

Appendix 1: Glossary of Terms for Planning, Reporting and Performance Measurement

Accountability	A relationship based on the obligation to demonstrate and take responsibility for performance in light of agreed expectations.
Activity	A specific deed, task or action that contributes to the production of goods or provision of services. Activities are the primary link in the chain through which results are achieved.
Indicator	A statistic or parameter that, tracked over time, provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.
Outcome	An actual effect, benefit or consequence that occurs due to the output of a program or activity (either short- or long-term). Outcomes may be divided into ultimate outcomes, which are the benefits that are inherently desirable, and intermediate outcomes, which are effects of programs or activities that are not desired for themselves, but are necessary steps in achieving ultimate outcomes.
Output	A direct product or service produced through program activities.
Performance Measure	An indicator that provides information on the extent to which results are being achieved.
Reach	The group or groups which are reached by program or service outputs. It is segmented into: primary clients; co-delivery agents / intermediaries / partners; other stakeholders.
Resources	Assets available to the manager to achieve the desired results. Resources come in many forms - from people to dollars, from equipment to physical space, from expertise to training.
Result	The end or purpose for which a program or activity is performed. Results include both outcomes and outputs.
Target	A time-bounded and measurable commitment toward achieving a result.