

GLOSSARY

Action	The act or process to achieve something, typically to achieve a particular goal.
Activities	The active doing of work or scheduled plan of work to convert input into outputs. Activities are what you plan to deliver.
Advocacy	Working with people to support them in strengthening their voice on the issues that affect them, then raising awareness of those issues to mobilise others to take action.
Alignment	A proper, desirable coordination of components or relationship between components of a logical sequence, e.g. SDP strategies, policies and programmes aligned to produce intentional outcomes.
Development	One of the main priorities in the 21st century. It is a complex, multidimensional undertaking with one simple aim: to achieve a higher quality of life for all people. There are many subsets in development: economic, social, environmental, cultural, and, the subject of this course, sport.
Diversity and inclusion	Everyone should be treated equally and fairly, with appropriate and relevant access to their sport. A 'common sense' approach to diversity and inclusion requires deliberate steps and consideration at every stage, from who gets picked on a team to which images to show on a website. People are impacted by their environment and context they see, and it is our collective responsibility to consider choices so no one is left behind.
Environmental sustainability	"Using natural resources carefully so resources will be available indefinitely, and not creating additional negative impacts on the planet, such as pollution or non-recyclable litter. Sport can be used to raise awareness and set standards of environmental sustainability. From the Rio 2016 'green games', which dedicated effort to reducing the event's carbon footprint through sourcing food locally and limiting resource wastage, and EURO 2016 encouraging greater use of public transport, to local sporting stadiums installing solar panels, use of LED floodlights, recycling rainwater and reducing waste. It is our collective responsibility to ensure all resources are appropriately considered and sport has a massive role in making change. It should be noted that sport is also being used in mass-participation clean-up efforts, such as ocean plastic clean-up drives, as a means to improve the environment. However our focus will primarily be on general considerations at the policy- and programme-levels, rather than advocating specific activity types."
Evaluation	The periodic assessment of performance against agreed-upon objectives and anticipated outcomes. Evaluation is a deliberate and objective assessment of an ongoing or completed project, programme or policy including its design, implementation and results. The aim of evaluation is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness,

	impact and sustainability (OECD, in Kusek and Rist, 2004; Cloete et al., 2014).
Global governance	An evolving system of formal and informal political co-ordination. It spans across multiple levels (local to the global), and among public authorities (states and intergovernmental organizations) and private agencies (NGO's and corporate sector). All these bodies seek to realise a common purpose or resolve collective problems and establish collective agreement through the making and implementing of global or transnational norms, rules, programmes and or policies. It is a loose framework of global regulation and/or guidance.
Goal	Long-term statement of intent, outlining what you wish to achieve.
Impact	Long-term effects or influence, to obtain a meaningful result. Impact is the realisation of medium and long-term anticipated outcomes into substantive results. Such changes are positive or negative long-term effects on identifiable population groups produced by a development intervention directly or indirectly (UNDG, 2011)
Implementation	The execution of a plan or process of making the plan happen.
Indicator	Something measurable that shows what a situation is like. Indicators are variables that help measure changes. They are measurements used to answer questions in the process of monitoring and evaluating the contribution of sport to the Sustainable Development Goals (WHO, 2006).
Input	Something, often a resource, referenced in a policy or used in a programme to implement it. For example, coaches would be a human resource input to implement a sport programme.
Lag indicator	An output/outcome measurement. This is an after-the-event measurement that can be essential for charting progress.
Lead indicator	A predictive measurement. These indicators aim to predict an aspect of future performance.
Learning outcome	Statements that describe significant and essential learning that participants have achieved and can reliably demonstrate at the end of a course or programme. i.e learning outcomes identify what the learner will know and be able to do by the end of a course or programme.
Legacy	The after effect of an intervention, event, or initiative, once that entity has finished. Sometimes thought of as a form of inheritance. Most major sporting events now try to deliver a legacy of positive economic or social development after an event.
Logic Model	A logic model is a planning tool with a matrix structure, which provides an overview of a project's goal, activities and anticipated results. Logic models provide a process for thinking through the design of the programme and ensuring it will achieve the desired goals. It also supports programme monitoring and evaluation before, during and after implementation. Logic models are the actionable outcome of a theory of change.
Logical Framework	Also known as a logframe, this is a planning tool which starts with an input-output relationship and leads to associated goals. It can

	be contrasted against the logic model, which starts with the intended goal and works backwards to establish the required inputs. Logical Frameworks have less emphasis on robust alignment to achieving a desired end goal.
Monitoring	The ongoing recording and interpretation of information for the purpose of evaluation, according to agreed-upon strategic objectives or goals, anticipated outcomes (including targets), measurable indicators and a reliable information base.
Nothing for us without us	A phrase used to communicate the idea that no policy should be decided by any body without the full and direct participation of members of the group(s) affected by that policy. This involves national, ethnic, disability-based, or other groups that are often thought to be marginalized from political, social, cultural, development, and economic opportunities. 'Leave no one behind' is similarly used.
Objective	Medium-term statement of intent.
Outcome	Change as a result of an action or activity. For example, short-term outcomes (such as increased knowledge), intermediate outcomes (such as changes in behaviour) and long-term outcomes (such as a reduction in incidence of cardiovascular disease owing to regular exercise) (WHO, 2006).
Output	Completed operational activities, such as services and products, that have been accomplished successfully in response to planning objectives. They are the direct or immediate-term actions or products that come about as a result of inputs and activities – for example the number of people participating in a sport programme.
Peace	When people are able to resolve their conflicts without violence and can work together to improve the quality of their lives. A 'positive' peace is when everyone lives in safety without fear or threat of violence, when everyone is equal before the law, and when everyone has fair and equal access to the basic needs for their well-being such as food, clean water, shelter, education, healthcare and a decent living environment.
Performance Agreements	A project management tool used in planning to agree timescales, actions and resources.
Physical activity	A broad term referring to all bodily movement that uses energy. In addition to physical education and sport, it encompasses active play and routine and habitual activities such as walking and cycling, as well as housework and gardening (UNESCO, 2015).
Policy	A commitment or principle of action adopted by an individual, group, business or government. To designate something as a policy implies that a formal decision has been made, giving official sanction to a particular course of action. Policy can refer to a set of proposals, the decisions of government, a programme of action and or an aspiration or expression of general purpose.
Programme	A group of projects, designed to address a common goal or problem. The programme details specific project activities, how they fit together, and the indicators that will be monitored to evaluate their success.

Project	An activity designed to address a specific problem. If more than one activity is required to address this problem, it is likely a programme will be created which includes a series of related projects.
Results	A change in a state or condition that derives from a cause-and-effect relationship. There are three types of such changes (outputs, outcomes and impact) that can be set in motion by a development intervention (UNDG, 2011).
Results chain	The causal sequence for a development intervention that stipulates the necessary order of elements to achieve desired results (UNDG, 2011).
Rights	A moral, social or legal entitlement to have or do something, e.g. the right to adequate living standards, and the right to education.
Rights: Human rights, participant welfare and safeguarding and protection	Respecting internationally recognised human rights is paramount in any and all sporting activities. Explicit acknowledgement, through public declarations and policies or hosting agreements, can be particularly important for larger sporting events. On every level, the welfare of the participant must be safeguarded and it is the responsibility of the organisation teams to ensure this within their planning. Organisational and governmental policies can play a role in raising awareness of ethical positions and commitment to rights of the participant.
Stakeholders	A person or group of individuals with an interest or concern in a specific topic, activity, or organisation.
Sport	All forms of physical activity that contribute to physical fitness, mental well-being and social interaction, such as play, recreation, organised or competitive sport, and indigenous sport and games.
Sport based approaches	Programmes utilising sport as a key component of policy programming or interventions aiming to achieve economic, human or social development outcomes.
Sport for Development and Peace (SDP)	Intentional use of sport, physical activity and play to attain specific development and peace objectives, including, most notably, the Kazan Action Plan and the Sustainable Development Goals (SDGs).
Strategy	Statements which clarify and make explicit the overall direction of travel of an organisation or nation.
Sustainable development goals (SDG)	Universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs comprise of 17 interconnected goals, where often the key to success on one will involve tackling issues more commonly associated with another. (UNDP)
Target	A specific milestone set (as an anticipated outcome), normally specified by date and a stated quantified objective (e.g. 6 per cent annual economic growth).
Theory of Change	A described sequence of outcomes that is expected to result in anticipated impacts. It is a technique that makes it possible to map out and explore how programmes or activities lead to social change, and underlying beliefs or assumptions. Includes outcome-mapping to determine desired impacts.