

Overview of MfDR Concepts: Glossary¹

Activity

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.

Evaluation

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy, and of its design, implementation, and results, to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, so that lessons learned can be incorporated into the decision-making process of both recipients and donors.

Impacts

Impacts are the positive and negative primary and secondary long-term effects—both intended and unintended—produced directly or indirectly by a development intervention.

Indicator

An indicator is a quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor.

Input

Inputs are the financial, human, and material resources used for the development intervention.

Institutional development impact

The institutional development impact is the extent to which an intervention improves or weakens the ability of a country or region to make more efficient, equitable, and sustainable use of its human, financial, and natural resources—for example, through (a) better definition, stability, transparency, enforceability, and predictability of institutional arrangements, or (b) better alignment of the organization’s mission and capacity with its mandate, which derives from these institutional arrangements. Such impacts can include the intended and unintended effects of an action.

Logical framework (logframe)

A logframe is a management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution, and evaluation of a development intervention.

Logic model

A logic model is a technical tool for summarizing all relevant information related to development assistance or a program or project. Logic models are usually presented in a matrix covering such categories as objectives/results, inputs, indicators (or objectively verifiable indicators), means of verification, and assumptions/risks. Various types of logic models have been designed for different purposes; there is no “correct” format.

¹ Terms from the OECD/DAC Glossary of Key Terms in Evaluation and Results-Based Management and the First Edition of the *Sourcebook on Emerging Practices in MfDR*.

Managing for development results

Managing for development results (MfDR) is a management strategy focused on development performance and on sustainable improvements in country outcomes. It provides a coherent framework for development effectiveness in which performance information is used for improved decision-making, and it includes practical tools for strategic planning, risk management, progress monitoring, and outcome evaluation.

MfDR principles

1. Focusing the dialogue on results at all phases of the development process
2. Aligning programming, monitoring, and evaluation with results
3. Keeping measurement and reporting simple
4. Managing for, not by results
5. Using results information for learning and decision-making

Millennium Development Goals

In 2000, in a key effort to promote more effective development, 189 UN member countries agreed to work toward reduction of global poverty and improved sustainable development. These global aims are reflected in the eight Millennium Development Goals (MDGs), with their 18 targets and 48 performance indicators. The MDGs provide specific, measurable targets that are gradually being adapted at the country level as the basis for country outcomes and then monitored over time to help gauge progress.

Outcomes

Outcomes are the likely or achieved short-term and medium-term effects of an intervention's outputs. Outcomes are the observable behavioral, institutional, and societal changes that take place over 3 to 10 years, usually as the result of coordinated short-term investments in individual and organizational capacity building for key development stakeholders (such as national governments, civil society, and the private sector).

Outputs

Outputs are the products, capital goods, and services that result from a development intervention; they may also include changes resulting from the intervention that are relevant to the achievement of outcomes.

Partnership

Partnership can be defined as a collaborative relationship between entities to work toward shared objectives through a mutually agreed division of labor. At the country level, this means engaging under government leadership with national stakeholders and external partners (including international development agencies) in developing, implementing, and monitoring a country's own development strategy.

Performance indicator

A performance indicator is a variable that allows the verification of changes in the development intervention or shows results relative to what was planned.

Process evaluation

A process evaluation evaluates the internal dynamics of implementing organizations, their policy instruments, their service delivery mechanisms, their management practices, and the linkages among these.

Development objectives

Development objectives describe the intended impact contributing to physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people through one or more development interventions.

Results

Results are the output, outcome, or impact (intended or unintended, positive and negative) of a development intervention.

Results-based management

Results-based management is an approach aimed at achieving important changes in the way that organizations operate, with improving performance in terms of results as the central orientation. It provides the management frameworks and tools for strategic planning, risk management, performance monitoring, and evaluation. Its main purposes are to improve organizational learning and to fulfill accountability obligations through performance reporting.

Results chain

A results chain shows the causal sequence for a development intervention to achieve desired objectives, beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback.

HOW should this be implemented?		WHAT should be produced?	WHAT outcomes do we expect from this investment? (HOW are outputs used?)		WHY should we do this?
Inputs	Activities	Outputs	Short-term outcomes	Medium-term outcomes	Long-term impacts

Results framework

A results framework is the program logic that explains how the development objective is to be achieved, including causal relationships and underlying assumptions.

Risk analysis

A risk analysis assesses factors (called assumptions in the logframe) that affect or are likely to affect the successful achievement of an intervention's objectives. It is a detailed examination of the potential unwanted and negative consequences to human life, health, property, or the environment posed by development interventions. Risk analysis also involves quantifying the probabilities and expected impacts for identified risks.

Monterrey Consensus (2002)

The Monterrey Consensus emphasized the need to

- Harmonize development approaches among donors;
- Reduce transaction costs for recipient countries by aligning donor resources;
- Increase country-level absorptive capacity and improve financial management systems through capacity building;
- Increase local ownership in the design and implementation of poverty frameworks at the country level.

Rome Declaration (2003)

Participants committed to specific activities to enhance aid harmonization:

- Deliver assistance in accordance with partner country priorities;
- Amend policies, procedures, and practices to facilitate harmonization;

- Implement good practice standards or principles in delivering and managing development assistance;
- Intensify donor efforts to cooperate at the country level;
- Promote the benefits of harmonization among staff;
- Provide support to strengthen partner country governments' leadership and ownership of development results;
- Streamline donor procedures and practices;
- Promote harmonized approaches in global and regional programs.

Washington: First Roundtable on Development Results (2002)

The Roundtable took stock of ongoing efforts in countries and agencies to manage for results, with a focus on the actions needed to build demand for and increase capacity to adopt results-based approaches in developing countries. It stressed the need for development agencies to offer coordinated support for capacity-building and to harmonize approaches to results measurement, monitoring, and reporting. Moreover, it discussed ways for development agencies, including the multilateral development banks, to develop results-focused corporate cultures and incentives.

Marrakech: Second Roundtable on Development Results (2004)

The Roundtable brought together representatives from developing countries and development agencies to discuss the challenges of managing for development results at the country level and the ways in which countries and development agencies are addressing these issues on the ground. Participants assessed progress since the First Roundtable and talked about how they could continue to strengthen country and agency commitments to harmonize monitoring and evaluation around national strategies and systems, in order to provide useful reporting on results. They also reflected on how donors could better coordinate support to strengthen the planning, statistical systems, and monitoring and evaluation capacity that countries need to manage their development process. As a final outcome of the Roundtable, the heads of the multilateral development banks and the Chairman of the OECD's Development Assistance Committee endorsed common principles on managing for development results, including a commitment to specific actions for 2004.

Paris Declaration (2006)

The Paris Declaration, the product of the 2005 Paris High-Level Forum on Aid Effectiveness, is an international agreement that over 100 ministers, heads of agencies, and other senior officials endorsed. This high-level commitment to increase efforts in harmonization, alignment, and managing for results is designed to help developing countries achieve the Millennium Development Goals and includes a set of monitorable actions and indicators.

Hanoi: Third Roundtable on Managing for Development Results (2007)

The Hanoi Roundtable reaffirmed the importance of the ambitious agenda of the Paris Declaration on Aid Effectiveness. Central to this agenda is the idea that all countries and donors should improve their management of resources to achieve better, verifiable development results, guided by a commitment to mutual accountability. The renewed urgency to improve development results that emerged during the Hanoi Roundtable formed the basis for further progress in the run-up to the Third High-Level Forum on Aid Effectiveness, held in September 2008 in Accra, Ghana.