



UNITERRA RESULT-BASED MANAGEMENT SYSTEM

**Explanations for the planning,
monitoring – evaluation,
and reporting tools**

April 2011



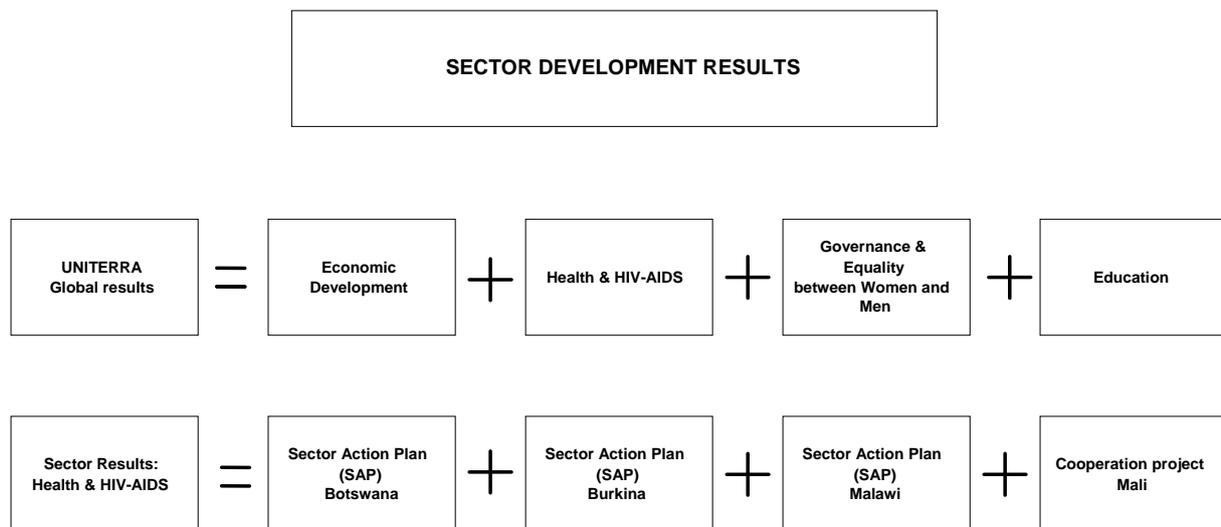
PLANNING, MONITORING, EVALUATION, AND REPORTING

Appropriate planning of activities, monitoring of progress on achievement of outcomes with the volunteers and the partners, and reporting are very important stages for the implementation of Uniterra. In order to ensure that each of these stages is carried out correctly by the partners and the volunteers with the support of the program managers, a set of planning, monitoring-evaluation, and reporting tools have been designed, and guided by the principles of results-based management.

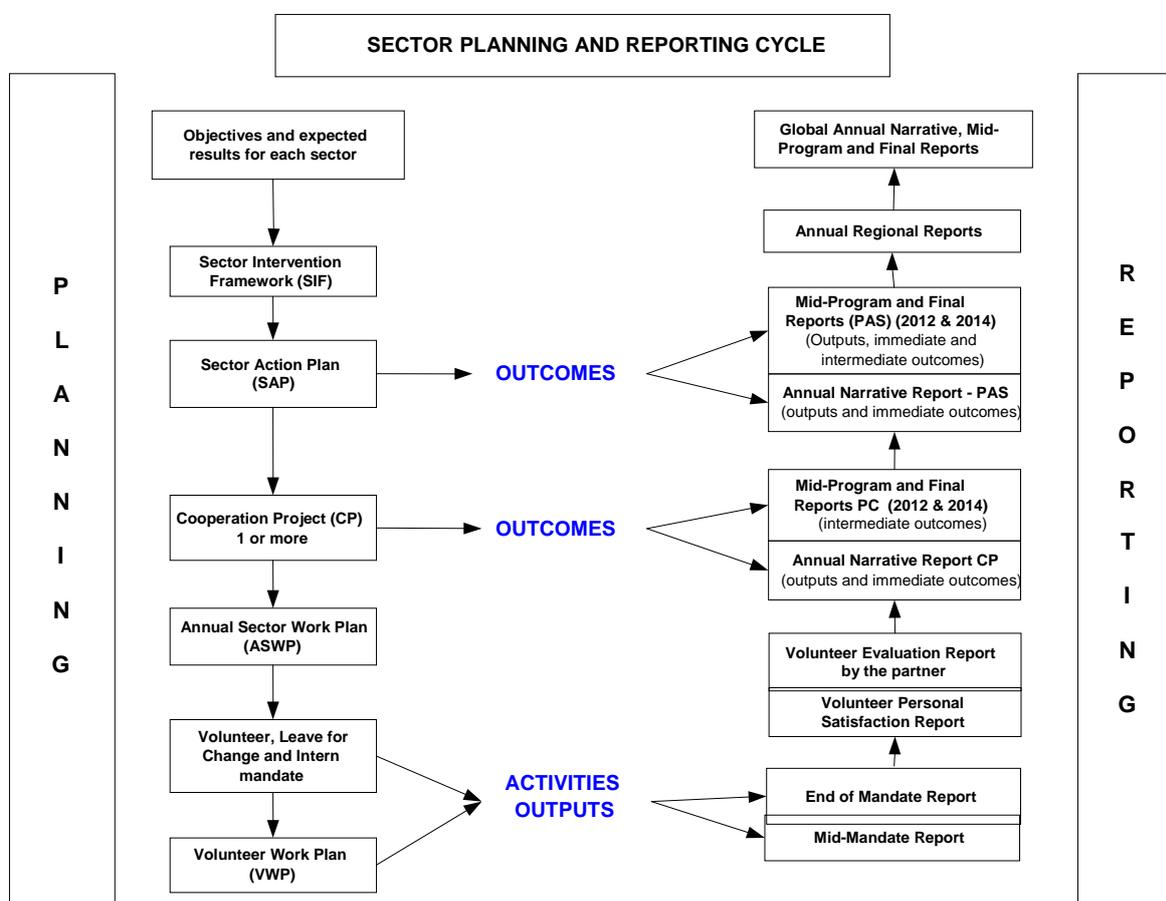
The logic underlying this set of tools is presented in the diagrams below and each of the tools is explained in the text.

The partners, volunteers, and managers of Uniterra must use these tools for each sector in each program country in order to maintain planning and reporting consistency.

Graphic 1: Uniterra Sectoral Planning Logic



Graphic 2: Sector Planning and Reporting Cycle



PLANNING TOOLS

Sector Intervention Framework

The Sector Intervention Framework (SIF) is an analytical document used to identify the issues and key stakeholders in a sector of a given country. It presents the broad outlines of the national antipoverty strategies, sectoral strategies and programs, as well as the issues, challenges, and difficulties affecting the sector at the national level. It should also serve to make the links with the Millennium Development Goals, with CIDA programming in the sector and country, and with the programming of the principal donors involved in the sector.

Given the opportunities offered by Uniterra to deliver regional programming with a global impact, it may be useful for the key stakeholders and partner organizations to reflect on broader issues and include them in the SIF in order to pave the way for policy dialogue work. For example, it might be relevant for stakeholders in the economic development sector to include the issue of sub-regional economic integration in the marketing of agricultural products. In the governance sector, it would be prudent to include the issue of gender-based violence, which requires large-scale awareness campaigns if there is to be any hope of influencing behaviours, legislation, and regulations in a given country.

The SIF for the program in support of women's organizations in West Africa will focus on regional issues in conjunction with the regional organizations, as well as on the status of women's rights in the program countries.

The SIF presents the priorities and areas of intervention selected by the sectoral partners based on the support offered by the Uniterra volunteer cooperation program. In addition, the SIF identifies the rationale behind these choices, the constraints, and the challenges. It highlights a number of gender issues including: the specific needs of women, their access to resources, benefits, services, and decision-making loci, along with the constraints limiting their participation. Depending on sectors and countries, it may be necessary to focus our work on certain regions or zones, depending on the available resources (approximately 25 volunteers per year with mandates of average length of 100 days, and sectoral fund of CAN \$40,000).

The document also identifies the partners that will probably participate in the development and implementation of the sector action plan. These may be organizations already working with Uniterra, as well as other national and/or Canadian organizations that will join the sectoral partners. It is mandatory that a national women's network or NGO specializing in women's rights and equality between women and men issues be associated with the sector.

The SIF will be systematically distributed to any organization or volunteer participating in capacity building for a sector partner as a means of initiating them to the context in which they will be working.

Sector Action Plan

The Sector Action Plan (SAP) is a planning tool covering a period of four (4) years; namely, from 2010 to 2014. It is produced by the sector partner organizations, including the lead partner on equality between women and men, with the support of the Sector Program Officer. It is then submitted to the corresponding Regional Director for approval. The SAP is linked to the Uniterra logic model for the sector. It reiterates the issues and priorities (which are identified in the SIF) and describes the strategy chosen to respond to these identified needs. The SAP also presents the expected outcomes, the principal activities to be carried out, the number of beneficiaries targeted, and the performance indicators.

To complete the SAP, the partner organizations must specify the expected outcomes:

- The ultimate outcome of the sector logic model.
- The intermediate outcomes, which will be measured at the midpoint (2012) and at the end of the program (2014) with reference to baseline data to be gathered at the start of the program (November-December 2009). There are six (6) intermediate outcomes:
 - the first, improving the services offered by the organizations;
 - the second, increasing the capacities of the organizations;
 - then, two mandatory outcomes for all participating organizations, integration and promotion of equality between women and men, and
 - finally, two outcomes for at least one of the organizations associated with the SAP, increasing capacities and improving policy dialogue specific to the sector.
- The two (2) immediate outcomes are measured annually, and deal essentially with improvement of individual skills and knowledge (staff, members, directors, volunteers); AND with improvement of management and programming tools for the partner organizations, as

well as with integration and/or promotion of equality between women and men and with participation in policy dialogue (for at least one partner organization).

The partners must also agree upon a list of skills/knowledge to be enhanced in each area; the six (6) areas selected (see the document Useful Definitions) by Uniterra are:

- organizational management;
- program implementation;
- networking;
- knowledge sharing;
- promotion and/or integration of equality between women and men;
- policy dialogue.

The grouping of skills by area will facilitate reporting.

The SAP also presents the principal activities to be carried out by the partners and the number of direct and indirect beneficiaries (see the definitions of the different types of beneficiaries in the previous section). Women must represent at least 60% of direct beneficiaries.

Each group of sectoral partners may decide to sign a partnership agreement specifying, *inter alia*, the purpose of the collaboration and the roles and responsibilities of each party.

Cooperation Project

The outcomes of the Sector Action Plan rely on the collective action of the partners (among other things, in the area of policy dialogue), but also on specific actions to be taken by each partner or group of partners. Each organization will undertake, over the next four (4) years (2010–14), to contribute to achieving the immediate and intermediate outcomes of the SAP. Thus, each organization or group of organizations wishing to work together on a given issue will define a cooperation project (CP). If a Canadian organization is already identified as a recognized or potential partner, it must be included in developing the CP; it will therefore work in interface with the Public Engagement and Partnership Unit's persons responsible for the relationships with Canadian partners, who will need to acquire a good knowledge of the SIF and SAP.

The CP is developed by the partner organization or group of organizations with the support of the Sector Program Officer and is validated by the Regional Director. It contains the following sections and appendices:

- The issues, priorities, and strategies that the CP will cover,
- The expected outcomes:
 - o intermediate outcomes aiming to improve the services offered and the capacities of the organization, including two (2) mandatory outcomes relating to integration and/or promotion of equality between women and men and, as applicable, two (2) outcomes relating to participation in policy dialogue;
 - o immediate outcomes relating to improvement of individual skills and knowledge and to programming and management tools in areas selected from the following list (as per the list of skills/knowledge established in the SAP):
 - organizational management;
 - program implementation;
 - networking;

- knowledge sharing;
 - equality between women and men (mandatory);
 - policy dialogue;
- for each outcome identified, one or two indicators will be chosen from the lists established, and targets will be set,
- The principal activities to be carried out by the organization(s),
- The number of expected beneficiaries,
- The profile of the organization (if several partners participate in the CP, the profile of each organization must be annexed to the CP). This annex familiarizes the reader with the participating organization(s) and will be distributed to volunteers assigned to the organization. It contains information necessary for reporting purposes,
- Baseline data will be used to set targets and quantify progress towards results.

Each cooperation project will be the subject of a partnership agreement signed by the partners (including the Canadian partner, should the need arise), including Unitererra, specifying the purpose of the collaboration, the roles and responsibilities of each party, the expected results, the required resources, and the contributions of each partner.

Annual Sector Work Plan

Each December, an Annual Sector Work Plan (ASWP) will be prepared by the partner organizations with the support of the Sector Program Officer for each operational sector. The purpose is to plan capacity building and partnership activities based on available resources for the next fiscal year (1 April to 31 March). Annually, these resources consist of approximately 25 volunteers per sector (average length of mandate 100 days) and a sectoral fund of CAN \$40,000.

The Unitererra program is a volunteer cooperation program whose principal resource is volunteers. The ASWP contains a list of development needs in terms of capacity building. Those needs are matched with available resources; volunteers (type of assignment, length, period), expected outputs for each volunteer mandate, and funds required to facilitate the implementation of the mandates with the partners (if necessary). One volunteer should be assigned to support the partners in addressing equality between women and men needs.

The Sector Program Officer must take into account, the participation of Canadian partners in concert with the persons responsible for relations with the Canadian partners, in order to confirm the technical support and partnership strengthening missions and to include them in the ASWP.

The ASWP will be approved by the Regional Director and reviewed in September of each year.

Volunteer mandate

Based on the capacities to be strengthened, each partner organization or group of organizations will develop volunteer mandates with the support of the Sector Program Officer. These documents are essential to the mobilization of volunteers. After review and discussion with the partner, the Sector Program Officer will be in a position to open the position in the MIS and complete the position description. Information on the volunteer mandate is indispensable for

position posting and the call for applications, as well as for drafting the contract between the volunteer and CECI or WUSC and as a reference document for the volunteer.

In addition to the basic information (position title, place of assignment, name of person in charge and counterpart, length of assignment), the volunteer mandate includes:

- the context justifying the creation of the position in relation to the cooperation project and, as applicable, in reference to other volunteer positions (follow-up to a Leave for Change position, intern assigned to complement the work of a volunteer, volunteer coming from a Canadian partner organisation, etc.). This information will be posted on the recruitment websites used by Uniterria;
- the expected outcomes (maximum of two (2)): the skills and knowledge to be enhanced, and the tools to be improved;
- the principal responsibilities (maximum of six (6)), being as specific as possible, particularly in the case of a mandate of less than one month such as a Leave for Change. , This information will be posted on the recruitment websites used by Uniterria and inserted into the volunteer's contract;
- a description of the desired profile of the candidate, taking care to be realistic as regards the skills and experience desired. Again, this will be posted on the recruitment websites used by Uniterria.

Volunteer Work Plan (VWP)

Several weeks or even several months could elapse between the development of the volunteer mandate and the deployment of the volunteer. The context or needs originally justifying the creation of the position may have changed. It is important to ensure that the entire mandate still matches the partner's expectations. Once that is determined, a work plan is developed with the person responsible for the partner organization and the volunteer and the support of the Sector Program Officer.

This work plan is developed during the first month of the assignment for a long-term mandate, during the first week, or before the start of the assignment for a short-term mandate (e.g., Leave for Change). For a mandate of less than one month, it is preferable to develop a detailed plan or calendar of activities. The volunteer work plan (VWP) includes:

- the expected outcomes and responsibilities as set out in the volunteer mandate or as per the revision done with the partner and the Sector Program Officer;
- the activities to be carried out in order to achieve the expected outcomes as well as the people involved in these activities, the duration of the activities, and the necessary resources. At least one activity relating to equality between women and men must be planned;
- an estimate of the number of people (direct beneficiaries) who will benefit from the volunteer's support and a list of the possible tools to be updated and/or developed.

REPORTING TOOLS

Mid-Mandate Report

The mid-mandate report is a tool for monitoring the implementation of the volunteer mandate. It is mainly used for long-term mandates, at the midpoint or every six (6) months, depending on the length of the mandate. The volunteer reports on activities carried out and results achieved, and identifies or reviews the remaining work to be done before the end of the mandate. This report, initiated by the volunteer, is discussed and validated by the host organization and the Sector Program Officer. Depending on the progress of the activities, it may be appropriate to discuss the length of the mandate with the volunteer, to determine whether an extension is necessary, or to assess the sustainability of the outcomes and, potentially, the need for the support of other volunteers.

ONLINE End-of-Mandate Report

In the end-of-mandate report, the volunteer reports on the outcomes achieved by the end of the assignment. In particular, the volunteer reports ONLINE: a) the outcomes achieved for each of the responsibilities (or objectives) planned at the start of the mandate, and b) the results achieved in terms of numbers of people trained (at the outputs level) and tools updated and/or developed (at the immediate outcomes level). In both cases, any gaps or discrepancies must be explained. If any other unplanned or unexpected outcomes were achieved, these may be mentioned in the report.

A summary of the number of direct beneficiaries and the number and type of tools developed or updated will facilitate reporting at the level of the partner or group of partners.

Recommendations may be made and, as applicable, any guidelines concerning follow-up to these recommendations should be mentioned.

This report is normally produced in collaboration with the person responsible for the organization. A tripartite meeting between the volunteer, the person responsible for the partner organization, and the Sector Program Officer, held at the end of the assignment, should serve to delineate the volunteer's contribution to the partner's cooperation project and any necessary follow-up.

End-of-mandate reports are useful to the partners in writing their annual narrative reports.

Relevant documents such as studies, technical reports, communication materials, etc., that may be of use to other partners or volunteers should be handed over to the partner and to the sector program officer, and eventually be made available to all interested partners and volunteers.

ONLINE Volunteer Personal Satisfaction Report

The volunteer completes the ONLINE personal satisfaction report at the end of the assignment before leaving the country/place of assignment. This report enables the volunteer to assess the experience, from pre-departure preparation to support during the assignment. It also provides information on whether the volunteer acquired or improved certain knowledge and/or skills.

The Volunteer Personal Satisfaction Report must be discussed at the end of assignment tripartite meeting with the partner and the Sector Program Officer and/or the Country

Coordinator, or with the PO in charge of the relationships with Canadian partners in the case of an assignment in Canada.

ONLINE Volunteer Evaluation by Partner Organization

It is important for the partner organization to independently evaluate the volunteers it hosts. The volunteer evaluation allows the person responsible for the host organization to express the organization's level of satisfaction with the volunteer, to comment on his/her strengths and weaknesses, and to recommend for or against using this volunteer in other assignments.

This report must be discussed at the end of assignment tripartite meeting with the volunteer, the partner and the Sector Program Officer and/or the Country Coordinator, or with the Officer in charge of relationships with the Canadian partners in the case of an assignment in Canada.

The data in this report are necessary in order to complete certain sections of the Annual Narrative Report – Sector Action Plan and the Annual Narrative Report – Cooperation Project.

Annual Narrative Report: Cooperation Project – TO BE COMPLETED ONLINE BY THE PARTNERS

An annual narrative report is produced each year by each of the partner organizations or groups of organizations in order to take stock of the activities carried out as well as the outputs and immediate outcomes achieved during the year attributable to the contribution of the volunteers and the support provided by the sectoral fund. This report must then be completed online by one of the partners or by the sector program officer.

After reviewing the immediate outcomes covered by the cooperation project, or any major changes made, the partner organization reports the following aspects in table form:

Outputs:

- Organization's level of satisfaction with volunteer support, referring to volunteer evaluation reports produced during the reporting year (volunteers still on assignment are not considered).
- Number of people trained, disaggregated by sex, during the period and since July 2009; the various skills and knowledge that have been strengthened are grouped by area.

Immediate outcomes:

- The partner organization **must assess** whether the people who received the support of the program improved their skills/knowledge; did they incorporate their new skills into their work, thus improving the capacities of the organization? Two tables are to be completed: for the period and since July 2009; people who received support in more than one area are counted that number of times.
- Based on the end-of-mandate reports, the organization completes the table concerning the number and type of tools developed and/or updated.
- Table presents the total number and type of tools developed and/or updated since 1 July 2009.
- Section 2.2.3: The partner organization (or group of organizations) reports any equality between women and men-related activity or outcome that may not have been included in the preceding tables.

In section 3, the partner organization or group of organizations can report on activities related to local, South-North, or South-South partnership development, as well as the next steps in advancing these partnerships.

Annual Narrative Report – Sector Action Plan

The Sector Program Officer consults online all the Annual Narrative Reports – Cooperation Project from the sector partners and can then produce the Annual Narrative Report – Sector Action Plan, which covers the entire sector. In this report, the Sector Program Officer compiles all common activities that were not reported by the partners and that yielded results in terms of outputs and immediate outcomes.

This report covers the program's financial year, i.e. from April 1st to March 31. The 2009-2010 report will cover the period from July 1st, 2009 to March 31, 2010.

In section 2, describe any major change and the main events occurred in the country (2.1, National Context) and sector (2.2, Sectoral Context) that may have affected the implementation of the SAP. Describe the main problems encountered and the solutions adopted.

The tables in sections 3 and 4 are necessary in order to measure the level of achievement of the outcomes, as well as for purposes of reporting to CIDA. Therefore, it is extremely important to complete them based on: 1) the Annual Narrative Reports – Cooperation Project, 2) the volunteer personal satisfaction reports, and 3) the volunteer evaluation reports produced by the partner organizations. The totals and subtotals of people trained/supported may exceed the target population (members of the organization, staff members, beneficiaries, etc.), if so, explain that certain people or groups of people received more than one training session. After each table, do not hesitate to write comments, specific issues, common activities, sharing of resources, provision of external resources, etc.

Additional data on equality between women and men is requested in section 4.

One component of the Unitererra program is partnership development; in section 5, list and comment on partnership development activities reported in the Annual Narrative Reports – Cooperation Project.

In section 6, present the main development lesson(s) learned during the period that should be taken into account in the implementation of the SAP.

Risk analysis (section 7): Based on the risks or critical hypotheses identified in the sector action plan, the partners must determine if some of these risks occurred and explain the mitigation measures taken.

Section 8 of the report highlights an example of a successful cooperation project, an example of a successful partnership, or a success story arising from the program's work. Don't forget to include photos.

Annual Report on the Regional Context

Each regional office prepares a brief text (2 pages maximum) on the socio-political and economic context of the region; several elements may be drawn from the annual narrative reports – Sector Action Plan.

Global Annual Narrative Report

The Global Annual Narrative Report includes the following sections:

- Introduction
- Highlights (external environment, overall view of the programme, partner and volunteer statistics)
- Situation in the countries/regions of intervention
- Level of attainment of the development results in each of the sectors and for the cross-cutting themes
- Level of attainment of results linked to public engagement
- Risk analysis
- Lessons learned in terms of operations
- Appendices.

The required sections for this report are compiled by the Knowledge Management Unit. The report is validated by the Program Director and transmitted to CIDA, and finally disseminated to all the program's stakeholders.

Mid-Program Report (2012) and Final Report (2014)

In March 2012 at mid-program and in March 2014 at the end of the program, the status and progress of the intermediate outcomes must be measured using the indicators selected by the partner organizations during the development of their cooperation projects and the Sector Action Plan.

Mid-Program Report – Cooperation Project

The intermediate outcomes must be measured by the Sector Program Officer with each partner or group of partners by reviewing the status of each indicator in 2012 or 2014 and by comparing it with the baseline data established in 2009. The partner must also assess the level of improvement since 2009 or since 2012. Analyses of the situation at the time of reporting, as well as the lessons learned, complete this report.

Mid-Program Report – Sector Action Plan

The report measures three types of outcomes – outputs, immediate outcomes, and intermediate outcomes – as a function of all the indicators initially selected and the corresponding baseline data.

To complete section 4 – Additional Data on Equality between women and men, we request that you contact the partner organization leading the equality between women and men component, among other things, in order to ascertain its level of satisfaction with progress in the sector in terms of women's access to services/programs and women's representation.