizada la intervención y cuyo nivel de análisis es más profundo que el de una evaluación de fin de proyecto. Permite valorar si la acción ha resultado viable y cuáles han sido sus efectos una vez pasado el tiempo desde su finalización formal.</i>
UK	An evaluation of a completed project, ex post evaluations can be carried out immediately after project completion (so- called 'terminal evaluations') or some time later when the impacts are more fully developed. Sometimes referred to as summative evaluation. Contrast on-going evaluation. (See also: Evaluation)
WB	Ex-post evaluation by OED of selected projects after completion of implementation.
WB	After full disbursement and implementation is completed.

External audit

Country/org.	Definition
Netherlands	The execution of an audit by a group outside the unit being audited.
OECD	The execution of an audit by a group outside the unit being audited. <i>Vérification externe</i> <i>Exécution d'une vérification par une entité extérieure à l'administration en question.</i>
Switzerland	The external audit is carried out by the Federal Finance Control which reports in the first place to the parliament. <i>L'audit externe est exercé par le Contrôle fédéral des Finances qui dépend en premier lieu du législatif.</i> <i>Das externe Audit wird von der eidgenössischen Finanzkontrolle durchgeführt, die in erster Linie dem Parlament unterstellt ist.</i>
UK	External Audit (National Audit Office) carries out verification audits of departmental expenditure and conducts VFM exercises. It reports to Parliament.
WB	Auditing by independent auditors reporting to the owners of an organization.

External effects

Country/org.	Definition
Netherlands	The costs and benefits not taken into account in determining the expenditures and financial revenues of the aid programme. These costs and benefits are therefore not considered in the financial cost/benefit analysis. Comment: (An economic term, not an evaluation term)
OECD	<p>The costs and benefits not taken into account in determining the expenditures and financial revenues of the aid programme. These costs and benefits are therefore not considered in the financial cost/benefit analysis.</p> <p><i>Effets externes</i></p> <p><i>Coûts/bénéfices non pris en compte pour les dépenses et revenus financiers d'une action d'aide. Ces coûts/bénéfices ne sont donc pas considérés dans l'analyse coûts/bénéfices financière.</i></p>
UK	<p>(Defined as "externality"):</p> <p>An effect of a project felt outside the actual project itself, and not included in the valuation of the project. Such effects commonly include damage to the environment or public health</p>

External evaluation

Country/org.	Definition
Denmark	Comment: Used synonymously with "independent evaluation".
EC	Evaluation of a public intervention by people not belonging to the administration responsible for its implementation.
Netherlands	<p>An evaluation of an aid action by persons outside the central organisation that is giving the aid. Comment: Again this concept may be misleading see remarks under 307. Our evaluation department like OED of the World Bank and many other evaluation departments are not involved in policy making/implementation, but form part of the donor organization.</p> <p>Therefore, the definition may be misleading.</p>
OECD	<p>An evaluation of an aid action by persons outside the central organisation that is giving the aid.</p> <p><i>Évaluation externe</i></p> <p><i>Évaluation d'une intervention par des personnes extérieures à l'organisation centrale qui exécute l'aide.</i></p>

Spain *Evaluación externa (external evaluation) . La efectuada por personal ajeno a la organización que formula y ejecuta la intervención.*

Switzerland Evaluation carried out by one or more persons outside the project or programme structure.

Evaluation menée par une ou plusieurs personnes extérieures au projet ou à la structure du programme.

Evaluation, die von einer oder mehreren Personen ausserhalb der Projekt- bzw. Programmstruktur durchgeführt wird.

UK An evaluation by persons outside the project implementing and main donor organisations.

Feedback

Country/org. **Definition**

EC Feedback exists when the observation of results and impacts in the field is used to adjust the implementation of an intervention, or to make more radical changes, including calling into question the existence of the intervention.

Feedback is the main purpose of evaluation when it has a managerial and/or formative perspective. It corresponds to an instrumental use.

Netherlands A management term that covers:
- organising evaluation findings to guide future aid programme decisions;
- necessary measures taken to deal with weakness found in the evaluation.
Comment: (The second part of the description is not clear!) NB. A link should be made to utilization of evaluation results, see the UNDP definition.

OECD A management term that covers:
- organising evaluation findings to guide future aid programme decisions;
- necessary measures taken to deal with weakness found in the evaluation.

Rétroaction

Terme de gestion qui vise

- l'organisation de la communication des leçons d'évaluation à ceux qui en ont besoin pour les activités d'aide futures ; - les mesures nécessaires à prendre en vue de pallier d'éventuelles faiblesses révélées par l'évaluation.

Spain *Retroalimentación (feedback) . (not defined)*

UNDP	As a process, consists of the organization and packaging in appropriate form of relevant information from monitoring and evaluation activities, the dissemination of that information to target users, and, most important, the use of the information as a basis for decision-making and the promotion of learning in an organization. Feedback as a product refers to information that is generated through monitoring and evaluation and transmitted to parties for whom it is relevant and useful. It may include findings, conclusions, recommendations and lessons from experience.
------	---

Financial analysis

Country/org.	Definition
UK	Deals with the cost and benefit flows from the point of view of a firm or individual; it traces the investment's monetary effects. Financial analysis is carried out to: assess the financial effects of the project; determine efficiency of resource use; assess incentives; provide investment plan and debt repayment capacities; assess whether the investment resources are available at the required time; assess changes needed in organisation and management. Financial analysis is used for project screening and selection.
WB	Analysis of the financial flows and financial impacts of an investment on the government and participating agencies/organizations.

Financial control

Country/org.	Definition
Netherlands	Internal financial control; verifies if financial documents are exact, whether expenses have been authorised and recovered, and whether they conform to rules and contracts.
OECD	Internal financial control; verifies if financial documents are exact, whether expenses have been authorised and recovered, and whether they conform to rules and contracts. <i>Contrôle comptable</i> <i>Fonction de gestion qui consiste à vérifier sur place si tous les documents comptables qui entrent au Service financier sont exacts, justifiés et fiables, recouvrent des dépenses qui ont été autorisées par les autorités ou par leurs délégués, ou qui ont été exposées conformément aux dispositions légales et réglementaires applicables, ou à des dispositions contractuelles.</i>

Financial cost-benefit analysis

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	A cost-benefit analysis made from the perspective of a financial entity such as a project. Comment:(should be part of concepts belonging to cost-benefit analysis see "cost-benefit analysis)
OECD	A cost-benefit analysis made from the perspective of a financial entity such as a project. <i>Analyse coûts-bénéfices financière</i> <i>Analyse ACB faite du point de vue d'une entité financière qui est, par exemple, un projet.</i>
Spain	<i>Análisis coste beneficio financiero (financial cost-benefit analysis) . El realizado desde una perspectiva "privada".</i>
WB	As cost-benefit analysis, in terms of financial/accounting prices for inputs and outputs.

First round effect

Country/org.	Definition
EC	Effect of a public intervention on direct addressees and on the inner circle of indirect addressees.

Focus group

Country/org.	Definition
Denmark	Defined as Focus area: Working areas in the Logical Framework Approach, where brainstorming, analysis and/or choice and ordering is carried out systematically.
UK	Semi-structured small group discussions about a specific issue or projects.
WB	Semi-structured group meetings during which participants contribute to the generation of data on specific questions of concern to communities, stakeholders, projects or policies. The technique aims to get a wide array of opinions on record to enrich evaluations and to ensure that minority views are heard.

Formative evaluation

Country/org.	Definition
EC	<p>Evaluation which is intended for managers and direct protagonists, in order to help them improve their action (feedback).</p> <p>Formative evaluation applies mainly to a public intervention during its implementation (on-going or intermediate evaluation). It focuses essentially on implementation procedures and their effectiveness and relevance. The distinction between formative and summative evaluation has wittily been summarized the following way: "When the cook tastes the soup, it's formative; when the guests taste the soup, it's summative".</p>
Spain	<p><i>Evaluación formativa (formative evaluation) . son aquellas evaluaciones cuyo principal propósito es mejorar un determinado programa, política, grupo de personas o producto.</i></p>

Fungibility

Country/org.	Definition
Ireland	(not defined)

Gender analysis

Country/org.	Definition
WB	Understanding and documenting the differences in gender roles, activities, needs, and opportunities in a given context. Gender analysis involves the disaggregation of quantitative data by gender. It highlights the different roles and learned behavior of men and women based on gender.

Goal

Country/org.	Definition
Australia	The goal of a development activity is the broader regional, sectoral or national objective that a project and/or activity is expected to contribute towards.

Canada	A level of objective immediately above that of program/project purpose which links the programme/project to a wider set of strategies being undertaken to address a specific problem.
Germany	<p>(Defined as "Overall Goal"):</p> <p>Overall development-policy goal of the partner country and the Federal German Ministry for Economic Cooperation and Development (BMZ) which a project pursues. It provides the link between the various individual projects and the development-policy goals of partner countries and the BMZ.</p> <p>(Also defined as "Development goal"):</p> <p>The development goal describes the change which the target group - i.e.the people addressed by the project - themselves desire (cf. The three-level model). Since target groups are rarely homogenous, a common goal is usually the result of a negotiated compromise between the various groups. Although the negotiations required are often time-consuming, they can be externally supported.</p>
Japan	The ultimate and long term objective of the development impact that is expected to be attained after the project purpose is achieved.
Norway	The ultimate and long term objective of the development impact that is expected to be attained after the project purpose is achieved.
UK	The higher-order programme or sector Objective to which the project contributes.
USA	<p>(Agency goal) A long-term development result in a specific area to which USAID programs contribute and that has been identified as a specific goal by the Agency. [Note: this was formerly 402 development objective.]</p> <p>(Framework goal) A higher-level development result to which an SO contributes. Framework goals are beyond the manageable interest of an Operating Unit either because of the timeframe necessary to achieve them or because they address very broad objectives. Note: term changed as indicated and bolded language replaces previous version.</p>
USA	(Goal and Sub-Goal) — A higher-level development result to which an SO contributes, but which lies beyond the SO. A goal is a longer-term development result that represents the reason for achieving SOs in an Operating Unit strategic plan.

Gross effect

Country/org.	Definition
EC	<p>Change observed following a public intervention, or an effect reported by the direct addressees.</p> <p>A gross effect appears to be the consequence of an intervention by usually it cannot be entirely imputed to it.</p>

Horizontal logic

Country/org.	Definition
Netherlands	<p>The objective of the horizontal logic is to measure the resources and results of a programme or project through identification of objectively verifiable indicators and means of verification for these indicators. Comment: (a sub-concept of logical framework and log-frame parlance, should it be included in glossary of evaluation terms?</p>
OECD	<p>The objective of the horizontal logic is to measure the resources and results of a programme or project through identification of objectively verifiable indicators and means of verification for these indicators.</p> <p><i>Logique horizontale</i></p> <p><i>Logique horizontale qui a pour objet de mesurer les ressources et les réalisations d'un programme ou d'un projet par l'identification d'indices objectivement vérifiables et de moyens de vérification de ces indices.</i></p>

Implementation Completion Reports Review

Country/org.	Definition
WB	<p>OED desk review of all ICRs to rate project performance, learn lessons, monitor ICR quality and select projects for performance audit.</p>

Identification

Country/org.	Definition
OECD	<p>A technical activity which, via the completion of feasibility [feasibility: the aim is to prove that the technical options are sustainable (feasible) and that they are also the best] studies, determines the alternative methods and approaches for aid interventions. These feasibility studies cover the technical, financial, social and institutional aspects.</p>

Identification

Activité technique qui, par la réalisation d'études de faisabilité [faisabilité : vise à prouver que les alternatives techniques sont viables (faisables) et qu'elles sont les meilleures] établit les méthodes et approches alternatives pour réaliser les interventions d'aide. Ces études de faisabilité se situent sur le plan technique financier, social et institutionnel.

WB In project processing cycle, this term applies to the initial step of defining a potential operation prior to the decision to begin preparation of a funding proposal.

Immediate objective

Country/org.	Definition
Denmark	The future situation expected to prevail when the project is completed.
Denmark	The effect which an activity is expected to achieve if completed successfully and on time.
Japan	(Defined as "purpose") The effect which a project is expected to achieve if completed successfully and on time. The reason for project implementation.
Norway	Defined as "purpose": The effect which a project is expected to achieve if completed successfully and on time. The reason for project implementation.
UK	A task the project should specifically achieve. Sometimes known as a short-term objective. The situation immediately a project has been completed. This should reflect the project outputs (see also: Log Frame Analysis).
UNDP	A short-term purpose of a programme or project.

Impact

Country/org.	Definition
Australia	Impact refers to what the project is expected to contribute towards at the goal level objective. It measures whether or not the statement of intention (goal) has been achieved.

Consultant to Secretariat (Binnendijk)	The longer-term and broader effects that are attributable to a project or programme.
Canada	Broader, higher level, long-term effect or consequence linked to the goal or vision.
Denmark	The positive and negative changes produced by a programme or a component, directly or indirectly, intended or unintended.
EC	<p>A consequence affecting direct addressees following the end of an intervention or after the completion of public facilities, or else an indirect consequence affecting other addressees who may be winners or losers.</p> <p>Certain impacts (specific impacts) can be observed among direct addressees after a few months or in the longer term (e.g. the monitoring of assisted firms after two years). In the field of development support, these impacts are usually referred to as sustainable results.</p> <p>Some impacts appear indirectly (e.g. turnover generated for the suppliers of assisted firms). Others can be observed at the macro-economic or macro-social level (e.g. improvement of the image of the assisted region); these are global impacts. Evaluation is frequently used to examine one or more intermediate impacts, between specific and global impacts. Impacts may be positive or negative, expected or unexpected.</p>
Germany	Changes in a situation brought about by a Technical Cooperation project or programme. These changes may be intended or unintended, positive or negative, short-, medium- or long-term, or direct or indirect. It is the task of on-project monitoring and evaluation to monitor these impacts and, on the basis of the findings, make available information relevant to decision-making. Impacts are also the main focus of interest in BMZ evaluations and project progress reviews. In objectives-oriented project planning, planned impacts are represented at the levels of project purpose, development goals and overall goals.
Japan	The positive and negative changes produced, direct or indirect, as the result of a programme or project.
Netherlands	A term indicating whether the project has had an effect on its surroundings in terms of technical, economic, socio-cultural, institutional and environmental factors. (See Multiplier Effects, 5. 10.) Comment: Impact to be defined wider than only "effect on surroundings of a project", impact of programme, impact of a policy. This concept is phrased in the project-type fashion.
Norway	The positive and negative changes produced, direct or indirect, as the result of a programme or project.
OECD	A term indicating whether the project has had an effect on its surroundings in terms of technical, economic, socio-cultural, institutional and environmental factors. (See Multiplier Effects)

Impact

Terme qui détermine la mesure dans laquelle le projet a eu des conséquences sur l'ensemble environnant et ceci du point de vue technique, économique, socioculturel, institutionnel et environnemental. (Voir aussi la définition «effets multiplicateurs»).

Spain

Impacto (impact). Análisis de los efectos que la intervención planteada tiene sobre la comunidad en general.

Switzerland

Impact comprises the desired or not desired, long-term consequences of a project or programme, which go beyond its sphere of responsibility.

L'impact est constitué par l'ensemble des conséquences - voulues ou non - d'un projet (socio-économiques, écologiques, etc.) qui vont au-delà de son champ de responsabilité.

Impakt umfasst erwünschte und unerwünschte langfristige Auswirkungen eines Projektes oder Programmes, die über dessen unmittelbaren Verantwortungsbereich hinausgehen.

UK

Changes attributable to the project.

Impacts (also referred to as effects) may be planned or unplanned; positive or negative; achieved immediately or only after some time; and sustainable or unsustainable. Note that it is likely only planned, positive impacts will be included in the Logical Framework. impacts may be observable/measurable during implementation, at project completion, or only some time after the project has ended. Different impacts may be experienced by different stakeholders.

The recommended approach is not to define 'impact' narrowly, or to draw a distinction between 'effects' and 'impacts', but to encourage the routine definition and consideration (in evaluations, OPRS, etc.) of different types of impact (e.g. Purpose or Goal- level impacts; short-term or long-term (within or outside the project lifetime); positive and negative; planned and unplanned; technical, institutional, economic, social and cultural, and environmental) as experienced by different groups.

UNDP

(Defined under "Results" in glossary): results of a programme or project that are assessed with reference to the development objectives or long-term goals of that programme or project; changes in a situation, whether planned or unplanned, positive or negative, that a programme or project helps to bring about. Examples: higher standard of living, increased food security, increased earnings from exports, increased savings owing to a decrease in imports.

WB

The World Bank uses two definitions of impact.

(i) The effects produced by the results of an investment (e.g. completion of a new road is a result, the impact is the effect the road has on transport costs, including on labor availability and costs, and thence on economic growth and welfare).

(ii) The longer-term and broader results attributable to an organization's outcomes. (See also results chain.) An impact of an education project, for example, could be the extent to which children who have increased their level of educational achievement have a resultant increase in their standard of living.

Incorporated, built-in evaluation

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	An approach to implementation that involves fairly continuous self-evaluation by principal actors and participants, according to pre-established criteria related to the purpose and goal. Usually included in the project plan during the design stage and given funding as part of the project. Comment: (this is a very specific term)
OECD	<p>An approach to implementation that involves fairly continuous self-evaluation by principal actors and participants, according to pre-established criteria related to the purpose and goal. Usually included in the project plan during the design stage and given funding as part of the project.</p> <p><i>Évaluation incorporée</i></p> <p><i>Approche qui comporte une grande part d'autoévaluation continue de la part des principaux acteurs et participants, sur la base de critères préétablis relatifs à la finalité et au but de l'activité. Est habituellement incluse au plan du projet au stade de la conception et financée dans le cadre du budget du projet.</i></p>

Indentification

Country/org.	Definition
Netherlands	A technical activity which, via the completion of feasibility [feasibility: the aim is to prove that the technical options are sustainable (feasible) and that they are also the best] studies, determines the alternative methods and approaches for aid interventions. These feasibility studies cover the technical, financial, social and institutional aspects.

Independent evaluation

Country/org.	Definition
Spain	<i>Evaluación independiente (independent evaluation) . la independencia es uno de los 4 principios que guían el sistema de evaluación. Los demás son la credibilidad, transparencia y utilidad.</i>
UK	<p>An evaluation carried out by persons separate-from, and those responsible for managing, making decisions on, or implementing the project.</p> <p>This could include groups within the donor organisation (such as Evaluation Department), not just outsiders (see External Evaluation).</p>
WB	By OED, which reports to the Board (owners) rather than to management.

In-depth evaluation

Country/org.	Definition
EC	Consists of focusing evaluation on a part of an evaluation precisely on a category of outputs, a group or on category of impacts. This permits a more detailed analysis, unlike overall evaluation which aims at being exhaustive.

Indicator

Country/org.	Definition
Australia	An indicator is the unit of measurement (or pointers) that is used to monitor or evaluate the achievement of project objectives over time. Indicators can include specification of quantifiable targets and measures of quality.
Canada	Indicators are qualitative and quantitative measures which serve as useful proxies for assessing results at the output, outcome and impact levels. These are used to monitor progress toward the achievement of expected results.
Denmark	Quantitative or qualitative statements which can be used to describe situations that exist and to measure changes or trends over a period of time. Indicators are used to measure the degree of fulfillment of stated objectives, outputs, activities and inputs.
EC	<p>Measurement of an objective to achieve, a resource mobilised, an output accomplished, an effect obtained or a context variable (economic, social or environmental).</p> <p>The information provided by an indicator is of a quantitative nature and is used to measure facts or opinions (e.g. percentage of regional enterprises which have been assisted by public intervention; percentage of trainees who claim to be</p>

satisfied or highly satisfied). An indicator must, among other things, produce simple information which is easy to communicate and easily understood by both the provider and the user of the information. It must help the managers of public intervention to communicate, negotiate, and decide. For that purpose, it should preferably be linked to a criterion on the success of the intervention. It must reflect precisely whatever it is meant to measure (validity of construction). The indicator and its measurement unit must be sensitive, that is to say, the quantity measured must vary significantly when a change occurs in the variable to be measured. Indicators may be specially constructed by the evaluation team and quantified by means of survey or statistical data. They are often borrowed from the monitoring system or statistical series. An indicator may be elementary or derived from several other indicators in the form of ratios or indexes.

Context indicator: Measurement of an economic, social or environmental variable concerning an entire region, sector or group in which public intervention takes place.

Programme indicator: Indicator which concerns the inputs and outputs of the intervention as well as the results and impacts on its direct and indirect addressees.

Generic indicator: Indicator which uses the same measurement unit to quantify the impacts resulting from several outputs of various kinds (e.g. value-added generated by outputs in the domains of fishing, tourism and new information technologies).

Key indicator: Indicator likely to play an important part in comparisons between different interventions and in the synthesis of conclusions of several evaluations.

Finland	The performance standard to be reached to achieve an objective.
Germany	Indicators provide information on the level to which the objectives are to be achieved and the project's criteria for success. They therefore describe exactly what is meant by the project's purpose, results and assumptions, and how these are measured. At the same time, they are used by project management in monitoring and evaluation. Indicators are the result of an agreement and reflect the common view of participants.
Japan	In the context of LFA, an indicator defines the performance standard to be reached in order to achieve an objective.
Netherlands	The measure which is used to demonstrate the change or the result of a programme.
Norway	In the context of LFA, an indicator defines the performance standard to be reached in order to achieve an objective.

OECD	<p>The measure which is used to demonstrate the change or the result of a programme.</p> <p><i>Indicateur</i></p> <p><i>Mesure qui montre le changement ou le résultat d'une activité que l'on constate.</i></p>
Portugal	<p>A key element of information that serves as a standard when assessing a situation or process of change</p>
Spain	<p><i>Indicador (indicator). Expresan el nivel de éxito esperado en la consecución del objetivo general, del objetivo específico y de los resultados en las diferentes fases del proyecto. Definen su contenido en términos de efectos sobre la población destinataria.</i></p>
Switzerland	<p>An indicator is a variable which serves to indirectly determine differences in quality or quantity over a period of time. For this purpose, complex facts are simplified adequately and reduced to an observable dimension.</p> <p><i>Un indicateur est une variable, qui informe indirectement sur des différences qualitatives ou quantitatives se manifestant dans une période de temps donnée. Cela permet de simplifier des réalités complexes et de les réduire à des dimensions observables.</i></p> <p><i>Ein Indikator ist eine Variable, die hilft, indirekt Unterschiede in Qualität oder Quantität in einem bestimmten Zeitraum aufzuzeigen. Zu diesem Zweck werden komplexe Sachverhalte angemessen vereinfacht und auf eine beobachtbare Dimension reduziert.</i></p>
UK	<p>Data that provides a simple and reliable basis for measuring change or performance. Performance indicators are used:</p> <p>to measure progress towards short and longer term goals to indicate changes in the development of the project to decide whether a project is successfully achieving its objectives Valid indicators are:</p> <p>independent - a separate indicator for each objective objectively verifiable - capable of unambiguous measurement specific - clearly relate to the objective being measured accessible - should make use of readily available data and information sufficient in number and detail - to allow reliable inferences to be drawn</p> <p>Indicators can be used to measure inputs, outputs, results/effects or impacts. They may measure achievement and/or value</p>
UNDP	<p>Signal that reveals progress (or lack thereof) towards objectives; means of measuring what actually happens against what has been planned in terms of quantity, quality and timeliness. Example: women's annual income from small-scale and micro enterprises assisted by a project over a five-year period, to show if there has been an increase in the women's level of income as planned.</p>

Indirect effects

Country/org.	Definition
EC	Effect which spreads throughout the economy, society or environment, beyond the direct addressees of the public intervention. Indirect “internal” effects, which are spread through market-based relations (e.g. effect on suppliers or on the employees of an assisted firm), are distinguished from external effects or “externalities” which are spread through non-market mechanisms (e.g. noise pollution; cross fertilisation within an innovation network).
Netherlands	The costs and benefits which are unleashed by the contributions to a project and by its results. Comment: (see remarks under other effects definitions)
OECD	The costs and benefits which are unleashed by the contributions to a project and by its results. <i>Effets indirects</i> <i>Coûts/bénéfices déclenchés par les apports et les résultats du projet.</i>
Spain	<i>Efectos indirectos (indirect effects) . (not defined)</i>

Initial assumption

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	An essential factor, external to the aid activity, which is a prerequisite to beginning the programme. Comment: (very specific concept)
OECD	An essential factor, external to the aid activity, which is a prerequisite to beginning the programme. <i>Condition préalable</i> <i>Facteur essentiel, extérieur à l'action d'aide, prérequis au démarrage d'une action d'aide</i>

Initial Environmental Examination

Country/org.	Definition
USA	The first review of the reasonably foreseeable effects of a proposed action on the environment. Its function is to provide a brief statement of the factual basis for a Threshold Decision as to whether an Environmental Assessment or an Environmental Impact Statement will be required. See ADS 204.

Initial hypothesis

Country/org.	Definition
Netherlands	The basic framework for interpreting existing reality, which serves as the logical basis for the intended aid. Comment: (very sepcific concept)
OECD	The basic framework for interpreting existing reality, which serves as the logical basis for the intended aid. <i>Hypothèse de base</i> <i>Cadre de l'interprétation de la réalité ex-ante qui constitue le fondement de la logique de l'aide envisagée.</i>
Spain	<i>Condiciones previas (initial hypothesis) . Son las hipótesis que deben ser verificadas antes del inicio de la ejecución del proyecto.</i>

Input

Country/org.	Definition
Canada	The resources required, including money, time or effort, to produce a result.
Denmark	The funds, personnel, materials, etc. necessary to produce the intended outputs of development activities.
Denmark	Human, material and financial resources under the control of the project management, which are necessary to perform the activities of the project.
EC	Defined as: Means The inputs required in order to do the work (such as personnel, equipment and materials).

Japan	The funds, personnel, materials etc of a project which are necessary to produce the intended output.
Netherlands	The means by which the aid is provided. The set of means (resources and activities) to be mobilised to produce the output. (These means include the evaluation control activities, project monitoring and audit). Comment: (there seems to be less confusion about input)
Norway	The funds, personnel, materials, etc of a project which are necessary to produce the intended output.
OECD	<p>The means by which the aid is provided. The set of means (resources and activities) to be mobilised to produce the output. (These means include the evaluation control activities, project monitoring and audit).</p> <p><i>Moyens apports entrants</i></p> <p><i>Ensemble de moyens (ressources et activités) à mettre en oeuvre pour produire les résultats. (Ces moyens englobent aussi les activités de contrôle-évaluation, suivi, vérification du projet).</i></p>
Spain	<i>Actividades (inputs) . Son las acciones indispensables para la consecución de cada uno de los resultados previstos.</i>
Switzerland	<p>Resources (know-how, financial and personnel resources) which are necessary for the output of a project.</p> <p><i>Les ressources (savoir faire, moyens financiers, personnel, etc.) qui sont nécessaires pour le output d'un projet.</i></p> <p><i>Ressourcen (know-how, finanzielle, personelle, etc. Mittel), die für den geplanten output eines Projektes notwendig sind.</i></p>
UK	Resources (money, time, goods, services, ideas, know- how, technology, personnel) used to produce an output (see also: Logical Framework Analysis)
UNDP	A means mobilized for the conduct of programme or project activities, i.e., financial, human and physical resources.
USA	A resource such as technical assistance, commodities, training or provision of USAID staff, either Operational Expenditures (OE) or Program funded, that is used to create an output.
WB	The goods and services funded by an operation.

Inspection

Country/org.	Definition
Netherlands	A management function in which a special on-site investigation is done, sometimes unexpectedly, in order to resolve problems, which may or may not have been detected earlier.
OECD	<p>A management function in which a special on-site investigation is done, sometimes unexpectedly, in order to resolve problems, which may or may not have been detected earlier.</p> <p><i>Inspection</i></p> <p><i>Fonction de contrôle qui par une enquête spéciale sur place, menée parfois à l'improviste, vise à résoudre des problèmes qui avaient ou n'avaient pas été décelés antérieurement.</i></p>

Inspection Panel

Country/org.	Definition
WB	An external appointed panel which investigates complaints submitted on the basis that applicable IBRD/IDA policies have not been followed, especially Safeguard Policies.

Institutional development impact

Country/org.	Definition
WB	The extent to which a project has improved an agency's or a country's ability to make effective use of its human, organisational, and financial resources.
WB	(a rating of capacity building) The extent to which a project improves the ability of a country or region to make more efficient, equitable and sustainable use of its human, financial, and natural resources through: a) improved definition, stability, transparency, enforceability, and predictability of institutional arrangements; and/or b) better alignment of the mission and capacity of an organization with its mandate, and authorizing environment. IDI includes both intended and unintended effects of a project.

Intangibles

Country/org.	Definition
Netherlands	Cost and benefits which are thought to be pertinent but which cannot be measured and which therefore cannot be included in the economic analysis. These costs/benefits are taken into account by sociological analysis as one example. Comment: (An economic term, not an evaluation term).
UK	Costs and benefits that cannot be quantified but are nevertheless significant. These can be ranked and weighted to reflect importance and priorities.
OECD	Cost and benefits which are thought to be pertinent but which cannot be measured and which therefore cannot be included in the economic analysis. These costs/benefits are taken into account by sociological analysis as one example.

Non mesurables

Coûts/bénéfices qui sont considérés comme pertinents mais qui ne peuvent être mesurés et ne peuvent donc être inclus dans des analyses économiques. Ces coûts/bénéfices peuvent être appréhendés par des analyses sociologiques par exemple.

Integrated approach

Country/org.	Definition
EC	Integrated Approach The consistent examination of a project throughout all the phases of the project cycle, to ensure that issues of relevance, feasibility and sustainability remain in focus.

Internal audit

Country/org.	Definition
Canada	An independent appraisal function that assesses the effectiveness and efficiency of management frameworks at all levels. It provides CIDA managers and staff with information on the effectiveness and efficiency of systems, practices and built-in controls adopted to achieve stated objectives.

Netherlands	The execution of an audit by the administrative unit being audited.
OECD	The execution of an audit by the administrative unit being audited. <i>Vérification interne</i> <i>Exécution d'une vérification par un service interne de l'administration en question.</i>
Switzerland	The internal audit is executed by an independent organ called Inspection. However, it depends directly on the Director who uses it as a management instrument. <i>L'audit interne est assuré par un organe autonome, l'Inspectorat. Il dépend toutefois directement du Directeur auquel il sert d'instrument de gestion.</i> <i>Das interne Audit wird von einer unabhängigen Stelle, Inspektorat, durchgeführt, die jedoch direkt dem Direktor unterstellt ist. Das Audit dient dem Direktor als Managementinstrument.</i>
UK	Internal Audit (Department) comprises the review of the adequacy of all internal control systems and their consistent application, and reports to management.
WB	Auditing by independent auditors reporting to the management of an organisation

Internal evaluation

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
EC	Evaluation of a public intervention by an evaluation team belonging to the administration responsible for the programme. Internal evaluation may be independent if the evaluation team has no hierarchical relation with the actors implementing the intervention. Otherwise, it would be self-evaluation.
Netherlands	Evaluation of an aid intervention by the central organisation, which gives the aid. Comment: Internal evaluation as defined here would also apply to evaluations carried out by evaluation departments like our department which are independent from policy making and policy implementation. Therefore, we prefer to use the word decentral evaluation, i.e. the evaluation commissioned by operations departments and not the evaluation studies conducted by an independent central evaluation unit.

OECD	Evaluation of an aid intervention by the central organisation, which gives the aid. <i>Évaluation interne</i> <i>Évaluation d'une intervention par des fonctionnaires de l'organisation centrale qui</i>
Spain	<i>Evaluación interna (internal evaluation) . Es la realizada por personal de la propia organización que formula y ejecuta la intervención.</i>
UK	An evaluation by staff within project implementing and donor organisation.

Internal rate of return

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	Opportunity cost of the invested capital in which the actual net value of the project is placed at zero. Comment: (Again an economic term, belongs to cost-benefit analysis)
OECD	Opportunity cost of the invested capital in which the actual net value of the project is placed at zero. <i>Taux de rendement interne</i> <i>Taux d'actualisation du capital investi auquel la valeur nette actuelle du projet égale zéro.</i>
Spain	<i>Tasa interna de retorno (internal rate of return). (not defined)</i>
UK	That rate of interest which discounts the flow over time of net revenue generated by an investment such that the present value of the net revenue flow is equal. to the capital sum invested. IRR is the discount rate at which the NPV is zero. IRR is used in investment appraisal to determine whether a prospective investment is viable. It is less easy to use than NPV method. If the IRR is higher than the cost of capital then the project is worth undertaking from the financial perspective. It represents the rate of interest that money would have to earn elsewhere in the organisation to be a better investment. The higher the IRR the better the project.
WB	The rate of interest which equalizes the present worth of costs and benefits (NB. Not equivalent to return on investment since the methodology embodies reinvestment of all surpluses at the determined rate of interest).

Joint evaluation

Country/org.	Definition
Denmark	Evaluation of large parts of development activities where one donor's aid represents only a share of the total. Conducted jointly with other donors and the partner.

Key indicator

Country/org.	Definition
WB	Quantitative targets for a project's main inputs and outputs to guide implementation priorities and allow monitoring of progress (especially by M&E components and by IBR/IDA during supervision) towards achieving desired results.

Lessons learned

Country/org.	Definition
Denmark	Comment: Agrees with USA definition.
Spain	<i>Conclusiones (lessons learned) . Principales enseñanzas y conclusiones de la evaluación.</i>
UK	Project specific, of generally applicable guidance derived from the conclusions of an evaluation
UNDP	Learning from experience that is applicable to a generic situation rather than to a specific circumstance. Example: A strong information centre is essential to an institution dealing with research and development (R&D) as a channel for disseminating the results of its research programme to target groups and generating feedback from target groups on the usefulness of its R&D results.
USA	The conclusions extracted from reviewing a development program or activity by participants, managers, customers or evaluators with implications for effectively addressing similar issues/problems in another setting.
WB	The actionable and wide ranging conclusions of an evaluation which if applied to other strategies, programs and operations could improve their quality.

Logical Framework Approach matrix

Country/org.	Definition
Australia	The product of the LFA is presented in a Logframe Matrix (also known as the Logframe). The matrix provides a summary of what the project aims to achieve and how, what the main assumptions are, and a framework for developing the activity's monitoring and evaluation system.
Denmark	Defined as Matrix: Presentation format with columns and rows allowing an overview of the project.
EC	See under Logical Framework
Germany	(Defined as Project Planning Matrix): A matrix which records the outcome of projet planning. Its cells contain the main elements of a plan, i.e.structure of objectives, outputs (results, major activities and resources required for their implementation), assumptions and indicators; at the same time, the matrix underlines how these elements are logically linked.
Japan	(Also defined as "Project Design Matrix (PDM)": A summary table of a project design which describes necessary Inputs, Outputs, Purpose, Goal, Assumptions, and Indicators, and the logcial relationship between and among them.
Netherlands	A two-dimensional table having four rows and four columns, which can be used to summarise the vertical and horizontal logic of a project.
Norway	A summary table of a project design which describes necessary Inputs, Outputs, Purpose, Goal, Assumptions, and Indicators, and the logical relationship between and among them.
OECD	A two-dimensional table having four rows and four columns, which can be used to summarise the vertical and horizontal logic of a project. <i>Tableau matriciel de la MCL</i> <i>Tableau à deux dimensions comportant quatre rangées et quatre colonnes, qui permet de résumer la logique verticale et la logique horizontale d'un projet.</i>
Spain	<i>Matriz de planificación del proyecto (LFA matrix) . Es la base de la formulación de un proyecto, en donde se presenta una estructuración del contenido de la intervención, indicando de forma sistemática los objetivos, resultados y actividades.</i>

Local cost

Country/org.	Definition
Netherlands	Cost (in local currency) of a contribution. Comment: NB. all definitions of types of cost are interesting but not so important to add to a list of terms for evaluation)
OECD	Cost (in local currency) of a contribution. <i>Coût local</i> <i>Coût (en monnaie locale) d'un apport.</i>
Spain	<i>Costes locales (local cost) . (not defined)</i>

Local costs

Country/org.	Definition
UK	Those costs of a development project which are made up on locally procured goods and services.
WB	Costs incurred in domestic currency for locally available inputs (as contrasted to the cost of imports which require foreign currency financing).

Logical framework

Country/org.	Definition
Australia	The Logical Framework Approach consists of a set of analytical tools which support problem analysis; preparation of a logical hierarchy of project/activity objectives; identification of important assumptions and risks, and specification of monitoring and evaluation instruments.
Denmark	Logical Framework Approach (LFA) is a tool for managing development processes. LFA can be used simply to structure and create an overview of complex aid interventions and to foster commitment to transparent, structured, participatory and flexible development processes. LFA is not sufficient to achieve this alone, but it can function as a “master tool” for analysis of and dialogue about development issues. The aim of LFA is opening and sharing: perceptions, options and choices.
EC	A methodology for planning, managing and evaluating programmes and projects, involving problem analysis, analysis of objectives, strategy analysis, preparation

	<p>of the logframe matrix and activity and resource schedules. (The matrix in which a project's intervention logic, assumptions, objectively verifiable indicators and sources of verification are presented).</p>
Finland	Method for analysing and presenting the most important elements of a project and their interrelationships.
Japan	(Defined under Project Cycle Management): A three-step method of Participatory Planning, Appraisal, Monitoring and Evaluation which manages a project via identification, formulation, appraisal, implementation, monitoring, and evaluation.
Netherlands	Management tool consisting of a set of interlocking concepts which must be used together in a dynamic fashion to permit the elaboration of well-designed, objectively described and evaluable (programme or) project. It makes it possible to summarise the elements of a programme or project (inputs, outputs, purpose, goal), the cause-and-effect relationship among the operational aspects (resources, activities, outputs) and development considerations (purpose, goal), and thus facilitates planning, execution and evaluation of a programme or project.
Norway	Defined as "Logical Framework Approach (LFA)": A three-step method of Participatory Planning, Appraisal, Monitoring and Evaluation which manages a project via identification, formulation, appraisal, implementation, monitoring and evaluation.
OECD	Management tool consisting of a set of interlocking concepts which must be used together in a dynamic fashion to permit the elaboration of well-designed, objectively described and evaluable (programme or) project. It makes it possible to summarise the elements of a programme or project (inputs, outputs, purpose, goal), the cause-and-effect relationship among the operational aspects (resources, activities, outputs) and development considerations (purpose, goal), and thus facilitates planning, execution and evaluation of a programme or project.
	<p><i>Le cadre logique</i></p> <p><i>Outil de gestion comportant un ensemble de concepts liés les uns aux autres qui doivent être utilisés concurremment de façon dynamique pour permettre l'élaboration (d'un programme ou) d'un projet bien conçu, décrit en termes objectifs et dont on pourra ultérieurement évaluer les résultats. Le CL permet de résumer les éléments d'un programme ou d'un projet (moyens, résultats, but, finalité), les liens de causalité entre les aspects opérationnels (ressources, activités, résultats) et les considérations de développement (but, finalité), afin de faciliter ainsi la planification, la réalisation et l'évaluation d'un programme ou d'un projet.</i></p>
Portugal	LFA is a collection of interdependent concepts, which describe operationally and in a matrix form the most important aspects of a project. This description makes it possible to verify whether an intervention is correctly designed, facilitates monitoring and allows for the most satisfactory evaluation.

Portugese: MQL (Método do Quadro Lógico) é um conjunto de conceitos interdependentes que descrevem operacional e matricialment e os aspectos mais importantes de um projecto. Esta descrição permite verificar se a intervenção é correctamente instruída; facilita o acompanhamento e proporciona uma avaliação mais satisfatória.

Spain

Marco lógico (logical framework) . (not defined)

Switzerland

Is a process which leads to a planning platform. The different stakeholders define their visions, analyse together the problems which must be tackled and the existing forces and potentials. On this ground they determine the goal of the programme/project and its specific objectives, agree on the activities to be carried out and the results (outputs and outcomes) to be reached.

C'est le processus qui aboutit à l'établissement d'une plate-forme de planification. Les différents protagonistes d'un programme définissent leurs visions, analysent ensemble quels sont les problèmes qui doivent être surmontés et quelles sont les forces et les potentiels sur lesquels ils peuvent s'appuyer. Sur cette base, ils déterminent la finalité d'un programme/projet, ils en fixent les objectifs spécifiques, s'accordent sur les activités à mener et les résultats (outputs et outcomes) à atteindre.

Bezeichnet den Prozess, der zu einer Planungsplattform führt. Die verschiedenen Akteure eines Programms legen ihre Visionen fest, analysieren gemeinsam die Probleme, die es zu lösen gilt und die vorhandenen Kräfte und Potentiale. Ausgehend davon bestimmen sie das Oberziel eines Programms/Projekts, leiten die spezifischen Ziele daraus ab, stimmen ihre Aktivitäten und die zu erzielenden Ergebnisse (output und Auswirkungen) aufeinander ab.

UK

Also known as Logical Framework Approach, Log Frame and Project Framework

LF is an aid to logical thinking and a means whereby a project may be 'structured and described for analytical purposes; a development of the management by objectives approach. It is a method which provides a structure for designing a project and a tool for project management and evaluation. It must be kept constantly under review.

The log frame specifies. what the project is attempting to achieve and indicates the means by which the achievement may be measured. It makes the project logic explicit.

LF comprises four main steps:

Establishment of objectives

Establishment of relationships between activities, outputs, purposes and goals - relates these through hypothesising a series of cause effect linkages in a hierarchical form

Identification of objectively verifiable indicators and means to measure them systematic recording of assumptions made when designing project, i.e. the assumptions underpinning the cause-effect linkages

LF uses a number of terms:

- 1.Goal - the reason for undertaking the project; the ultimate objective of the programme to which the specific project will contribute
- 2.Purpose - what the project is expected to achieve in development terms once it is completed; the motivation behind the outputs
- 3.Outputs - the specific results to be achieved by the management of activities
- 4.Activities to be undertaken and the resources inputs available to produce the outputs
- 5.Objectively verifiable indicators (OVI) - performance indicators which are relevant, independent and can be precisely and objectively defined in order to demonstrate that the objectives of the project have been achieved.
- 6.Means of verification (MOV) - the means to ensure that the OVI can be measured ' effectively, i.e. specification of the indicators, types of data, sources of information and collection techniques. The structure of the log frame is a 4x4 matrix. The columns represent the levels of project objectives and the means to achieve them (the vertical logic); the rows indicate how the achievement of objectives can be verified (the horizontal logic). The log frame has a hierarchy of project objectives - there are four levels in the log frame and each lower level of activity must contribute to the achievement of a higher-level activity. Assumptions must be systematically recorded

WB

A matrix based tool for planning, implementation management and monitoring of projects and programs. It links objectives and goals, assumptions, components, inputs and outputs in a standard framework which reveals interdependences and synergies towards improving outcomes. (A logical framework approach has been required in Project Documentation System from July 1997 in all IBRD/IDA funding proposals, following LogFrame principles, but "Project Design Summary" in project documents).

Management review

Country/org.	Definition
Netherlands	Management review is a term used to describe an element of a manager's job, which may involve a wide range of monitoring and problem-solving activities designed to ensure that operations are functioning satisfactorily. In many cases, it constitutes a vital element in the control process of the manager, which reflects his personal style and may be part of any formal management control system.
OECD	<p>Management review is a term used to describe an element of a manager's job, which may involve a wide range of monitoring and problem-solving activities designed to ensure that operations are functioning satisfactorily. In many cases, it constitutes a vital element in the control process of the manager, which reflects his personal style and may be part of any formal management control system.</p> <p><i>Examen de la gestion</i></p> <p><i>Ce terme décrit un élément des fonctions d'un gestionnaire pouvant comporter un large éventail de contrôles et de tâches permettant de résoudre des problèmes et conçus de manière à garantir la bonne exécution des fonctions. Dans bon nombre de cas, l'examen de gestion constitue un élément essentiel du processus de contrôle adapté par le gestionnaire et reflétant son style personnel. L'examen de gestion peut s'inscrire dans tout autre système officiel de contrôle de gestion.</i></p>

Managerial evaluation

Country/org.	Definition
EC	<p>An evaluative approach integrated into the management of public interventions, and aimed at recommending changes related either to decision-making (feedback, instrumental use) or to the behaviour of the actors responsible for the implementation of the intervention.</p> <p>The general approach of managerial evaluation is similar to that of new public management, and is aimed at addressing the problem of stagnating public revenue. The underlying question can be formulated as follows: How can the trade-off between the different sectoral policies be justified? The dominant approach here which occurs within the administration, is that of "optimisation" of budgetary resources.</p> <p>The political dimension of the evaluation act is overlooked. The quality of managerial evaluation is based on two principles: The independence of the evaluator and the objectivity of the method.</p>

Mandate

Country/org.	Definition
EC	<p>Document signed by the commissioners to formalise their wish to evaluate an intervention.</p> <p>By means of a mandate, a commissioner delegates the performance of an evaluation to a steering group or evaluation authority. The mandate specifies what will be evaluated (the scope of the evaluation), the reasons for which the evaluation has been launched, and the expected use. The commissioner specifies the nature of the expected recommendations resulting from an evaluation. S/he states the main questions that the evaluation will have to answer, which generally gives an initial idea of the evaluation criteria. S/he fixes a final date for submitting the report and may also fix a budget.</p>

Means of verification

Country/org.	Definition
Japan	Means to obtain data for examining indicators
UK	The sources of data that you will use to judge whether you have achieved your objectives (including standards for equipment and measurement) at all levels of the Logical Framework. They must be practical and cost effective. MOVs provide the basis for project reporting and monitoring systems.

Meta-evaluation

Country/org.	Definition
EC	<p>Evaluation of another evaluation or of a series of evaluations. The criteria for judgement are generally reliability, credibility, and utility. The term is sometimes applied to the auditing of an evaluative function of an organisation (verifying that the rules concerning evaluation have been applied professionally). Sometimes, meta-evaluation is used to refer to a synthesis based on a series of evaluations.</p>
Switzerland	<p>A cross-cutting analysis examines the existing evaluations concerning a specific subject or sector in order to render account at a higher level and gain lessons from experiences which will afterwards nourish new politics or influence on strategies of transference into action.</p> <p><i>Une analyse transversale examine des évaluations existantes par rapport à un sujet ou un secteur bien défini pour rendre compte à un niveau supérieur et tirer des enseignements des expériences acquises, ce qui va ensuite alimenter une nouvelle politique ou influencer les stratégies de mise en œuvre.</i></p>

Eine Querschnittanalyse analysiert bestehende Evaluationen zu einem bestimmten Thema bzw. Sektor, um auf übergeordneter Ebene Rechenschaft abzulegen und Erfahrungen aufzuarbeiten, die anschliessend in eine neue Politik oder Umsetzungsstrategie einfließen.

Methodology

Country/org.	Definition
EC	Strictly speaking, this is the science of the construction of evaluation methods. The technical design of an evaluation is, however, a matter of know-how and expertise rather than a purely scientific procedure. In practice, the term methodology is often used in the sense of a method, as defined above.
Netherlands	A group of techniques and procedures appropriate and useful for evaluating assistance activities. Comment: (A term used in all research, therefore one would like to have a term which is very concise and clear)
OECD	A group of techniques and procedures appropriate and useful for evaluating assistance activities. <i>Méthode d'évaluation</i> <i>Ensemble de techniques et de procédures appropriées et cohérentes utilisées pour évaluer une action d'aide.</i>
Spain	<i>Metodología (methodology) . (not defined)</i>

Mid-term evaluation

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition, with the following addition to the last line: “.. sometimes referred to as mid-term review” and deletion of “ongoing project or programme evaluations”
EC	Evaluation which is performed towards the middle of the period of implementation of the intervention. This evaluation critically considers the first outputs and results, which enables it to assess the quality of the monitoring and implementation. It shows the translation into operational terms of initial intentions and, where relevant, points out de facto amendments to objectives. Through comparison with the initial situation, it shows the evolution of the general economic and social context, and judges whether the objectives remain relevant. It examines whether the evolution

of policies and priorities of other public authorities raises problems of coherence. It also helps to prepare adjustments and reprogramming, and to argue them in a transparent manner. Mid-term evaluation not only relies strongly on information derived from the monitoring system, but also on information relating to the context and its evolution. Mid-term evaluation has a formative character: it provides feedback on interventions of which it helps to improve the management. Mid-term evaluation is a form of intermediate evaluation. Other intermediate evaluations may be performed during the first or last years of implementation.

Netherlands	An evaluation carried out during implementation. Its principal goal is to draw conclusions for administering the project. Sometimes referred to as “on-going” project evaluations.
OECD	<p>An evaluation carried out during implementation. Its principal goal is to draw conclusions for administering the project. Sometimes referred to as “on-going” project evaluations.</p> <p><i>Évaluation concomitante</i></p> <p><i>Évaluation faite en cours d'exécution du projet ou programme, que l'on désigne de plus en plus souvent comme une évaluation intermédiaire. Elle a pour but principal de tirer des conclusions pour l'administration du projet.</i></p>
Spain	<i>Evaluación intermedia (mid term evaluation) . Aquella que se lleva a cabo durante la ejecución de la intervención, en un momento determinado que, en general, coincide con el fin de una fase o etapa.</i>
WB	(Mid-term evaluation review) A heavier than usual supervision exercise (jointly by the responsible unit and the borrower) to assess whether changes are needed to a project’s objectives and design to keep it relevant (such review is usually specified in project legal documents and may be universal in some regions).

Milestone

Country/org.	Definition
Australia	A milestone in project implementation is an event which is selected to signify that certain project activities have been completed. Milestones are usually used as trigger points for AusAID to make payments to contractors and may represent an amalgamation of management outputs as opposed to project outputs.

Monitoring

Country/org.	Definition
Australia	<p>Monitoring is concerned with assessing the implementation progress of a project or activity and identifying action to correct problems where they occur. It includes the processes of collecting, analysing, recording, reporting and using management information about the physical and financial progress of a project. The focus is on the activity and output levels of the Logical Framework hierarchy of objectives. Input monitoring may also be required in some circumstances. Monitoring is a core management responsibility during implementation.</p>
Denmark	<p>Continuous or periodic surveillance of the progress in a programme or component.</p> <p>Comment: Agrees with OECD definition, with the following addition: "whether activities are still relevant and sufficient", conform to work plans etc...</p>
EC	<p>An exhaustive and regular examination of the resources, outputs and results of public interventions.</p> <p>Monitoring is based on a system of coherent information including reports, reviews, balance sheets, indicators etc. Monitoring system information is obtained primarily from operators and is used essentially for steering public interventions.</p>
Germany	<p>(Defined as "Monitoring and Evaluation")</p> <p>Refers to the systematic observation and documentation by a project of its implementation and the impact it generates, and to the assessment, based on the information obtained during monitoring of:</p> <ul style="list-style-type: none">-The status of project implementation-The suitability of the procedures adopted and-The feasibility of the results and objectives to be achieved. <p>This assessment then forms the basis for decisions regarding project steering and plan updating. Monitoring and Evaluation is an objectives-oriented process of communication between the project actors organised by project management and geared to a joint assessment of project implementation to date and in the future.</p> <p>Monitoring and evaluation is an ongoing project management activity and helps ensure that an ongoing learning process takes place throughout implementation. Monitoring and evaluation is not limited to comparisons of the target and actual situations, but also attempts to record unforeseen impacts and changes in the framework conditions that affect the project (risks, assumptions). The scope of such M&E will vary, depending on the project and on the development hypotheses on which it is based.</p> <p>Regular consultations with project partners and the involvement of target groups and other major actors are an important part of M&E.</p>
Japan	<p>Continuous or periodic surveillance of the physical implementation of a project to ensure that inputs, activities, outputs and external factors are proceeding according to plan.</p>

Netherlands	A management function which uses a methodical collection of data to determine whether the material and financial resources are sufficient, whether the people in charge have the necessary technical and personal qualifications, whether activities conform to work plans, and whether the work plan has been achieved and has produced the original objectives.
Norway	Continuous or periodic surveillance of the physical implementation of a project to ensure that inputs, activities, outputs and external factors are proceeding according to plan.
OECD	<p>A management function which uses a methodical collection of data to determine whether the material and financial resources are sufficient, whether the people in charge have the necessary technical and personal qualifications, whether activities conform to work plans, and whether the work plan has been achieved and has produced the original objectives.</p> <p><i>Suivi</i></p> <p><i>Fonction qui par la collecte méthodique de données vise à savoir : si les apports matériels et financiers promis ont été fournis et sont suffisants ; si les coopérants et homologues mis en place possèdent les compétences techniques et personnelles pour exécuter leurs tâches ; si les activités déployées des experts, avec les apports, sont conformes au plan de travail ; si le plan de travail est réalisé et produit les objectifs à atteindre conformément au plan ; à prendre des mesures en vue de pallier les faiblesses rencontrées.</i></p>
Portugal	A feedback system or follow-up, which continuously recollects, puts together and analyzes information on how activities are implemented. Portugese: O Monitoring é um sistema de vigilância e registo permanente ou periódico da implementação e gestão de um projecto.
Spain	<i>Seguimiento (monitoring). Actividad de carácter continuo (reflejada en informes periódicos), que se lleva a cabo durante la ejecución de una intervención.</i>
Switzerland	<p>Monitoring comprises a deliberate choice of fields of observation and a purposeful, systematic collection and production of information during the implementation of a project or programme. Monitoring starts with the planning process and is an important for steering. We distinguish between monitoring at the levels of outputs, outcomes, processes, impact, and context.</p> <p><i>Choix conscient de champs d'observation et collecte et production consciente et ciblée d'information pendant la mise en œuvre d'un projet/programme. Élément essentiel pour le pilotage, le monitoring est défini lors de la planification. On distingue divers niveaux de suivi : outputs, outcomes, processus, impact et contexte.</i></p> <p><i>Monitoring umfasst die Tätigkeit einer bewussten Auswahl von Beobachtungsfeldern und einer zielgerichteten, systematischen Sammlung und Produktion von Daten und Informationen während der Durchführung eines Vorhabens. Monitoring setzt bei der Planung an und ist ein wesentliches Element für die Steuerung. Wir unterscheiden Monitoring auf der Ebene der outputs, outcomes, der Prozesse, des Impakts und des Umfeldes.</i></p>

UK	Collection and analysis of financial and non-financial information on a regular basis in order to check a project's performance compared with its stated objectives, budget and work plan. Monitoring is normally seen as an internal project activity, but can also be external (by outsiders). Monitoring is normally, concerned with inputs, activities and outputs. Monitoring systems can, however, also generate information on progress at the purpose level.
UNDP	A continuing function that aims primarily to provide programme or project management and the main stakeholders of an ongoing programme or project with early indications of progress or lack thereof in the achievement of programme or project objectives.
WB	(Monitoring and Evaluation) Customarily refers to project agencies' activities in funded projects to manage and improve implementation and track progress.

Multi-criteria analysis

Country/org.	Definition
EC	Tool used to compare several interventions in relation to several criteria. Multicriteria analysis is used above in all the ex ante evaluation of major projects, for comparing variants. It can also be used in the ex post evaluation of an intervention, to compare the relative success of the different components of the intervention. Finally, it can be used to compare separate, but similar interventions, for classification purposes. Multicriteria analysis may involve weighting, reflecting the relative importance attributed to each of the criteria. It may result in the formulation of a single judgement or synthetic classification, or in different classifications reflecting the stakeholders' different point of view. In the latter case, it is called multicriteria-multijudge analysis.

Multiplier effects

Country/org.	Definition
Netherlands	(Defined as "Multiplier effects Economic impact"). A special indirect effect which deals with the increase in the use of the economy's capacity, by the aid programmes generating a rise in demand. Comment: (economic term, not an evaluation term)
OECD	(Multiplier effects Economic Impact) A special indirect effect which deals with the increase in the use of the economy's capacity, by the aid programmes generating a rise in demand. <i>Effets multiplicateurs</i> <i>Impact économique</i> <i>Effet indirect particulier dû à une augmentation de l'utilisation de la capacité de l'économie, résultant d'une augmentation de la demande provoquée par l'aide.</i>

Narrative summary

Country/org.	Definition
Netherlands	One element of vertical logic: the column in which the inputs, outputs, purpose and goal are formulated. Comment: (a sub-concept of logical framework and log-frame parlance, should it be included in glossary of evaluation terms?)
OECD	One element of vertical logic: the column in which the inputs, outputs, purpose and goal are formulated. <i>Résumé narratif</i> <i>Désigne une partie seulement de la logique verticale, c-à-d, la colonne où sont formulés les moyens, les résultats, le but et la finalité.</i>

Net effect

Country/org.	Definition
EC	Effect really imputable to the public intervention and to it alone, as opposed to apparent changes or gross effects. To evaluate net effects, based on gross effects, it is necessary to subtract the changes which would have occurred in the absence of the public intervention, and which are therefore not imputable to it since they are produced by confounding factors.

Objective

Country/org.	Definition
EC	Clear, explicit and initial statement on the effects to be achieved by a public intervention. Specific objectives concern the results and impacts of an intervention on direct addressees. A global objective corresponds to the aim of the intervention. The aim of an intervention is to produce an impact expressed in global terms, e.g. reducing regional disparities in development levels. Objectives may also be intermediate. Objectives which specify outputs to be produced are called operational objectives.

Objective tree

Country/org.	Definition
Denmark	Defined as Objective Hierarchy: A graphic representation of assumed relationships between objectives, often arranged in levels where lower level objectives are means to higher level objectives (ends).
EC	Hierarchical classification of the objectives of a public intervention, linking each specific objective to its global objective. The objectives tree of a programme makes the overall logic explicit. It is used for clarification.
Spain	Árbol de objetivos (objective tree) .(not defined)

Objectively verifiable indicator

Country/org.	Definition
Netherlands	A group of criteria (not necessarily measurable) used to verify the degree of accomplishment (foreseen or actual) of the sectoral purpose, the objective, the inputs and outputs of a programme or a project. They can be quantitative, and therefore both verifiable and measurable, or qualitative, and therefore only verifiable. It is necessary to give these indices along with the outputs, inputs, specific objectives and purpose. Comment: (but a specification of “indicator”)
OECD	<p>A group of criteria (not necessarily measurable) used to verify the degree of accomplishment (foreseen or actual) of the sectoral purpose, the objective, the inputs and outputs of a programme or a project. They can be quantitative, and therefore both verifiable and measurable, or qualitative, and therefore only verifiable. It is necessary to give these indices along with the outputs, inputs, specific objectives and purpose.</p> <p><i>Indices objectivement vérifiables</i></p> <p><i>Ensemble de critères ou de normes (pas nécessairement mesurables) utilisés pour vérifier le de degré de réalisation (prévu ou réel) aux niveaux de but sectoriel, de l'objectif, des résultats et des moyens d'un programme ou d'un projet. Les indices objectivement vérifiables peuvent être "quantitatifs", donc à la fois vérifiables et mesurables, ou qualitatifs, c'est-à-dire seulement vérifiables. Il est nécessaire de se donner des indices objectivement vérifiables à la fois aux niveaux moyens, résultats, objectif spécifique et but sectoriel.</i></p>
Spain	<i>Indicadores objetivamente verificables (objectively verifiable indicator) . Constituyen la expresión numérica de los objetivos y los resultados.</i>
UK	The measures to verify accomplishment of all stages of the project through the Logical Framework. OVIs must be targeted in terms of Quantity, Quality, Time. Indicators at the Purpose level measure end of project Impact.

Objectives-oriented planning

Country/org.	Definition
Germany	Objectives-oriented planning is GTZ's planning method which forms the basic framework for participatory planning processes geared to the needs of partners and target groups. It is based on an understanding of planning and indeed of the project itself as being an ongoing process in which the key elements are worked out step by step in teams to which the persons affected by the project belong, and recorded in a form of speech to which all participants can relate.

Ongoing evaluation

Country/org.	Definition
EC	<p>Evaluation which extends throughout the period of implementation of an intervention.</p> <p>This form of evaluation accompanies the monitoring of outputs and results. It is too often confused with monitoring. The advantage of on-going evaluation is that it allows for good collaboration between the evaluation team and the programme managers, which in turn favours a better appropriation of conclusions and recommendations.</p> <p>On-going evaluation may be seen as a series of in-depth studies, comprising successive analyses of evaluative questions which have appeared during the implementation.</p>
UK	<p>An evaluation designed to help the development of a project as it proceeds.</p> <p>More wide-ranging and thorough than a review. Sometimes referred to as 'concurrent' or 'formative' evaluation. Contrast ex post or terminal evaluations.</p>

Operating Unit

Country/org.	Definition
USA	USAID field Mission, USAID/W office, or higher-level organizational unit that expends program funds and/or OE funds to achieve a Strategic Objective (SO) or Special Objective (SpO), and that has a clearly defined set of responsibilities focused on the development and execution of a strategic plan.

Operating unit goal

Country/org.	Definition
USA	Changed to goal or subgoal (April 2000)

Operational objective

Country/org.	Definition
Netherlands	The immediate reason for a programme or project. An objective is similar to the quantifiable and measurable aspect of an objectively verifiable indicator in the Log Frame approach. In this broad sense, there can be objectives for inputs, outputs, purpose and goal.
OECD	<p>The immediate reason for a programme or project. An objective is similar to the quantifiable and measurable aspect of an objectively verifiable indicator in the Log Frame approach. In this broad sense, there can be objectives for inputs, outputs, purpose and goal.</p> <p><i>Objectif opérationnel</i></p> <p><i>Raison immédiate d'un projet ou programme. L'objectif est assimilable à l'aspect quantitatif et mesurable d'un indice objectivement vérifiable au sens de la méthode du cadre logique. Dans cette acception très large, on peut parler d'objectif lorsqu'on se réfère aux moyens, aux résultats, au but et à la finalité.</i></p>
Spain	<p><i>Objetivo específico (operational objective) . Expresa el estado positivo que se pretende conseguir para la población beneficiaria mediante la ejecución del proyecto. Debe ser planteado como un flujo permanente de beneficios para el grupo destinatario; estos beneficios deben mantenerse o sostenerse por sí solos una vez concluida la intervención; esto es, deben ser viables.</i></p>

Organisational culture

Country/org.	Definition
WB	The values and priorities which determine activities undertaken by an organization and the manner in which they are undertaken. RBM requires an organizational culture which emphasizes: results; learning from the past to improve the future; shared accountabilities; and devolution of responsibility and authority within the organization to the maximum extent feasible.

Organisational learning

Country/org.	Definition
EC	<p>The fact that lessons drawn from experience are accepted and retained by institutions and organisations responsible for intervention. The learning goes beyond feedback in so far as the lessons are capitalised on and can be applied to other interventions.</p> <p>Direct learning (called "single-loop learning") exists when the users learn that the intervention has been a success or failure. This can lead them, for example, to</p>

reduce the budgets allocated to the least successful interventions.
Indirect learning (called "double loop learning") exists when users realise that they must call into question their basic assumptions (their action theory). This may cause them, for example, to reorganise implementation of the least successful interventions.

Outcome

Country/org.	Definition
Australia	Outcome is used to describe what the project or activity is expected to achieve at the component and purpose level objectives.
Canada	Result at the LFA purpose level, constituting the short-term effect of the program/project. This is generally the level where the beneficiaries or end-users take ownership of the programme/project and CIDA funding comes to an end.
UK	<p>A broad terms variously used to refer to outputs, effects and/or impacts.</p> <p>Outcome (also referred to as results) is best seen as a generic term (like Objectives) which refers to the combination of Outputs, Purpose-level, and Goal-level impacts of all types. Outcomes may have a precise sector specific meaning i.e. in health outcomes refer to health status.</p>
UNDP	(defined under "results") Results of a programme or project relative to its immediate objectives that are generated by the programme or project outputs. Examples: increased rice yield, increased income for the farmers.
WB	The World Bank uses two definitions. (i) a measure of immediate success resulting from an organization's outputs. (See also results chain.) An outcome of an education program, for example, could be the number of children who achieve a specified level of educational achievement. (ii) A rating of the most probable results. The extent to which a project is likely to achieve its major relevant goals in a cost-effective way.

Output to purpose review

Country/org.	Definition
UK	<p>The periodic review of ongoing projects, focusing on progress at the Purpose level, and the causal links between Output and Purpose. Other impacts (e.g. at the Goal level and unplanned impacts) should also be considered.</p> <p>Currently appears to be used interchangeably with 'impact review' or 'mid-term review'. OPRs may be carried out by DFID staff and/or consultants. They usually involve the participation of Stakeholders either directly or by assessing their views.</p>

OPRs require information on which to based judgements. The collection of that information requires synthesis of Monitoring data, related studies, and often the commissioning of specific Evaluation and Impact studies. Building in the necessary information systems will be a part of project design.

Outputs

Country/org.	Definition
Australia	The products and services which are directly produced by an agency (or project) and delivered to external users. In the context of the Logframe hierarchy, outputs are the tangible result of applying inputs and undertaking activities. A distinction should be made between project outputs (which may arise as the result of activities undertaken by a range of different stakeholders), contractible outputs (which AusAID specifically contracts an agent to deliver and which must therefore be largely under the agent's control), and partner government outputs. This distinction is important in framing realistic and enforceable contracts with private contractors and in developing practical and effective memoranda of understanding with partner governments.
Canada	The short-term, visible, concrete and tangible consequences of program/project inputs.
Denmark	Comment: Agrees with OECD definition!
EC	That which is financed and accomplished (or concretised) with the money allocated to an intervention. A project promoter undertakes to produce an output in immediate exchange for the support granted. If this is not accomplished, the support is withheld or must be partly or entirely refunded. Operators are responsible for outputs and must regularly and systematically report on them to the monitoring committee.
Japan	The results that can be guaranteed by the project as a consequence of its
Netherlands	The result of the aid. The set of concrete results to be produced through sound management of the inputs. Intermediate results necessary to achieve the purpose. Goods, services produced or directly controlled by the programme personnel. Comments: (see also notes under "development objective")
Norway	The results that can be guaranteed by the project as a consequence of its activities.
OECD	The result of the aid. The set of concrete results to be produced through sound management of the inputs. Intermediate results necessary to achieve the purpose. Goods, services produced or directly controlled by the programme personnel.

Résultats extrants

Produit de l'action d'aide. Ensemble des résultats concrets à produire à la suite d'une gestion satisfaisante des moyens mis en oeuvre. Résultats intermédiaires nécessaires pour atteindre le but. Biens, services fournis ou contrôlés directement par le personnel du programme.

Spain	<i>Resultados (outputs) . Son los productos (bienes y servicios) que debe entregar la ejecución del proyecto. Su realización debe garantizar la consecución del objetivo específico y su logro depende directamente de las actividades previstas en la intervención.</i>
Switzerland	Results which come out directly from project activities. <i>Les résultats qui découlent directement des activités du projet.</i> <i>Die durch die Projekt-Aktivitäten direkt erzielten Ergebnisse.</i>
UK	The product or results of a project, also referred to as deliverables (see also: Logical Framework Approach)
UNDP	(Defined under "results") Tangible products (including services) of a programme or project that are necessary to achieve its objectives. Example: agricultural extension services provided to rice farmers.
USA	A tangible immediate and intended product or consequence of an activity
WB	The results of project investments which are generally available by the end of project implementation (compared with "impacts" which may not appear for some years).
WB	The direct, immediate results of an organization's activities. (See also results chain.) An output of an education program, for example, could be the number of children who attend school.

Overall evaluation

Country/org.	Definition
EC	Evaluation of an intervention in its totality. Overall evaluation focuses on all actions financed as part of a public intervention. It encompasses all the tools used, all groups targeted, all eligible territories, all expected impacts and all relevant themes. Overall evaluation often constitutes the first step in the screening of an evaluated field, before a second stage of focalisation, which takes the form of in-depth or thematic evaluations.

Parameter

Country/org.	Definition
USA	A given framework or condition within which decision-making takes place, i.e. Agency goals, earmarks, legislation. Parameter-Setting — A process by which parameters are agreed upon and used to define limits, constraints, and options for the development or revision of strategic plans.

Participatory evaluation

Country/org.	Definition
Denmark	Comment: Agrees with UK apart from the formulation “primarily orientated to the information needs of the stakeholders rather than the donor who acts as a facilitator.” Suggest change of formulation: “Participation ensures ownership by all involved stakeholders”.
Spain	<i>Evaluación participativa (participatory evaluation). Aquella en la que los límites del trabajo son determinados conjuntamente con todos los implicados, dando un lugar preeminente a los valores autóctonos. Se trata, en definitiva, de poner en marcha una serie de alternativas que estimulen la participación de los implicados en el proceso de desarrollo.</i>
Switzerland	<p>The evaluation team is composed of independent experts, local partners and/or representatives of the population participating in the project realisation. The presentation and discussion of the results with the persons involved in the project is very important.</p> <p><i>Le team d'évaluation réunit des experts indépendants, des partenaires locaux et/ou des représentants de la population participant à la réalisation du projet. La présentation et la discussion des résultats avec les personnes concernées par le projet revêt une grande importance.</i></p> <p><i>Das Evaluationsteam setzt sich zusammen aus unabhängigen Experten, lokalen Partnern und/oder aus Vertretern der Bevölkerung, die sich an der Projektdurchführung beteiligen. Die Präsentation der Ergebnisse und die Diskussion darüber mit den vom Projekt betroffenen Personen ist von grosser Bedeutung.</i></p>
UK	<p>A broad term for the involvement or primary and other stakeholders in evaluation exercises.</p> <p>Participatory evaluations are primarily orientated to the information needs of the stakeholders rather than the donor who acts as a facilitator. Primary stakeholders include actual and potential beneficiaries and clients. Other stakeholders could include project partners and relevant government departments.</p>

WB	Process in which representatives of participating agencies and stakeholders (including beneficiaries) participate together in designing and carrying out an evaluation. Objective is to promote inclusiveness so that all views are captured, to be transparent, and to promote ownership of evaluation findings.
----	---

Participatory Methods

Country/org.	Definition
Portugal	<i>Portuguese: Métodos Participativos: Os métodos participativos incluem um amplo leque de técnicas de visualização, facilitação, entrevista e amostragem para as quais é impossível fornecer regras rígidas de aplicação. O seu sucesso depende do grupo envolvido, da qualidade de facilitação e do contexto de aplicação.</i>

Partner

Country/org.	Definition
USA	An organization or individual with which/whom the Agency collaborates to achieve mutually agreed upon objectives and to secure participation. Partners include host country governments, private voluntary organizations, indigenous and international non-governmental organizations, universities, other U.S. Government agencies, United Nations and other multilateral organizations, professional and business associations, and private businesses and individuals.

Performance

Country/org.	Definition
EC	The extent to which effects were obtained at a reasonable cost and that the addressees are satisfied with them. Efficiency and performance are two similar notions, but the latter extends, more broadly, to include qualitative dimensions. In certain contexts, performance concerns outputs and results but not impacts. In other contexts, the term applies mainly to either outputs (World Bank - Operations Evaluation Department) or impacts. The meaning of the word performance is not yet stable; it is therefore preferable to define it whenever it is used.
UK	The degree to which a project or institution operates or operated according to various criteria or quality standards, such as Efficiency, Effectiveness and Relevance.

UNDP	The extent to which a programme or project is implemented in an effective, efficient and timely manner.
------	---

WB	(a) "Borrower performance" (a rating) refers to the relative efficiency with which the government and its agencies implemented a project, and compliance with covenants. (b) "Bank performance" (a rating) refers to IBRD/IDA's role in assisting the government to prepare and implement the operation, and in ensuring compliance with Safeguard Policies and legal covenants.
----	--

Performance assessment

Country/org.	Definition
Canada	Self-assessment by programme branches/units, comprising program, project or institutional monitoring, operational reviews, end-of-year reporting, end-of-project reporting, institutional assessments and special studies.

Performance framework

Country/org.	Definition
Australia	Defined as Performance information framework: The PIF is AusAID's means of reporting its performance against key result areas. Performance information is aggregated at program and KRA levels across the Agency from assessments of the effectiveness of individual projects and activities.

Performance indicator

Country/org.	Definition
Canada	Specific performance measures chosen because they provide valid, useful, practical and comparable measures of progress towards achieving expected results. Quantitative indicators: Measures of quantity, including statistical statements. Qualitative indicators: Judgements and perceptions derived from subjective analysis.
UK	A variable or variables that allow the verification of changes in the project or show results relative to fixed targets.

USA (Term currently being revised) A particular characteristic or dimension used to measure intended changes defined by an organizational unit's results framework. Performance indicators are used to observe progress and to measure actual results compared to expected results. Performance indicators serve to answer "how" or "whether" a unit is progressing towards its objective, rather than why/why not such progress is being made. Performance indicators are usually expressed in quantifiable terms, and should be objective and measurable (numeric values, percentages, scores and indices).

USA A particular characteristic or dimension used to measure intended changes defined by an organizational unit's results framework. Performance indicators are used to observe progress and to measure actual results compared to expected results. Performance indicators serve to answer "how" or "whether" a unit is progressing towards its objective, rather than why/why not such progress is being made. Performance indicators are usually expressed in quantifiable terms, and should be objective and measurable (numeric values, percentages, scores and indices).

WB Are used to proxy quantitative measures when output or performance is not directly measurable. They do not necessarily cover all aspects of performance, but they can provide relevant information toward the assessment of performance (for example, qualifications obtained through a training scheme, or hospital admission rates for infectious diseases). Key performance indicators The second column of the Logical Framework (Project Design Summary) for measurement of achievements of sector and project goals (outcome and impact).

Performance Management Plan

Country/org.	Definition
USA	(Term currently being revised) Tool for managing and documenting the data collection process. It enables timely and consistent collection of comparable performance data.

Performance measurement

Country/org.	Definition
Australia	Defined as Performance information: Performance information (PI) is evidence about performance that is collected and used systematically. PI should enable judgements to be made on the extent to which outputs are achieved and how these contribute to desired outcomes.

Canada	The range of review activities undertaken by line management to assess the performance of their projects, programs, and operations. Performance measurement includes such activities as performance monitoring, self-assessments, and operational reviews.
UK	Defined as "Performance Measures" - what will indicate achievement at each level of the hierarchy of objectives - quantified where possible, but also qualitative (adviser's opinion)
WB	Is the comparative assessment of policy outcomes, outputs, and inputs; performance measures are most useful when used for comparisons over time or among units performing similar work.

Performance monitoring

Country/org.	Definition
Canada	Continual or ongoing assessment by the project/program implementors of progress towards the achievement of planned results.
USA	(Term currently being revised) A process of collecting and analyzing data to measure the performance of a program, process, or activity against expected results. A defined set of indicators is constructed to regularly track the key aspects of performance. Performance reflects effectiveness in converting inputs to outputs, outcomes, and impacts (i.e. results).

Performance ratings

Country/org.	Definition
Binnendijk	Project or performance ratings are measures that have the important advantage of being able to aggregate or sum up across the agency's portfolio. Many agencies are using this approach to report on agency performance across the whole portfolio, within different goal/sub-goal areas, or within different geographical regions. (Binnendijk, 1999)

Performance review

Country/org.	Definition
Canada	A comprehensive corporate review of a given program theme and ODA priority across all Agency programme branches.

Performance target

Country/org.	Definition
USA	(Term currently being revised) Specific, planned level of result to be achieved within an explicit time frame.

Pluralistic evaluation

Country/org.	Definition
EC	Evaluative approach designed as a collective problem-solving process involving all parties concerned. On the basis of reliable information acceptable to all, value judgements are formulated by seeking agreement within an evaluation authority consisting of political and administrative officials, as well as spokespersons for the groups concerned.

Policy

Country/org.	Definition
EC	A set of different activities (programmes, procedures, laws, rules) directed towards a single goal or general objective. These activities are often accumulated incrementally through the years. European economic and social cohesion policy is scheduled according to a precise time-frame with a pluri-annual budget. This is not the case for the majority of policies, in the traditional sense of the term.
USA	Clear and concise mandate, rule, or regulation that is required for USAID to conduct its business.

Portfolio

Country/org.	Definition
USA	The sum of USAID-funded programs being managed by an Operating Unit or sub-unit.

Poverty targeted intervention

Country/org.	Definition
WB	Projects (a) with a specific mechanism for targeting the poor, and/or (b) for which the proportion of the poor among project beneficiaries is significantly larger than their proportion in the overall population.

Pre-evaluation

Country/org.	Definition
EC	<p>Rapid prior study, aimed at identifying stakeholder's expectations, at choosing and specifying evaluative questions, at checking whether it will be possible to answer them, at establishing the evaluation setting and at drawing up terms of reference.</p> <p>Where relevant, a pre-evaluation may recommend that an evaluation be cancelled or postponed, if the conditions for its smooth operation and its utilisation cannot be met. The technical part of a pre-evaluation is called an evaluability assessment.</p>

Primary effect

Country/org.	Definition
Netherlands	<p>A term that indicates the change brought about by an assistance effort to accomplish the specific objective of the aid. Comment: (or initial effect) NB there is no definition of effect (see also remarks under "development objective").</p>
OECD	<p>A term that indicates the change brought about by an assistance effort to accomplish the specific objective of the aid.</p> <p><i>Effet primaire</i></p> <p><i>Indique le changement par rapport à l'objectif spécifique ou précis apporté à une situation à la suite d'une action d'aide.</i></p>

Process evaluation

Country/org.	Definition
Denmark	<p>Comment: Agrees with UK definition changing "project" to "an aid activity/programme".</p>
Netherlands	<p>Evaluation of procedures. Comments: This definition is not correct. I would rather like to follow the definition in Rossi & Freeman "Evaluation" 5th edition, page 162.</p> <p>The evaluation of a permanent administrative function, in which the administration plays a supporting role.</p>
OECD	<p>Evaluation of procedures</p> <p>The evaluation of a permanent administrative function, in which the administration plays a supporting role.</p>

Évaluation de processus
Évaluation de procédures

Évaluation d'une fonction permanente d'administration ou de gestion ayant un caractère de soutien.

UK An evaluation aimed at setting out and understanding the internal dynamics of a project.

Process evaluations emphasise how a product/outcome is produced rather than analysing the product itself.

WB Refers to reviews of institutional processes such as appraisal, supervision, procurement, observance of covenants (in legal documents) etc.

Programme

Country/org.	Definition
Australia	The term 'program' may refer to: · the aid program or major parts thereof, eg the 'bilateral program' (all aid to individual countries) or 'regional programs' (aid given through regional organisations or covering several countries); a 'country program' which includes strategic objectives, activities and projects as agreed between Australia and the partner government; and 'programs' under the accrual budget framework against which the Agency's performance can be assessed.
Denmark	A group of related projects or services directed toward the attainment of specific (usually similar or related) objectives. (See Sector Support)
EC	Organised set of financial, organisational and human resources mobilised to achieve an objective or set of objectives in a given lapse of time.
Germany	Several projects may be packaged where they cover a similar sectoral, organisational or geographical area. Programmes may include projects which work in the same sector, sub-sector or region, and which can be put together to make a clearly defined concept. Such projects may be promoted through the same executing agency. Certain deliveries of materials and equipment, or other inputs in support of sectoral or sub-sectoral objectives, may also be financed as programmes. There is not a sharp distinction between projects, packages of projects and programmes.
Japan	A group of related projects or services directed toward the attainment of specific (usually similar or related) objectives.

Norway	A group of related projects or services directed towards the attainment of specific (usually similar or related) objectives.
Portugal	When several projects in a sector, sub-sector or region are linked together by a common concept
Spain	<i>Programa (programme). Contribuciones puestas a disposición del país receptor con objetivos generales de desarrollo, no vinculadas a proyectos puntuales.</i>
Switzerland	<p>A programme relates to a number of projects which contribute, in principle, to a same or similar overall objective. However, a programme is more than the simple sum of its parts. It can act on a more strategic level than a particular project (policy dialogue, broader commitment in temporal and spatial terms, integration of cross-cutting issues.)</p> <p><i>Un programme réunit un ensemble de projets qui, en principe, poursuivent une finalité commune ou semblable. Mais un programme est plus que la simple somme de ses parties. Il a la capacité de se situer et d'agir à un niveau plus stratégique qu'un seul projet. (Dialogue politique, engagement dans la durée et dans l'espace plus ouvert, intégration de thèmes transversaux.)</i></p> <p><i>Ein Programm umfasst mehrere Projekte, die im Prinzip ein gemeinsames oder ähnliches Oberziel verfolgen. Aber ein Programm ist mehr als die Summe seiner Teile. Es kann auf einer höheren strategischen Ebene angesiedelt und aktiv sein als ein Einzelprojekt. (Politikdialog, breitere Verpflichtung in zeitlicher und räumlicher Hinsicht, Einbindung von Transversalthemen.)</i></p>
UK	At its simplest a programme can be one or more related projects It is "a logical construction from which separate coherent sets of activities, or projects, might be delivered. At the same time a programme is more than a set of projects. It is a system of activities delivering outputs, or merely facilitating or brokering complementary activities"
UNDP	A time-bound intervention that differs from a project in that it usually cuts across sectors, themes and/or geographic areas, involves more institutions than a project, and may be supported by different funding sources.
WB	An investment providing inputs not specific to a project, covering a series of projects and/or investments not tied to individual sectors.

Programme evaluation

Country/org.	Definition
Netherlands	Evaluation of aid actions of several kinds and in different economic sectors, which converge to attain the same development objectives.

OECD	<p>Evaluation of aid actions of several kinds and in different economic sectors, which converge to attain the same development objectives.</p> <p><i>Evaluation de programme</i></p> <p><i>Évaluation d'actions d'aide de tout genre et dans différents secteurs économiques qui convergent pour atteindre un même but de développement.</i></p>
Spain	<p><i>Evaluación de programa (programme evaluation) .Evaluación de aquellas contribuciones puestas a disposición del país receptor con objetivos generales de desarrollo, no vinculadas a proyectos puntuales.</i></p>
WB	<p>Mainly Country Assistance Evaluations (CAE) at the country level, but could also apply to sector and thematic evaluations.</p>

Project

Country/org.	Definition
Australia	<p>A project is a development activity which has a defined scope in terms of its objectives, cost, and has start and finish dates and has been agreed between the partner government and the Australian Government. Projects are the most common type of bilateral development assistance activity that AusAID provides, and are the focus of AusGUIDE. The main analytical tools and operational procedures described in these guidelines are nevertheless relevant to most AusAID funded development activities. The term 'project' as used in AusGUIDE should therefore be taken to include other aid activities which must pass through the Activity Cycle.</p>
Denmark	<p>A planned undertaking designed to achieve certain specific objectives within a given budget and within a specified period of time.</p>
EC	<p>Non divisible operation, delimited in terms of schedule and budget, and placed under the responsibility of an operator.</p>
Finland	<p>In these guidelines, different types of development interventions, which are designed to achieve certain specific objectives within a given budget and organisation, and a specific period of time.</p>
Germany	<p>A project is a package of measures limited in their functional, geographical, economic and temporal scope and geared to achieving specified objectives. The GTZ makes a contribution to its partner's project. A project may be part of a superordinate programme.</p>
Japan	<p>A planned undertaking designed to achieve certain specific objectives within a given budget and within a specified period of time.</p>

Norway	A planned undertaking designed to achieve certain specific objectives within a given budget and within a specified period of time.
Portugal	May be described as the process to provide inputs during a limited period of time; using those resources, activities are conducted which produce outputs (results), taking into account the achievement of previously defined impacts. Portuguese: Pode ser descrito como o processo de providenciar inputs num período de tempo limitado; usando esses recursos, são conduzidas actividades que produzem outputs (resultados), tendo em vista a obtenção de impactos previamente definidos.
Spain	<i>Proyecto (project) . Conjunto autónomo de inversiones, actividades, políticas y/o medidas institucionales o de otra índole, diseñado para lograr un objetivo específico de desarrollo en un periodo determinado, en una región geográfica delimitada y para un grupo predefinido de beneficiarios, que continua produciendo bienes y/o prestando servicios tras la retirada del apoyo externo, y cuyos efectos perduran una vez finalizada su ejecución.</i>
Switzerland	<p>A project is a package of activities planned to achieve a specific objective. It is limited in temporal and spatial terms and has a determined financial framework. The organisation of work, the mandate and the responsibilities for the execution are defined. A project requires a multidisciplinary collaboration between persons and institutions.</p> <p><i>C'est un ensemble d'activités planifiées en vue d'atteindre un but déterminé, dans un temps et un lieu délimités et avec un cadre financier précis. L'organisation du travail, le mandat et les responsabilités d'exécution sont fixés. Un projet implique des collaborations de type multidisciplinaire entre des personnes et des institutions.</i></p> <p><i>Ein Projekt ist ein geplantes Massnahmenpaket zur Erreichung eines definierten Ziels, in einem zeitlich und räumlich begrenzten Raum und mit einem bestimmten Finanzrahmen. Die Arbeitsorganisation, das Mandat und die Verantwortung der Durchführung werden festgelegt. Ein Projekt bedingt multidisziplinäre Zusammenarbeit zwischen Personen und Institutionen.</i></p>
UK	<p>"The concept of 'project' means different things to different users, or reflects different frames of reference. In finance and budgeting terms it is an investment with a specified economic return. In economic analysis a project is 'a potential income generating activity In management terms the project notion often connotes a particular organisational unit..."</p> <p>Projects can be classified in different ways: by function (experiment, pilot, demonstration); by task; by the properties of an organisation; by the technology employed; by sector; by sources of inspiration; by funding.</p>
UNDP	A time-bound intervention that consists of a set of planned, interrelated activities aimed at achieving defined objectives.

USA The term is generally used throughout the development community and in host countries to denote structured interventions developed through various bureaucratic, analytical, and approval processes. As currently used, the term is equivalent to activity. Prior to 1995, USAID used the term “project” to refer to a combination of results and activities that were documented as a package using project papers.

WB A time bound investment towards achieving stated objectives.

Project cycle management

Country/org.	Definition
EC	Defined as: Project Cycle Management A methodology for the preparation, implementation and evaluation of projects and programmes based on the integrated approach and the logical framework approach.
Finland	(Defined as "integrated project cycle management"): Method of managing the project cycle, using the logical framework and the same sustainability criteria throughout the cycle.
Germany	A model of the tasks and management functions which are performed in the course of a project's life cycle, i.e. From the initial idea for the project through to its completion. It is crucial to note that the process as a whole is not purely linear in structure, but incorporates frequent feedback loops in which analysis, planning and decision-making are repeatedly re-assessed, sometimes in greater depth, in the light of the experiences gained. This means, for instance, that the definition of objectives is not complete once the project identification phase has ended, but must be reviewed repeatedly in the course of project implementation and modified where necessary.
Japan	(Defined as "Project Cycle Management (PCM) method): A three step method of Participatory Planning, Appraisal, Monitoring and Evaluation which manages a project via identification, formulation, appraisal, implementation, monitoring and evaluation.
Spain	Modelo de gestión del ciclo del proyecto (project cycle model) . (not defined)
Switzerland	System which integrates the different elements of a programme/project execution (identification, planning, monitoring, evaluation, transference into action). They are seen as a whole, interdependent regarding their content and linked chronologically. Système qui intègre les différents éléments de déroulement d'un programme/projet (identification, planification, suivi, évaluation, réalisation). Ceux-ci forment un tout, ils sont interdépendants quant à leur teneur, et s'inscrivent dans une suite chronologique.

System, das die verschiedenen Elemente einer Programm/Projektentwicklung umfasst (Identifikation, Planung, Monitoring, Evaluation, Umsetzung). Sie bilden ein Ganzes, sind inhaltlich verknüpft und zeitlich aufeinander abgestimmt.

UK

(Defined as "Project Cycle"): - a useful tool for understanding the various stages that any project will probably go through. The same logic applies to simple project ideas within your own organisation and complex projects supported by a number of external funders.

The basic model includes the following stages:

- (a) Project identification ideas for potential projects are identified and explored
- (b) Project Preparation - the project idea is carefully developed
- (c) Project Appraisal - the project is rigorously assessed
- (d) Project implementation - the project is progressed in the agreed manner

The more detailed version of the cycle, used by many funding agencies, emphasises decision making with feedback loops and includes aspects of negotiation, effectiveness, supervision and completion:

- (e) Negotiations and Presentation - at the stage where a project proposal has been developed, the parties involved (usually the recipient/borrower and the donor/funder) negotiate the detailed requirements for implementation
- (f) Monitoring - the project will be monitored throughout the implementation period in order to make sure that everything is going according to plan and that corrective action can be taken where necessary
- (g) Evaluation – the project is assessed against its objectives in terms of performance, efficiency, and impact

WB

Identification, preparation, appraisal, implementation/supervision, completion, ex-post evaluation, lesson learning (and application in new operations).

Project evaluation

Country/org.	Definition
Denmark	Evaluation of individually planned undertakings designed to achieve specific objectives within a given budget and time period.
Netherlands	Evaluation of an aid action or of activities integrated to attain designated goals, in a determined time span, and following an established plan of action.

OECD Evaluation of an aid action or of activities integrated to attain designated goals, in a determined time span, and following an established plan of action.

Évaluation de projet

Évaluation d'une action d'aide où des apports synchronisés et complémentaires sont fournis, en vue d'atteindre des objectifs fixes, dans un laps de temps déterminé et suivant un plan de travail établi.

Spain *Evaluación de proyecto (project evaluation) . Evaluación de un conjunto autónomo de inversiones, actividades, políticas y/o medidas institucionales o de otra índole, diseñado para lograr un objetivo específico de desarrollo en un periodo determinado, en una región geográfica delimitada y para un grupo predefinido de beneficiarios, que continúa produciendo bienes y/o prestando servicios tras la retirada del apoyo externo, y cuyos efectos perduran una vez finalizada su ejecución.*

UK To measure the extent to which a project has achieved its objectives. This requires the establishment of baseline information and a choice of indicators. The project is assessed against its objectives in terms of (a) performance (b) efficiency and (c) impact.

Evaluation takes place at particular stages of the project cycle.

The aim of evaluation is to provide feedback, possibly generating new project ideas. It is vital that the basis for the evaluation is built in to the project proposal at the earliest possible stage.

WB Ex-post self evaluation by borrower and responsible IBRD/IDA unit (producing ICR), or independent evaluation by OED (ICR reviews and PARs) of individual projects or clusters of projects.

Public financial accountability

Country/org.

Definition

WB The system by which the legislature and the citizens of a country hold the government accountable for its performance and for its use of public resources. It is manifested in the quality and nature of information flows (between the people, the legislature, the government and external critics such as civil society and the media) on government's stewardship and performance and on the use of public resources.

Purpose

Country/org.	Definition
Australia	The purpose of a project and/or activity refers to a medium-term objective that project outputs will contribute toward achieving. It can be used interchangeably with the word 'effect' and outcome. Outcome is the term generally used in AusGUIDE.
Canada	A level of objective within the control of programme/project activities and which explains what service is being provided, who is the direct beneficiary of the service and why or to what higher goal the project is contributing.
EC	Defined as: Overall objective: Future improved situation (at high level in framework) to which the project contributes, together with others. Also defined as: Project Purpose The central objective of the project in terms of sustainable benefits to be delivered to the project beneficiaries. It does not refer to the services provided by the project (these are results), nor to the utilisation of these services, but to the benefits which project beneficiaries derive as a result of using project services.
Finland	(Defined as "Project purpose"): The reason for or focus of the project, describing the improved situation which the project is expected to achieve.
Germany	(Defined as "Project purpose"): The project purpose describes the desired changes which project implementation is designed to achieve for the target groups and within target groups. To accomplish the project purpose, the planned and agreed results must be achieved.
Japan	The effect which a project is expected to achieve if completed successfully and on time. The reason for project implementation. (Also defined as "Project Purpose"): The effect which a project is expected to achieve if completed successfully and on time. The immediate objective for the project.
Norway	The effect which a project is expected to achieve if completed successfully and on time. The reason for project implementation.
Switzerland	Overall objective to the achievement of which a project/programme contributes with its results (outcomes) together with other factors laying outside of the responsibility of the project/programme. Overall objectives are derived from guidelines, strategic principles, national development plans. Normally, they refer to the dimensions of sustainable development and integrate cross-cutting subjects.

Finalité à laquelle contribue un projet/programme avec ses résultats (outcomes) mais la réalisation de cette finalité se trouve hors du domaine de responsabilité du projet/programme et dépend encore d'autres influences. Les finalités découlent d'images directrices, de principes stratégiques, de plans nationaux sur le développement, etc. En général, on se réfère aux dimensions du développement viable et on prend en compte les thèmes transversaux.

Oberziel, zu welchem ein Projekt/Programm mit seinen Ergebnissen (outcomes) beiträgt, dessen Erreichung aber ausserhalb des Verantwortungsbereiches des Projektes/Programmes liegt und noch durch andere Einwirkungen beeinflusst wird. Oberziele sind von Leitbildern, strategischen Grundsätzen, nationalen Entwicklungsplänen etc. abgeleitet. In der Regel wird Bezug genommen auf die Dimensionen der nachhaltigen Entwicklung, und es werden transversale Themen integriert.

UK	<p>The objective or point of doing something. The desired Impact on the Target Group or institution which a project is expected to achieve if completed successfully. The main reason for project implementation</p> <p>The Purpose is the most critical of all the logical frame concepts. It typically describes the use or implementation of the project Outputs. The Purpose (unlike the Outputs) will be beyond the control of the project team, who are not directly accountable for it. This is usually because it requires a change in behaviour by people or institutions (see Assumptions) or because the impact is not expected to be realised within the life of the project.</p>
----	---

Quality assurance

Country/org.	Definition
Australia	<p>QA of aid activities encompasses any internal management activity that is concerned mainly with assessing and improving quality of an individual project or program. Examples of quality assurance activities include initial project screening and assessment, project appraisal, assessment by the Quality Assurance Group, reviews during implementation, assessments by a Technical Advisory Group (TAG), ex-post evaluation and reviews of operational practices such as approaches to contracting.</p>

Quality at entry

Country/org.	Definition
WB	<p>Whether the project objectives, design and implementation proposals were sound as approved by the Board.</p>

Reach

Country/org.	Definition
WB	Extent to which the organization's clients or beneficiaries, and their needs, have been identified and addressed via the organization's activities. Encompasses the degree of client/beneficiary satisfaction with the organization's results.

Realised rate of return

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	The rate of return calculated after the project is completed and when reasonable estimates can be made of the effective investment cost and financial results.
OECD	<p>The rate of return calculated after the project is completed and when reasonable estimates can be made of the effective investment cost and financial results.</p> <p><i>Taux de rendement interne réalisé</i></p> <p><i>Taux de rendement interne calculé après la réalisation du projet, c'est-à-dire quand le coût d'investissement effectif et les résultats financiers sont connus.</i></p>
WB	In IBRD/IDA, reestimated economic rate of return (RERR). The ERR estimated after completion of implementation.

Recurring costs

Country/org.	Definition
Netherlands	Cost incurred by the functioning of an assistance effort.
OECD	<p>Cost incurred by the functioning of an assistance effort.</p> <p><i>Coûts récurrents</i></p> <p><i>Coût incorporé au fonctionnement d'une action d'aide.</i></p>
Spain	<i>Costes recurrentes (recurring costs) . (not defined)</i>

Relevance

Country/org.	Definition
Denmark	By relevance is meant an overall assessment of whether aid interventions are in keeping with donor and partner policies, as well as with local needs and priorities.
EC	<p>Appropriateness of the explicit objectives of an intervention, with regard to the socio-economic problems the intervention is meant to solve.</p> <p>Questions of relevance are particularly important in ex ante evaluations because the focus is on the strategy chosen or its justification. Within the framework of mid-term evaluation, it is advisable to check whether the socio-economic context has evolved as expected and whether the evolution calls into question the relevance of a particular initial objective.</p>
Germany	The extent to which the activities and results of a project are in harmony with the intended impacts and goals.
Japan	The degree to which the rationale and objectives of a project are, or remain, pertinent, significant and worthwhile, in relation to the identified priority needs and concerns.
Netherlands	<p>(Defined as "Relevance Programme rationale"):</p> <p>To what extent are the objectives and mandate of the programme still relevant? Are the activities and outputs of the programme consistent with its mandate and plausibly linked to the attainment of the objectives and the intended impacts and effects? Comment: One should add relevant to who/what. Not only to donor policy, recipient policy, but also relevant in relation to the problems/perceived needs in the society which supposedly is to benefit from the intervention)</p>
Norway	The degree to which the rationale and objectives of a project are, or remain, pertinent, significant and worthwhile, in relation to the identified priority needs and concerns.
OECD	<p>(Defined as "Relevance programme rationale"): To what extent are the objectives and mandate of the programme still relevant? Are the activities and outputs of the programme consistent with its mandate and plausibly linked to the attainment of the objectives and the intended impacts and effects?</p> <p><i>Pertinence (bien-fondé)</i> <i>Raison d'être du programme</i></p> <p><i>Dans quelle mesure les objectifs et le mandat sont-ils encore pertinents ? Les activités et les résultats sont-ils conformes au mandat et se rattachent-ils de façon vraisemblable à la réalisation des objectifs, et à l'obtention des répercussions et effets intentionnels ?</i></p>

Spain	<i>Pertinencia (relevance) . Adecuación de los resultados y los objetivos de la intervención al contexto en el que se realiza.</i>
Switzerland	<p>Relevance qualifies the relation between the development objectives of a project or programme and the context conditions, opportunities and risks in the area/country concerned. The question to ask is: how much does the project contribute as compared to the existing needs and priorities of the target groups/beneficiaries (are we doing the right things?).</p> <p><i>La pertinence qualifie la relation entre les objectives de développement - ou prestations fournies - et les besoins. La question est „faisons-nous les bonnes choses?“ par rapport aux priorités, chances, risques dans le contexte et par rapport aux besoins des groupes-cible/bénéficiaires.</i></p> <p><i>Die Relevanzfrage bezieht sich auf den Zusammenhang zwischen den Entwicklungszielen eines Projekts/Programms und den im betreffenden Gebiet/Land herrschenden Bedingungen, Chancen und Risiken. Es wird die Frage gestellt nach dem Beitrag des Vorhabens angesichts der bestehenden Bedürfnisse und Prioritäten der Zielgruppen/Nutzniesser (tun wir das Richtige?).</i></p>
UK	The extent to which the aid activity is consistent with the priorities and policies of the Target Group, recipient, and donor.
UNDP	The degree to which the objectives of a programme or project remain valid and pertinent as originally planned or as subsequently modified owing to changing circumstances within the immediate context and external environment of that programme or project.
WB	[of Development Objectives (a rating)] The extent to which an operation's objectives are consistent with current (at the time of evaluation) country and sectoral assistance strategies and are appropriate in terms of one or more of the IBRD/IDA current social, environmental, or other goals.

Reliability

Country/org.	Definition
Denmark	<p>A measurement is reliable to the extent that, when repeatedly applied to a given situation, it consistently produces the same results if the situation does not change between the applications. Reliability can refer to the stability of the measurement over time or the consistency of the measurement from place to place.</p>
EC	<p>Quality of the collection of evaluation data when the protocol used makes it possible to produce similar information during repeated observations in identical conditions. Reliability depends on compliance with the rules of the art as regards to sampling and tools used for the collection and recording of quantitative and qualitative information. Moreover, sound reliability implies exhaustive data</p>

collection and the appropriateness of the evaluative questions asked. This notion is important not only for primary data, but also for secondary data, the reliability of which must be carefully checked.

Japan A measurement is reliable to the extent that, when repeatedly applied to a given situation, it consistently produces the same results if the situation does not change between the applications. Reliability can refer to the stability of the measurement over time or the consistency of the measurement from place to place.

Reports

Country/org. **Definition**

Spain Informes (reports) . (not defined)

Result

Country/org. **Definition**

Canada A result is a describable or measurable change in state that is derived from a cause and effect relationship.
Developmental result: The output, outcome and impact of a CIDA investment in a developing country.
Operational result: The administrative and management product achieved within the Agency.

EC The outputs produced by undertaking a series of activities. The results are what the project will have achieved by its completion date.

Finland Products of the activities that together achieve the project purpose. Not only physical outputs but a start to enjoyment of sustainable benefits.

Germany Results are those products and services provided by organisations implementing the project so that the anticipated changes for the target groups can take place. Results are outputs that the project management produces and is responsible for.

Switzerland Regarding results we can differentiate between outputs (direct product or service of a project/programme) and outcomes (effects in relation to the objective).

Par rapport aux résultats nous différencions entre les „outputs“ (produits et prestations directs d'un projet/programme) et „outcomes“ (effets par rapport à l'objectif).

Bei den Resultaten unterscheiden wir zwischen „outputs“ (direkte Produkte und Leistungen eines Projekts/Programms) und „outcomes“ (Auswirkungen mit Bezug auf das Ziel).

UK	The outcomes of certain specified actions (see also: Log Frame Analysis; Outputs)
UNDP	<p>Results - a broad term used to refer to the effects of a programme or project. The terms “outputs”, “outcomes” and “impact” describe more precisely the different types of results.</p> <p>Outputs - tangible products (including services) of a programme or project that are necessary to achieve its objectives. Example: agricultural extension services provided to rice farmers.</p> <p>Outcomes - results of a programme or project relative to its immediate objectives that are generated by the programme or project outputs. Examples: increased rice yield, increased income for the farmers.</p> <p>Impact - results of a programme or project that are assessed with reference to the development objectives or long-term goals of that programme or project; changes in a situation, whether planned or unplanned, positive or negative, that a programme or project helps to bring about. Examples: higher standard of living, increased food security, increased earnings from exports, increased savings owing to a decrease in imports.</p>
USA	A significant, intended, and measurable change in the condition of a customer, or a change in the host country, institutions, or other entities that will affect the customer directly or indirectly. Results are often broader than USAID-funded outputs, with support from other donors and partners not within USAID’s control.
USA	(Intermediate result) The most important results that must occur in order to achieve a Strategic Objective; a cluster or summary of results used in summarizing the Results Framework.
WB	A measurable change resulting from a cause-and-effect relationship. Results comprise the outputs, outcomes and impacts of the organization’s activities.

Results Based Management (RBM)

Country/org.	Definition
WB	A performance management and reporting system which concentrates on achieving results through partnerships. RBM emphasizes a forward-looking, learning culture. It also stresses the measurement of results via monitoring and evaluation.

Results chain

Country/org.	Definition
--------------	------------

WB	Maps out the causal relationships between an organization’s activities and the outputs, outcomes and impacts that result from them. A results chain can also be analyzed using a LogFrame approach.
----	---

Results framework

Country/org.	Definition
Canada	Generally refers to the results at the output, purpose and goal levels of a logical framework analysis (LFA), along with their causal linkages and underlying assumptions.
USA	Results Framework — A planning, communications, and management tool. It includes the Strategic Objectives and Intermediate Results, whether funded by USAID or its partners, necessary to achieve them. The framework also conveys the development hypothesis implicit in the strategy and the cause-and-effect linkages between the intermediate results and the objective. It includes any critical assumptions that must hold for the development hypothesis to lead to achieving the relevant objective. Typically, it is laid out in graphic form supplemented by a narrative. between USAID and its partners; as a structure for developing and reporting on performance indicators; and as an operational tool to provide a link between results and contractable outputs.
WB	(Defined as "The Results Chain"): reflects the RBM framework—from inputs to outputs, through reach (client/beneficiary orientation), to outcomes, and ultimate impacts.

Results Management

Country/org.	Definition
USA	(Managing for Results) — (Term currently being revised) (1) Refers to the USAID system of focusing work around the achievement of results; (2) refers to the process of responding to change and adapting to lessons learned.

Results review and resource request

Country/org.	Definition
USA	The document which is submitted to USAID/Washington by the operating unit on an annual basis. The R4 contains two components: the results review and the resource request. Judgment of progress is based on a combination of data and analysis and is used to inform budget decision-making.

Review

Country/org.	Definition
Australia	Project reviews are undertaken on an as-needs basis during implementation when project monitoring indicates there are substantial problems or uncertainties which require in-depth field assessment before the project can move ahead satisfactorily. Reviews, if required, may be used as a form of monitoring and of ensuring the project continues to target the development priorities of the partner government.
Canada	A term used in a generic sense to describe the broad range of assessment and appraisal tools available to management to assess the policies, programs, projects and operations they manage. Review encompasses assessment tools which are independent of line managers (such as internal audit and evaluation) as well as those under the control of line managers (such as performance measurement, monitoring, and self-assessment).
Denmark	A rather comprehensive assessment of progress of a programme or component during implementation. See also mid-term evaluation.
Germany	(Defined as "Project Progress Review"): An instrument of self-steering and quality assurance. At certain "milestones" in the implementation of a TC project (e.g. major decisions, fundamental conceptual modifications, end of the ongoing and preparation of the next phase), or in case of problems in implementation, on-project monitoring and evaluation is supplemented with the advice of external experts in order to improve project steering. The Project Progress Review is thus always held in response to a specific event. In the interests of effective and efficient quality management, the timing and content of the Project Progress Review, and external monitoring and evaluations etc. should be coordinated and harmonised.
UK	A periodic assessment of the Performance of the project. More than monitoring, but less than evaluation. An evaluation is more comprehensive, and places greater emphasis on impact.

Risk management

Country/org.	Definition
Australia	The systematic application of management policies, procedures and practices to the tasks of identifying, analysing, assessing, treating and monitoring risk at the program or project level.

Scope of evaluation

Country/org.	Definition
Denmark	The scope of evaluation is a question of breadth of the study and its depth. The breadth of the evaluation is essentially determined by the type of intervention(s) the evaluation is intended to cover. The depth is essentially determined by the evaluation criteria applied, and the purpose of the evaluation. An evaluation to generate experience usually digs deeper than an evaluation designed to document achievements.
EC	<p>Precise definition of the evaluation object, of what is evaluated.</p> <p>The scope of the evaluation must be defined in at least four respects: Operational (all or part of the domains of intervention, one or several related policies), institutional (all or part of the authorities), temporal (period taken into consideration) and geographical (one or more territories or parts of territories, a particular region, town, nature reserve etc.)</p> <p>In the context of European cohesion policy, the evaluation object may be a programme, a measure or a project.</p>

Secondary effect

Country/org.	Definition
EC	All the impacts produced by an intervention, over and above its first round effects, that is, apart from direct addressees and the first circle of indirect addressees. Potentially, the mechanisms of secondary effects stretch in concentric circles throughout the entire economy. They are generated by supplier effects, income multiplier effects, impulsion effects etc. The evaluation of secondary effects is based on macro-economic reasoning and techniques.
Netherlands	A term for the change brought about by an assistance effort to accomplish a sectoral and more long-range goal. Comment: (see also remarks about result and outcome)
OECD	<p>A term for the change brought about by an assistance effort to accomplish a sectoral and more long-range goal.</p> <p><i>Effet secondaire</i></p> <p><i>Changement, non explicitement recherché, apporté par une action d'aide visant un objectif sectoriel plus large.</i></p>

Sector

Country/org.	Definition
Australia	Defined as Sector programme support: A sector support program (SSP) is a framework for broad assistance to a national or sectoral strategy or program and includes various and flexible types of support within agreed objectives and management procedures. Sector support programs should encourage: ·greater partner government (PG) ownership of development efforts, and ·greater PG responsibility to systematically pursue improved national sector strategies, policies and institutional change. A sector support program should be based upon a thorough design and consultation process including strategic analysis of national policy, expenditure analysis and institutional capacity. The program framework may include sequential and concurrent components, some of which may be considered as projects. The detailed design for the components will not normally include delineation of specific logframe activities prior to commencement of the program.
Denmark	A coherent set of activities which can be relevantly distinguished in terms of policies, institutions and finances, and which needs to be looked at together to make a meaningful assessment.
Spain	<i>Sector (sector) . conjunto de todas aquellas intervenciones que se desarrollan en un ámbito de actuación común acorde con la división de propósitos de la ayuda del CAD.</i>
WB	Such as Health, Industry, Education, Agriculture, Transport etc.

Sector evaluation

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	Evaluations of a variety of aid actions all of which are located in the same economic sector.
Netherlands	Evaluations of a variety of aid actions all of which are located in the same economic sector.
OECD	Evaluations of a variety of aid actions all of which are located in the same economic sector. <i>Évaluation sectorielle</i> <i>Évaluation d'actions d'aide de tout genre mais situées dans un même secteur économique.</i>

Spain	<i>Evaluación sectorial o por sectores (sector evaluation) . Evaluación del conjunto de todas aquellas intervenciones que se desarrollen en un ámbito de actuación común acorde con la división de propósitos de la ayuda del CAD.</i>
Switzerland	Evaluation of different projects/programmes which belong to the same sector and which are carried out in one or in different countries. There are always the same key-questions addressed. <i>L'évaluation de différents projets/programmes qui appartiennent au même secteur et qui sont réalisés dans le même ou dans différents pays. On se pose toujours les mêmes questions-clé.</i> <i>Evaluation verschiedener Projekte/Programme, die demselben Sektor angehören und in einem oder in verschiedenen Ländern durchgeführt werden. Dabei werden immer die gleichen Schlüsselfragen gestellt.</i>
WB	Of the sector strategy and all projects in a sector, by country or in total.

Sector programme support evaluation

Country/org.	Definition
Denmark	Evaluation of a coherent set of activities in a sector in terms of policies, institutions or finances.

Self-evaluation

Country/org.	Definition
Denmark	Comment: see "review".
EC	Evaluation of a public intervention by the organisation which participates directly in its implementation.
Netherlands	An evaluation by those who are administering a programme or project in the field.
OECD	An evaluation by those who are administering a programme or project in the field. <i>Auto-évaluation</i> <i>Évaluation d'une action d'aide par ceux qui réalisent un projet ou programme sur le terrain.</i>

Switzerland In a self-evaluation the persons who are the object of the evaluation are identical with those who carry it out. Individuals, groups or institutions can carry out a self-evaluation. A self-evaluation can ask questions concerning the results obtained, processes and interactions in which persons are involved, distribution of roles and responsibilities according to an implicit or explicit reference framework. A self-evaluation may be accompanied by an external person who acts, however, only as a facilitator. A self-evaluation is often complementary to an external evaluation.

Dans une auto-évaluation, les personnes qui sont l'objet de l'évaluation et celles qui évaluent sont les mêmes. Il peut s'agir de personnes individuelles, de groupes, d'institutions. L'auto-évaluation permet de s'interroger sur les résultats atteints, sur les processus et les interactions dans lesquels on est inséré, sur la répartition des rôles et des responsabilités. Ce qui caractérise une auto-évaluation, c'est que l'on porte le regard sur le domaine propre de responsabilité, en fonction d'un cadre de référence implicite ou explicite. Une auto-évaluation peut être accompagnée par une personne externe mais celle-ci ne joue qu'un rôle de facilitation. L'auto-évaluation est souvent complémentaire à une évaluation externe.

In einer Selbstevaluation sind die Personen, die Gegenstand der Evaluation sind und jene, die sie durchführen, identisch. Es können Einzelpersonen, Gruppen oder Institutionen sein. Die Selbstevaluation ermöglicht zahlreiche Fragestellungen über die erreichten Ergebnisse, über Prozesse und zwischenmenschliche Beziehungen, in welche die betroffenen Personen eingebunden sind sowie über Rollenverteilung und Verantwortung. Eine Selbstevaluation wirft den Blick auf den eigenen Verantwortungsbereich aufgrund eines impliziten oder expliziten Referenzrahmens. Eine Selbstevaluation kann von einer externen Person begleitet werden, die jedoch nur als Moderatorin auftritt. Die Selbstevaluation ist oft eine Ergänzung zur Externen Evaluation.

UK An evaluation by those who are implementing a programme or project in the field.

WB By IBRD/IDA operational unit and borrower agency(ies) responsible for project during processing and implementation.

Sensitivity analysis

Country/org.	Definition
UK	<p>Used to test the project for changes in the assumed values of key variables.</p> <p>It tries to identify the events, which would have the greatest effect on the outcome of a project, and test the impact of events and changes that would make or break the project.</p> <p>Sensitivity analysis assesses how changes in the underlying assumptions might affect project outcomes. It takes the identified risks attaching to a project option and points out which of them should be addressed. The analysis can be quantitative or qualitative, but it is really only as good as the quality of the assumptions that are made (see also: Risk Assessment)</p>
WB	<p>Analysis of how the outcome and returns from an investment vary with changes in assumptions and circumstances.</p>

Series evaluation

Country/org.	Definition
Germany	Evaluation (also called serial evaluation) of projects/programmes of one type or sector, or evaluation of instruments or themes, in quick succession (series). This is designed to obtain information quickly and obtain a database for cross-section evaluation at a later date.

Social analysis

Country/org.	Definition
UK	A systematic review of the groups and communities affected by a project, and how the costs and benefits of the project impact on each of them. It assesses the likely impact of the project on their way of life, which may also include cultural considerations.
WB	(Social analysis assessments) A dynamic research process and a framework for identifying and integrating the key social and institutional issues that should be addressed in the project cycle. Social assessments contribute to development effectiveness by focusing on the poor, vulnerable and other marginalized and excluded groups; Identifying key social development objectives and institutional arrangements; Creating a participatory framework which enhances the inclusion of stakeholders in processes and decisions that affect them; Building ownership and capacity for policies and investments, and Mitigating adverse social impacts of development initiatives. Social analysis aims to ensure that World Bank investment programs contribute to poverty alleviation by sharpening project objectives to focus on poor, vulnerable, and other marginalized and excluded groups.

Social cost-benefit analysis

Country/org.	Definition
Denmark	Comment: Agrees with OECD definition.
Netherlands	An economic cost-benefit analysis from the perspective of the entire economy, but including distributional considerations. Comment: (should be part of concepts belonging to cost-benefit analysis see “cost-benefit analysis”).
OECD	An economic cost-benefit analysis from the perspective of the entire economy, but including distributional considerations. <i>Analyse coûts-bénéfices sociale</i> <i>Analyse ACB économique faite du point de vue de l'économie entière, mais incluant des considérations liées à la distribution.</i>

Spain *Análisis coste beneficio social (social cost-benefit analysis). Económico incluyendo consideraciones de distribución.*

WB [A difficult one] Has been used conventionally to mean #513, and in IBRD/IDA to mean cost:benefit analysis where weights are applied to favor benefits to the poverty target group over benefits to others

Special objective

Country/org.	Definition
USA	The result of an activity or activities that do not qualify as a Strategic Objective, but support other U.S. Government assistance objectives. A special objective is expected to be small in scope relative to the portfolio as a whole.

Stakeholder

Country/org.	Definition
Denmark	A person, group, organisation or other body who has a "stake" in the area or field where interventions and assistance are directed. Target groups are always stakeholders, whereas other stakeholders are not necessarily target groups.
EC	Individuals or institutions with a financial, intellectual or other interest in the results of a project.
Finland	Groups of people, organisations and institutions who have a direct or indirect interest, or a role, in the project, or who affect or are affected by it.
Switzerland	Persons, groups or institutions actively involved in a project/programme or affected by it. <i>Les personnes, groupes ou institutions qui sont engagés dans un programme/projet ou concernés par celui-ci.</i> <i>Menschen, Gruppen und Institutionen, die sich aktiv an einem Projekt/Programm beteiligen und/oder davon betroffen sind.</i>
UK	Persons, groups or institutions with an interest in, or influence over, the success or failure of the project.

UNDP	Groups that have a role and interest in the objectives and implementation of a programme or project; they include target groups, direct beneficiaries, those responsible for ensuring that the results are produced as planned, and those that are accountable for the resources that they provide to that programme or project (cf. “Target groups” and “Direct beneficiaries”)
WB	Key development partners who, desirably, work collaboratively to achieve development results. Partners would include donors, government, civil society and the private sector
WB	An agency, organization, group or individual affected positively or negatively by the implementation and outcome of a project/program. Stakeholder participation Desirably occurs at all levels of the corporate planning and budget cycle: planning; resource allocation decision-making; design; implementation; monitoring; evaluation; and reporting of results.
WB	Stakeholder analysis The strategic entry point for social assessment and participatory work, since it gets at answering questions such as: who are the key stakeholders, what are their interests in the project or policy, what are the power differentials between them, and what relative influence different groups have on policies, resource allocations and events.

Strategic evaluation

Country/org.	Definition
UNDP	An evaluation of a particular issue where timing is especially important owing to the urgency of the issue which poses high risks to, and has generated widely conflicting views from, stakeholders. It aims to advance a deeper understanding of the issue, reduce the range of uncertainties associated with the different options for addressing it, and help to reach an acceptable working agreement among the parties concerned.

Strategic framework

Country/org.	Definition
UK	The overall aims and objectives of a country's approach to development based on analysis of problems, and including a statement of priorities. This sets the context for programme and project development (see also: Strategy)

Strategic objective

Country/org.	Definition
USA	The most ambitious result that a USAID Operating Unit, along with its partners, can materially affect, and for which it is willing to be held accountable within the time period of the Strategic Objective. Strategic Objectives can be designed for a central or regional Bureau or a field Mission to provide analytical, technical,

logistical, or other types of support to the SOs of other Operating Units (whether bilateral, multi-country, or global in nature).

Strategic Plan

Country/org.	Definition
USA	The framework that an Operating Unit uses to articulate organizational priorities, to manage for results, and to tie organizational results to the customer/beneficiary. The strategic plan is a comprehensive plan that includes the delimitation of Strategic Objectives and a description of how it plans to deploy resources to accomplish them. A strategic plan is prepared for each portfolio whether it is managed at a country level, regionally, or centrally.

Strategy

Country/org.	Definition
Denmark	An approach to get from one situation to another.
UK	A comprehensive set of goals and plans for their achievement (see also: Strategic Framework; Framework; Country Strategy).

Summative evaluation

Country/org.	Definition
EC	Evaluation performed for actors who are not directly involved in the management of the public intervention (political or professional institutions, foundations, the press etc.). It produces a global and distant assessment. Evaluation is said to be summative or "recapitulative" when it aims at accounting for actions, and when it serves both for judging a public intervention and for helping the authorities responsible decide on its launching, maintenance, postponement, suppression and reproduction. In such instances, the users are external funding bodies and possibly other social actors who may decide for their own purposes on the appropriateness of adopting better practices identified during the programme evaluation.
Spain	<i>Evaluación sumativa (summative evaluation) . Aquella que tiene el propósito de producir un juicio global sobre la efectividad de un programa, política o producto para afirmar que la idea es en sí misma efectiva, o no, y, por lo tanto, tiene el potencial de ser generalizable a otras situaciones.</i>

Supervision

Country/org.	Definition
WB	The process of assisting the borrower to implement operations, and monitor progress and compliance with Safeguard Policies, agreed procedures and legal covenants.

Sustainability

Country/org.	Definition
Australia	Sustainability is the likelihood that beneficial outcomes of a project, such as assets, skills, facilities or improved services, will persist for an extended period beyond project implementation.
Denmark	The ability of a national programme to deliver benefits to the target group for an extended period of time after the main assistance from a donor is at an end. Comment: Agrees with OECD definition.
EC	A key requirement for a successful project. Sustainability is the ability to generate results after the external support has been discontinued. While a project is limited by time, the benefits should continue and the activities should be developed long after the project has ended, without the need for external inputs.
Finland	In the context of a single project, the continuation of its benefits and impact after the project itself has ended.
Germany	The extent to which the partner organisations and target groups are willing and able to self-reliantly continue and further develop the innovations effected by the project.
Japan	The extent to which partner country institutions will continue to pursue the objective after project assistance is over.
Netherlands	The extent to which the objectives of an aid activity will continue after the project assistance is over; the extent to which the groups affected by the aid want to and can take charge themselves to continue accomplishing its objectives. Comment: (Again delete reference to project, see also under “impact”)
Norway	The extent to which partner country institutions will continue to pursue the objective after project assistance is over.

OECD The extent to which the objectives of an aid activity will continue after the project assistance is over; the extent to which the groups affected by the aid want to and can take charge themselves to continue accomplishing its objectives.

Viabilité

Terme qui détermine la mesure dans laquelle les objectifs de l'action d'aide peuvent continuer à être réalisés après la fin de l'aide. Ou, en d'autres mots, la mesure dans laquelle les groupes cibles de l'aide peuvent et veulent prendre en charge eux-mêmes la poursuite de la réalisation des objectifs de l'aide.

Spain *Viabilidad (sustainability) . El grado en que los efectos positivos derivados de la intervención continúan una vez se ha retirado la ayuda externa.*

Switzerland Is a priority objective for development processes with a perspective beyond the duration of a specific project. Such a process is sustainable if the changes initiated can be carried on and further developed.

Viabilité

est un objectif prioritaire du développement avec une projection qui va au-delà de la durée de l'action. Celle-ci est vraiment viable lorsque les changements induites (effets, processus etc...) se prolongent et se développent plus largement.

Nachhaltigkeit

ist eine prioritäre Zielsetzung für Entwicklungsprozesse mit einem Blick über die Dauer des Vorhabens hinaus. Dieses ist dann nachhaltig, wenn die in Gang gesetzten und unterstützten Veränderungen (Wirkungen, Prozesse usw.) dauerhaft weitergeführt und weiterentwickelt werden.

UK A sustainable project or institution will be able to continue to deliver benefits long term including after foreign assistance has lapsed. An environmentally sustainable activity or project will not be prevented from delivering benefits long term by any environmental damage it causes. Sustainable development considers the sustainability of the development process as a whole in an area, taking account of the environmental, social and economic dimensions of development.

Sustainable Development

There are many different definitions, but basically this is the concept whereby in quality of life through economic development are not gained at the expense of the environment or of future generations

"Continued economic and social development without detriment to the environment and the natural resources on which human activity and future development depend"

(Source: Directorate General XI of the European Commission)

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs". Which contains within it two key concepts:

The concept of 'needs', in particular the essential needs of the world's poor, to which overriding priority should be given; and

The idea of limitations imposed by the state of technology and social organisation on the environment's ability to meet present and future needs.

UNDP	<p>Durability of positive programme or project results after the termination of the technical cooperation channelled through that programme or project; static sustainability - the continuous flow of the same benefits, set in motion by the completed programme or project, to the same target groups; dynamic sustainability - the use or adaptation of programme or project results to a different context or changing environment by the original target groups and/or other groups.</p>
USA	<p>[Defined as “Sustainable Development”] Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions which are transparent, accountable, responsive and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation and cooperation.</p> <p>Economic and social growth that does not exhaust a country’s resources; that does not damage the economic, cultural or natural environment; that creates incomes and enterprises; and that builds indigenous institutions.</p>
USA	<p>[Sustainable Development] Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions which are transparent, accountable, responsive and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation and cooperation.</p> <p>Economic and social growth that does not exhaust a country’s resources; that does not damage the economic, cultural or natural environment; that creates incomes and enterprises; and that builds indigenous institutions.</p>
WB	<p>(a rating) The probability of maintaining the project’s net benefits (generated or expected to be generated) throughout the project’s useful life (including deducting any actual or imputed environmental costs). Technical, economic and financial viability are necessary conditions of “Likely” sustainability. This rating is an assessment of a project’s resilience to risk.</p>

Sustainability factors

Country/org.	Definition
EC	<p>Sustainability Factors Factors that are known to have had a significant impact on the sustainability of benefits generated by projects in the past, and which should be taken into account in the design of future projects.</p>

Strengths, Weaknesses, Opportunities and Threats analysis

Country/org.	Definition
Denmark	Agrees with UK definition.
EC	Analysis of an organisation's Strengths and Weaknesses, and the Opportunities and Threats that it faces. A tool used for project appraisal.
UK	A technique for identifying the Strengths, Weaknesses, Opportunities and Threats of a situation as a basis for discussing project objectives. It can be applied to almost any set of circumstances from the strategic to the local level.

Target

Country/org.	Definition
Binnendijk	<p>A target is a specific indicator value to be accomplished by a particular date in the future. Final targets are values to be achieved by the end of the project, whereas interim targets are expected values at various points-in-time over the life of the project.</p> <p>Targets represent commitmentssignifying what the project intends to achieve in concrete terms, and become the standards against which a project's performance or degree of success will later be judged. (Binnendijk, 1999)</p>
USA	(Performance target) Specific, planned level of result to be achieved within an explicit timeframe.

Target group

Country/org.	Definition
Denmark	A group of people who will benefit directly in a measurable way from interventions and assistance.
Germany	The term denotes those social groups within whose domain the changes defined in a project or programme purpose (impacts of the project/programme) are supposed to take place. They are the recipients of our partner's services.
Japan	(Direct beneficiaries): The specific group for whose benefit the project or programme is undertaken; closely related to impact and relevance.

Netherlands	<p>(Defined as "Target group beneficiaries, injured groups"):</p> <p>A group of people intended to be affected positively by an aid activity. If from the view of the group they are affected positively, then they are beneficiaries. If, from their view, they are ,affected negatively, then they are injured parties. Comment: (NB target group does not have to be a group/category of people, could also be institutions)</p>
Norway	<p>(Direct beneficiaries). The specific group for whose benefit the project or programme is undertaken: Closely related to impact and relevance.</p>
OECD	<p>(Defined as "Target group beneficiaries, injured groups"):</p> <p>A group of people intended to be affected positively by an aid activity. If from the view of the group they are affected positively, then they are beneficiaries. If, from their view, they are ,affected negatively, then they are injured parties.</p> <p><i>Groupe cible bénéficiaires, personnes lésées</i></p> <p><i>Groupe de personnes auquel est destiné l'activité d'aide. Si, du point de vue du groupe, l'effet est positif, il s'agit de « bénéficiaires ». Si, du point de vue du groupe, l'effet est négatif, il s'agit de « personnes lésées ».</i></p>
Spain	<p><i>Beneficiarios directos (target group beneficiaries) . Población seleccionada como destinataria de los beneficios que la intervención debe conseguir.</i></p>
UK	<p>The specific group for whose benefit the project or programme is undertaken.</p>
UNDP	<p>The main stakeholders of a programme or project that are expected to gain from the results of that programme or project; sectors of the population that a programme or project aims to reach in order to address their needs based on gender considerations and their socio-economic characteristics.</p>
WB	<p>(see Poverty Targeted Intervention and Safeguard Policies)</p>

Team

Country/org.	Definition
USA	<p>A group of individuals coming together through consensus to achieve agreed-to objectives or results. Teams may be comprised of employees of USAID and/or other federal agencies, partners, customers, and contractors. A team may or may not exist as an official organization unit. When serving as an organization unit, it functions within a Bureau, independent office, or Mission, as a Level II or below organization.</p>

Technical control

Country/org.	Definition
Netherlands	A management function to determine if materials conform to technical specifications and to international norms in effect.
OECD	<p>A management function to determine if materials conform to technical specifications and to international norms in effect.</p> <p>Contrôle technique</p> <p>Fonction de gestion qui consiste à vérifier, avant qu'ils ne soient mis à la disposition d'une activité d'aide, si les matériels et équipements acquis sont conformes aux spécifications techniques qui figurent dans le cahier spécial des charges, et le cas échéant, aux normes internationales en vigueur.</p>

Terms of reference

Country/org.	Definition
Denmark	An action plan describing objectives, results, activities and organisation of a specific endeavour. Most often used to describe technical assistance, study assignments, or evaluations.
EC	<p>The terms of reference define the work and the schedule that must be carried out by the evaluation team.</p> <p>It recalls the regulatory framework and specifies the scope of an evaluation. It states the main motives for an evaluation and the questions asked. It sums up available knowledge and outlines an evaluation method. It describes the distribution of the work and the responsibilities among the people participating in an evaluation process. It fixes the schedule and, if possible, the budget. It specifies the qualifications required from candidate teams as well as the criteria to be used to select an evaluation team.</p>
Spain	<i>Términos de referencia (terms of reference). Fundamento documental sobre el que los consultores construirán su plan de trabajo para la evaluación.</i>
Switzerland	<p>Description of objectives, key issues, plan of action, expected results, methodology of specific, shortterm tasks. Usually used to specify mandates to be carried out by consultants, e.g. for external evaluations of projects or programmes.</p> <p>Description des objectifs, questions-clé, plan d'action, résultats attendus, méthodologie à appliquer pour des tâches spécifiques et à court terme. Normalement utilisé pour définir le mandat d'un consultant pour faire, p. ex., exécuter une évaluation externe d'un projet ou programme.</p> <p>Beschreibung von Zielen, Schlüsselfragen, Vorhaben, erwarteten Ergebnissen, methodischen Vorgehensweisen bei spezifischen kurzfristigen Aufgaben. Wird gewöhnlich bei der Umschreibung von spezifischen Mandaten für Konsulenten</p>

gebraucht, z. B. für die Durchführung einer externen Evaluation eines Projekts oder Programms.

UK Task description for delivery of the project's services e.g. for a consultancy or TCO; the set of guidelines prepared by the organisation contracting out the work which establish the aspirations and logistics (see also: Consultants; Feasibility Studies)

Thematic evaluation

Country/org.	Definition
Denmark	Evaluation of selected aspects of different types of development aid (poverty, environment, choice of technology, gender aspects, sustainability, etc.)
EC	Evaluation which transversally analyses a particular point (a theme) in the context of several interventions within a single programme or of several programmes implemented in different countries or regions. The theme may correspond to an expected impact (e.g. competitiveness of SMEs) or to a field of interventions (e.g. R&D). The notion of thematic evaluation is similar to that of an in-depth study (e.g. impact of support for R&D on the competitiveness of SMEs) but it is a large scale exercise when conducted on a European scale.
Spain	Evaluación temática (thematic evaluation) . Son aquellas que se ocupan de estudiar cómo se ha tratado un tema específico en una o en varias intervenciones de desarrollo.
WB	Evaluation of the effectiveness of operations (within a defined set) with respect to cross cutting themes such as gender, poverty reduction or environment.

Triangulation

Country/org.	Definition
Portugal	Verification of information by using the same topic of investigation in three ways, (in terms of composition of team, techniques applied and sources of information)
UK	The use of three (or more) sources of information to derive and substantiate an assessment or conclusion.

Ultimate beneficiaries

Country/org.	Definition
Germany	Those sections of the target groups which, in the light of development-policy considerations, are considered eligible for promotion and whose situation project implementation - and also ultimately German promotion - are designed to improve.

Ultimate customer

Country/org.	Definition
USA	Host country people who are end users or beneficiaries of USAID assistance and whose participation is essential to achieving sustainable development results.

Unexpected effect

Country/org.	Definition
Denmark	Comment: Agrees with EU definition.
EC	<p>An impact which is revealed by evaluation but was not foreseen when an intervention was launched.</p> <p>Unexpected effects are revealed by inductive analysis techniques (particularly case studies). They are not part of the objectives. A positive unexpected effect may become an implicit objective. Negative unexpected effects are also called perverse effects.</p>

Validity

Country/org.	Definition
Denmark	To what extent the information measure what it is intended to measure.
EC	<p>Construct validity: Quality of an evaluation method which faithfully reflects the changes or needs that are to be measured or identified.</p> <p>Construct validity means that expected impacts are expressed in sufficiently precise terms and that observations in the field allow for a reliable and sensitive analysis of the object of observation.</p> <p>Internal validity: Quality of an evaluation method which, as far as possible, limits biases imputable to data collection or processing techniques.</p> <p>External validity: Quality of an evaluation method which makes it possible to obtain conclusions that can be generalised to contexts (groups, areas, periods, etc.) other than that of the intervention being evaluated.</p>

Japan A measurement is valid to the extent that it represents what it is intended and presumed to represent. Valid measures have no systematic bias.

Vertical logic

Country/org.	Definition
EC	Defined as: Intervention Logic The strategy underlying the project. It is the narrative description of the project at each of the four levels 'of the 'hierarchy of objectives used in the logframe.
Netherlands	The vertical logic of a programme or project designates the causal relationships between, on the one hand, each level of the narrative summary (inputs-outputs, outputs-purpose, purpose-goal), and, on the other, the critical assumptions affecting these linkages. Comment: (a sub-concept of logical framework and log-frame parlance, should it be included in glossary of evaluation terms?
OECD	The vertical logic of a programme or project designates the causal relationships between, on the one hand, each level of the narrative summary (inputs-outputs, outputs-purpose, purpose-goal), and, on the other, the critical assumptions affecting these linkages. <i>Logique verticale</i> <i>Logique verticale d'un programme ou d'un projet qui désigne les relations causales entre, d'une part, chaque niveau du résumé narratif (moyens-résultats, résultats-but, but-finalité), et, d'autre part, les conditions critiques influençant cet enchaînement.</i>
Spain	<i>Lógica vertical (vertical logic) . Relación causal que conduce de los recursos a las actividades, de éstas a los resultados, de los resultados al objetivo específico y del objetivo específico al objetivo general, siempre que se cumplan las hipótesis.</i>