



Canadian International
Development Agency

Agence canadienne de
développement international

Framework of Results and Key Success Factors

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Canada 

FRAMEWORK OF RESULTS AND KEY SUCCESS FACTORS

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PERFORMANCE REVIEW BRANCH

About this Guide...

Performance Review Branch prepares information tools to improve performance measurement and reporting.

CIDA's Framework of Results and Key Success Factors has been prepared to promote consistent usage by CIDA and its partners.

Comments/Suggestions

We welcome any suggestions to improve our work.

Please e-mail us at:
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... thank you

BUILDING PROGRAM EFFECTIVENESS

CIDA's Framework of Results and Key Success Factors describes Agency-wide criteria for measuring development and defining what constitutes achievement.

This Framework provides CIDA and its partners with a menu of factors to bring a results-based focus to planning and design, implementation, reporting and performance measurement.

The benefits:

- * CIDA's potential for success is enhanced with expectations being clearly identified.
- * Development activities are aligned with intended results, contributing to programming effectiveness.
- * A consistent focus on precisely defined results is maintained throughout the life-cycle of investments.
- * Managers are better equipped to manage for results.
- * Lessons learned are shaped by the Agency's focus on results.

The Framework of Results and Key Success Factors establishes the foundations for developing a consistent body of information on CIDA's performance in developing countries. This information, in turn, contributes to informed policies, strategies and practices.



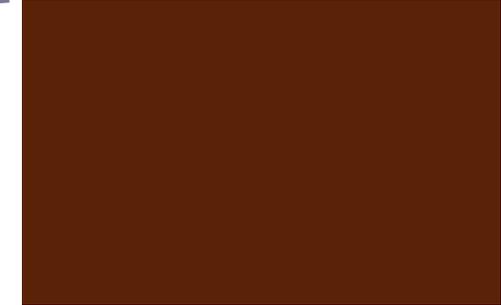
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY



Principles for Effective Programming

Effective programming...

- * Focuses on the needs and priorities of developing country partners, with an emphasis on local participation and ownership
- * Implements designs that reflect local conditions, lessons learned and best practices
- * Delivers results that lead to sustainable benefits for local citizens
- * Coordinates with recipient country governments and institutions, international organizations and development agencies
- * Ensures Canadian know-how is put to work for the benefit of developing countries



APPLICATION

The Agency's Framework of Results and Key Success Factors functions as a key shaping agent for development co-operation, management-led and independent corporate performance measurement activities.

Such activities include:

- * Programs, projects, other investments
- * Monitoring, risk assessments, operational reviews
- * Independent reviews, evaluations

This Framework is to be routinely, systematically and strategically integrated into planning, design, implementation, reporting and performance measurement.

Guidelines for applying the Framework are being developed as the Agency learns through results.

The following information tools serve as useful examples:

- * Geographic Programs Roadmap
- * Annual Project Progress Reports
- * CIDA Evaluation Guide
- * Bilateral Project Closing Report Guide



FRAMEWORK OF RESULTS AND KEY SUCCESS FACTORS

A. Development Results

1. Achievement of Results

What progress is being made toward achievement of results at the output, outcome and impact levels? Do these results contribute to the Agency's overall goals of poverty reduction and sustainable development, and/or to efforts to support democratic development and economic liberalization in Central and Eastern Europe?

- a) Actual vs. intended results in the partner country.
- b) Actual vs. intended results/benefits to Canada.
- c) Unintended results.

2. Cost-Effectiveness of Results

Is the relationship between costs and results reasonable?

- a) Comparison of costs with relevant benchmarks, where feasible, taking into consideration results achieved.
- b) Actual expenditures correspond to planned expenditures or significant variances fully justified.

3. Relevance of Results

Does the initiative make sense in terms of the conditions, needs or problems to which it is intended to respond?

- a) Consistency with needs and priorities of targeted beneficiaries/local partners/country/region.
- b) Consistency with CIDA's poverty reduction and sustainable development policies, and other policies, Branch priorities and programs, including crosscutting goals of gender equality and environmental sustainability.
- c) Consistency with Canadian foreign policy, including potential benefits to Canada.
- d) Consistency with the efforts of local organizations, Canadian organizations and other donors addressing the same needs or problems.

4. Sustainability of Results

Will results/benefits continue after CIDA's involvement ends?

- a) Local ownership of project/program activities, with commitment for results and methods chosen to achieve them.
- b) Commitment of sufficient resources to maintain benefits/results, where applicable.
- c) Adequate institutional capacity and ongoing relevance to maintain results.
- d) Domestic policy and institutional environment conducive to maintenance of results.
- e) National and international environment conducive to maintenance of results.



B. Success Factors

5. Partnership

Is there shared responsibility and accountability for results?

- a) Active participation of local country partners, recipients and beneficiaries (including women) in project/program design, implementation and monitoring/evaluation.
- b) Clear definition, understanding and acceptance of roles and responsibilities of project/program participants.
- c) Partners in management have the appropriate authority and tools they need to make decisions and take action.
- d) New partnerships to achieve results.

6. Appropriateness of Design

Is the design appropriate and based on sound understanding of local context? Were risks identified and assessed and strategies developed for ongoing monitoring? How were innovative and creative ideas and approaches explored to achieve results?

- a) Goals, objectives, results and performance indicators meet Agency's standards for Results-Based Management, were defined using participatory approaches, and are based on sound understanding of local context, including gender and the environment.
- b) Resources and services designed to effectively respond to conditions (including risks), needs or problems identified.
- c) Risk analysis in planning phase leads to strategies for ongoing monitoring during implementation.
- d) Experiment with new project/program design and procedures.
- e) Application of lessons from development experience, and lessons learned from innovations recorded, reported and disseminated.

7. Appropriateness of Resource Utilization

Are suitable human, financial and physical resources involved and used well? Is financial information complete, accurate, and reliable? Are prudence and probity adequately exercised?

- a) Sound financial management policies and procedures, including budgeting, accounting and reporting systems and practices.
- b) Contracting and contract management in accordance with sound contracting policies and practices.
- c) Canada's capacity to provide goods and services required to achieve intended results.
- d) Good match between needs and knowledge, expertise and personal skills of all major project/program participants.
- e) Adequate management of project/program personnel and physical assets.

8. Informed and Timely Action

Did we anticipate and respond to change based on adequate information? Did we take appropriate action to manage risks?

- a) Effective networks and processes to identify and assess important trends and events in the project/program environment.
- b) Effective monitoring and reporting systems for internal and external risks and appropriate and timely response to manage risks and opportunities.
- c) Adequate strategies and practices respond to the nature and level of internal and external risk to project/program funds and assets.
- d) Resources and services delivered in a manner that effectively responds to conditions, including risks, needs, opportunities or problems.

HELPFUL HINTS

Planning and Design

- * Target results to address poverty reduction, sustainability, CIDA's policy priorities, and the needs and priorities of beneficiaries. Establish adequate capacity to meet expectations.
- * Expected results should be clearly stated, useful, measurable, realistic and achievable within time constraints.
- * Design should guide – not constrain – productivity, yet respond logically and effectively to precisely articulated conditions, needs and/or problems. Recognition of the differing needs and priorities of men and women, girls and boys is crucial.
- * Develop a context for sustainability (e.g. partnerships, ownership and institutional capacity). Building sustainability is about continuing the benefits, not maintaining the investment. Meaningful and integral stakeholder participation can be a significant contributor to downstream sustainability.
- * Team building should focus on the collective capacity of the team to work together in the recipient country and meet CIDA's expectations for delivery. Important to have the technical capacity to address key, cross-cutting thematic issues.

Implementation

- * Maintain flexibility to allow for innovative and creative responses to changing perspectives, circumstances and dynamics. Iterative responses can be instrumental for success.
- * Ensure that partners understand expectations and are empowered to maximize their contribution.
- * Keep partners moving toward the achievement of results and have them provide frequent measurements of progress for motivation and management. Progress reporting should be factual and balanced. Difficult issues must be addressed.
- * CIDA standards and ethics are to be rigorously and consistently respected. Managers are responsible and accountable for their decisions and activities. Important to consistently demonstrate prudence and probity.
- * Risk management to overcome resistance can be critical. Obstacles limiting effectiveness should be addressed without delay. Bypass turf and control battles by re-focusing partners on the desired result.



Field Missions

- * Remain strategic in responding to the challenges of working with partners in developing countries and the implications of the economic, social, political and cultural dynamics shaping local context.
- * Decision-making should demonstrate sensitivity to local value systems, while adhering to international conventions respecting human rights and entitlements.
- * Relations with local stakeholders may need time to build trust and become effective. Open and frank communications are essential.

Reporting

- * Reporting should clearly articulate the extent to which results offer successful solutions for the problems that were expected to be resolved, while identifying any unintended results.
- * Reporting should provide sufficient detail to inform target audiences, with a strategic focus on contributing value-added in terms of poverty reduction, sustainability, CIDA's priorities, and the needs of beneficiaries. Document the role of partners and stakeholders.
- * Reporting should be credible, impartial, useful and supportable. Information reporting should be precise and easily understood to minimize any chances for misinterpretation.

Sharing Results

- * The value-added derived should be maximized and optimized through the sharing of results and lessons learned with partners, stakeholders, donors, etc.
- * Successful information dissemination requires a communications plan that addresses the needs of target audiences. Face-to-face meetings can be useful for explaining reports to some stakeholder audiences.
- * Information dissemination should be strategic, recognizing the needs of stakeholders to learn from the project while respecting the over-arching requirements of the Agency.

Performance Measurement

- * Performance is measured by comparing actual results with those that were expected to be achieved. Some outcomes and impacts will only be realized in the longer term.
- * Assessment should be aligned with the [Framework of Results and Key Success Factors](#), with an emphasis on the results achieved, the potential for sustainability, the effective utilization of resources, and the appropriateness of the design for meeting expectations.

PRB's information tools do not,
in any way, define or modify
CIDA policy.