

Excellence in Development Cooperation

Comparison between the xDC model and the DAC standard

Author:

Gerhard Leu

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Gerhard Leu AG

Bahnhofstrasse 1a

Postfach 53

CH-9050 Appenzell

Tel +41 71 780 16 12

info@gerhardleu.ch

www.gerhardleu.ch

Abbreviations

DAC	Development Assistance Committee
Logframe	Logical Framework Matrix
RADAR	Results, Approaches, Deployment, Assessment & Refinement
xDC	Excellence in Cooperation Development

1 DAC Standard

The DAC standard for evaluation has five criteria. Each criterion has two or three key questions to be answered.

1.1 RELEVANCE

The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.

In evaluating the relevance of a programme or a project, it is useful to consider the following questions:

- To what extent are the objectives of the programme still valid?
- Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

1.2 EFFECTIVENESS

A measure of the extent to which an aid activity attains its objectives.

In evaluating the effectiveness of a programme or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

1.3 EFFICIENCY

Efficiency measures the outputs – qualitative and quantitative – in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

When evaluating development co-operation programmes and projects it is useful to consider the following criteria, laid out in the DAC Principles for Evaluation of Development Assistance.

When evaluating the efficiency of a programme or a project, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the programme or project implemented in the most efficient way compared to alternatives?

1.4 IMPACT

The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.

When evaluating the impact of a programme or a project, it is useful to consider the following questions:

- What has happened as a result of the programme or project and why?
- What real difference has the activity made to the beneficiaries?

1.5 SUSTAINABILITY

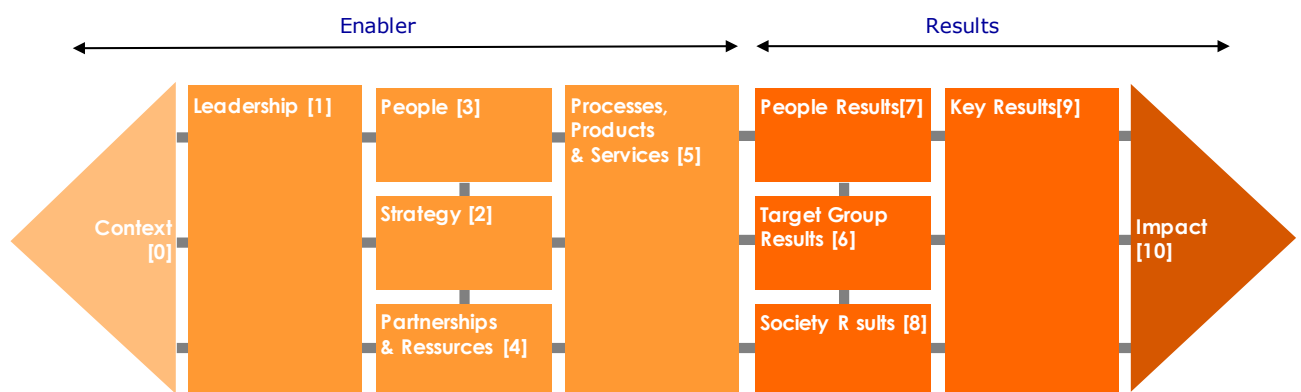
Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

When evaluating the sustainability of a programme or a project, it is useful to consider the following questions:

- To what extent did the benefits of a programme or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

2 xDC model

The xDC model has 11 criteria which are grouped into ,enablers' and ,results'. Each criterion has two to five subcriterion which are all linked together. Each criterion part has many ,guidance points' to be evaluated. Each criterion part can be scored on a scale from 0% to 100% to determine the degree of excellence. The scoring is calibrated to compare evaluations worldwide.



2.1 CONTEXT

Excellent development projects consider the cultural, political and economical context where it is active. This comprehensive understanding is used as a basis for developing the vision, strategy and all other relevant components of the management system.

Criterion parts:

- The cultural environment is understood.
- The political and legal system is understood.
- The development challenges and interventions are understood.
- The mission-specific environment is understood.

2.2 LEADERSHIP

Excellent development projects have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the project.

Criterion parts:

- Leaders develop the mission, vision, values and ethics and act as role models.
- Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- Leaders engage with external stakeholders.
- Leaders reinforce a culture of excellence with the organisation's people.
- Leaders ensure that the organization is flexible and manage changes effectively.

2.3 STRATEGY

Excellent development projects implement their mission and vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

Criterion parts:

- Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- Strategy is based on understanding internal performance and capabilities.
- Strategy and supporting policies are developed, reviewed and updated.
- Strategy and supporting policies are communicated, implemented and monitored.

2.4 PEOPLE

Excellent development projects value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the project.

Criterion parts:

- People plans support the project strategy.
- People's knowledge and capabilities are developed.
- People are aligned, involved and empowered.
- People communicate effectively throughout the organisation.
- People are rewarded, recognised and cared for.

2.5 PARTNERSHIPS & RESOURCES

Excellent development projects plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

Criterion parts:

- Partners and suppliers are managed for sustainable benefit.
- Finances are managed to secure sustained success.
- Buildings, equipment, materials and natural resources are managed in a sustainable way.
- Technology is managed to support the delivery of strategy.
- Information and knowledge are managed to support effective decision-making and to build the organization's capability.

2.6 PROCESSES, PRODUCTS & SERVICES

Excellent development projects design, manage and improve processes, products and services to generate increasing value for the target groups and other stakeholders.

Criterion parts:

- Processes are designed and managed to optimise stakeholder value.
- Products and Services are developed to create optimum value for beneficiaries.
- Products and Services are effectively promoted and marketed.
- Products and Services are produced, delivered and managed.
- Target groups relationships are managed and enhanced.

2.7 TARGET GROUP RESULTS

Excellent development projects comprehensively measure and achieve outstanding results with respect to their target groups.

Criterion parts:

- External perception by the target groups.
- Internal performance indicators to predict the implications on their perceptions.

2.8 PEOPLE RESULTS

Excellent development projects comprehensively measure and achieve outstanding results with respect to their people.

Criterion parts:

- External perception by the people.
- Internal performance indicators to predict the implications on their perceptions.

2.9 SOCIETY RESULTS

Excellent development projects comprehensively measure and achieve outstanding results with respect to the society.

Criterion parts:

- External perception by the society.
- Internal performance indicators to predict the implications on their perceptions.

2.11 KEY RESULTS

Excellent development projects comprehensively measure and achieve outstanding results with respect to the key elements of its strategy.

Criterion parts:

- Key strategic outcomes.
- Key performance indicators.

2.12 IMPACT

Excellent development projects comprehensively measure and achieve outstanding results with respect to the impact on the development of a region or country.

Criterion parts:

- External development indicators.
- Leading indicators to predict the implications on the development.

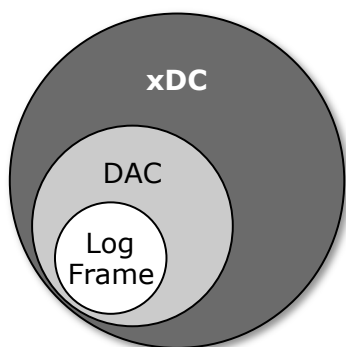
3 Relationship matrix

All criteria of the DAC standard are fully covered by the xDC model, but not vice versa. The xDC model is much more comprehensive and gives a qualitative and quantitative assessment.

DAC Criteria	XDC Criteria										
	Context	Leadership	Strategy	People	Partnerships & Resources	Processes, Products & Services	Target Group Results	People Results	Society Results	Key Results	Impact
Relevance			X								
Effectiveness							X			X	
Efficiency					X						
Impact											X
Sustainability							X			X	X

Table 1: Relationship matrix between DAC standard and xDC model

The following graphic shows the coverage of the different evaluation approaches.



Graphic 1: Scope of different evaluation approaches