Efficiency and Effectiveness are two competing yet complementary approaches to business.

Efficiency
This is ‘doing things right’ and concentrates on tactics focusing on achieving short-term results. It means doing things better and quicker.

Effectiveness
This is ‘doing the right things’ which is critical to the success or survival of any organisation. Strategy is the key, not just any strategy, but one that is well constructed and then executed.

Cost-effectiveness Analysis: A Useful Tool for the Assessment and Evaluation of Relief Operations?
(Relief and Rehabilitation Network, by Alistair Hallam, April 1996)

The paper covers cost-effectiveness analysis as a useful tool for the assessment and evaluation of relief operations.

With the increase in official development assistance many evaluations are looking at the way which assistance is provided. Therefore, cost-effectiveness analysis is given greater attention in aid programmes.

The paper explains the difference between cost effectiveness analysis and cost benefit analysis and the difficulties and challenges in quantifying human suffering in monetary terms. As a result, it narrates the experience of using cost-effectiveness analysis in evaluating emergency assistance to Rwanda in 1994 which touches upon many important components that a programme needs to consider before embarking on committing funds.

With the office’s strategic shift and focus on cost-effectiveness, this is a useful paper from which can learn by looking at Rwanda’s experience.

Making Choices in Health: WHO Guide to Cost-effectiveness Analysis, Volume 1

This book is a WHO guide that focuses on cost-effectiveness in the health sector. Cost-effectiveness analysis (CEA) is a key tool for management and decision makers to improve performance of systems and helps in identifying best interventions that provides highest “value for money” as well as programmes which maximizes the benefit from the available resources.

From UNICEF’s perspective this guide is a useful tool in health issues since WHO is a key partner in the health sector.

http://books.google.jo/books?hl=en&lr=&id=HioWI6HXbcC&oi=fnd&pg=PR9&dq=WHO+policy+on+efficiency+and+effectiveness&ots=hhQpLfyT5u&sig=MBH5v0DH3w1SUWPtpIJJH2IDgSQ&redir_esc=y#v=onepage&q=WHO%20policy%20on%20efficiency%20and%20effectiveness&f=false
The effectiveness and efficiency of public spending
(European Union, Economic Papers 301, February 2008, by Ulrike Mandl, Adriaan Dierx and Fabienne Ilzkovitz)

The paper is focused on public spending and performance. The paper outlines the conceptual framework and reviews the different methods used for cross-country comparisons on efficiency and effectiveness of public spending.

This is a useful paper that hits on our planned strategic shift with regards to the social policy component.


Sourcebook for Evaluating Global and Regional Partnership Programs, Indicative Principles and Standards
(Independent Evaluation Group – World Bank, 2007)

A sourcebook on evaluations, how to plan and prepare for evaluations. A whole section (11 p.65) on the need for Global and Regional Partnership Programs (GRPP) Evaluations to Assess Efficiency or Cost-Effectiveness.

A very useful sourcebook for planning and preparing for evaluations that covers cost-efficiency and effectiveness.

http://www.worldbank.org/ieg/grpp

Evaluating Humanitarian Assistance Programmes in Complex Emergencies
(Relief and Rehabilitation Network, by Alistair Hallam, September 1998)

This review disseminates the best practice in evaluation of humanitarian aid programmes. The review seeks to improve consistency and quality of methodologies and enhance accountability, institutionalize the lessons learned and identify better methods for monitoring the performance of relief aid.

Considering the context of our office that is providing humanitarian assistance programmes as well as in the process of undertaking some evaluations, this could be a good reading in this regard.

W:\JCO\11. Planning, M&E\11.6 General\Cost efficiency and effectiveness (only available in W drive).

Quantification of qualitative data in the water sector: The challenges
(Christine Sijbesma and Leonie Postma Paper accepted in Water International)

The paper describes a participatory methodology that quantifies qualitative information for management at all levels.

In our context, this paper helps us understand the importance of the rationale for quantifying qualitative information, quantifying the qualitative, quantification in the water sector, combining participatory methods with conventional research.

http://www.ircwash.org/resources/quantification-qualitative-data-water-sector-challenges

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