



Outcome and Impact Assessment in International Development

Zewo Guidelines for Projects and Programmes

Overarching goals

The project planning must be in accordance with both the organisation's internal and external overarching goals. The Principles of international development cooperation, the efforts by project countries listed in the Poverty Reduction Strategy Papers and donor strategies must be fulfilled along with the NGO's own objectives. Individual projects must therefore be integrated into the organisation's country and issue strategies. These in turn have to be aligned with the organisation's strategic focus, principles and purpose, and must be reviewed and revised in the medium and long term. Hence, results-based project planning also involves harmonising activities and objectives with other actors and aligning them with the partners' (or partner countries') own efforts.



The ZEWo guidelines for outcome and impact assessment are intended for use at project and programme level. They show how to measure the outcome of individual projects and programmes on target groups and how to record their contribution to achieving the overarching goals.

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Principles of international development cooperation

There are a number of principles of international development cooperation on which there is a near consensus internationally and nationally:

1. **Participation**

The communities and authorities that benefit from projects and programmes must influence and determine how they are designed, implemented and managed.

2. **Partnership**

Projects and programmes should not be carried out exclusively by the NGO's own structures but also include local partners such as authorities, companies, civil society organisations or representatives of poor communities' interests. Aid is not about one-way giving and taking, but instead about cooperating with partners.

3. **Sustainability**

Projects and programmes should be designed so that they continue to have an impact after staffing and funding support have ended.

4. **Empowerment**

Many forms of development can only be promoted if the people concerned are able to organise themselves, articulate their interests and present them in political forums. NGOs call their support for this process of articulating one's needs 'empowerment'.

5. **Gender equality**

Development NGOs acknowledge that women and men have different opportunities and rights, and pay special attention to promoting and empowering women.

6. **Do no harm**

Development NGOs design their projects so that whatever happens, they do not harm the intended 'beneficiaries'. To do this they must understand the effects of their plans on the various reference groups in the field and take precautions in their programmes and projects that avoid stirring up unwanted conflicts or unintended preferential treatment of individual actors.

Source: Peter Niggli (2008): *Der Streit um die Entwicklungshilfe. Mehr tun – aber das Richtige*. Rotpunktverlag, Zurich.



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UN Millennium Development Goals (MDGs)

UN member states committed themselves to achieving eight goals before the year 2015 in order to improve the fate of one billion people with too little for survival. These goals are now considered to be the international framework for development cooperation.

The eight Millennium Development Goals are:

1. **Eradicate extreme poverty and hunger**

Halve, by 2015, the proportion of people whose income is less than \$1 a day and the proportion of people who suffer from hunger.

2. **Achieve universal primary education**

Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary education.

3. **Promote gender equality and empower women**

Eliminate gender disparity in primary and secondary education in all levels of education no later than 2015.

4. **Reduce child mortality**

Reduce by two-thirds, by 2015, the under-five mortality rate.

5. **Improve maternal health**

Reduce by three-quarters the maternal mortality ratio.

6. **Combat HIV/AIDS, malaria and other diseases**

Have halted by 2015 and begun to reverse the spread of these diseases.

7. **Ensure environmental sustainability**

Halve, by 2015, the proportion of the population without sustainable access to safe drinking water and basic sanitation, and have achieved a significant improvement in the lives of at least 100 million slum dwellers. Soils, forests and coastal waters should be managed in a sustainable manner, and the principles of sustainable development integrated into country policies and programmes.

8. **Develop a global partnership for development**

Develop, by 2015, an open, rule-based, predictable, non-discriminatory trading and financial system. Debt burdens should be eased for poor countries and state aid budgets increased.

Download

The Millennium Development Goals Report 2010

Link

Millennium Development Goals



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Paris Declaration

At their meeting on 2nd March 2005 in Paris, ministers representing industrialised and developing countries and the heads of multilateral and bilateral development agencies announced their determination to reform how development cooperation is conducted. In the 'Paris Declaration on Aid Effectiveness' they laid out the following principles:

- 1. Ownership**
Developing countries set their own strategies for poverty reduction, improve their institutions and tackle corruption.
- 2. Alignment**
Donor countries align behind these objectives and use local systems.
- 3. Harmonisation**
Donor countries coordinate, simplify procedures and share information to avoid duplication.
- 4. Results**
Developing countries and donors shift focus to development results and results get measured.
- 5. Mutual accountability**
Donors and partners are accountable for development results.

Link

Paris Declaration



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Accra Agenda for Action

A further forum on aid effectiveness was held in September 2008 in Accra, Ghana. This resulted in the publishing of the Accra Agenda for Action, which adds to the Paris Declaration in areas in which obstacles to the implementation process had arisen. The Agenda for Action places aid effectiveness in a wider development context. It sets out human rights, gender equality and environmental protection as key factors of effective development aid. In addition, issues of good governance are cited in the Agenda for Action as core factors for effective development aid, and it also states how effective aid can be organised in fragile states.

The key features of the Accra Agenda for Action are:

- **Predictability**
Developing countries will strengthen the linkages between public expenditures and results, and donors will provide 3- to 5-year forward information on their planned aid to partner countries.
- **Ownership**
Developing country governments will engage more with parliaments and civil society organizations.
- **Country systems**
Partner country systems will be used to deliver aid as the first option, rather than donor systems, and donors will share their plans on increasing use of country systems.
- **Conditionality**
Donors will switch from reliance on prescriptive conditions about how and when aid money is spent to conditions based on the developing country's own development objectives.
- **Untying**
Donors will elaborate individual plans to further untie their aid.
- **Aid fragmentation**
Donors agree to avoid creating new aid channels, and donors and countries will work on country-led division of labour.
- **Partnerships**
All actors are encouraged to use the Paris Declaration principles, and the value of South-South cooperation is welcomed.
- **Transparency**
Donors and countries will step up efforts to have mutual assessment reviews in place by 2010. These will involve stronger parliamentary and citizen engagement, and will be complemented with credible independent evidence.

Link

[Accra Agenda for Action](#)



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Alliance Sud

Alliance Sud is the umbrella development organisation created by the six Swiss aid agencies Swissaid, Fastenopfer (Swiss Catholic Lenten Fund), Bread for All, Helvetas, Caritas and HEKS (Swiss Interchurch Aid). It campaigns for coherent Swiss policies towards poor countries. The organisation's core policy question is whether development funding serves to meet the requirements of developing countries and the needs of the poorest, or other purposes such as the self-interest of industrialised countries or foreign policy operations that are financed out of the development budget. The members of Alliance Sud have therefore developed an Agenda for Swiss Development Cooperation to go alongside its own Development Policy Guidelines.

Alliance Sud's development policy agenda lists the following points:

Goals of development cooperation

1. Fight poverty and misery
2. Campaign for human rights
3. Facilitate development
4. Stand up for peace
5. Promote gender equality as the basis of development
6. Protect people's livelihoods and secure their rights

Concentrate on what development cooperation can achieve

7. Place the Millennium Development Goals at the centre of all action
8. Maintain a practice- and grassroots-led focus
9. Encourage the independence of civil society organisations
10. Support women's organisations directly
11. Tie government aid to conditionalities
12. Do not use development funds to finance political cooperation with emerging countries

'Paris Declaration': collaboration while retaining Swiss strengths

13. Offer conditional support to the 'Paris Declaration'
14. Reinforce ownership
15. Guarantee the autonomy of civil society organisations
16. Improve reliability and introduce mutual accountability
17. Participate on a selective basis in budget and sectoral aid
18. Factor in differences between donor countries

New possibilities in multilateral development cooperation

19. Take part in multilateral development cooperation by the UN, the World Bank and regional banks
20. Keep an open mind about new developments led by funding agencies based exclusively on developing countries, and be prepared to revise opinion and put the role of the World Bank into perspective
21. Abolish the economic conditionalities still demanded by the World Bank and the IMF and which are still a feature of national development and poverty reduction strategies
22. Make the World Bank commit to a coherent climate policy
23. Make the World Bank and the IMF more democratic

For a larger, targeted and transparent development budget

24. Strive to achieve a development budget that is proportional to Switzerland's position as a winner of globalisation

25. Test new instruments for development funding
26. Reverse the creeping erosion of bilateral development funding
27. Not finance foreign policy and foreign trade operations out of the development budget
28. Keep the development budget transparent

Downloads

- Agenda for Development Cooperation (in German)
- Development policy guidelines (in German)

Links

- Alliance Sud



Stiftung Zewo
Schweizerische Zertifizierungsstelle für gemeinnützige,
Spenden sammelnde Organisationen

Stiftung Zewo
Lägernstrasse 27
8037 Zürich
Telefon +41 (0)44 366 99 55

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Human rights

There has been much emphasis given in recent times to the fact that basic human rights, as defined in the 'Universal Declaration of Human Rights', must, on the one hand, serve as the basis of development cooperation and, on the other, it must be a development objective to see that they are applied.

From the perspective of a Human Rights Based Approach (HRBA) to development cooperation, simple charity is not enough. With a Human Rights Based Approach, projects and programmes are based on a system of rights and responsibilities. Those who benefit from outputs move from being simple beneficiaries to true partners with rights (right-holders); while service providers have a responsibility to provide their services (duty-bearers).

Downloads

- OHCHR, Frequently asked Questions on a Human Rights Based Approach to Development Cooperation (2006)
- Helvetas, Human Rights Based Approach (2010)



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Poverty Reduction Strategy Papers (PRSP)

Support from countries in the North is not enough to combat poverty in Southern countries effectively. It is equally important that Southern countries be included in this endeavour as responsible partners. This is why the World Bank and the IMF suggested Poverty Reduction Strategy Papers (PRSP), which are drawn up by the government of the affected poor country. The participatory process to develop these papers involves local stakeholders and external partner organisations such as the World Bank and the International Monetary Fund. PRSPs describe the country's macro-economic, structural and social policies as well as their medium-term growth promotion and poverty reduction plans and the funds required to finance them. Every three years, a report is made on the progress achieved and the PRSPs are updated.

Link

Poverty Reduction Strategy Papers (PRSP)



Stiftung Zewo
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Spenden sammelnde Organisationen

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Donor Strategies

If projects and programmes are financed by public or private institutional donors, then their strategies must also be taken account of.

Link

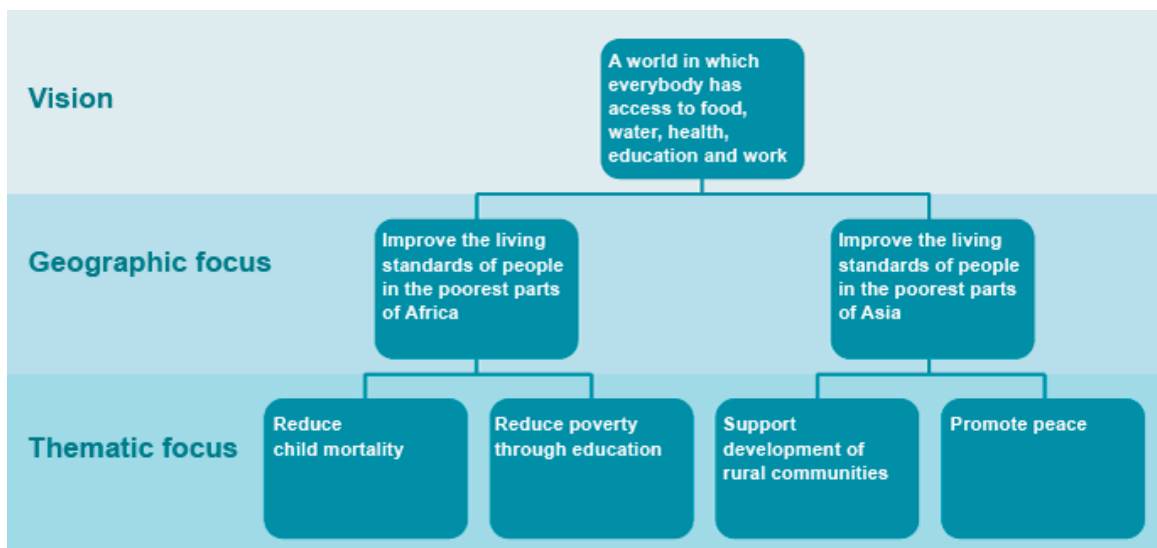
Swiss Agency for Development and Cooperation (SDC) strategies for specific development issues, to support specific regions and to cooperate with NGOs

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NGO Hierarchy of Objectives

Individual projects and programmes should make a contribution to the NGO's internal overarching goals. Their content and objectives should be aligned with the organisation's thematic and/or geographic focuses and its vision.



An NGO's internal overarching goals should be verified and updated in the medium term. The findings of the impact assessment can provide information and an important foundation for this.