

NICHE Glossary¹

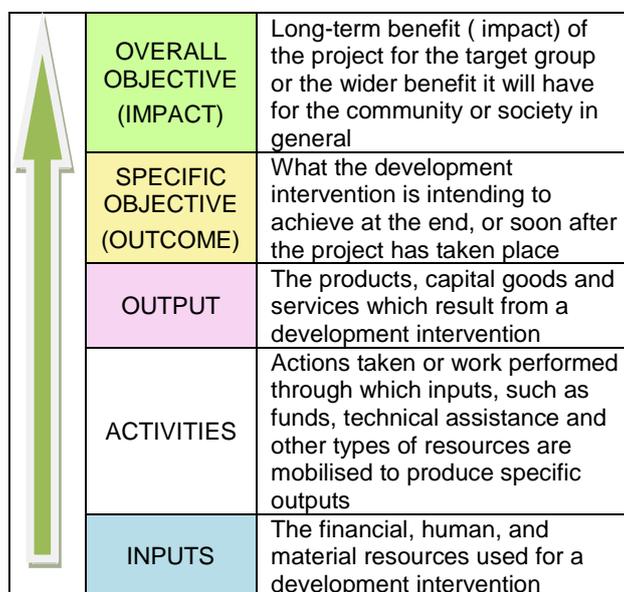
Activities:	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilised to produce specific outputs. They summarise what will be undertaken by the project.
Activities	The capacities needed for the organisation to learn and change in response to changing circumstances.
Annual statement of expenditures:	The financial statement of expenses realised during the past project year. This statement should be based on actual time spent and actual costs, and be in compliance with the approved budget and the financial rules and regulations for the NICHE programme.
Applicant:	The Dutch organisation that alone, or in consortium with other parties, responds to a call for subsidy tenders.
Articulation phase:	Second phase in the NICHE programme in which potential requesting organisations are invited to formulate an outline for a NICHE project. The potential requesting organisations have been selected during the preceding <i>Identification phase</i> .
Assurance engagement:	An engagement with an auditor to obtain a reasonable level of assurance in respect of the financial statement in accordance with International Standard on Auditing (ISA 700).
Assumptions:	Hypotheses about factors or risks which could affect the progress or success of a development intervention, but over which project implementers have no direct control, e.g. price changes, unexpected rainfall, land reform policies, non-enforcement of supporting legislation.
Audit:	An independent, objective assurance activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to assess and improve the effectiveness of risk management, control and governance processes. The term <i>audit</i> used in the audit protocol should be understood as 'the performance of an assurance engagement'.
Auditor:	The expert associated to the International Federation of Accountants (IFAC).
Auditor's report:	The auditor's reporting format, in which the auditor formulates his opinion based on the assurance engagement carried out by him and which also complies with the provisions in ISA 700.
Baseline:	The situation prior to an intervention, against which progress can be assessed or comparisons made.
Beneficiaries:	The individuals, groups or organisations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.
Bid:	A sealed set of documents, including the project proposal, submitted in response to a Call for subsidy tenders containing detailed information on the requirements and terms of a Call for subsidy tenders.
Budget:	Expected costs in relation to outputs, activities, and the required inputs in terms of personnel and materials.
Call for subsidy tenders:	A special procedure for generating competing offers from different bidders looking to win a NICHE project.

¹ Definitions in this glossary of terms which relate to the management of interventions have been taken from, or are adaptations of the OECD Glossary of Key Terms in Evaluation and Results Based Management (2002).

Capacity:	The ability of people, organisations and society as a whole to manage their affairs successfully. It refers to the combination of attributes, assets, capabilities and relationships that enables a system to perform (i.e. create development value), survive and self-renew.
Capacity development:	The process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity overtime. See also <i>Integrated capacity development</i> .
Consortium:	A joint venture project between two or more organisations. The organisations sign an agreement in which the roles, responsibilities and legal obligations of each party are clearly indicated.
Cross-cutting themes:	NICHE has identified four cross-cutting issues, which must be considered in all preparation and implementation of programmes and projects: <ul style="list-style-type: none"> a) gender; b) relation with the labour market; c) organisational learning; d) integrated capacity development.
Development intervention:	An instrument for partner (donor and non-donor) support to promote development.
Effect:	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness:	The extent to which the development intervention's objective was achieved, or is expected to be achieved.
Efficiency:	A measure of how economically resources/inputs (funds, expertise, time, etcetera) are converted into results.
Entrepreneurial skills:	skills that enable one to undertake innovations, finance and business acumen in an effort to transform innovations, raw materials, knowledge and talents into economic goods.
Evaluation:	The systematic and objective assessment of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors.
Gender:	Refers to the socially constructed roles and behaviours of and expectations regarding women and men in society. Contrary to sex, gender roles are not biologically given but learned, and changeable over time; they differ per society and are shaped by social, economic, political, cultural and many other factors.
Gender analysis:	The study of differences in the conditions needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between women and men in their assigned gender roles. It provides the basis for gender mainstreaming.
Gender equality:	All human beings are free to develop their personal abilities, and make choices without the limitations set by strict gender roles. It implies that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally.
Gender equity:	Fairness in women's and men's access to socio-economic resources.
Gender gap:	The gap in any area between women and men in terms of their levels of participation, access, rights, remuneration of benefits.

Gender mainstreaming:	<p>A strategy aimed at achieving gender equality. It concerns the incorporation of a gender perspective, of awareness of gender needs, roles, expectations (i.e. a gender analysis) in all development efforts (cooperation, interventions), including policymaking, strategy development and interventions. In the project cycle it involves:</p> <ul style="list-style-type: none"> - the definition of gender-specific objectives; - the use of sex-disaggregated data and indicators; - a gender-sensitive monitoring and evaluation system; - human resource planning and budgeting.
Gender sensitiveness:	<p>When a person is aware of existing gender differences and therefore of the different effects and impact of any intervention on women and men. He or she has the skills to incorporate this awareness in his or her acting.</p>
Grant:	<p>Grants are funds disbursed to a recipient to implement a specific project. The grant includes the maximum financial contribution and the conditions and obligations associated with it.</p>
Grant letter:	<p>The letter in which the Grant Maker (Nuffic) informs about the decision to award a grant.</p>
Grant period:	<p>The period as from the date stated in the grant letter until the agreed-upon (completion) date of the project.</p>
Identification phase:	<p>First phase of the NICHE programme in which the demands and needs for NICHE interventions in a NICHE country are identified, sectors and focal areas for interventions are selected and potential project implementers are identified.</p>
Impact:	<p>Refer to <i>Overall Objective</i>.</p>
Inception phase:	<p>The inception phase is a preparatory or introductory phase of a project in which project partners get to know each other, to agree on a final strategy for the project, to finalise a detailed plan of implementation for the first year, and to agree on management structures for the project.</p>
Indicator:	<p>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. Indicators should be measurable in a consistent way and at an acceptable cost. A good indicator should be SMART:</p> <p>Specific: measure what it is supposed to be measured Measurable Available at an acceptable cost Relevant with regard to the objective concerned Time-bound</p>
Inputs:	<p>The financial, human, and material resources used for the development intervention.</p>
Institutional development:	<p>Changing the external rules and enabling conditions which determine the proper functioning of organisations. The rules may be formal or informal, i.e. political, economic and cultural factors. The formal rules include legal systems, property rights, enforcement mechanisms; the informal rules include customs and traditions. This complex of formal and informal rules of the game is also called the <i>enabling environment</i>.</p>
Integrated capacity development:	<p>A process which combines three closely related levels of capacity development:</p> <ol style="list-style-type: none"> 1. individuals 2. organisations 3. institutions

- Learning organisation:** An organisation which builds and improves its own practice, consciously and continually devising and developing the means to draw learning from its own and others' experience. See also: *Organisational learning*.
- Logical Framework:** 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.
- Means of verification:** Statements which specify sources of information for the measurements or verification of specified data in the indicators column in the Logical Framework.
- Monitoring:** Monitoring is the regular observation and recording of activities in progress to ensure they are on-course and on-schedule in meeting the objectives and performance targets.
- Narrative report:** The annual/final update concerning the progress, outputs and outcomes, made during the relevant project.
- NICHE intervention logic:** The programme logic that explains how the overall objective is to be achieved, including causal relationships. The logic is visualised in the figure below.



- Operational capacities:** The capacities that an organisation needs to carry out its day-to-day activities.
- Organisational development:** A process by which an organisation (or part of an organisation: e.g. a department) is capacitated to set and achieve objectives, to adapt to (new) developments and to solve problems in a sustainable manner.
- Organisational learning:** Process of systematic monitoring and information sharing by organisations and project implementers in order to use learning experiences as instruments to continuously assess and improve the functioning of a project, programme and/or organisation.
- Outcome:** Refer to *Specific Objective*.
- Output:** The products, capital goods and services which result from a development intervention; they may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
- Overall objective:** Long-term benefit (*impact*) of the project for the target group or the wider benefit it will have for the community or society in general. Also known as: Development objective.

Ownership:	The state or fact of being an owner of the development intervention. Ownership has three dimensions: knowledge about the development intervention and what it intends to achieve, influence on the design and implementation of the intervention, interests served by the intervention.
Performance:	The degree to which a development intervention or a development partner operates according to specific criteria/standards/guidelines or achieves results in accordance with stated objectives or plans.
Plan of Implementation:	A document which describes the purpose and intentions of the implementation of the NICHE programme in a selected sector in a NICHE country. The Plan of Implementation specifies focal intervention areas, specific objectives and intended outcomes, as well as a number of identified project implementers (organisations). The Plan of Implementation forms part of the <i>Programme Outline</i> .
Preconditions:	Conditions that must be satisfied before project activities can start.
Project:	A temporary activity with a starting date, specific goals and conditions, defined responsibilities, a budget, a planning, a fixed end date and multiple parties involved.
Project parties:	In the NICHE programme: the Dutch provider and the requesting organisation.
Programme Outline:	A document which describes the objectives and intended outcomes of the NICHE programme in a NICHE country. It serves as an agreement between the Netherlands Government and the local authorities and is meant to make the expectations of both parties regarding the implementation of the NICHE programme explicit for the period in which the programme is being implemented in the country.
Project outline:	After being found eligible for the NICHE programme, the requesting organisation writes a project outline indicating its wishes. This outline becomes the basis for the call for subsidy tenders.
Project proposal:	A Dutch organisation competing for the project grant submits a project proposal as part of its bid. This document explains how the organisation will approach the project.
(Project) Provider:	The selected Dutch organisation acting on its own or leading a consortium that is offering to provide a particular service for a particular price. It can therefore be called provider.
Purpose:	The publicly stated objectives of the development programme or project.
Relevance:	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.
Requesting organisation:	The organisation from one of the NICHE countries which is invited to submit an outline for a NICHE project.
Results:	The output, outcome or impact (intended or unintended, positive and/or negative) of a development intervention.
Skills development:	The process of capacitating individuals, groups, organisations or nations to adequately respond to the challenges of particular contexts or environments
Single-point responsibility:	The lead organisation of a consortium bears full responsibility for the grant and will act as the grant receiver.
Specific objective:	What the project is intending to achieve in terms of outcome at the end, or soon after the project has taken place.
Staff member:	Any person who is a full-time or part-time employee of the organisation.

Stakeholder:	A person, group, or organisation with a direct or indirect stake in an intervention because it can affect or be affected by the intervention's objectives and actions.
Statement of Expenditure:	The financial statement of expenses realised during a completed project period. This statement should be based on actual time spent and actual costs, and be in compliance with the approved budget and the financial rules and regulations for the NICHE programme. The Annual Statement of Expenditures refers to expenses realised during the last year, the Final Statement of Expenses to those realised during the whole project.
Sustainability:	The likelihood that the project's final results will be sustained at an acceptable level after the external intervention has ended.
Sustainability barometer:	An instrument which records the project's success in ensuring the sustainability of its outputs.
Target group:	The specific individuals or organisations for whose benefit the development intervention is undertaken.
Technical Vocational Education and Training (TVET):	Education and training which focuses on the acquisition of practical skills, attitudes, understanding and knowledge related to occupations in various sectors of economic and social life. NICHE focuses on TVET at secondary and post-secondary levels in the formal schooling systems
Tender	See <i>Bid</i>
Tender document:	A package of information about the call for subsidy tenders which includes the tender procedure, the project outline and descriptions of the NICHE programme.
Tender Evaluation Committee (TEC):	The TEC evaluates all the bids submitted by Dutch organisations (i.e. the providers) seeking a Grant to conduct a particular project. The TEC will consist of three members: a Nuffic programme administrator, a representative of the requesting organisation, and an independent expert.
Tender procedure:	This procedure begins with the call for tenders and ends with the selection of a winning bid by the Tender Evaluation Committee and the acceptance of the winning Dutch provider by the requesting organisation.
Vocational Education and Training (VET)	Prepares learners for jobs that are based in manual or practical activities, traditionally non-theoretical and totally related to a specific trade, occupation or vocation.