

Global Affairs Canada

International Assistance Results Reporting Guide for Partners

Beta Version

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(This guide replaces the *Partner Guidelines for Narrative Reports under Global Affairs Canada Contribution Agreements (International Assistance Programming)*, August 2015)

Results-Based Management Centre of Excellence (RBMce)
Operational Direction and Coherence (DPO)
International Assistance Operations Bureau (DPD)
Global Affairs Canada

PLEASE NOTE: This Guide is a “beta version” that is meant to be used and tested by Global Affairs staff and implementers working on international assistance programming. In order to further strengthen this new Guide, we would like to have input from staff and implementing partners based on your practical experience in using it during Fiscal Year 2018-19. Please provide your advice and suggestions to the Global Affairs Canada Results-Based Management Centre of Excellence at the following email address: gar.rbm@international.gc.ca.

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Introduction

This guide is a companion to Global Affairs Canada's Contribution Agreement Template.

The purpose of this guide is to help all partners in Global Affairs Canada funded projects to produce clear, readable, and evidence-based reports on results, which will meet the standards for results (outcome) reporting of the Government of Canada.

This guide is a companion to the Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016, which will provide you with a more detailed description of Results-Based Management (RBM) at Global Affairs Canada

This guide also supports Canada's Feminist International Assistance Policy commitment to clear accountabilities for tracking and reporting on gender equality results.

While the guidelines are primarily directed at partners, they also help Global Affairs Canada officers to determine what is reasonable and useful to expect from you when they review your reports on results and make a decision on approvals of your work plans and reports.

The terms **results** and **outcomes** will be used interchangeably throughout the guide.

- ➔ **Result/Outcome:** Results are the same as outcomes. An outcome is a describable or measurable change that is derived from a project's outputs or lower-level outcomes. Outcomes are qualified as immediate, intermediate, or ultimate; outputs contribute to immediate outcomes; immediate outcomes contribute to intermediate outcomes; and intermediate outcomes contribute to ultimate outcomes. Outcomes are not entirely within the control of a single organization, policy, program or project; instead, they are within the organization's area of influence.¹

For additional definitions of Global Affairs Canada RBM terms and concepts, see the Global Affairs Canada [Glossary of Results-Based Management terms](#)², 2nd edition, 2016.

What this Guide Includes:

This guide includes:

1. A summary of what Global Affairs Canada requires in Results Reporting and why we need it.
2. Reports covered in this guide
3. Step-by-Step guidance on how to work your way through identification of indicator data and assessment of results achieved

¹ Global Affairs Canada, [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016, p. 7

² The Glossary can also be found in Appendix A, p. 93-104 of the Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#).

- first collecting and organizing data in the *Outcomes Reporting Worksheet*, and then
- how to use that data to write a narrative report on results.

4. The annotated reporting templates:

- The Annual Project Results Report template
 - The Outcome Reporting Worksheet template
- The Project Operations Reporting template
 - The Outputs and Activities Reporting Worksheet template
- The Final Project Results and Operations template

PART 1 – GENERAL GUIDANCE

1.1 What we need

While the work you do, the activities and resources you use as you try to achieve results are important, activities should not be the primary focus of your report. The products or services stemming from these activities are outputs, which are necessary to achieve outcomes (results), but **outputs themselves are not results**.

a. Reporting on change

Projects funded by Global Affairs Canada are designed, and expected to contribute to substantial, verifiable positive changes in:

Capacity, such as, but not limited to

- knowledge,
- skills and abilities
- attitudes and opinions, (such as harmful entrenched stereotypes and attitudes based on gender, ethnicity, race, etc.)
- motivation
- etc.

and performance, practices or behaviour, such as, but not limited to

- effectiveness or relevance of professional practice (such as provision of better services or ways of working)
- decision making processes
- policies
- etc.

These changes at the immediate outcome (capacity), which contribute to changes at the intermediate outcome (performance, practices or behaviour) level are ultimately intended to contribute to positive changes in the state, conditions or well-being of beneficiaries³ (the ultimate outcome)⁴

- The agreed upon results for your project – the expected outcomes – are found in the logic model for your project, and this logic model is a visual depiction of the main elements of a theory of

³ **Beneficiary:** The set of individuals that experience the change of state, condition or well-being at the ultimate outcome level of a logic model. In its international assistance programming, Global Affairs Canada-funded implementers usually work through intermediaries to help achieve changes for beneficiaries. Global Affairs Canada implementers may also work directly with beneficiaries. In this case, beneficiaries may, like intermediaries, also experience changes in capacity (immediate outcome), and changes in behaviour, practices or performance (intermediate outcome). (Source: Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016, page 8.)

⁴ Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016 p. 15-19 and 45-47 provides more detailed information on outcomes and the logic model.

change for your project, how you think your activities and outputs will contribute to a sequence of changes or results.

- What Global Affairs Canada needs are reports which summarize in clear terms what progress you are making on or towards the expected immediate, intermediate and ultimate outcomes.

➔ Progress on an outcome is defined as actual change in the value of indicators being tracked for the respective outcome or output. An outcome or output is considered to have been achieved when its targets have been met.

Progress towards an outcome is defined as actual change in the value of indicators tracked at the next level down in the logic model (i.e. the intermediate outcomes, or their supporting immediate outcomes, or their supporting outputs depending on the level in question), with an explanation of how they are expected to lead to the higher-level outcome.⁵

b. Evidence-based annual reports

What Global Affairs Canada officers need from implementer⁶s are reports which do more than make broad statements of progress. They need, and they will be expected to use in their annual reports to senior management within Global Affairs Canada, evidence – actual data – that clearly illustrates progress that is being made and what problems are being encountered. Actual data is:

- collected on each indicator as per the collection frequency identified in the performance measurement framework during implementation and documented in various reports and data systems
- used for analysis to assess progress on or towards expected outcomes, in comparison to baseline data and targets
- used as evidence of progress on or towards the achievement of an expected outcome in the narrative section of the results reports

This data should be based on the indicators identified to measure the expected outcomes. These are the indicators which were agreed upon when the full Performance Measurement Framework⁷ (PMF) was approved or indicators approved in later subsequent revisions to the PMF.

These indicators, along with the baseline data, targets, data sources and schedules for data collection, are found in the PMF for your project.⁸

⁵ For a more detailed explanation of how the terms “progress on” and “progress towards” the achievement of outcomes (results) and other terms are used, see the Global Affairs Canada [Glossary of results-based management terms](#).

⁶ **Implementer:** Private firm, non-governmental organization, multilateral organization, educational institution, provincial or federal government department or any other organization selected by Global Affairs Canada to implement a project in a partner country. Depending on the context, an implementer may be referred to as an implementing organization, executing agency, partner or recipient. (Source: Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), page 8, or Global Affairs Canada [Glossary of Results-Based Management Terms](#).)

⁷ For a discussion of how the Performance Measurement Framework is developed and used, refer to pages 57-63 of Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#).

Global Affairs Canada needs accurate and timely results reporting for three purposes:

1. **For Project Monitoring and Results-Based Management during Implementation:** Global Affairs Canada officers need to know what progress is being made on or towards⁹ the expected outcomes of projects that they administer.

Global Affairs Canada also needs to know what changes are taking place in the project context and what problems may be occurring, to inform adjustments to ensure that the project will achieve its expected outcomes. It is important that this information and assessment be provided as soon as possible to ensure that changes are made on a timely basis in order to allow sufficient time for course corrections to take effect.

- ➔ The primary tool implementers should use to provide information on results for this purpose is the **Outcomes Reporting Worksheet**, which focuses on changes at the immediate, intermediate, and ultimate level (where possible) using indicators in the project Performance Measurement Framework identified to measure these expected outcomes. A template for the Worksheet is provided in Annex 1.

Narrative assessments in the "Changes to Context", "Changes to Project Governance", and "Changes to Risk and Analysis" sections of the Project Operations Report should be used to highlight relevant issues that require adjustments and/or changes that have been made to respond to problems. The assessment should also include what needs to be done in the time remaining in the project to achieve the outcomes.

2. **For Corporate Decision Making:** Global Affairs Canada needs evidence-based information on the contribution of its programs and overall international assistance project portfolio to:
 - The Sustainable Development Goals;
 - The expected outcomes or objectives of partner countries; and
 - The commitments of Canada's Feminist International Assistance Policy.

To this end, the actual data provided in project reports will not only be used by Global Affairs Canada officers to assess project performance, but also for data roll-up for the Department's key performance indicators (KPIs) and other corporate priorities. The KPIs and other corporate priorities will be communicated to implementers.

- ➔ KPIs are commonly-used¹⁰ or consolidated indicators¹¹ identified by Global Affairs Canada for tracking and reporting at a corporate or department-wide level. Data related to the KPIs

⁸ For more detail see Global Affairs Canada [Results-Based Management Tip Sheet No. 3.2: Outcomes, Indicators, Baseline, Targets and Actual Data: What's the Difference?](#) and Global Affairs Canada [Glossary of Results-Based Management Terms](#). Both documents are companions to Global Affairs Canada [Results-Based Management for International Assistance Programming: A How-to Guide](#)

⁹ For an explanation of "progress on" versus "progress toward", see page 87-88 of the [A How-to Guide](#), 2nd edition, 2016.

¹⁰ **Commonly used Indicator:** An indicator that is "standard" for a sector or a theme and / or used commonly by practitioners. Standard indicators are based on, either evolving best practice, or international standards where they exist.

will be rolled-up from the project level information provided in the relevant section of the *Outcome Reporting Worksheet* to provide information on program-level and corporate-level performance. Implementers should work with Global Affairs Canada staff to determine which KPIs are relevant to each project.

Global Affairs Canada project officers will be using the *Outcome Reporting Worksheet*, and consulting with implementers to determine which of the indicators for individual projects are useful for providing data for key performance indicators at the country, regional and corporate levels.

3. For Communicating Results to Parliament and the public:

For Communicating Results to Parliament and the Public: Global Affairs Canada needs evidence-based information on examples of project results which can support Global Affairs Canada's reporting to Parliament and the public.

➔ Section 3 "Outcomes Achieved" is the primary section in the *Annual Project Results Report* for communicating progress on or towards the project's expected outcomes. A template for the *Annual Results Report* is included in Part 3 of this guide. Using this template, project implementers should provide a narrative summary, in clear language, covering:

- What progress is being made to achieve the immediate and intermediate outcomes in the project logic model;
- Stories of change (see Section 2.2 of this guide), illustrating how the project is affecting the work of intermediaries¹² and the lives of beneficiaries.

The focus in the *Annual Project Results Report* should not be on activities, but on evidence supporting the case that progress is being made on or towards changes at the immediate or intermediate outcomes, and, towards the end of the project, where possible, to changes at the ultimate outcome level of the logic model.

➔ Reporting on activities and outputs will be in the separate *Project Operations Report* produced semi-annually using actual data from the *Output and Activities Reporting Worksheet*. A template for the *Project Operations Report* is attached in Part 3 and a template for the ***Output and Activities Reporting Worksheet*** is attached as Annex 2.

¹¹ **Consolidated indicators:** Consolidated indicators are created by Global Affairs Canada and combine related project-level indicators with others from the same 'family' to formulate one indicator that allows for data rollup from project level to the program and corporate levels.

¹² **Intermediaries** are the individuals, groups, organizations or institutions requiring a change in capacity (immediate outcome), behaviour, practices or performance (intermediate outcome) to enable them to contribute to the achievement of sustainable change in the lives of beneficiaries (ultimate outcome). For the full definition of Intermediaries, please see the Global Affairs Canada [Glossary of Results-Based Management Terms](#) and Global Affairs Canada [Results-Based Management for International Assistance Programming: A How-to Guide](#) 2nd edition, 2016.

1.2 Reports covered in this guide

The reports in this guide cover different reporting periods and satisfy different objectives. The financial instrument specifies when each of these reports is expected.

Key features of each are identified below.

- The ***Project Operations Report (semi-annual)***¹³, written using actual data from the ***Output and Activities Reporting Worksheet***, provides an operational update on implementation of the annual work plan. It should provide an update on activities and outputs and, where appropriate, on progress on or towards the expected immediate outcomes. The operations report is a monitoring and management tool to help you and Global Affairs Canada review how the project is progressing, determine whether activities are leading to outputs as planned, and make changes where necessary to the activities in the next reporting period.
- The ***Annual Project Results Report***, written using actual data from the ***Outcomes Reporting Worksheet***, provides an assessment of progress on or towards outcomes, an assessment of what adjustments are required in the next reporting period to ensure outcomes are achieved, and concrete recommendations for adjustments. The report provides annual and cumulative¹⁴ information on the progress being made on or toward the project's expected immediate outcomes, intermediate outcomes and (when possible) ultimate outcomes. It also provides information needed for Global Affairs Canada's Project Browser¹⁵. Detailed descriptions of activities should not be included in the body of this report, but should be attached as an annex in the *Project Operations Report*.
- The ***Final Results and Operations Report*** provides a stand-alone record of the project and its contribution to: sustained improvement in the lives of people in developing countries (development); reduction in suffering and lives saved during humanitarian crises (humanitarian assistance); and reduction of threats to the population of countries where Global Affairs Canada programs operate and to Canadians (peace and security). It emphasizes cumulative outcomes at the immediate, intermediate and ultimate levels. It includes analysis of value for money achieved by the project, key success factors and lessons learned.

The final report is Global Affairs Canada's principal source of information on completed projects. It allows different readers to quickly understand what the project was about, its value, and its expected and actual outcomes. It also helps the reader understand how those outcomes were achieved, and how

¹³ The frequency for the submission of the Project Operations Report and the Project Results Report would be based on the requirements in the in the financial instruments. For example, if the project is only 6 months, then it is up to the Global Affairs Canada Officer to decide how often they would like to receive these reports. In a multi-year project, the *Project Operations Report* could be produced twice a year, once at mid-year and **once as an annex to the Annual Project Results Report**.

¹⁴ Cumulative refers to the period from project inception (start of the project) to the time of the report.

¹⁵ [The Project Browser](#) contains profiles of international assistance projects funded by the Government of Canada.

immediate and intermediate outcomes have contributed to ultimate outcomes, or could contribute to ultimate outcomes in the future.

1.3 Integrating Gender Equality, Human Rights, Environmental Sustainability and Innovation into the narrative¹⁶

Please report on these priorities in a fully integrated manner in each section of the Reports.

Please only report on changes that have occurred during the last reporting period. Types of change:

- 1) Changes to the context. These are not caused by the project, but are relevant to and may have an impact on the project. Changes that you would report on would include things that affect the assumptions that underpinned the theory of change, and the risks that were identified at the beginning of the project.
- 2) Operational changes. These relate to the implementation of the project and include changes or adjustments made, or proposed, to strategies, risk responses, and technical resources and levels of effort related to gender equality, human rights and/or environmental sustainability. These should be reported upon in the relevant sections of operations reports.
- 3) Results achieved. Progress on or towards expected gender equality, human rights and/or environmental sustainability outcomes (expressed in your project logic model) should follow the results reporting instructions in this guide.

a. Gender equality

- i) Changes to context:
 - a. update the context for integrating gender equality in the project (e.g. changes in policy, laws, local environment).
 - b. identify emerging opportunities/entry points for integrating gender equality in the project (e.g. new local partners).
 - c. the challenges encountered in implementing the project gender equality strategy (including gaps in gender equality capacity).
- ii) Operational changes: actions undertaken or adjustments made to address any of the above.
- iii) Results achieved¹⁷: please use data collected on the pre-identified qualitative and quantitative sex-disaggregated and gender-sensitive indicators¹⁸, and assess progress on or

¹⁶ Note that instructions for gender equality (GE) reporting are meant for GE integrated projects considering that for GE-specific projects GE reporting will be at the centre of the narrative.

¹⁷ Please follow guidance found in the Feminist International Assistance Gender Equality Toolkit for Projects: Tool 13: Reporting on gender equality outcomes and the Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016: [Section 1.5](#).

¹⁸ An indicator, also known as a performance indicator, is a means of measuring actual outcomes and outputs. It can be qualitative or quantitative, and is composed of a unit of measure, a unit of analysis and a context. Indicators are neutral; they

towards the expected outcomes, (comparing it to corresponding baseline data and targets). To contextualize results reporting, you are encouraged to include additional relevant data and draw on the expertise of local gender expertise.

b. Human rights

- i) Changes to context: please identify and report on human rights related changes relevant to the project. For example:
 - a. Are the human rights assumptions that were identified at the project planning and design stage, and articulated in the theory of change still relevant?
 - b. Have new risks emerged? If so, how will they be taken into account?
- ii) Operational changes: How are human rights-related risks being mitigated?
- iii) Results achieved. Report on whether or not the project is achieving the project's expected human rights outcomes or human rights changes embed in an expected outcome that also describes other changes.

Tip: At the intermediate outcome level, results can reflect key human rights principles.

c. Environmental sustainability

- i) Changes to context:
 - a. update the context for integrating environmental sustainability in the project (e.g. changes in policy, laws, local environment).
 - b. identify emerging opportunities/entry points for integrating environmental sustainability and climate considerations/actions within the scope of this project (e.g. training, changes of approach) and highlight any resource implications, if any.
 - c. the challenges encountered in implementing the project environmental sustainability strategy (if applicable).
- ii) Operational changes: actions undertaken or adjustments made to address any of the above.
- iii) Results achieved¹⁹: please use data collected on the pre-identified qualitative and quantitative indicators²⁰, and assess progress on or towards the expected outcomes, (comparing it to corresponding baseline data and targets). Do not forget to use this data as evidence of your progress.

neither indicate a direction of change, nor embed a target. A **gender-sensitive indicator** is a neutral quantitative or qualitative unit to measure gender equality-related changes in a project outcome over time. (Source: Global Affairs Canada Feminist International Assistance Gender Equality Toolkit for Projects).

¹⁹ Please follow guidance found in the Feminist International Assistance Gender Equality Toolkit for Projects: Tool 13: Reporting on gender equality outcomes and the Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016: [Section 1.5](#).

²⁰ An indicator, also known as a performance indicator, is a means of measuring actual outcomes and outputs. It can be qualitative or quantitative, and is composed of a unit of measure, a unit of analysis and a context. Indicators are neutral; they neither indicate a direction of change, nor embed a target. A **gender-sensitive indicator** is a neutral quantitative or qualitative unit to measure gender equality-related changes in a project outcome over time. (Source: Global Affairs Canada Feminist International Assistance Gender Equality Toolkit for Projects).

d. Innovation

i) Changes to context:

- a. Update on the context of the implementation of the innovative element in the project.
- b. the opportunities and challenges presented in implementing the innovation.

ii) Operational changes: actions undertaken or adjustments made to address any of the above.

iii) Results achieved: Include rationale for initiating the innovative approach(es) and explain how the innovative solution has contributed to the results achieved by the project and lessons that can be drawn for learning purpose, including failures (e.g. innovative solution has helped advance gender equality).

Identify potential pathways to scale. You are encouraged to draw on data collected.

PART 2 - HOW TO PREPARE YOUR REPORT AND USE THE TEMPLATES

2.1 How to use the Annual Project Results Report Template

a. Common Problems in Outcome Reporting

There are four primary mistakes commonly made in reporting on results in text, which the templates provided here are designed to eliminate:

1. The report concentrates on activities and products and services (outputs) of activities, for example, training on XX was delivered and 50 women participated, and
 - ignores results (outcomes)
 - makes the results (outcomes), if they are reported, difficult to find in the lists of activities or long text
 - does not tell us how the outputs will contribute to the expected outcomes
2. The report lists results – **but not indicator data**
 - Readers cannot have confidence in the reported results unless indicator data²¹ – evidence that the outcome was achieved – are also presented.
3. The report lists results and indicator data, but provides no baseline data on indicators
 - Even with the indicator data presented (for example: “32% of patients were cured within seven days as a result of a new treatment”) how do we know this is an improvement? Information on the original situation – the baseline – should be provided.
4. The report includes results statements, indicators, baseline indicator data for outcomes and actual data on the indicators – but they are not put together where the reader can easily assess them
 - In many reports expected outcomes are listed, but baseline data on indicators, and actual data collected on indicators and achievements of results are scattered throughout the report in different places.

The Global Affairs Canada *Results-Based Management (RBM) How-To Guide*²² offers general advice on how to report on outputs and outcomes. This Reporting Guide is a companion to the RBM How-to Guide, and is meant to help you write reports which clearly identify progress on or towards the

²¹ Indicator data (or the actual data) should ideally be both quantitative and qualitative.

²² Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), 2nd edition, 2016 available from the Global Affairs Canada website

expected outcomes, not just activities, and avoid the common results reporting problems described earlier.

b. When you should start preparing a results report

The first step in making results reporting easier occurs during the project inception period, when a project implementation plan is being developed, and when the logic model is being validated and performance measurement framework is being completed and validated. This is when you can test, with your stakeholders (including intermediaries and beneficiaries), the assumptions underlying the project design, including the theory of change, and the logic model and agree upon indicators which are not only valid, but for which you can produce baseline data.

Baseline Data Collection

By the time you produce your first semi-annual Operations report, six months after the project starts, you should have **baseline data for all of your indicators**, including relevant data that is gender-sensitive, disaggregated to reflect sex and age, as well as other factors as appropriate.

This means implementers will need to allocate resources – time, money and intellectual effort, to collecting baseline data, and working with your stakeholders in the field (including intermediaries and beneficiaries), determining if the indicators are still regarded as useful during the inception period, and during the first six months of project operation. If you find that data is not collectable, or if the indicator's utility is doubtful, you may, with the agreement of your country or regional partners, and Global Affairs Canada, make changes to the indicators, preferably, before the end of the first year.

Data collection takes time, and implementing agencies should allocate resources of expertise and time to ensuring that both baseline data and actual data on the indicators identified to measure progress on or towards the expected outcomes, are collected and available, at least a month before the Project Results Report is prepared.

c. General Guidance

A results-based report is a performance story about actual outcomes (substantiated by data collected on the indicators identified in the performance measurement framework) as compared to expected outcomes from the logic model. Any variance between planned and actual outcomes should be explained, and include an analysis of the significance and impact on the project. The performance story

should be contextualized, including a discussion of any risks that occurred and how they were addressed and whether the assumptions that underpinned the theory of change still apply.

Before you write the *Annual Project Results Report* use the *Project Outcomes Reporting Worksheet* to organize the data you will use to write the *Annual Project Results Report*.

d. Steps in preparing the Project Results Reports

There are three stages to preparing the Project Results Reports.

Step 1: Enter indicator data in the Outcome Reporting Worksheet

- The *Outcome Reporting Worksheet* is a working tool, to be used before writing the *Annual Project Results Report* and the *Final Results and Operational Report*. It is designed to help you organize your information and focus not on activities, but on the data collected on indicators you identified to measure each outcome. When completed, the *Outcomes Reporting Worksheet* should tell you in clear terms what changes you have seen in indicator data, and helps you to assess what progress you are making towards the indicator target (comparing it against the baseline data). The assessment of data collected on the complete set of indicators measuring a single expected outcome should help you assess progress on or towards that expected outcome. You can then use this information later to write the *Annual Project Results Report* and your *Final Results and Operations Report*. This worksheet is attached as annex 1.
- The *Outcomes Reporting Worksheet* is also the first document the Global Affairs Canada project officer, project monitor or evaluator will read, to assess project performance. This is why the *Outcome Reporting Worksheet* must be included in any *Annual Project Results Report*.

The basic information you need to complete the *Outcome Reporting Worksheet* is included in the Performance Measurement Framework you completed and validated during project inception.

- ➔ When a completed Performance Measurement Framework is approved at the beginning of the project, implementing agency managers should immediately enter indicators, baseline data and targets in the *Outcome Reporting Worksheet*, and ensure that those partners who are responsible for data collection – identified in the PMF – have a copy of both the PMF and the *Outcome Reporting Worksheet*, to remind them of reporting requirements.

The PMF and the *Outcomes Reporting Worksheet* are similar in many respects. The similarities and differences are visible in Figure 1 (the PMF) and Figure 2 (the *Outcomes Reporting Worksheet*) on the next page.

Figure 1: Global Affairs Canada Performance Measurement Framework

Title		No.	Team Leader				
Country/Region/Institution		Budget	Duration				
EXPECTED RESULTS ¹	INDICATORS ²	BASELINE DATA	TARGETS ³	DATA SOURCES	DATA COLLECTION METHODS	FREQUENCY	RESPONSIBILITY
ULTIMATE OUTCOME							
INTERMEDIATE OUTCOMES							
IMMEDIATE OUTCOMES							
OUTPUTS							

Figure 2: Global Affairs Canada Outcomes Reporting Worksheet

Project Title		Project No.		Implementing Organization		
Country/Region/Institution		Budget	Project Duration			
Indicators	Baseline	Target	Actual Data Previous Reporting Period	Actual Data This Reporting Period (year)	Actual Data Cumulative	Analysis of Progress/Variance
Ultimate Outcome 1000: (Copy and paste from the Logic Model)			①	②	③	④
Intermediate Outcome: 1100 (Copy and paste from the Logic Model)						
Immediate Outcome 1110: (Copy and paste from the Logic Model)						
Immediate Outcome 1120: (Copy and paste from the Logic Model)						
Intermediate Outcome 1200: (Copy and paste from the Logic Model)						
Immediate Outcome 1210: (Copy and paste from the Logic Model)						
Immediate Outcome 1220: (Copy and paste from the Logic Model)						

The *Outcomes Reporting Worksheet* does not include outputs and activities, because these will be dealt with in the *Project Operations Report*. It also does not include the columns for data sources, collection methods, frequency and responsibility and adds four columns:

1. Actual Data Previous Reporting Period. This helps us see what has changed since the last report.
2. Actual Data this Reporting Period (year). This shows us what progress on or towards the expected outcomes has been made in the current reporting period.
3. Actual Data Cumulative. This is for the cumulative period from the start of the project. This helps us judge the overall progress (on or towards the expected outcomes) since inception, against the targets, in comparison to the baseline.
4. Analysis of Progress/Variance. Brief comments, on progress and explaining any significant variance between baseline data, targets and actual data for each indicator.

For every Outcome and indicator:

- Provide actual data as per the collection frequency identified in your performance measurement framework.
- Analyze the actual data for all the indicators measuring each outcome (comparing it to corresponding baseline data and targets).
- Using the final column “Analysis of Progress/Variance”, provide a very short note referring to the actual data for the period, to explain what progress has been made, and what variance there may be between your intended target and achievements. You can use this as the core of your explanation on progress on or towards the expected outcomes in the *Annual Project Results Report* and for your *Final Project Results and Operations Report*. You can also use this information to explain why changes may be necessary in work for the next fiscal year when you write your annual work plan.

Step 2: Use the data from the *Outcomes Reporting Worksheet* to complete the *Annual Project Results Report*

You should use information from the *Outcome Reporting Worksheet* as evidence to support the analysis you will be providing in the narrative summary on outcomes in your *Annual Results Report* and in your *Final Project Results and Operations Reports*. The *Annual Project Outcomes Report* provides you with the opportunity to tell Global Affairs Canada:

- What progress has been made in each of the intermediate outcome pathways of change in the logic model and theory of change for this reporting period. To support this, you should include actual data on each indicator for the intermediate outcomes. If such data is not yet available, include information on what progress is being made on those immediate outcomes contributing to the intermediate outcome.
- Where variations from expected progress are occurring, what caused the variations and what corrective actions will be taken?
- In cumulative terms, how much progress has been made during the life of the project, since inception?
- How the progress, or lack of progress for the reporting period, will affect work planning for the next year?
- Short stories of change for individuals or groups affected by the project, which can illustrate in human terms, what progress is being made on outcomes -- the problems people face and the contribution the project is making toward changing their situation.

It is likely that in the first year of the project, there may not yet be any verifiable progress on immediate outcomes. Where this is the case, the narrative summary should use data from the *Output and Activities Reporting Worksheet* in Annex 2, to summarize what outputs are being delivered, which are expected to contribute to immediate outcomes.

- ➔ By the second and subsequent years of the project, managers should provide outcome data in the narrative.

When describing progress made on or towards achieving outcomes in the *Annual Project Results Report* and outputs (in the separate *Project Operations Report*) implementers should use the templates to provide an evidence-based narrative that uses the actual data (qualitative and quantitative) collected on the indicators identified in the PMF and organized for reporting purposes in the *Outcomes Reporting Worksheet*.

If clear evidence on progress on the expected intermediate outcomes is not yet available, you can summarize what progress is being made on those immediate outcomes which are contributing to the intermediate outcome, and use that information to assess what progress is being made towards the expected intermediate outcome, with clear data supporting this.

A format for the narrative text reporting is provided in the template in Part 3 of this guide.

Using the *Annual Results Reporting* and the *Final Project Results and Operations Reporting* templates:

For each **intermediate outcome and for the ultimate outcome**:

1. Describe the cumulative progress from the project inception to date
2. Explain any variances, and what implications these have for future operations
3. Describe corrective action, if necessary

For each **immediate outcome**:

1. Describe the cumulative progress made from project inception to date
2. Describe any incremental progress made during the reporting period.
3. Explain any variances, and what implications these have for future operations
4. Describe corrective action, if necessary

Ensure that all narrative text on outcomes not only describes the change that has taken place, but also provides sufficient context and gives a sense of proportionality, for example:

- Where did the outcome occur (region and distribution in the region)?
- Who, and how numerous, were the beneficiaries or intermediaries who experienced the change (women, men, girls and boys, marginalized or vulnerable groups, organizations)?
- Where relevant, examples should include evidence that illustrates progress related to gender equality, human rights and environmental sustainability.
- Any factors or elements that could provide an explanation of performance (changes in political context, disaster, etc.) should be mentioned.

If **unexpected outcomes** occur, report on these as well.

Ensure that all of your explanations are clear and concise, focusing on the changes occurring and the evidence, from the *Outcomes Reporting Worksheet*, that the change is occurring.

Changes to the Theory of Change, Logic Model or Performance Measurement Framework Section

If there is a visible lack of progress on Immediate and intermediate outcomes, project implementing partners should review the theory of change and logic model to determine if flawed assumptions about how to achieve change require changes to these documents. With the agreement of Global Affairs Canada and other stakeholders, changes to outcomes and outputs can be made.²³

Similarly, if implementing agencies and partners question the validity and reliability of indicators, or if there is difficulty in collecting baseline and progress data, changes to the indicators may be proposed – if baseline data is available for the new indicators.

2.2 Stories of Change

Stories of Change Guidance. (1/2 to 1 page): Provide at least one result story associated with an immediate or intermediate outcome in the Annual Project Results Report, and intermediate outcome in the Final Project Results and Operations Report.

What are stories of change and why are they useful?

- Stories of change serve to illustrate that change has happened or how change is occurring as a result of a project or intervention.
- They are an effective tool for illustrating and communicating complex change, such as in behaviour, practice, performance, knowledge, attitudes, awareness, or motivation.
- They are an effective tool for illustrating how the various activities and outputs of a project combine and work together to bring about tangible, real-life change in the lives of people (beneficiaries and/or intermediaries), thus demonstrating that the theory of change is working.
- Stories of change can describe an individual, group of people, or community affected by the project. While the subject of the story will most often be beneficiaries, a story could also illustrate the change in attitudes, behaviour or decision-making by an individual or individuals (usually intermediaries) opposed to the changes the project seeks to achieve and who have the power to prevent progress.
- Stories of change can bring life to descriptions of and reporting on complex change initiatives for non-specialist and non-technical audiences because they draw on the real-life experience of people or communities affected by a project.

Writing a story of change. A story of change should:

- be concise, clear, engaging, and use evidence, such as personal testimonies, etc., to support their claims;
- be expressed in plain language and be accessible to a broad audience;
- concentrate on one change per result story;
- include interesting information that is relevant, simple, and powerful;

²³ For guidance on revising the logic model, please see “Section 4.2 – Making Adjustments to the logic model and Performance Measurement Framework of on Operational Projects,” Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#).

- ensure it is a tangible, human story. Use photos and quotes if not posed or contrived;
- safeguard the security and interests of the individuals and communities implicated in the story.

Ensure you obtain and document consent.

Outline:

Introduction – What is the main point the story intends to make or illustrate?

Baseline situation – What was the situation before the project. Use this section to set the scene and elaborate on the challenge the project seeks to address. [**Tip:** use a quotation from a beneficiary describing the situation they faced before the intervention.]

Project – What was done? Describe what activities and outputs were undertaken, by and with whom, to contribute to or bring about this change. Note also what was expected to come of these activities [**Tip:** draw upon the voices and perspectives of beneficiaries as much as possible to elaborate in real-life terms the theory of change].

Results – What change occurred? Use this section to illustrate the results, both positive and negative changes, and other factors contributing to, or limiting these results. The story may also demonstrate a lesson learned. It is important to talk about the enabling and constraining factors influencing the change.

Conclusion – What's next? What was learned and what are the wider implications of the story? How will these be applied in the project? What is next for the people described in your story? How do they move forward now and what challenges remain? [**Tip:** drawing on the voices and perspectives of beneficiaries lends credibility and authenticity to your story and its conclusion].

Reporting Checklist

Attached, as Annex 3, is a Reporting Checklist (*Reviewing Results Reports from Global Affairs Canada Implementers*). This Checklist will be used by Global Affairs Canada project officers to review your reports. You may also find the Checklist useful to do a self-assessment of your project report before submitting it to Global Affairs Canada.

PART 3 – ANNOTATED REPORT OUTLINES AND ANNEXES

- 1. Annual Project Results Report Outline (Annotated)**
- 2. Project Operations Report Outline (Annotated)**
- 3. Final Project Results and Operations Report Outline (Annotated)**

Annex 1: Outcomes Reporting Worksheet Template

Annex 2: Outputs and Activities Reporting Worksheet Template

Annex 3: Results-Based Management Check List 5.1: Reviewing Results Reports from Global Affairs Canada Implementers

1. Annual Project Results Report (Annotated Outline)

Cover Page
Guidance: Please provide the following information on the cover page
<p>Project Title</p> <p>Project Number</p> <p>Country / Region</p> <p>Name of Implementer</p> <p>Reporting Period</p> <p>Date of Report</p>

Tombstone Data
Guidance: On the inside of the Cover page, please provide the following tombstone data
<p>Implementer’s name and contact Information</p> <p>Total Project Budget</p> <p>Project start and end date</p>

1. Outcomes Achieved – Progress On or Towards the Expected Outcomes ²⁴
<p>Guidance:</p> <p>In the spaces indicated on the following pages enter a narrative assessment of actual progress, if any, on or towards each of the expected outcomes.</p> <ul style="list-style-type: none"> • For the ultimate outcome and intermediate outcomes this will be cumulative from project inception to the current reporting period. However, also include any relevant changes that took place during the reporting period. • For immediate outcomes you should report data on both cumulative progress and incremental progress during the current reporting period. • In the first row below, enter (copy and paste) the expected ultimate outcome statement from the logic model, and in subsequent sections, enter the appropriate intermediate and immediate outcome statements in the sections where the template indicates. • Analyze the actual data in the Outcomes Reporting Worksheet for all the indicators measuring each

²⁴ For the definition of “progress on” and “progress towards” please Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), page 86-87, or Global Affairs Canada [Glossary of Results-Based Management Terms.](#))

outcome (and their corresponding baseline and target), and then use this analysis as the basis of your narrative assessment of progress on or towards each of the expected outcomes.

Progress from Project Inception to Date (Cumulative):

- Provide an evidence-based narrative that describes the progress made (from project inception to date) on or towards achieving the expected outcomes, using the actual data (qualitative and quantitative) collected on the indicators identified in the performance measurement framework (or equivalent) for this expected outcome as evidence of your assessment. Please ensure that your explanations are clear and concise. Remember: The frequency of data collection is based on the schedule in the performance measurement framework (PMF).

Progress During the Current Reporting Period:

- For immediate outcomes, provide an evidence-based narrative describing both cumulative progress and any incremental progress made specifically during this reporting period. This narrative should be based on actual data collected on the indicators for this outcome, if the PMF specified indicator data collection for this period.

Progress Towards the Outcomes:

- If clear evidence on progress on expected ultimate outcome using the indicators at that level is not yet available, but progress is being made towards the ultimate outcome you can summarize what progress is being made on intermediate outcomes.
- Similarly, if you do not yet have actual data on progress on intermediate outcomes, you can summarize what progress is being made on those immediate outcomes which are contributing to the intermediate outcome. Clear data supporting this will need to be provided in the discussion on the immediate outcomes. For immediate outcomes, if no actual data is available on indicators, you can summarize progress at the output level using data from the *Output and Activities Reporting Worksheet* in Annex 2.

Variance:

- Where variations from expected progress are occurring, what caused the variations and what corrective actions will be taken in the next reporting period?

Stories of Change – Please provide **one story of change related to an outcome** (could be intermediate or immediate) **per report**. More than one story of change may be provided at your discretion. For further guidance, please see section 2.2 of this guide.

Progress on or towards the Ultimate Outcome 1000

Guidance:

In the first row below, enter (copy and paste) the expected ultimate outcome statement from the logic model.

Analyze the actual data in the *Outcome Reporting Worksheet* for all the indicators measuring this outcome (and their corresponding baseline and target), and then use this analysis as the basis of your narrative assessment of progress on or towards the expected outcome for the cumulative period since project inception.

Please indicate clearly whether you are reporting “on” or “towards” the expected ultimate outcome. Although at the ultimate outcome level, you are asked to report cumulatively, please also indicate any changes that took place during the current reporting period.

1000 Ultimate Outcome:

Narrative assessment of progress on or towards the expected ultimate outcome (cumulative - from project inception to date):

Variance, if any:

Corrective actions, if necessary:

Progress on or towards the Intermediate Outcomes 1100

Guidance:

In the first row below, enter (copy and paste) the expected intermediate outcome statement from the logic model. Analyze the actual data in the *Outcome Reporting Worksheet* for all the indicators measuring this outcome (and their corresponding baseline and target), and then use this analysis as the basis of your narrative assessment of progress on or towards the expected outcome for the cumulative period since project inception.

Please indicate clearly whether you are reporting “on” or “towards” the expected intermediate outcome. Although at the intermediate outcome level, you are asked to report cumulatively, please also indicate any changes that took place during the current reporting period.

1100 Intermediate Outcome:

Narrative assessment of progress on or towards the expected intermediate outcome (cumulative - from project inception to date):

Variance, if any:

Corrective actions, if necessary:

Progress on or towards Immediate Outcomes Nos. (enter no.), and (enter no.) contributing to Intermediate Outcome 1100

Guidance:

In the first row below, enter (copy and paste) the expected immediate outcome statement from the logic model. Analyze the actual data in the *Outcome Reporting Worksheet* for all the indicators measuring this outcome (and their corresponding baseline and target), and then use this analysis as the basis of your narrative assessment of progress on or towards the expected outcome both cumulatively since project inception until the current reporting period and incremental progress specifically during this reporting period.

Progress During the Reporting Period:

Provide an evidence-based narrative that describes the progress made during *this reporting period* on or towards achieving the expected immediate outcome, using the actual data (qualitative and quantitative) collected on the indicators identified in the performance measurement framework (or equivalent) for this expected outcome as evidence of your assessment.

It is likely that in the first year of the project, there may not yet be any verifiable progress on immediate outcomes. Where this is the case, the narrative summary should summarize data from the *Output and Activities Reporting Worksheet* in Annex 2, to describe what outputs are being delivered, which are expected to contribute to immediate outcomes. In other words, if you are reporting on progress towards the expected immediate outcome, you can use the summary of progress on contributing outputs to this immediate outcome from the operations report.

Please Indicate clearly in both cases below whether you are reporting on or towards the expected immediate outcome

1110 Immediate Outcome:

Narrative assessment of progress on or towards the expected immediate outcome (cumulative - from project inception to date):

Narrative assessment of progress on or towards the immediate outcome (in this specific reporting period):

Variance, if any:

Corrective actions, if necessary:

2. Reach

Guidance:

Provide actual data on how many people (**intermediaries and beneficiaries**) have interacted with the project directly. Please see separate *Results-Based Management Tip Sheet 3.3 – Defining Reach* for guidance on this topic.

3. Changes to Theory of Change, the Logic Model and Performance Measurement Framework

Guidance:

Changes made to the Theory of Change, the Logic Model and the Performance Measurement Framework during the reporting period should be highlighted and discussed.

If changes have been made, include the latest version of these tools as attachments.

Summarize how the project was managed for results, including changes made to reflect an improved understanding of the issues or to respond to changing circumstances.

4. Lessons Learned and Actions taken, Recommendations and Next Steps

Guidance:

Identify areas for improvement and make concrete recommendations for any adjustments required in the next annual work plan or describe any adjustments that took place.

Identify best practices and key lessons learned, including on gender equality (unless that was already covered somewhere else), that can be used by future projects planning to achieve similar results.

Summarize corrective actions taken over the course of the project and the results of these corrective actions and lessons learned.

Discuss emerging opportunities and plans.

ANNEXES TO YOUR REPORT

Annex XXX - Outcome Reporting Worksheet (See attached)

- An edited version of the PMF with columns added for actual and cumulative data, baseline, target, and short analysis
- Include data for every indicator as indicated in the PMF
- Ensure you attach your *Outcome Reporting Worksheet* to your report as an Annex.

Annex XXX - Communications

- Testimonials or other supporting documents may be included if they were produced during the reporting period
- Records of any public communications recognizing Global Affairs Canada's contribution to the project
- Communication products and events produced by the project. Please provide relevant information, such as publication title, date, etc., using a format such as the one below.

Organization	Publication Title	Description	Project Support Provided	Release / Follow Up
Name of publishing entity	TITLE Date of publication, event, or release and url information. Material nature and languages of the product – for example podcast or x#-page report, print media and internet, in local language and English/French	Describe the content – for example, Documentation and analysis of issue X, or Guidance manual on Y, etc., or Information brochure on accessing Z services	Describe project contribution – funds for research and/or publishing; technical support, and/or promotion and hosting launch event; etc.	How was the product released? What reaction has it generated? Available data or information on distribution or reach

Annex (enter no.): - List of Partners

- In your list of partners please identify the name of the partner and organize them according to sector and geographic area, if relevant. This can be negotiated with your PTL.
- To be included only if changes have been made in the reporting period i.e. if a new partner is involved in the project

Special Appendices

- Appendices as indicated in contribution agreement, for example, list of subcontractors, cost sharing, etc.

2. Project Operations Report (Annotated Outline)

Cover Page
Guidance: Please provide the following information on the cover page
Project Title Project Number Country / Region Name of Implementer Reporting Period Date of Report

Tombstone Data
Guidance: On the inside of the Cover page, please provide the following tombstone data
Implementer's name and contact information Total Project Budget Project start and end date

1. Changes to Context
Guidance: Report on changes to country/region context (gender equality, human rights, environment, socio economic, political, cultural) which have affected the project only during the reporting period. Explain if and how understanding of context has changed over the reporting period and how this has affected project implementation.

2. Progress on Outputs and Activities

Guidance:

Analyze the actual data in the *Outputs and Activities Reporting Worksheet* for all the indicators measuring each output (and their corresponding baseline and target), and then use this analysis as the basis of your narrative assessment of activities and outputs and, where appropriate, on progress on or towards the expected immediate outcomes.

Describe how the project is progressing, determine whether activities are leading to outputs and outcomes as planned, and what changes may be necessary to the activities in the next reporting period

3. Operations

a. Changes to Project Governance

Guidance:

Report on:

- Changes and major developments to project governance
- Any management issues affecting project implementation and performance
- Adjustments in management practices which have been implemented or are being proposed
- Major decisions made at stakeholder meeting and steering committees

b. Changes to Risk and Analysis

Guidance:

Any new risks identified or changes to identified risks should be discussed. If any risks occurred, explain what action was taken to mitigate the risk, or what action will be required to mitigate the risk.

ANNEXES TO YOUR REPORT

Annex (enter no.): – Outputs and Activities Reporting Worksheet

- Based on modified output and activities matrix
- Columns added to report on output indicators, as well as completion status of activities
- Ensure you attach your *Outputs and Activities Reporting Worksheet* to your report as an Annex.

3. Final Project Results and Operations Report (Annotated Outline)

Cover Page
Guidance: Please provide the following information on the cover page
Project Title Project Number Country / Region Name of Implementer Reporting Period Date of Report

Tombstone Data
Guidance: On the inside of the Cover page, please provide the following tombstone data
Implementer's name and contact Information Total Project Budget Project start and end date

1. Changes to Context
Guidance: Provide a full description of Project context throughout the project (gender equality, human rights, environment, socio economic, political, cultural)

2. Outcomes Achieved

a. Evidence-based Narrative of Progress on Each Expected Outcome (with assessment of progress towards the expected ultimate outcome)

Guidance:

For each outcome (ultimate, intermediate and immediate), partners will:

1. Analyze the data in the *Outcome Reporting Worksheet*
2. Describe the cumulative progress from project inception to date
3. Explain any variances
4. Describe any unexpected outcomes

Narrative summaries should include Stories of change. Stories of change should show the impact of the project for beneficiaries and be supported by data. Stories of change should be linked to intermediate outcomes in the logic model and theory of change. Please provide one Story of change related to each intermediate outcome. For further guidance, please see section 2.2 of this guide.

b. Assessment of Changes to Initial and Final Theory of Change, Logic Model and Performance Measurement Framework

Guidance:

Include the latest version of the logic model and the Performance Measurement Framework. Summarize how the project was managed for results including changes made to reflect an improved understanding of the issues or to respond to changing circumstances

c. Reach

Guidance:

Provide actual data on how many people (**intermediaries and beneficiaries**) have interacted with the project directly. Please see *Results-Based Management Tip Sheet 3.3 – Defining Reach* for guidance on this topic.

d. Lessons Learned and Actions Taken, Recommendations and Next Steps

Guidance:

Identify best practices and key lessons learned that can be used by future projects planning to achieve similar results.

Summarize corrective actions taken over the course of the project and the results of these corrective actions and lessons learned

3. Outputs

Guidance:

Analyze the actual data in the *Outputs and Activities Reporting Worksheet* for all the indicators measuring each output (and their corresponding baseline and target), and then use this analysis as the basis of your final narrative assessment of outputs.

Describe how the project progressed and what changes, if any, were necessary.

4. Project Governance

Guidance:

Provide an overview of how the project was managed from beginning to end. Include a summary of challenges and changes to project governance.

5. Risk Management Tools and Analysis

Guidance:

Explain how risks and risk events affected the project, how those risks were managed, and the impact of risk management on project implementation and outcomes.

ANNEXES TO YOUR REPORT

Annex (enter no.): Outcome Reporting Worksheet

- An edited version of the PMF with columns added for actual and cumulative data, baseline, target, and short analysis
- Include Data for every indicator as indicated in the PMF
- Ensure you attach your *Outcome Reporting Worksheet* to your report as an Annex.

Annex (enter no.): Outputs and Activities Reporting Worksheet

- Based on modified output and activities matrix
- Columns added to report on output indicators, as well as completion status of activities
- Ensure you attach your *Outputs and Activities Reporting Worksheet* to your report as an Annex.

Annex X - Communications

- Testimonials or other supporting documents may be included if they were produced during the reporting period
- Records of any public communications recognizing Global Affairs Canada's contribution to the project
- Communication products and events produced by the project. Please provide relevant information, such as publication title, date, etc., using a format such as the one below.

Organization	Publication Title	Description	Project Support Provided	Release/Follow Up
Name of publishing entity	<p>TITLE</p> <p>Date of publication, event, or release and url information.</p> <p>Material nature and languages of the product – for example podcast or x#-page report, print media and internet, in local language and English/French</p>	<p>Describe the content – for example, Documentation and analysis of issue X, or Guidance manual on Y, etc., or Information brochure on accessing Z services</p>	<p>Describe project contribution – funds for research and/or publishing; technical support, and/or promotion and hosting launch event; etc.</p>	<p>How was the product released?</p> <p>What reaction has it generated?</p> <p>Available data or information on distribution or reach</p>

Annex X - List of Partners

- In your list of partners please identify the name of the partner and organize them according to sector and geographic area, if relevant. This can be negotiated with your PTL.
- To be included only if changes have been made in the reporting period i.e. if a new partner is involved in the project.

Special Appendices

- Appendices as indicated in contribution agreement, for example, list of subcontractors, cost sharing, etc.

Annex 1: Outcome Reporting Worksheet Template

Preliminary Guidance

1. Purpose

- The purpose of this tool is to provide Global Affairs Canada staff and partners with a way to organize and to simplify indicator data before a results report is prepared.
- This format is based on the practice of several project management officers who used this approach, as well as feedback from CSOs and consultants.

2. How to Use this Template or develop your own

- Option 1: Take this template, save it as a new document, and cut and paste the relevant information from your Performance Measurement Framework (PMF) into your new template.
- Option 2: Take your current PMF, save it as a new document, and edit to mimic the structure of this document, deleting all non-relevant information.
- For both Options: You could delete any indicators for which actual data/information was not collected during the reporting period (as per the collection frequency identified in your monitoring plan or PMF).

3. Reporting on Actual Data

- For every indicator, provide actual data as per the collection frequency identified in your monitoring plan or framework (PMF, or equivalent). You are only required to provide actual data when it has been collected / is available, in accordance with data collection frequency identified in your Project PMF. For example, if this year is not the collection year for that indicator it makes sense that you will not have actual data for that indicator in the column for “This reporting period”. You should enter data in the column for the “Actual Data Previous Reporting Period” if you have it. This will help show what incremental progress is being made. Disaggregate by sex, age, and other intersectional identity factors, where appropriate.
 - For quantitative indicators for which baselines and targets have been defined, provide statistical values for actual data obtained during the period being reported on.
 - For qualitative indicators, where a scale has been defined, provide actual data in reference to the scale.
 - For qualitative indicators without scale, provide narrative actual data/information.

4. Reporting on Cumulative Data

- Even if you do not have new actual data for the current reporting period, you should enter any actual data you may have from previous periods, in the column “Actual Data – Cumulative”, to show what has changed from the inception of the project until the current reporting period.

5. Analysis of Progress/ Variance

- Analyse the actual data (and its corresponding baseline and target), and then briefly summarize progress for the cumulative or current period using the final column “Analysis of Progress/Variance”
- Explain what progress has been made, and what variance there may be between your intended target and actual data.
- The assessment of data collected on the complete set of indicators measuring a single expected outcome should help you assess progress on or towards²⁵ that expected outcome in the *Annual Project Results Report*.
- You can use this assessment as the core of your explanation and provide more details on progress on or towards expected outcomes in the *Annual Project Results Report* and progress on outcomes for your *Final Project Results and Operations Report*.
- You will later use and elaborate on this when you write your *Annual Project Results Report* or *Final Project Results and Operations Report*. Instructions on what should be included in the *Annual Project Results Report* and *Final Project Results and Operations Report* are included in the templates in Part 3 of the *International Assistance Results Reporting Guide for Partners*.
- You may also use the information on variance between expectations and achievements to explain why changes may be necessary in work for the next fiscal year when you write your annual work plan.

²⁵ For the definition of “progress on” and “progress towards” the achievement of outcomes please see Global Affairs Canada [Results-Based Management for International Assistance: A How-To Guide](#), page 86-87, or Global Affairs Canada [Glossary of Results-Based Management Terms](#).)

Outcome Reporting Worksheet Template

(Add sections as required for additional outcomes and indicators)

Project Title	Project No.	Implementing Organization				
Country/ Region/ Institution	Budget	Project Duration				
Indicators	Baseline	Target	Actual Data Previous Reporting Period	Actual Data This Reporting Period (year)	Actual Data Cumulative	Analysis of Progress/Variance
Ultimate Outcome 1000: (Copy and paste from the Logic Model)						
Intermediate Outcome:1100 (Copy and paste from the Logic Model)						
Immediate Outcome 1110: (Copy and paste from the Logic Model)						
Immediate Outcome 1120: (Copy and paste from the Logic Model)						
Intermediate Outcome 1200: (Copy and paste from the Logic Model)						
Immediate Outcome 1210: (Copy and paste from the Logic Model)						
Immediate Outcome 1220 (Copy and paste from the Logic Model)						

Annex 2: Outputs and Activities Reporting Worksheet Template

Project Title		Project No.		Implementing Organization	
Country/ Region/ Institution		Budget		Project Duration	

Immediate Outcome 1110	(Copy and paste immediate outcome from the logic model)						
	Output statement from the logic model	Indicator(s) from the PMF	Annual target from the annual work plan	Actual data (reporting period)	Actual data (cumulative)	End of project target	Status to date
Output 1111	(Copy and paste output from the logic model)						
<i>Activity 1111.1</i>							
<i>Activity 1111.2</i>	(if you have more activities, add rows)						
Output 1112	(Copy and paste output from the logic model)						
<i>Activity 1112.1</i>							
<i>Activity 1112.2</i>							
Immediate Outcome 1120	(Copy and paste immediate outcome from the logic model)						
	Output statement from the logic model	Indicator(s) from the PMF	Annual target from the annual work plan	Actual data (reporting period)	Actual data (cumulative)	End of project target	Status to date
Output 1121	(Copy and paste output from the logic model)						
<i>Activity 1121.1</i>							
<i>Activity 1121.2</i>							
Output 1122	(Copy and paste output from the logic model)						
<i>Activity 1122.1</i>							
<i>Activity 1122.2</i>							

Immediate Outcome 1210							
(Copy and paste immediate outcome from the logic model)							
	Output statement from the logic model	Indicator(s) from the PMF	Annual target from the annual work plan	Actual data (reporting period)	Actual data (cumulative)	End of project target	Status to date
Output 1211	(Copy and paste output from the logic model)						
Activity 1211.1							
Activity 1211.2							
Output 1212	(Copy and paste output from the logic model)						
Activity 1212.1							
Activity 1212.2							
Immediate Outcome 1220							
(Copy and paste immediate outcome from the logic model)							
	Output statement from the logic model	Indicator(s) from the PMF	Annual target from the annual work plan	Actual data (reporting period)	Actual data (cumulative)	End of project target	Status to date
Output 1221	(Copy and paste output from the logic model)						
Activity 1221.1							
Activity 1221.2							
Output 1222	(Copy and paste output from the logic model)						
Activity 1222.1							
Activity 1222.2							

Annex 3: Results-Based Management Check List 5.1 Reviewing Results Reports from Global Affairs Canada Implementers

Purpose: This checklist is a companion to the Global Affairs Canada (GAC) *Narrative Results Reporting Guide for International Assistance* ed. 2.0, 2018. Its aim is to help GAC program staff assess the results reports submitted to GAC by the project implementers. All GAC staff managing financial instruments using the Reporting Guide are expected to use this checklist to review the implementer's reports.

In their results and operations reports, has the implementer:

- included the latest version of the approved logic model (LM) and performance measurement framework (PMF) [or equivalent] either in the body of the report or as an annex.
- organized the results section by outcomes (as opposed to activities, components, ...)
- clearly stated the expected outcomes against which they are reporting.

Provided actual data:

- on each indicator for each **output** (operations reports) and **outcome** (results reports), as per the schedule in the PMF (or equivalent)²⁶.
- disaggregated as per the indicator specification, e.g., female, male, urban, rural, etc. or, by country (in the case of a multi-country project).

Provided an evidence-based narrative assessment of progress for each output and outcome that:

- is based on their analysis of the actual data (qualitative and quantitative) collected on the indicators identified in the PMF (or equivalent).
- clearly states progress made **on** or **towards**²⁷ expected outcomes (i.e. describes actual results) and indicates whether the results are specific to the reporting period or are cumulative (depending on level of the logic model).
- uses actual data on indicators, in comparison to baseline and targets, as evidence of progress made on or towards the achievement of expected outcomes.
- describes relevant²⁸ changes in the context in which progress was made during the reporting period, including factors, both positive and negative, that influenced performance (e.g. a risk that materialized and was responded to, or a change in the political context in the country).
- describes and explains variance between expected and actual outputs and outcomes.
- describes any unexpected outcomes that have occurred.

²⁶ Actual data for each indicator can be provided in the *Outcome Reporting Worksheet* template attached as Annex 1 of the *Narrative Results Reporting Guide for International Assistance*, and then be used as evidence of progress in the narrative assessment. For definition of "Actual Data", please see Global Affairs Canada [Glossary of Results-Based Management Terms](#).

²⁷ For definition of progress "on" or "towards" the expected outcomes, please see Global Affairs Canada [Glossary of Results-Based Management Terms](#).

²⁸ Relevant changes in the context would include anything that has an effect upon operations, the theory of change, or results. Remember to consider gender equality, human rights, and environmental sustainability.

- includes proportionality (10% of 100 women vs. just 10%).

Provided information on high level priorities that:

- includes results related to gender equality and the empowerment of women and girls, as well as human rights and environmental sustainability.
- describes how the actual outcome is experienced differently by women and men, girls and boys and other relevant social categories.
- includes data related to Global Affairs Canada corporate indicators, as relevant.

Provided information on challenges and lessons learned that:

- describes challenges and lessons learned specific to that output or outcome and corrective action undertaken during the reporting period or proposed for the coming period in order to respond to these challenges and lessons learned.
- includes a rationale for any proposed adjustments. This discussion would include any proposed changes to the theory of change, LM and PMF or equivalent.

Updated: 16 May 2018

These tools will be updated annually as required. Enquiries or feedback on this check list should be directed to:
Results-based Management Centre of Excellence (RBMce), Operational Direction and Coherence, International Assistance Operations Bureau, Global Affairs Canada
Email: gar.rbm@international.gc.ca