Glossary – International Development Programming Guide	
Activity	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources, are mobilised to produce specific outputs or outcomes. An investment may comprise several development activities. In SAP terminology an activity is called a SAP WBS element.
Activity Manager	Activity managers are responsible for the delivery of the activity, ensuring that the activity will deliver the outcomes set out in the investment design, managing the performance of the activity and reporting on the progress of the activity to the investment manager in line with subsection 23(1) of the PGPA Act or subsection 32B(1) of the FF(SP) Act and align with *Developing good performance information (RMG 131)*, primarily section 4 and 6. An Activity Manager reports to an Investment Manager.
Agreement	An agreement between two or more authorised persons on behalf of themselves or their organisations to perform specific acts that are enforceable in law (referred in AidWorks as an Agreement). This agreement gives effect to the actions being undertaken by a development investment. It may be a procurement contract (or services order) to procure goods and services for the Australian Government or a contribution (grant-like arrangement).
Agreement Manager	Agreement managers are responsible for administering an agreement throughout the life of the agreement in line with subsection 23(1) of the PGPA Act or subsection 32B(1) of the FF(SP) Act and align with *Developing good performance information* (RMG 131), primarily section 4 and 6. They are responsible for drafting and maintaining agreements, including creating and activating new agreements and amendments; editing agreement details; suspending, terminating and completing agreements, and approving agreement milestones, deliverables and payment authorisations. The Agreement Manager will administer the investment to ensure the proper use of public resources and ensure that resources are used to achieve the purposes and outcomes of the Department. An Agreement Manager reports to an Activity Manager.
Aid quality	The extent to which development assistance is provided in accordance with the department’s quality standards, which reflect best practice principles or agreed international approaches (for instance alignment with the OECD DAC criteria).

AidWorks	AidWorks is DFAT's IT system used to administer the Australian development program. It is integral to development program planning, investment management and agreement management, as well as program reporting and analysis. AidWorks supports key business functions including budget and financial management, procurement, and agreement and performance management.
Appraisal	An overall assessment of the relevance, feasibility, likely effectiveness, efficiency and sustainability of a proposed investment, made before deciding whether to fund it.
Assumption	Hypotheses about factors or risks that could affect the progress or success of an investment.
Baseline study	An analysis describing the situation before an investment, against which progress can be assessed or comparisons made.
Contract (procurement contract)	A form of investment agreement. See Section 5.3 of the International Development Programming Guide for a full definition.
Contribution (grant like arrangement)	A form of investment agreement. See Section 5.3 of the International Development Programming Guide for a full definition.
Cross-cutting	Cross-cutting issues are matters to be considered throughout the development program management cycle. Examples include gender equality, disability-inclusive development, First Nations and indigenous peoples, and climate change.
Development Partnership Plans	Development Partnership Plans (DPPs) are regional/country program planning tools for the Performance and Delivery Framework, used to deliver on the priorities of the international development policy, including the Government's partnering objectives.
Development Program Management Cycle	The management of a development program follows a defined process known as the Development Program Management Cycle. The development and delivery of individual investments move through a life cycle with a start, middle and end. Lessons learned from implementation and evaluations feed back into identifying and preparing new investments and so support continuous improvement.

Economical	The extent to which the proposed use of Commonwealth resources avoids waste and sharpens the focus on the level of resources that the Commonwealth applies to deliver results. This generally relates to approving the best cost option to deliver the expected results. Economical considerations must be balanced with whether the use will also be efficient, effective and ethical. *(via Department of Finance - PGPA Glossary)*
Effectiveness	The extent to which an investment or a program's outcomes and objectives were achieved, relative to progress expected. Effectiveness considerations must be balanced with whether the use of Commonwealth resources will also be efficient, economical and ethical.
Efficiency	A measure of how well resources (for example, funds, expertise and time) are minimised for a given level of activity outputs, or the extent to which outputs are maximised for a given level of inputs. Efficiency considerations must be balanced with whether the use of Commonwealth resources will also be effective, economical and ethical.
Ethical	(In relation to the proper use of public resources) The extent to which the proposed use of Commonwealth resources is consistent with the core beliefs and values of society...For the approval of proposed commitments of relevant money, an ethical use of resources involves managing conflicts of interests and…personal bias. Ethical considerations must be balanced with whether the use will also be efficient, effective, and economical. *(via Department of Finance - PGPA Glossary)*
Evaluation	The systematic and objective assessment of an ongoing or completed investment or policy. Evaluation aims to provide credible evidence which can inform major program management and policy decisions and highlight important development lessons.
Final Investment Monitoring Report (FIMR)	FIMRs are completed for investments in their last year. FIMR provide an assessment of overall achievement against the planned outcomes for an investment over its lifetime. FIMR also record lessons learned to inform the strategic directions of subsequent or follow on investments, or in the design of future similar investments. FIMR results are used for external reporting.

Gender equality	Refers to equal opportunities, rights and responsibilities of women and men, boys, and girls, and requires the closing of gender gaps, particularly in relation to economic outcomes, leadership at all levels and experience of violence. It ensures that the interests, needs and priorities of women and men are taken into account in decision making.
Global programs	Global programs deliver global and/or multi-country development benefits. They include contributions to international organisations; emergency, humanitarian and refugee programs; contributions to NGOs and volunteer programs; development education and public information; and development research.
Goal	The higher-order purpose to which an objective is intended to contribute. Goals are normally specified in national development plans and shared goals may also be identified in agreements between the Australian Government and a development partner.
Humanitarian Investment Monitoring Report (HIMR)	The annual reporting system used for humanitarian investments. Reporting for humanitarian response investments is completed using slightly different assessment criteria to annual IMRs. The provisions made for seeking exemptions, moderations and approvals are the same as those for an annual IMR.
Investment Monitoring Report (IMR)	IMRs are the mechanism by which investment managers review performance of their investments against standard quality criteria. IMRs collectively provide DFAT with an overall assessment of the effectiveness and achievements of the Australian development program.
Impact	The overall long-term effect produced by an investment. This includes positive and negative changes (directly or indirectly, intended or unintended).
Indicator	A quantitative or qualitative variable that forms a simple and reliable means to measure achievement, to reflect the changes expected from an investment, or to help assess the performance of a development actor.
Inputs	The financial, human, material and intellectual resources used in an investment's implementation.
Investment	A commitment of resources to achieve defined outputs and outcomes. An investment may have multiple components called activities.

Investment Concept	The initial analysis that outlines broad options and risks for a development program investment. Used to stimulate discussion around where a particular investment might be directed and whether more effort to develop a detailed design is justified. Prepared in advance of an investment design and subject to informal quality assurance.
Investment Design	The documentation produced to explain the context, logic, implementation arrangements and monitoring and evaluation requirements for an investment. Typically subject to appraisal before an investment is approved.
Investment Manager	An investment manager is responsible for administering an investment through all phases of its lifecycle in line with subsection 23(1) of the PGPA Act or subsection 32B(1) of the FF(SP) Act and align with *Developing good performance information (RMG 131)*, primarily section 4 and 6. The investment manager is responsible for ensuring alignment of the investment with program objectives; design of the investment; identification and management of investment risks; implementation and delivery of the investment and monitoring and reporting the performance of the investment. In AidWorks, there can only be one user assigned to an individual investment as the Investment Manager. A User must be assigned both the role of investment manager and be assigned to an investment record to have write access. The Investment Manager will administer the investment to ensure the proper use of public resources and ensure that resources are used to achieve the purposes and outcomes of the Department.
Investment requiring improvement (IRI)	IRIs are investments that are not delivering adequate value for money based on a range of performance factors, including receiving an unsatisfactory rating for both the effectiveness and efficiency criteria in their annual IMR. IRIs must demonstrate improvement within 12 months, or be cancelled.
Monitoring	The ongoing systematic collection of data on specified indicators to enable tracking of investment progress. It is common to monitor expenditure, commitments, activities, the achievement of milestones and results.
Monitoring and evaluation plan	A stand-alone document prepared during the investment design or start-up phase of an investment that specifies arrangements for monitoring and evaluating the investment. It includes a Monitoring and Evaluation Framework (MEF).

Mutual obligation	The commitments made by Australia and partner governments that reflect the contribution of each party towards shared development goals. For Australia, mutual obligations are normally to deliver assistance in line with partner policies and priorities and against the performance benchmarks identified. For partner governments, mutual obligations generally reflect pre-existing reform commitments that are of particular relevance to Australia's interests and the partner government's development priorities.
Objective	The physical, financial, institutional, social, environmental, or other benefits to a society, community, or group of people produced through one or more investments. Australia's objectives contribute to the achievement of higher-level national development goals.
Official Development Assistance (ODA)	ODA, as defined by the Development Assistance Committee (DAC) of the OECD, consists of financial flows to countries and territories on the DAC List of ODA Recipients and to multilateral development institutions which are: (a) provided by official agencies, including state and local government, or by their executive agencies (b) each transaction of which is administered with the promotion of the economic development and welfare of developing countries as its main objective; and (c) is concessional in character and conveys a grant element of at least 25 per cent (calculated at a rate of discount of 10 per cent).

Outcome	**End-of-Program Outcome (EOPO)** The desired development change among counterparts, change agents or beneficiaries that can be achieved within the timeframe of the investment. Outcomes should define: an 'end state' when the outcome has been achieved; who or what is expected to change; the type of change expected to occur: knowledge (awareness of new ideas, techniques or strategies); action (behaviour change based upon new information/ideas); or condition (organisational or societal conditions changes due to the stakeholder's actions); and the time by which the change is expected to occur. **Intermediate Outcome** The short and medium-term effects of an investment's outputs. Short term outcomes include changes in knowledge, attitudes, skills, while medium term outcomes often reflect changes in behaviour, practice and decisions.
Output	The products, goods and services delivered by a development investment. Outputs are delivered to influence the performance or behaviour of counterparts or change agents.
Performance Assessment Framework (PAF)	A planning and management tool to help programs manage for and report on intended/projected/planned results. Fulfils the same function as a monitoring and evaluation framework for an investment, but for country and regional programs, facilities or sector portfolios. A Performance Assessment Framework should set out, in a concise way, a program's objectives, the cause-and-effect logic underlying the program, and how progress will be monitored and evaluated.
Program	A group of related investments managed in a coordinated way to achieve objectives and outcomes. The department has regional, country, global and thematic programs.
Program Fund Manager	The Program Fund Manager is responsible for managing the Program Fund and associated Program Fund budget. The Program Fund Manager also has oversight of the Program Fund Plan that outlines the forward years spending across objectives, sectors and thematic areas. The Program Fund Manager can update their Program Fund details; create new program fund plans, add countries to their program fund and create new business groups.

Program Fund Plan Coordinator	The Program Fund Plan Coordinator is responsible for managing the Program Fund Plan and the pipeline of investments over forward financial years; creating new investments; submitting significant PFP changes to the Program Fund Manager for approval and monitoring underlying investments. The PFP coordinator also has access to the Program and Program Fund level in order to maintain countries and objectives.
Program logic	The causal sequence for an investment or program that stipulates the proposed sequence to achieve desired objectives—beginning with inputs, moving through activities, outputs, intermediate outcomes and end-of-program outcomes and culminating in impacts. This is also sometimes referred to as a results chain or theory of change.
Program Manager	The Program Manager is responsible for overall management of the program. There can only be one AidWorks user with the role of Program Manager for a particular Program.
Quality assurance	Any activity concerned with assessing and improving the merit or worth of a management process or investment or its compliance with accepted standards. Peer review and appraisal are the most common forms of development program quality assurance.
Relevance	An investment is relevant if it is consistent with beneficiary requirements, country needs, national priorities and partner and donor policies.
Results	A generic term for an investment's outputs, outcomes, and long-term impacts.
Results chain	See: **Program logic** and **theory of change.**
Review	An evaluation with limited scope and scale. A review is a constrained evaluation, undertaken at a point of time using existing data, or data that can be quickly gathered.
Risk	The effect of uncertainty on the achievement of results.
Risk analysis	An assessment of the factors affecting or likely to affect the probity of the department's expenditure and operations or the successful achievement of results.
Risk control	Measures in place to manage a risk.

Risk escalation	Raising awareness of risk with higher forums or decision-makers.
Risk management	Identifying and analysing potential risks and opportunities, then developing proportionate, defensible management strategies that balance risk and treatment against benefits.
Safeguards	Mandatory requirements that apply to all investments to ensure potential adverse social and environmental impacts are identified and adequately addressed. Mandatory safeguard requirements are in place for environmental protection, displacement and resettlement, child protection and prevention of sexual exploitation, abuse and harassment.
Sustainability	Whether the benefits of the activity will continue after Australia's funding has ceased, with due account of partner government systems, stakeholder ownership and the phase-out strategy.
Terms of reference	Written document detailing the requirements of a specific task. It typically outlines approach, methods, standards, reporting requirements and resources.
Theory of change	A diagram or description of how change is understood to occur in a particular context. For an investment, theory of change explains the mechanism of change by specifying the causal linkages in the investment (the relationship between outputs, intermediate outcomes and end of investment outcomes). In a portfolio, theory of change explains how a group of related investments work together to support the attainment of a higher-level objective.
Tier 2 Indicators	Tier 2 reporting provides results and narrative case studies against a set of quantitative and qualitative measures used to provide results and narrative case studies to track performance against Australia's contribution to development (Tier 2 of the three-tier performance structure of Australia's international development policy).

Value for money	In the context of the Australian development program and consistent with the Public Governance, Performance and Accountability (PGPA) Act, value for money refers to maximising the results achieved from taxpayer-funded development program spending. It involves the systematic application of nine key principles across the entire development management cycle: (a) cost consciousness; (b) encouraging competition; (c) evidence-based decision making; (d) proportionality; (e) performance and risk management; (f) results focus; (g) experimentation and innovation; (h) accountability and transparency; and (i) ensuring there are no conflicts of interest.