Glossary of Key Results Based Management Terms

**Activities**: Activities are actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilized to produce specific outputs.

**Assumptions**: Assumptions are the variables or factors that need to be in place for results to be achieved. Assumptions can be internal or external to the particular intervention or organization, and they should be stated in positive language. Hypotheses about factors or risks which could affect the progress or success of a development intervention.

**Attribution**: Causal link of one event with another. The extent to which observed effects can be ascribed to a specific intervention. The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.

**Baseline**: Baseline is the status of the selected indicators to measure results at the beginning of an initiative (programme or project). Facts about the condition or performance of subjects prior to treatment or intervention.

**Beneficiaries**: Individuals, groups or entities whose situation is supposed to improve (the target group), and others whose situation may improve as a result of the development intervention.

**Capacity Development**:A process that encompasses the building of technical abilities, behaviours, relationships and values that enable individuals, groups, organizations and societies to enhance their performance and to achieve their development objectives over time. It progresses through several different stages of development so that the types of interventions required to develop capacity at different stages vary. It includes strengthening the processes, systems and rules that shape collective and individual behaviours and performance in all development endeavours as well as people's ability and willingness to play new developmental roles and to adapt to new demands and situations. Capacity development is also referred to as capacity building or strengthening.

**Case Studies**: Case Studies are used for learning about complex instances, based on a comprehensive understanding of a situation, obtained by extensive description and analysis of the situation taken as a whole in its context.

**Causality Analysis**:A type of analysis used in programme formulation to identify the root causes of development challenges. Development problems often derive from the same root causes (s). The analysis organizes the main data, trends and findings into relationships of cause and effect. It identifies root causes and their linkages as well as the differentiated impact of the selected development challenges. Generally, for reproductive health and population problems, a range of causes can be identified that are interrelated. A “causality framework or causality tree analysis” (sometimes referred to as “problem tree”) can be used as a tool to cluster contributing causes and examine the linkages among them and their various determinants.

**Chain of Results**:The causal sequence in the planning of a development intervention that stipulates the possible pathways for achieving desired results beginning with the activities through which inputs are mobilized to produce specific outputs, and culminating in outcomes, impacts and feedback. The chain of results articulates a particular programme theory.

**Data**:Specific quantitative and qualitative information or facts.

**Data Analysis**: Data analysis is a process of working with raw data (microdata) to estimate the value for the indicator (quantitative data) or establish an emerging theme (qualitative data). It is the process of converting collected (raw) data into usable information.

**Data Source**: Data source refers to the origin of the data used by the organization to estimate an indicator.

**Effect**: Intended or unintended change due directly or indirectly to an intervention.

**Effectiveness**: The extent to which the development intervention’s objectives were achieved, or are expected to be achieved, taking into account their relative importance.

**Efficiency**: A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

**Evaluability**: Extent to which an activity or a program can be evaluated in a reliable and credible fashion.

**Evaluation**: An evaluation is an assessment, as systematic and impartial as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area, institutional performance. A time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success, or the lack thereof, of ongoing and completed programmes. Evaluation is undertaken selectively to answer specific questions to guide decision-makers and/or programme managers, and to provide information on whether underlying theories and assumptions used in programme development were valid, what worked and what did not work and why. Evaluation commonly aims to determine the relevance, validity of design, efficiency, effectiveness, impact and sustainability of a programme.

**Evaluation Questions**:A set of questions developed by the evaluator, sponsor, and/or other stakeholders, which define the issues the evaluation will investigate and are stated in such terms that they can be answered in a way useful to stakeholders.

**Equity-focused Evaluation**: An Equity-focused evaluation is a judgment made of the relevance, effectiveness, efficiency, impact and sustainability of policies, programmes and projects concerned with achieving equitable development results.

**Goal**: The higher order objective to which a development intervention is intended to contribute.

**Impact**: Impact implies changes in people’s lives. Such changes are positive or negative long-term effects (directly or indirectly, intended or unintended) on identifiable population groups produced by a development initiative, directly or indirectly, intended or unintended. These effects can be economic, socio-cultural, institutional, environmental, technological or of other types.

**Implementation**: Implementation is the management of Inputs to undertake Activities in order to achieve Outputs.

**Implementation monitoring**: continuous or periodic oversight of the implementation of an activity to establish the extent to which inputs, work schedules, other required actions and targeted processes are proceeding according to plan. It examines how activities are delivered –efficiency in time and resources. It often links the implementation to a particular unit of responsibility.

**Indicator**:A quantitative or qualitative measure of programme performance that is used to demonstrate change and which details the extent to which programme results are being or have been achieved. In order for indicators to be useful for monitoring and evaluating programme results, it is important to identify indicators that are SMART and to regularly update them.

**Inputs**: The financial, human, material, technological and information resource provided by stakeholders (i.e. donors, programme implementers and beneficiaries) that are used to implement a development intervention.

**Logical Framework (log frame)**:A dynamic planning and management tool that summarizes the results of the logical framework approach process and communicates the key features of a programme design in a single matrix. It can provide the basis for monitoring progress achieved and evaluating programme results. The matrix should be revisited and refined regularly as new information becomes available.

**Means of Verification (MOV)**:The specific sources from which the status of each of the results indicators in the Results and Resources Framework can be ascertained.

**Monitoring**: Monitoring is a continuous or periodic oversight of the implementation of an activity to establish the extent to which inputs, work schedules, other required actions and targeted process outputs are proceeding according to plan. It is a process of collecting and analysing data to generate information that is used to assess if a project, programme of policy is on track to achieve expected results.

**Monitoring Plan**: A plan that organizes how results are going to be monitored. A monitoring plan has indicators with baseline, target, method, geographical area of monitoring activity, responsible person, time frame/frequency, and utilization of monitoring information.

**Outcome**:The intended or achieved short and medium-term effects of an intervention’s outputs, usually requiring the collective effort of partners. Outcomes represent changes in development conditions which occur between the completion of outputs and the achievement of impact.

**Outputs**: The products and services which result from the completion of activities within a development intervention.

**Performance Monitoring**:A continuous process of collecting and analysing data for performance indicators, to compare how well development interventions, partnerships or policy reforms are being implemented against expected results.

**Programme**:A time-bound intervention similar to a project but which cuts across sectors, themes or geographic areas, uses a multi-disciplinary approach, involves multiple institutions, and may be supported by several different funding sources.

**Programme Approach**:A process which allows governments, donors and other stakeholders to articulate priorities for development assistance through a coherent framework within which components are interlinked and aimed towards achieving the same goals. It permits all donors, under government leadership, to effectively contribute to the realization of national development objectives.

**Programme Monitoring**: Results monitoring and implementation monitoring are collectively referred to as programme monitoring. Programme monitoring measures progress in achieving specific results in relation to an implementation plan, whether for programmes, strategies, or activities. It is the core accountability mechanism for effective work planning and review.

**Real Time Monitoring (RTM)**: Real Time monitoring is pre-determined frequent (short periods depending on need) data collection and reporting to strengthen current programme performance or to inform policy and necessary adjustments in service delivery.

**Relevance**:The degree to which the outputs, outcomes or goals of a programme 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.

**Result**:The output, outcome or impact (intended or unintended, positive and /or negative) derived from a cause and effect relationship set in motion by a development intervention.

**Results Based Budgeting (RBB)**: Results Based Budgeting determines the resources required to support the achievement of results. RBB is the process of allocating resources to achieve identified outputs and outcomes.

**Results Based Management (RBM)**:A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes & impacts). RBM rests on stakeholder participation and on clearly defined accountability for results. It also requires monitoring of progress towards results and reporting on performance/feedback which is carefully reviewed and used to further improve the design or implementation of the programme.

**Results Chain/ Logic Model**: RBM is based on a logical approach, where inputs generate outputs that contribute to outcomes and impacts. This logic is known as results chain or logic model.

**Results Framework:** The logic that explains how results are to be achieved, including causal relationships and underlying assumptions. The results framework is the application of the logical framework approach at a strategic level, across an entire organization, for a country programme, a programme component within a country programme, or even a project.

**Risks**:Factors that may adversely affect delivery of inputs, completion of activities and achievement of results. Many risk factors are outside the control of the parties responsible for managing and implementing a programme.

**Risk Management**: Risk management is identifying and assessing risks that can impact on achievement of results and taking measures to mitigate negative risks and maximize opportunities.

**Situation Monitoring**: The systematic tracking of a condition or set of conditions, such as the situation of children and women. Situation monitoring measures change or lack of change in a condition or a set of conditions.

**Stakeholders**: People, groups or entities that have a role and interest in the aims and implementation of a programme. They include the community whose situation the programme seeks to change; field staff who implement activities; programme managers who oversee implementation; donors and other decision-makers who influence or decide the course of action related to the programme; and supporters, critics and other persons who influence the programme environment (see Target Group and Beneficiaries).

**Strategic Planning**: A systematic process by which an organization agrees on priorities that are essential to its mission in response to a changing environment.

**Strategies**:Approaches and modalities to deploy human, material and financial resources and implement activities to achieve results.

**Sustainability**:Durability of programme results after the termination of the technical cooperation channelled through the programme. Static sustainability – the continuous flow of the same benefits, set in motion by the completed programme, to the same target groups; dynamic sustainability – the use or adaptation of programme results to a different context or changing environment by the original target groups and/or other groups.

**Target**: A target is a quantifiable amount of change that is to be achieved over a specified time frame in an indicator.

**Target Group**: The main stakeholders of a programme that are expected to gain from the results of that programme. Sectors of the population that a programme aims to reach in order to address their needs.

**Theory of Change (ToC)**: Theory of change is a structured thinking process that allows groups to turn their theories about what needs to change and why into a “causal pathway”. A theory of change is used as a tool to help identify the current situation (in terms of needs and opportunities), the intended situation and what needs to be done to move from one to the other.

**Transparency**:Carefully describing and sharing information, rationale, assumptions, and procedures as the basis for value judgments and decisions.

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