

# APPENDIX B

## GLOSSARY



TERM	DEFINITION	SOURCE
Activity Baseline	A specific action or process implemented over a specific period of time to convert resources to products or services to achieve results.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Baseline	Information collected before or at the start of an intervention that describes the population at that point. It provides a basis for planning and/or comparing conditions over time.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009; The Impact Management Project, no date.
Beneficiaries	The individuals, groups or organisations that benefit (directly or indirectly) from an intervention. These may also be referred to as clients or end-users.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009; OECD DAC WP AE, 2002.
Cost driver	Measurable factors that influence the amount of each cost item that is allocated to the various programmes and/or cost centres.	Propel Nonprofits, No date; Garcia Abadia, M; Lin, J. 2009
Counterfactual	The situation or condition which hypothetically may prevail for individuals, organisations, or groups were there no intervention.	The Impact Management Project
Direct costs	Costs that can be specifically attributed to a programme and its activities.	Propel Nonprofits, No date;
Social investor	Used to refer broadly to funders and corporate social investors giving financial support to implementing organisations for the purposes of social change.	Working definition.
Evaluation	A systematic and objective assessment of an intervention based on qualitative and quantitative information. Evaluations are undertaken to (a) improve the performance of existing interventions or policies, (b) assess their effects and impacts, and (c) inform decisions about future programming.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Impact Management	The ongoing practice of measuring and improving our impacts, so that we can reduce the negative and increase the positive.	The Impact Management Project
Implementation	The phase of an intervention where the plan is put into action or executed.	Harvard Business Review staff. 2016.
Indicator	A standardised, quantitative metric that provides information to signal or show the state or presence of a situation or condition. Typically used to monitor performance, compare and track changes over time.	Hales, D, No date. UNAIDS



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Indirect costs	Costs that are incurred by the organisation for its administration and operations across all programmes but are not specifically linked to a programme and its activities.	Propel Nonprofits, No date.
In-kind donations	A donation in the form of goods or services.	Lewis, T. 2017
Intervention	An action or entity that is introduced into a system to achieve a result. In this context, an intervention refers to an activity, project or program that is introduced or changed.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Logic model	A graphic depiction (road map) that presents the shared relationships among the resources, activities, outputs, outcomes, and impact for your program. It depicts the relationship between your program's activities and its intended effects.	CDC, 2018
Memorandum of Understanding	A memorandum of understanding (MOU) is an agreement between two parties that is not legally binding. It outlines the terms of the agreement and responsibilities of each of the parties to the agreement.	Legal Dictionary
Methodologies	The specific procedures or techniques used to identify, select, process, and analyse information about a topic. In this context, it applies to the information covered in the impact or progress report. The methodology allows the reader to critically evaluate the overall validity and reliability of the information.	University of the Witwatersrand, 2020.
Monitoring	A continuing function that uses routine collection of data on specified indicators to detect changes - the extent of progress and achievement of objectives and progress in the use of allocated funds. It informs management and the main stakeholders about the progress of an ongoing intervention and about problems that may arise and require corrective actions.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009; OECD DAC WP AE, 2002.
Objective	A statement of the condition one expects or plans to achieve.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Output	The immediate products, goods, and services which result from an intervention.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Outcome	A result or effect that is caused by or attributable to the intervention. Outcome is often used to refer to the short and medium-term effects of an intervention's outputs.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009; OECD DAC WP AE, 2002.



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Reporting Elements	The sections of the report.	Working definition.
Reporting frameworks	Provide a standardised process for impact reporting - to identify, measure and value impacts. They may be flexible in the methodologies used to analyse and value impact data and results.	Greenstone+. 2018.
Result	The output, outcome or impact intended (or unintended).	OECD DAC WP AE, 2002.
Result Matrix	A tool created during project design which develops and presents the correlation between project objectives and indicators. It provides a logical model to achieve project results and is an important key in the beginning (kick-off) stage of project implementation which provides input for the planning process and also serves as a monitoring tool during project implementation.	Project Management for Results, 2016
Results Chains	A tool that shows how a project team believes a particular action will lead to a desired result. It outlines the logic of the project at each stage of intervention, from activities to output and outcomes to impacts.	Foundation of Success, 2007
Stakeholders	Entities (such as agencies, organisations, communities, groups or individuals) who have a direct or indirect interest in the intervention or its evaluation.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009; OECD DAC WP AE, 2002.
Summative assessment	A study or evaluation conducted at the end of an intervention (or a phase of the intervention) to determine the extent to which expected outcomes were produced.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Surplus	The bottom line of an income statement (organisational, project or programme) that reflects either a surplus (positive figure) or deficit (negative figure). A surplus shows that more money came in than was spent for the relevant time period.	King, S. 2018.
Theory of Change	A tool to help you describe the need you are trying to address, the changes you want to make (your outcomes), and what you plan to do (your activities).	NPC, 2014
True cost	The true, full costs of delivering various programmes and interventions for social change.	Propel Nonprofits. No Date.



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Target	The specified result(s), often expressed by a value of an indicator(s), that a project, program, or policy is intended to achieve.	Planning and Performance Management Unit, Office of the Director of U.S. Foreign Assistance, 2009.
Variance	The difference between the budget and the actual amount of income or expenditure.	Lewis, T. 2017

