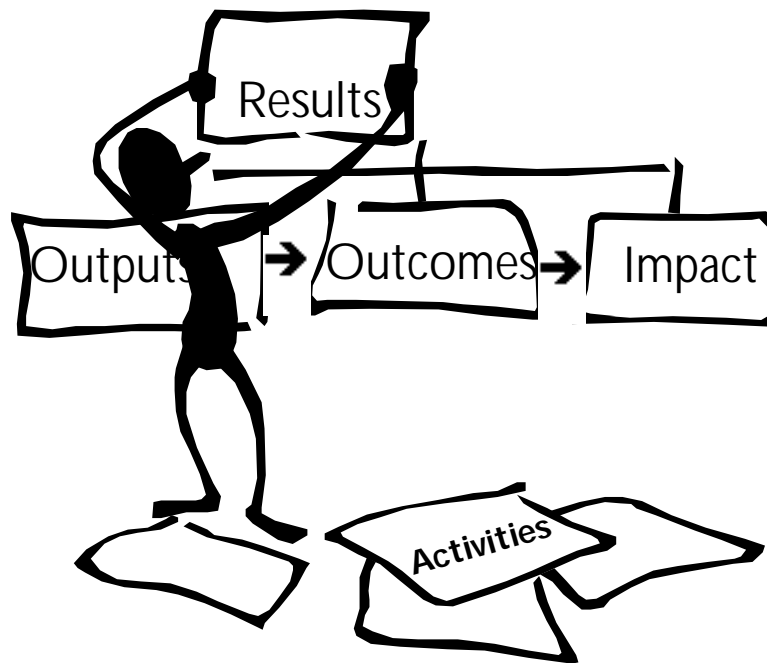




RBM Handbook on Developing Results Chains



The Basics of RBM as Applied to 100 Project Examples

Results-Based Management Division
Canadian International Development Agency
December 2000

Acronyms and Abbreviations

| | |
|----------|--|
| AIDS | Acquired Immune Deficiency Syndrome |
| CEE | Central and Eastern Europe |
| CIDA | Canadian International Development Agency |
| Dev. | Development |
| Dist. | Distributed |
| Econ. | Economic |
| Estab. | Established |
| F/M | Female/Male |
| Govt. | Government |
| HIV | Human Immunodeficiency Virus |
| HRD | Human Resource Development |
| Incl. | Including |
| Indep. | Independent |
| M/F | Male/Female |
| Manu. | Manufacturing |
| NGO | Non-governmental Organization |
| Mgt. | Management |
| ODA | Official Development Assistance |
| OECD | Organization for Economic Cooperation and Development |
| Org. | Organization |
| PLA | Participatory Learning and Action |
| PRA | Participatory Rural Appraisal |
| Regs. | Regulations |
| RBM | Results-based Management |
| SEGA | Social Economic and Gender Analysis |
| SM&E | Small and Medium-sized Enterprises |
| Str.adj. | Structural Adjustment |
| Tech. | Technology |
| UN | United Nations |
| USAID | United States Agency for International Development |
| ZOPP | German acronym for "Objective-oriented Project Planning" |

Foreword

The Results-Based Management Division is pleased to share with CIDA staff and its partners this user-friendly *RBM Handbook on Developing Results Chains: The Basics of RBM as Applied to 100 Project Examples*. This handbook aims to provide readers with the basic concepts behind Results-Based Management (RBM) supported with 100 examples that will help to better articulate what projects, programmes or organizations hope to achieve.

CIDA has been pioneering efforts to institutionalize RBM within its organizational culture and in the way it supports development efforts overseas. This has taken six years of consistent and unrelenting effort in reviewing our operational policies, introducing new practices and methods and ensuring management practices are much more participatory, team-based and transparent.

We hope that all these efforts will help to contribute to development results that are more sustainable and meaningful for the people for whom they are intended: the poor, the disadvantaged, women and men, children and youth, and Southern governments. This is no easy task and much work remains to be done.

The Handbook evolves from CIDA's experience with RBM to date. It is designed in a user-friendly manner that can be more easily understood in various cultural contexts. It is our hope that the Handbook will become a useful reference document when CIDA staff and their partners are looking to design, manage and monitor their programmes and projects or report on results achieved.

This handbook has been a collaborative effort by many people and we would like to take this

opportunity to acknowledge their contribution. Within CIDA, our thanks to Mary Kurus, CIDA's Results-Based Management Coordinator, who spearheaded this effort, the Results-Based Management Practitioners' Network who made major contributions to this Handbook and to so many CIDA technical specialists who contributed substantially to the 100 examples.

Outside of CIDA, we are grateful to Françoise Coupal, Director of Mosaic.net International, Denise Beaulieu and Elsa Sabas of E.T. Jackson and Associates who, with CIDA, prepared the Handbook, as well as so many special friends of CIDA.

RBM will undoubtedly continue to evolve over time. We welcome any experiences you may have in applying RBM or suggestions and ideas you may have in improving the handbook. We have attached a feedback sheet in the back of the Handbook for this purpose.

We hope that the Handbook will not only be useful and practical, but also enjoyable to read.

Nicole Mendenhall
Acting Director General
Performance Review Branch
November 2000

Table of Contents

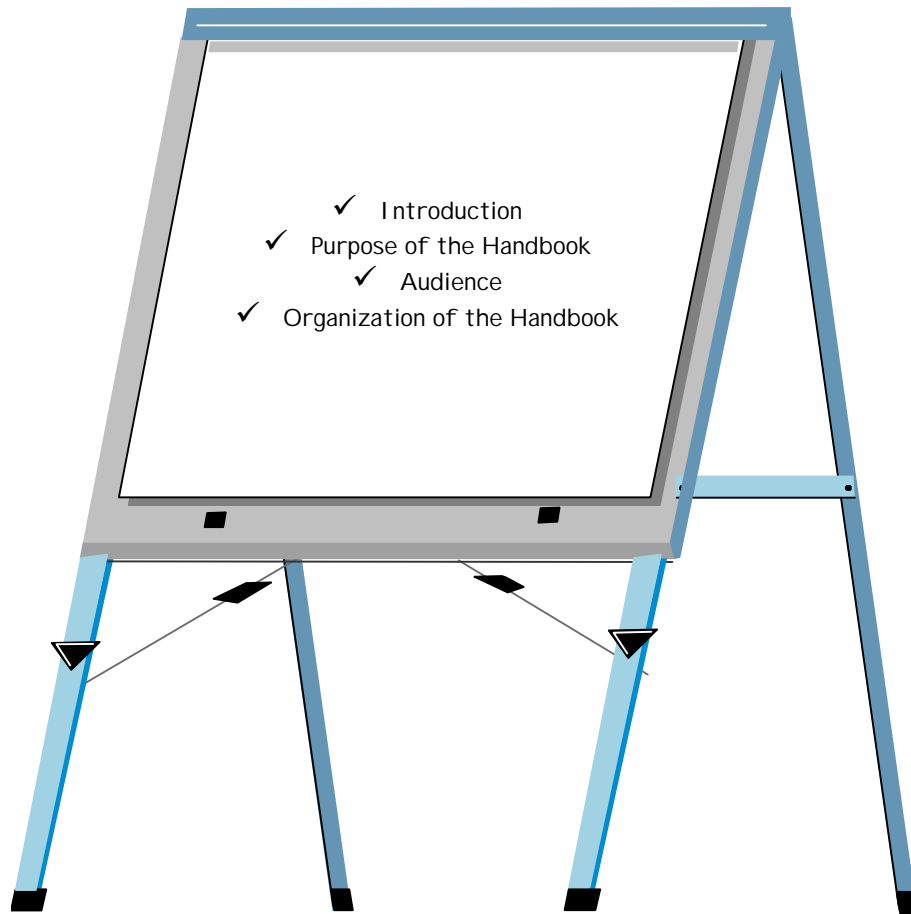
Foreword

| | |
|---|----|
| Introduction | 2 |
| Purpose of the Handbook | 2 |
| Audience | 2 |
| Organization of the Handbook | 2 |
| Chapter 1. Overview of RBM | 4 |
| 1.1 What is RBM | 5 |
| Dimensions of RBM | 6 |
| The Importance of Demonstrating Results | 6 |
| RBM and CIDA's Cross-cutting Themes | 6 |
| Can RBM Make a Difference? | 7 |
| Overview of RBM: Highlights | 8 |
| 1.2 Understanding Key Concepts | 9 |
| What Do We Hope to Achieve | 10 |
| What Do We Mean By Results? | 10 |
| The Results Chain | 10 |
| Unexpected Results | 10 |
| The Difference between Activities and Outputs | 13 |
| Beneficiary Reach | 14 |
| Defining Results | 16 |
| Socio-economic context | 16 |
| Gender analysis | 16 |
| Resources | 17 |
| Local Capacity | 17 |
| Stakeholder involvement | 17 |
| Timetable | 17 |
| The Process and Methodology for Selecting Results | 18 |
| Ensuring that Expected Results are Achievable: | |
| Key Questions to Ask | 18 |
| Participatory Methods and Tools | 19 |
| Understanding Key Concepts: Highlights | 20 |
| 1.3 Measuring and Reporting on Results | 21 |
| Measuring Results | 22 |
| The Performance Measurement Framework | 22 |
| Results | 22 |
| Indicators | 22 |
| Sources of Information | 22 |
| Data Collection Methods and Techniques | 23 |
| Frequency | 23 |
| Responsibility | 23 |
| The Important of Baseline Data | 23 |

| | |
|---|-----------|
| What are Indicators? | 24 |
| Quantitative vs Qualitative Indicators | 25 |
| Methods for Collecting Information on Indicators | 26 |
| Reporting on Results | 27 |
| The Results-based Report | 28 |
| Measuring and Reporting on Results: Highlights | 30 |
| Chapter 2. Examples of Results Chains | 31 |
| Example of Results Chains | 32 |
| Methodology for Selecting Projects | 32 |
| A Word of Caution | 33 |
| Celebrate | 33 |
| ODA Priority #1: Basic Human Needs | 34 |
| ODA Priority #2: Gender Equality | 61 |
| ODA Priority #3: Infrastructure Services | 79 |
| ODA Priority #4: Human Rights, Democracy and Good Governance | 88 |
| ODA Priority #5: Private Sector Development | 106 |
| ODA Priority #6: Environment | 123 |
| RBM Bibliographic Resources | 135 |
| Suggestions and Comments | 139 |
| Diagrams and Boxes: | |
| Key Principles for the Application of RBM | 5 |
| Whose Results are They? | 5 |
| The Cause & Effect Relationship of Results | 11 |
| "Goats are yours, pigs are mine. This is my money!" | 13 |
| The Importance of Context to Results | 16 |
| Indicators Sensitive to Gender, Class, Ethnicity, Age or Race | 25 |
| Defining Indicators | 26 |
| Avoid Some Common RBM Mistakes | 33 |

J:\CMN\FILING\RBM\Results Chains\final document dec 2000.lwp

Introduction



Introduction

For the past six years CIDA has been committed to mainstreaming Results-based Management (RBM) in its programmes and projects. Significant resources continue to go to training personnel both in the field and at headquarters and to developing a framework for managing and reporting for results.

As part of this effort, CIDA's Results-based Management Division has played a central role in providing a corporate response to RBM. This handbook is one among a series of guides produced by the RBM Division to promote a better understanding and application of RBM concepts and tools. Other useful guides¹ include:

- RBM in CIDA: An Introductory Guide to the Concepts and Principles;
- Guide to Project Performance Reporting: For Canadian Partners and Executing Agencies;
- Project Implementation Plan: A CIDA Guide for Project Partners and CIDA Managers.

The RBM Handbook on Developing Results Chains seeks to provide CIDA staff and intermediaries with a user-friendly handbook that simply and clearly explains key concepts and terminology. Examples of results chains based on CIDA's six Official Development Assistance (ODA) priorities are provided with a view to providing staff with a wide array of how RBM has been applied in different project contexts.

Purpose of the Handbook

The purpose of this guide is to promote a better understanding of the key concepts of RBM illuminated with examples, graphics and tools that help readers build their confidence with regard to RBM.

Audience

The principal users of the handbook include:

- Programme and project officers from CIDA's Bilateral and Central and Eastern Europe (CEE) Branches in headquarters and in the field who oversee projects;
- Canadian Partnership Branch and Multilateral Branch;
- Intermediary groups such as Canadian Executing Agencies and NGOs which are being called upon to integrate RBM into their project design, delivery and reporting;
- Local partners who are directly involved in CIDA projects who must grapple on a day-to-day basis with integrating RBM in a meaningful way.

Organization of the Handbook

The handbook has been prepared to help CIDA staff and its intermediaries understand key concepts, the process involved in defining results and indicators and how to apply them in the design and implementation of programmes and projects, and in the reporting of results. The handbook has been divided into two main Chapters:

- Chapter 1 provides an overview of RBM. It also reviews the core concepts underlying RBM such as the results chain, the difference between activities and outputs and the different levels of results. The process and methodology in the formulation of results and indicators and the importance of stakeholder involvement at every stage of

¹ Please refer to the bibliography for a full listing of other resource materials, guides and web sites.

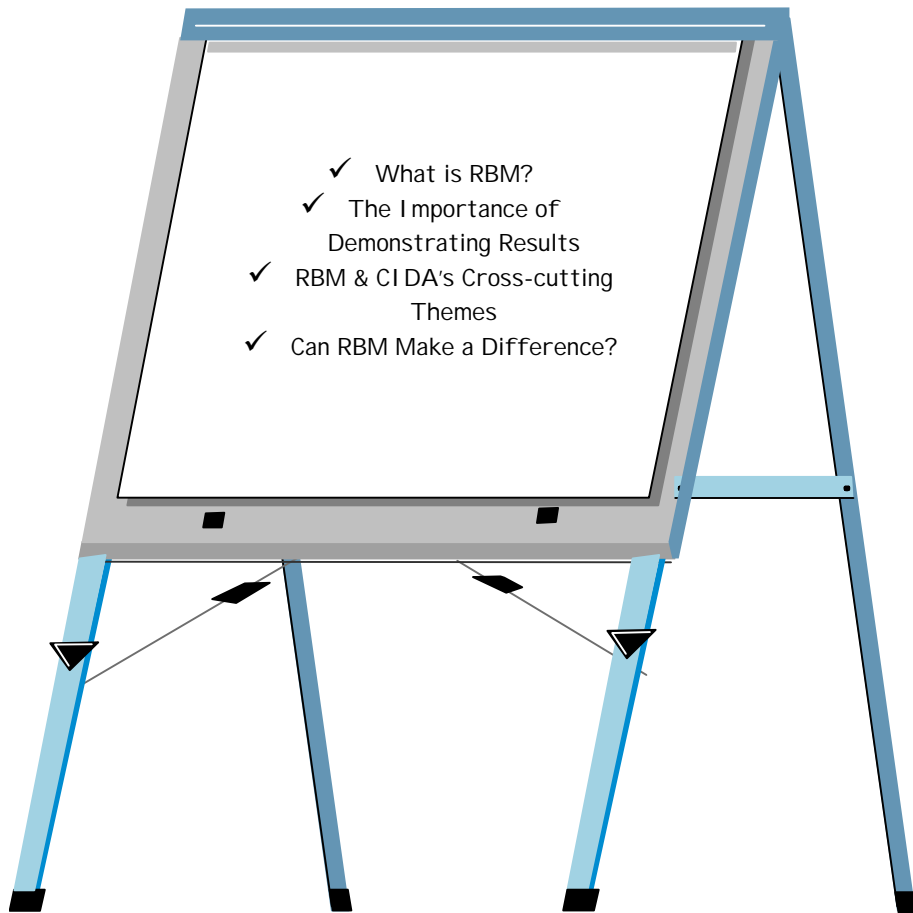
the project cycle are also examined. The role of indicators in measuring results and in developing a performance measurement to monitor for and report on results is also explored.

- Chapter 2 provides examples of results chains drawn from CIDA's Bilateral projects which are presented under the six ODA priorities:
 - Basic Human Needs;
 - Gender Equality;
 - Infrastructure Services;
 - Human Rights, Democracy and Good Governance;
 - Private Sector Development; and,
 - Environment

Finally, we hope that this Handbook will help build sustainable development results that promote greater equity, participation and local ownership of the development process.

Chapter 1. Overview of RBM

1.1. What is RBM?



Overview of RBM

RBM was adopted by CIDA in 1994 following recommendations made by the Auditor General of Canada. Within Canada, RBM has been part of public sector reforms seeking a more results-oriented and accountable style of management. Internationally, RBM has also been adopted by other donors such as USAID, UN agencies and others aid agencies of DFID, OECD countries as part of their efforts to improve their effectiveness and to better demonstrate their development results.

1.1. What is RBM?

RBM is a management philosophy and approach that emphasizes development results in planning, implementation, learning and reporting. For purposes of this Handbook, this definition does not address the needs of administrative or support functions in CIDA.

Participation is an important ingredient of RBM. Experience shows that participation improves the quality, effectiveness and sustainability of development actions. Ensuring our development actions reflect the needs, priorities and vision of project stakeholders is critical to managing for results.

RBM involves the participation of stakeholders in the:

- planning of projects & programmes;
- implementation of projects;
- monitoring and reporting of results.

Key Principles for the Application of RBM Include:

- **Simplicity:** keeping it easy to understand and apply.
- **Learning by Doing:** implementing projects iteratively with flexibility and refining as we go.
- **Broad Application:** using RBM in all projects and programmes where feasible.
- **Partnership:** collaborating and arriving at a common understanding with stakeholders.
- **Accountability:** providing a work environment where accountability for delivering results is clear and shared.
- **Transparency:** better sharing of



Whose Results are They?

- ✓ Who participated in the definition of results?
- ✓ Did you involve key project stakeholders and beneficiaries (women as well as men) in defining the scope of the project and key intervention strategies?
- ✓ Is there ownership and commitment from project stakeholders to work together to achieve results?

Dimensions of RBM

Results-based Management involves some of the following dimensions:

1. Defining realistic results based on appropriate analysis;
2. Clearly identifying programme beneficiaries and designing programmes that meet their needs and priorities;
3. Using results information to make effective management decisions;
4. Monitoring the progress of expected results and resources spent with the use of appropriate indicators;
5. Increasing knowledge and improving practice through lessons learned;
6. Identifying and managing risks;
7. Reporting on results and resources used.

RBM helps to clarify, early on, the purpose of a project or programme and thus the expected results. RBM also helps to manage more effectively for results by modifying project activities or approaches to better meet expected results rather than managing solely on the basis of activities. Monitoring and reporting is more effective when focused on the achievement of results. With all dimensions of the project cycle more results-based, RBM seeks to enhance not only sound decision-making, but also the sustainability of development results.

The Importance of Demonstrating Results

There are a number of reasons why it is important to demonstrate results, such as:

- credibility;
- accountability to the community, project beneficiaries, intermediaries, donors and to Canadian taxpayers;
- continuous learning;
- informing decision-making and resource allocation.

RBM and CIDA's Cross-cutting Themes

The purpose of Canadian ODA is to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world.² To achieve this purpose, Canadian ODA concentrates on the six ODA priorities: Basic Human Needs; Gender Equality; Infrastructure Services; Human Rights, Democracy and Good Governance; Private Sector Development and the Environment. In addition to including them as part of the six ODA priorities, the Canadian ODA policy framework includes gender equality and environment as cross-cutting themes that must be addressed in all of CIDA's initiatives.

Therefore, the development of expected results must take into account the following elements:

- The project or programme's contribution to poverty reduction, along with gender equality and environmental issues must be fully considered at the design stage of any project or programme;
- Adequate preparatory analysis involves undertaking poverty assessments, gender analysis and environmental impact assessments. Such analyses can provide a more holistic picture of the context in which the project is implemented and influence the type of strategies that can best contribute to reducing poverty, while appropriately addressing gender equality issues and ensuring sound environmental practices.

² The Government of Canada. *Canada in the World*. page 42

- Baseline data and project performance indicators disaggregated by sex are critical to monitoring and management under RBM.
- Reporting regularly on cross-cutting themes is required for all CIDA projects and programmes.



Can RBM Make a Difference?

RBM can make a critical difference over past approaches and in the way development assistance is delivered when three essential ingredients are present:

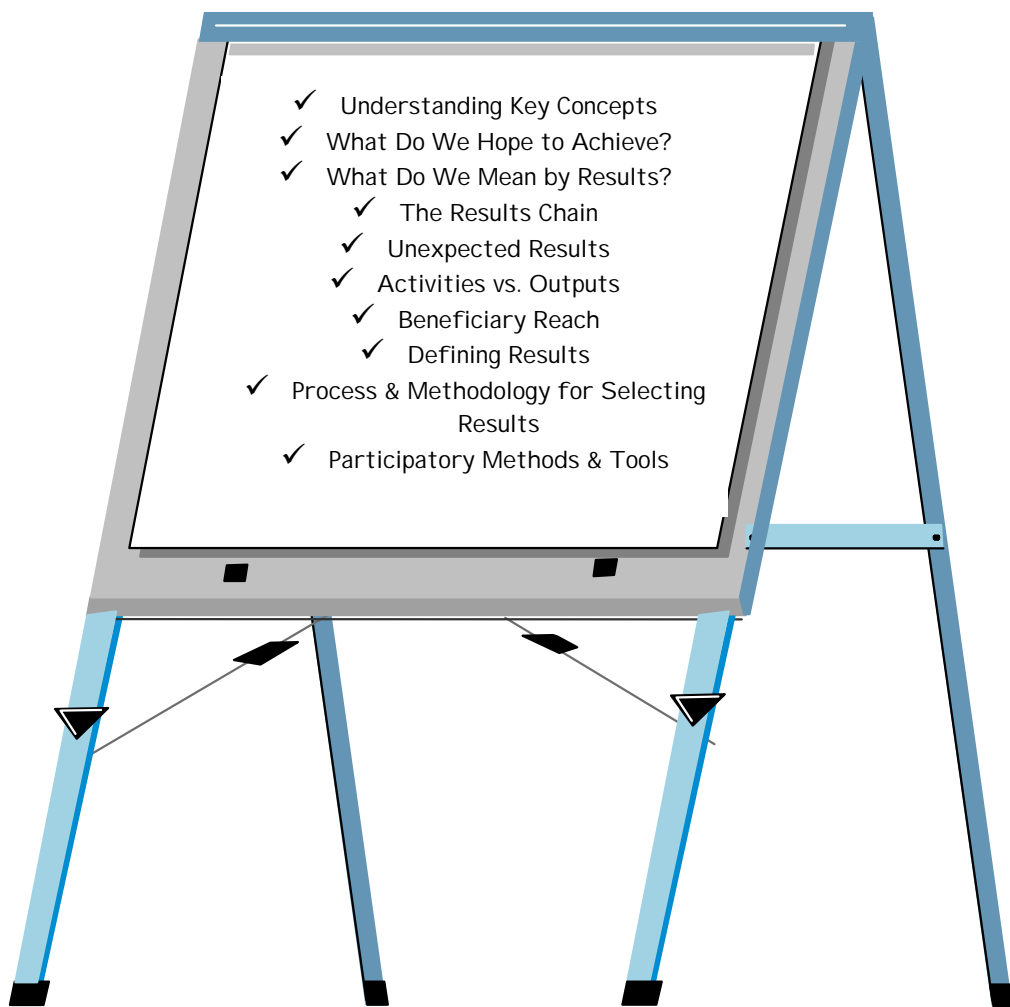
1. Expected results are mutually defined and agreed upon;
2. A participatory approach that ensures buy-in, commitment and a common understanding of what the project or programme is trying to achieve;
3. Iteration and flexibility are built into the project/programme to allow for the adjusting of strategies midstream to ensure development results are achieved. In other words, flexible management is critical.



Overview of RBM: Highlights

- RBM is part of Canadian public-sector reforms seeking better accountability and demonstration of results.
 - RBM is being adopted by the majority of international donors and multilateral organizations.
 - RBM involves the participation of key project stakeholders throughout the project cycle.
 - RBM is used in the planning, implementation, monitoring and reporting of projects or programmes.
 - Managing for results involves learning by doing and adjusting project strategies and activities to better achieve
- 

1.2. Understanding Key Concepts



1.2. Understanding Key Concepts

This section of the handbook focuses specifically on some of the key concepts that underlie RBM and which represent the building blocks for project planning, implementation and reporting.

What Do We Hope to Achieve?

What we hope to achieve is the purpose or objective of the project or programme. Within the project context, the purpose is what is aimed at or striven for and should be achievable within the life of the project.

Without a clear vision of what the project hopes to achieve, it is difficult to clearly define results.

The purpose of the programme or project should be directly related to the project. Remember that your purpose is related to the achievement of medium-term results. Various examples of purpose statements have been provided in Chapter 2.

It is critical that all project stakeholders share a common vision of the purpose of the project or programme.

What Do We Mean by Results?

A result is a describable or measurable development change resulting from a cause and effect relationship. RBM is a philosophy, an approach, to help individuals plan and manage for changes in the short-term, medium-term and long-term.

Development results involve changes in power relations, how resources are distributed, improvements in the well-being of a local population, or organization, changes in attitudes and behaviours of people, among other things. RBM seeks to capture changes that occur in the short, medium and long-term.

At times it may take many years of programming to show specific results or changes, especially at the

impact level. At other times, being able to show no deterioration of a given situation may also be a laudable result; for example, ensuring that desertification in the Sahel has not spread or people just being able to continue farming or working for their basic needs. Other examples, however, will more clearly demonstrate change.

The Results Chain

There are different levels of results that seek to capture the development changes that occur:

- **short-term results or outputs;**
- **medium-term results or outcomes; and,**
- **longer-term results or impact.**

These results are linked together into what is commonly referred to as a results chain. As the diagram below indicates, it is very difficult to contribute to the impact without first achieving some intermediate steps: the outputs or short-term results and outcomes or medium term results. In other words, results at each level aggregate to contribute to the results at the next higher level.

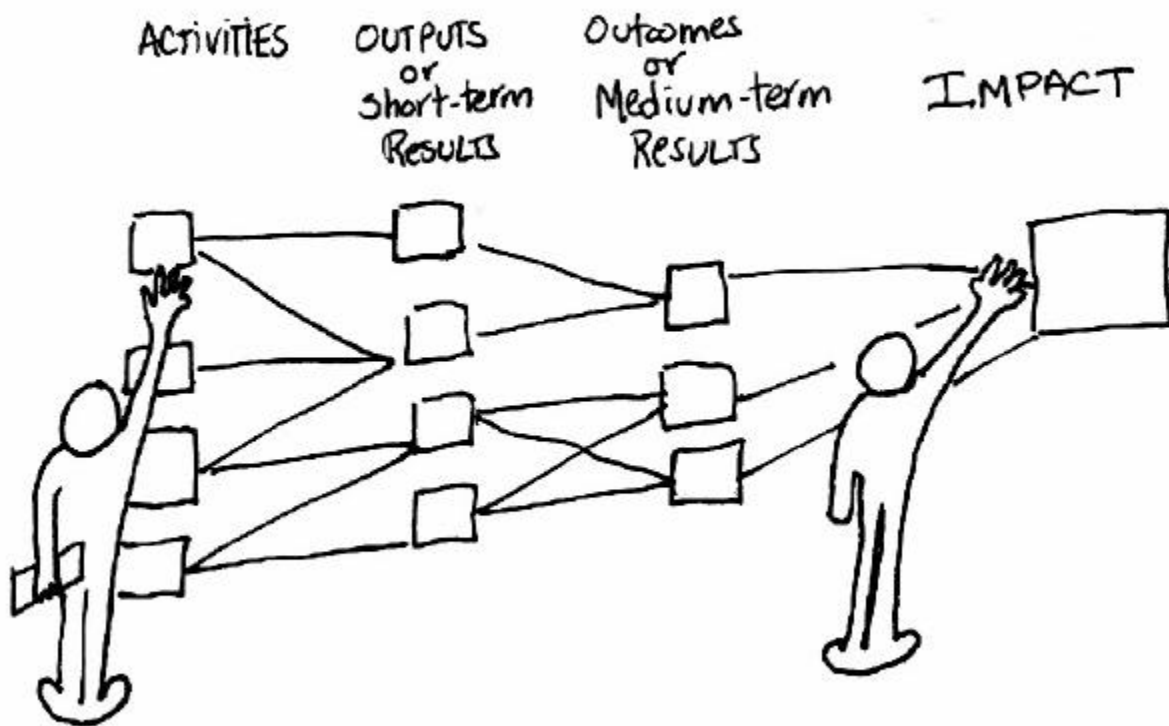
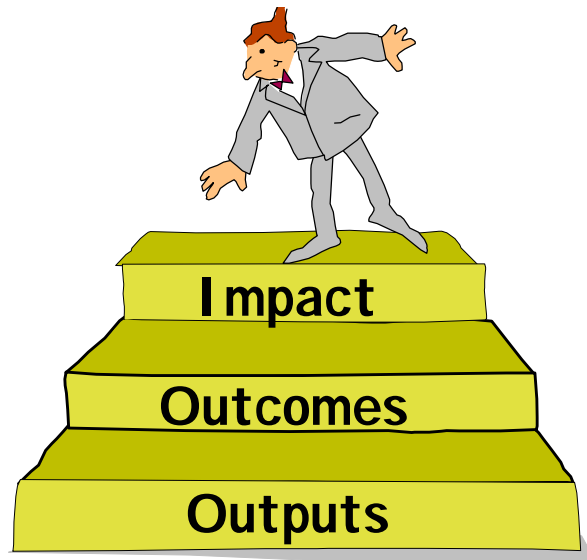





Diagram 1: The Cause & Effect Relationship of Results.
Adapted from "Splash and Ripple, A Guide to RBM".

In the example on this page, to achieve equal treatment under the law for both women and men, it is first necessary that judges are more knowledgeable about human rights and gender equality standards and how to apply them. This in turn will lead to changes in the law or legal decisions reflecting greater gender equality.

- The level of beneficiary reach;
- The time-frame for achieving results;
- The level of risk either internal or external to the project or programme.

It should be noted that the above yardsticks are indicative and may vary substantially depending on the type of project being funded.

Other yardsticks that can help you situate results include:

| Examples and Categories of Analysis | Outputs or Short-term Results | Outcomes or Medium-term Results | Impact or Long-term Results |
|---|--|---|---|
| <p>Activities: Designing and delivery of curriculum on human rights and potential gender biases in hearing cases and interpreting evidence.</p> <p>Workshops bringing judges and lawyers into discussion with human rights and gender equality advocates.</p> | <p>Judges and lawyers more knowledgeable about human rights and gender equality standards and how to apply them.</p> | <p>More considered interpretation of gender equality issues.</p> <p>Increase in new legal decisions that reflect greater gender equality.</p> | <p>Women and men have equal treatment under the law.</p> <p>Improved quality of justice.</p> |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries: Judges and lawyers.</p> | <p>Direct Beneficiaries: Legal/judicial system and its clients.</p> | <p>Indirect Beneficiaries: Broader society (women and men).</p> |
| <p>Indicative Time Frame:</p>  <p>Note: Varies depending on project.</p> | <p>0-3 years after completion of activities.</p> | <p>1-5 years after achievement of outputs.</p> | <p>5 + years. Projects are expected to contribute to the impact, but the achievement of the impact will often go beyond the life of the project and depends on other factors.</p> |
| <p>Level of Risk in Achieving Results:</p>  | <p>Low Level of Risk. Certain amount of stakeholder control over risk factors.</p> | <p>Medium level of control over risk factors.</p> | <p>High level of risk factors that may intervene (political, economic, cultural) over which project stakeholders have limited control.</p> |

Unexpected Results

Most projects produce results beyond those intended or planned. When monitoring projects, it is important to keep your eyes open for unexpected results. It is critical to capture and acknowledge unexpected results since they can inform decision-making and might assist in improving the relevance and appropriateness of the project's strategy.

The example of "Goats are yours, pigs are mine. This is my money" illustrates how unexpected results can be powerful and sometimes appear positive to one stakeholder group (the women) and negative to another (the men). This example also illustrates why gender analysis is an important aspect of planning, monitoring and management.

"Goats are yours, pigs are mine. This is my money!"

In the village of Kinkangu, the evaluation team met separately with men and women. At one point during the meeting with the men's group, the Chief talked about the fact that women do not take care of their husbands' goats, as they used to, but are now taking care of their own pigs "even more than the care provided to their own children". He complained that many women in the village are now behaving this way. As he was talking, the women started to congregate around the men's group and, began to laugh, whilst listening to the Chief. At one point, a 46 year-old mother of six children, Nyinnin, said: "The goats are yours. The pigs are mine. This is my money."

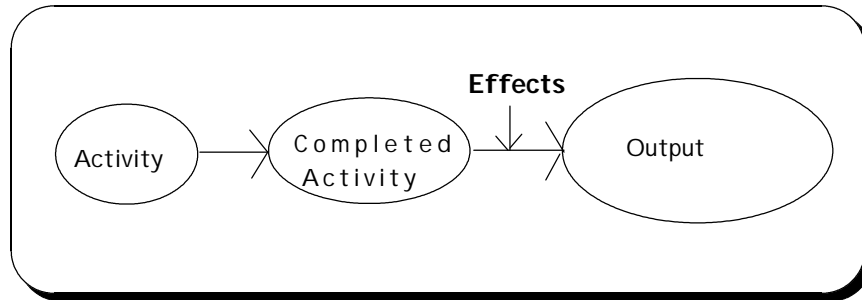
It is important that projects develop strategies to sustain positive change such as the increased confidence/independence of women, yet diffuse tensions that might arise as a results of women's changing roles and responsibilities.

Source: CI DA. Basic Human Needs Performance Review: BI MOBA Literacy Farmers Cooperative Union Project in

The Difference between Activities and Outputs (Short-term Results)

Activities and outputs are often confused. Activities are actions to be undertaken within the scope of the project. Completed activities are not outputs. Outputs are actually the short-term effects of completed activities.

For example, training is usually called an activity. The output identifies the new skill or ability that has resulted from the training.



Examples of activities include:

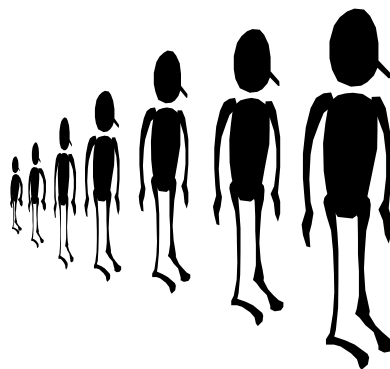
- Technical Assistance provided by Canadian experts in the area of primary health care;
- Development and delivery of training/professional development programmes;
- Workshops and seminars in literacy;
- Publishing newsletters and pamphlets;
- Construction of schools.

| Activity | Completed Activity | Output |
|---|--|--|
| Development of Curriculum Public Awareness of Literacy | Literacy programs designed and adapted to the needs of the clientele. Public awareness campaigns organized and delivered to the members of the community. | Increased buy-in of local leaders, parents and children to the advantages of basic numeracy and literacy. Increased participation of girls and boys in basic literacy sessions. |

Activities should be determined by the results you hope to achieve in the short-term, medium-term and long-term. It is important that your project be driven by results and not activities.

Beneficiary Reach

Beneficiary Reach is the overarching term that includes all individuals and groups or organizations benefiting either directly or indirectly from a CIDA-funded project or programme. CIDA distinguishes between direct beneficiaries and indirect beneficiaries.



Direct Beneficiaries are those populations, groups or organizations which are within the immediate reach of a CIDA-funded programme or project which are expected to benefit at the output and outcome levels.

Indirect beneficiaries are those populations, groups or organizations who will indirectly benefit from the project and are outside the immediate reach of a given CIDA-funded project or programme, yet are expected to benefit at the impact level.

Beneficiary reach usually varies for each level of result. In general, at the output level, the beneficiary reach is more limited and confined to those affected by the activities undertaken. Over time, however, the effects of outputs usually widen to involve the community, institutions or organizations.

An organization can be a direct or indirect beneficiary of a project. The term organization can describe any of the following: government organizations at the municipal, sub-national, regional, national, or supranational levels (more than one country); community-based NGOs; sub-national NGOs; national NGOs; international NGOs; and other civil society organizations working at the municipal, national, regional and supranational levels.

Whenever possible it is important to identify the sex of the project beneficiary as male, female, girl or boy. The identification of the locality of the beneficiary is also important in terms of rural, urban, or peri-urban.

As much information as possible should be used to describe beneficiaries and could include the following: food insecure; disabled; homeless; indigenous populations; internally displaced people; landless; minority ethnic/religious groups; out-of-school children; the poor; refugees; unemployed; victims of conflict; victims of natural disaster; and victims of human disaster.

Identifying the direct and indirect beneficiaries of a project helps guide the design and implementation of a project or programme since it helps concentrate resources on those activities that are directly in support of the planned results. There are normally many activities a project could support and the use of beneficiaries helps focus resources to achieve planned results.

Beneficiary information can often be obtained from other organizations or donors working in a project or programme area. At times, costs may be incurred in developing beneficiary information, however modest and low-cost methods should be utilized. Local NGOs can normally be trained to develop and update this type of information at a very reasonable cost.

Defining Results



There are a number of critical factors that will influence the definition of results. It is important to remember to take a realistic approach in identifying the number of results to be achieved in a project or program.

In particular, these are:

1. Socio-economic context;
2. Gender-analysis;
3. Level of resources available;
4. Local capacity of communities, organizations, institutions and implementing partners;
5. Involvement of local stakeholders;
6. Timetable.

1. Socio-economic Context. What can be realistically achieved in a given timeframe is embedded in the socio-economic context. This is



the social, political, economic, gender and cultural forces that weave together to define a society. Development results must be anchored in the socio-economic context and

reflect the changes that female and male stakeholders and beneficiaries have defined as important or significant for them. If RBM is to make a difference in the way we do development, then it is imperative that development interventions create the necessary conditions for people to achieve a better way of life using their resources in the context of their own social values. Result statements should reflect local needs and priorities.

2. Gender Analysis. All CIDA projects are expected to undertake a gender analysis at the beginning of a project or programme. Gender analysis that is well done will

The Importance of Context to Results

What one can realistically hope to achieve at the output or outcome level is very much influenced by the socio-economic context as can be seen by the situation of women in Cameroon and Ghana.

In 1998 CIDA conducted preliminary analyses leading to the decision to invest in a bilateral project to be implemented in Northern Cameroon aimed at improving access to drinking water. The key findings of the initial data collection indicated that women living in that region rarely went out of their homes to participate in community activities or even to collect water at the village pump. Instead, children were sent with buckets and other containers to collect it. Men did not see women's active participation in the management of water points favourably because it implied working alongside men and also attending community-based activities, something that was unheard of for rural women.

It was clear that having women play a significant role in the management of water points would require more time than the 4 or 5 years anticipated for the project's duration. Failure to consider that fact would jeopardize the project's credibility and could even be detrimental to women. Thus, this situation should be reflected through a thorough

shed light on the division of labour, the access to and control of resources and factors that influence participation by women and men and thus the achievement of results. A gender strategy undertaken as a result of an indepth analysis should lead to more effective development interventions by addressing inequities revealed in the analysis. Moving the analysis beyond a “head count” (i.e. # of women or men participating) is critical to ensuring that both expected results and indicators are truly gender-sensitive and address the concerns, priorities or needs of both women and men, boys and girls adequately.



3. Resources. The level of resources will also impact on the depth of change and what can realistically be achieved in a given time period. These resources include both financial and in-kind support such as professional resources, labour or infrastructure contributed to a project.



4. Local Capacity of individuals, organizations and institutions to organize, strategize, manage and to question is also critical in shaping development results. What are the skills, leadership, decision-making processes and management capacity that exist and can be harnessed on behalf of the programme or project? Where there is inadequate capacity, does the project support and help local stakeholders to establish, own and implement the project strategy and expected results? What capacity is there in the organization or community to work toward gender equality?



5. Stakeholder Involvement. Programmes and projects usually involve and affect a wide range of stakeholders such as government, local intermediaries such as NGOs, community organizations and/or the local population. Involving only one stakeholder group in the definition of results will likely give only one perspective of what the project can hope to accomplish. Undertaking a stakeholder analysis early in the project and ensuring the participation of a cross-section of female and male stakeholders can contribute to more realistic development results.

The following section of the Handbook provides some tools and methods that can be used to involve stakeholders.

6. Timetable. The results chain must identify outputs and outcomes that are achievable during the project's lifetime. Impact, however, may only be visible after the project's completion.



The Process and Methodology for Selecting Results

The process and methodology for the selection of results should be as participatory as possible, involving a wide representation of key stakeholders. These stakeholders may be a mix of people within different groups such as leaders, decision-makers, implementors, women and men, minorities and direct beneficiaries affected by the project. Ensuring that all the voices are heard and that your expected results are shared are essential.

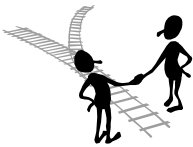
Disease Prevention Programmes for AIDS Control, Guinea Worm or Malaria

A large number of health programmes aim at modifying people's attitudes and behaviours. The definition of short, medium and long-term results must take into account the time needed to effect a change on such global indicators as the national incidence of HIV, the evolution toward the eradication of diseases such as guinea worm (which took about 15 years in Northern Ghana) or on people's behaviours and attitudes. Ensure that your result statements are realistic given the

Ensuring that Expected Results are Achievable: Key Questions to Ask

Remember to ask yourself key questions when formulating results such as:

- Is there an adequate balance between time and resources allocated, and the expected reach and depth of change?
- Are we trying to do too much with available resources?
- What are the other factors or risks (such as political, economic, cultural or other risks internal and external to the project) that could influence the achievement of results?



Defining Results:

- Is not an exact science;
- Includes an in-depth understanding and analysis of the socio-economic, political, gender and cultural context;
- Is influenced by available resources, degree of beneficiary reach or potential risks;
- Requires some baseline data disaggregated by sex, ethnicity and/or socio-economic class;
- Involves participation of key male and female stakeholders to reach mutually agreed upon results and indicators;
- Requires an effective and broad level of communication between

As the contribution of all key stakeholders is critical to an appropriate definition of the expected results, the process of defining and validating result statements should be as participatory as possible. This may involve some of the following activities, implemented during the project's life cycle:

1. **Project Design:** the organization of a series of workshops involving a cross-section of female and male stakeholders to initially flesh out the project design, preliminary results and indicators;
2. **Project Planning:** another round of consultations with stakeholders and local experts could be carried out to finalize the result statements, indicators and performance monitoring plan and ensure that all project partners share accountability for their achievement;
3. **Project Implementation:** mechanisms such as regular project reviews and participatory monitoring assist in ensuring that expected results and indicators are still relevant, and to modify them if needed. Managing for results may require adjustments in your strategies, activities or even anticipated results.




Participatory Methods and Tools


Over the past few years, we have witnessed a number of innovative approaches, tools and methods that seek to give a voice to the poor, local communities and local governments in planning and implementing their projects. Selecting results and indicators is an important part of this process.

While commonly referred to as Participatory Development this may include any of the following specific approaches such as Participatory Rural Appraisals (PRA) or Participatory Learning and Action (PLA), Beneficiary Assessments, ZOPP, Appreciative Inquiry, and other qualitative methods aimed at stimulating learning, reflection, commitment and action on the part of stakeholders.³

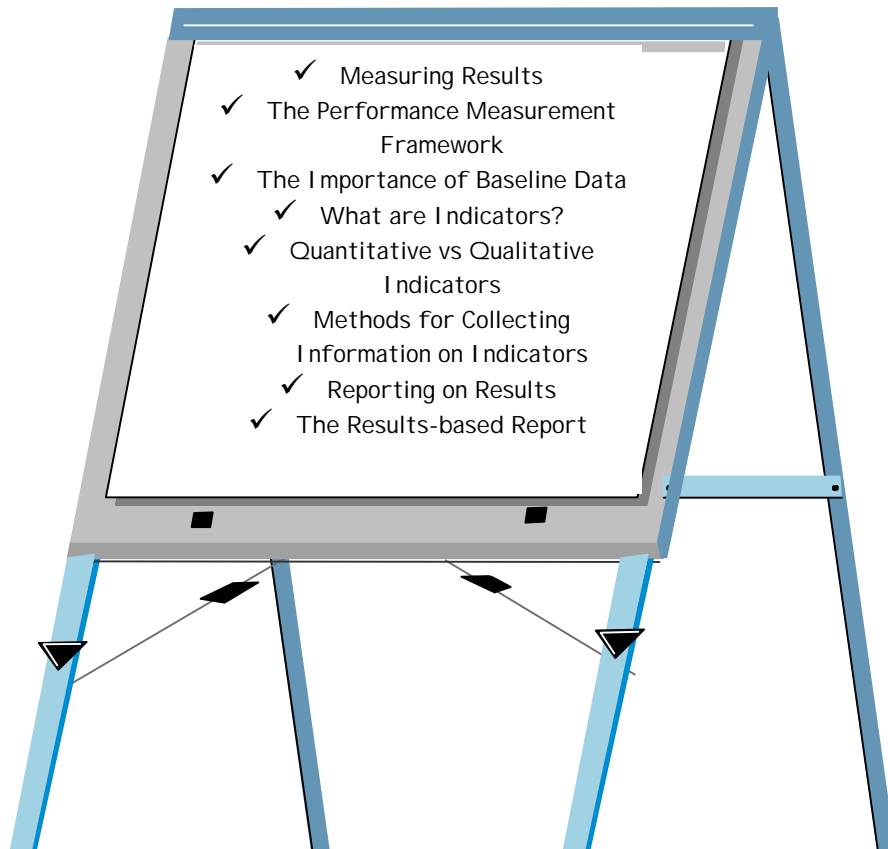
³ See bibliography for a list of resources on participatory development.



Understanding Key Concepts: Highlights

- RBM seeks to capture the process of change in the short, medium and long-term.
 - Development results are commonly linked together in a results chain. Short-term results or outputs will contribute to medium-term results or outcomes which in turn will contribute to the long-term results or impact.
 - Completed activities are not short-term results or outputs. Outputs are the actual effects of completed activities.
 - RBM should identify the links between gender equality issues and the results the project seeks to achieve.
 - Beneficiary Reach refers to individual, groups or organizations affected by or benefiting from the results.
 - Results are influenced by the socio-economic context, gender analysis, the local capacity of stakeholders and organizations, the participation of stakeholders, available resources and the programme/project duration.
- 

1.3. Measuring Monitoring and Reporting on Results



1.3. Measuring and Monitoring Results

It is critical for people, organizations, programmes or projects to be able to assess whether or not their efforts are achieving anticipated results. An overall performance measurement framework or monitoring system is the first step in measuring results. Indicators help us measure whether or not results are being achieved. Baseline data give us our starting point from which to measure that change. Monitoring is the planned systematic process to assess the status of planned versus actual results and all associated factors.

There are many instances when several donor agencies are active in one given sector or community thus raising issues related to the attribution of results. If possible, monitoring and evaluation should endeavor to identify CIDA's contribution to the specific results stated in the CIDA project or programme. In that respect, baseline data collected on the basis of key indicators will help in providing a starting point from which to assess this contribution.

The Performance Measurement Framework

The Performance Measurement Framework, frequently referred to as the Performance Monitoring Framework is an RBM tool used to systematically plan the collection of relevant information for monitoring, learning and reporting. The framework will help you to track the achievement of results.

| Results | Performance Indicators | Data Source | Data Collection Methods | How Often? | Who will do the work? |
|------------|------------------------|-------------|-------------------------|------------|-----------------------|
| Impact | | | | | |
| Outcomes | | | | | |
| Outputs | | | | | |
| Activities | | | | | |

Essential elements of a Performance Measurement Framework include:

Results: What will be achieved in the short, medium and long-term?

Indicators: Evidence that helps you to measure progress toward achieving results.

Sources of Information: Individuals, organizations, documents or reports from which the data is obtained.

Data Collection Methods and Techniques: What methods and techniques will you use to measure your results? Examples include: semi-structured interviewing, testimonials, mapping, trend analysis, focus groups, surveys, PRA techniques, monitoring reports etc...

Frequency: How often will you collect information? It should be noted that projects just beginning will focus monitoring more on activities since it may be too early to monitor for results. As the project progresses, however, reater emphasis should be placed on monitoring the achievement of short-term results or outputs, medium-term results and/or outcomes. As results at the outcome and impact level take much longer to achieve, it may only be possible to monitor them once a year after the first year of project implementation.



Is this the Purpose of a Performance Measurement Framework?

Responsibility: Who will actually do the work or be responsible for collecting the information?

The Performance Measurement Framework is best defined through multistakeholder workshops. It is critical to include all direct beneficiaries in this discussion so that the Performance Measurement Framework and indicators in particular reflect as closely as possible the results they are trying to measure. This will be a good opportunity to determine the existing capacity for the collection and analysis of results-based information and to identify areas requiring strengthening. But the final responsibility for collecting the information rests with the CEA.

The Importance of Baseline Data

It is very difficult if not impossible to measure change over time without baseline data, an established level from which to measure change. Baseline data may be drawn from studies using data disaggregated by sex, socio-economic and ethnic



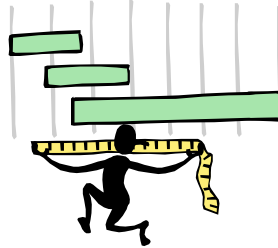
grouping or age. Baseline data allows you to measure progress against the situation that prevailed before the project's implementation.

Salient features of baseline data include:

- Baseline data should be collected at the beginning of the project during the inception stage by the Executing Agency or local partner;
- Information can come from secondary sources when available (i.e. it may be collected from existing publications, research and programme documents published by other organizations, other donor project databases);
- The type of baseline data required is determined by the needs and focus of the project;
- Techniques for data collection may vary and include a variety of informal and formal survey methods;
- The cost of collecting modest baseline data should be envisaged in the project budget. Note that the collection of baseline data should be limited to the specific area where the CIDA intervention is taking place.

What are Indicators?

An indicator seeks to measure a result, to provide evidence that a result has been achieved or to provide a signal that progress is being made towards the achievement of a result. An indicator is a means of measuring actual results against planned or expected results in terms of quality, quantity and timeliness.

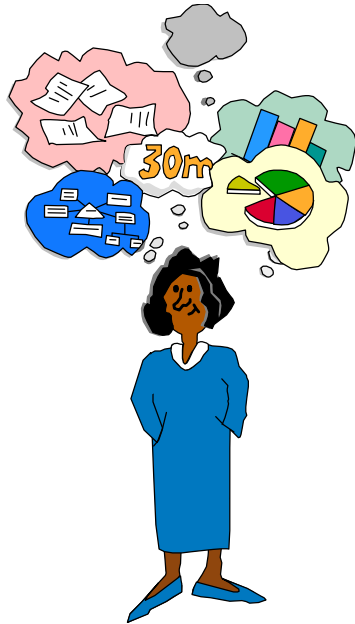


Indicators must be directly related to the result they are measuring. Whenever possible, it is important to ensure a balance between quantitative and qualitative indicators to ensure the validity of your findings.

Quantitative vs Qualitative Indicators

In measuring results two types of indicators can be used: quantitative indicators that have a numerical value and qualitative indicators that reflect perceptions, judgements or attitudes.

Quantitative indicators are measures of quantity such as the number of men and women in decision-making positions, percentage of boys and girls attending primary school or the level of income per year by sex as compared to a baseline level.



Qualitative indicators reflect people's judgements, opinions, perceptions and attitudes of a given situation or subject. They can include changes in sensitivity; satisfaction; influence; relevance; awareness; understanding; attitudes; quality; the perception of usefulness; perceptions of prospects (for example for stability, growth, or exports); the application of information or knowledge; the degree of openness; the quality of participation; the nature of dialogue; or the sense of well-being.

Qualitative indicators can be obtained in a variety of ways including the use of focus groups, testimonials, application of Participatory Rural Appraisal (PRA) tools or through semi-structured interviewing and monitoring or field visits.

There are a number of reasons why it is important to use indicators:

- To determine progress

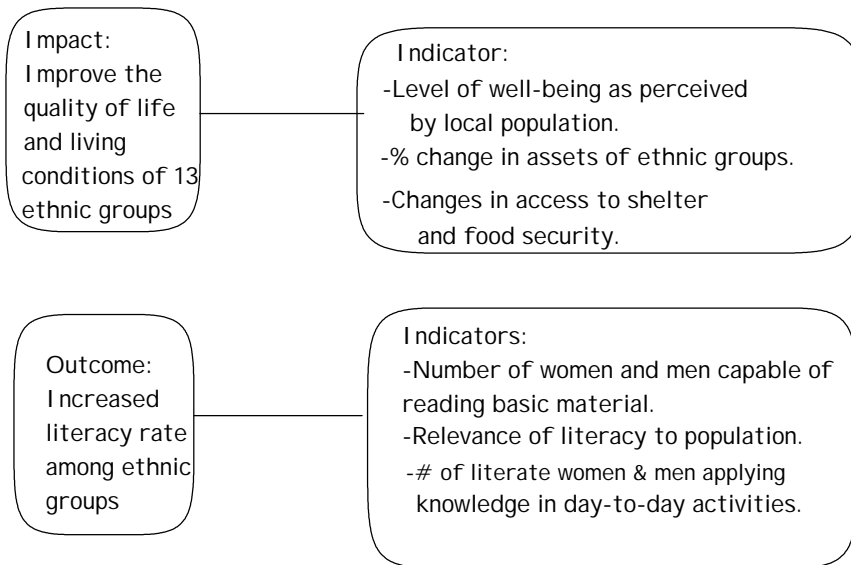
towards achieving planned results at the output, outcome and impact level;

- To inform decision-making in the field and headquarters thereby providing for more effective annual work plans of projects and programmes;
- To improve a project's performance and development impact;
- To support sound resource allocation and decisions;
- In measuring results, it is important to use both quantitative and qualitative indicators;
- To mitigate the risks to the achievement of results.

Indicators Sensitive to Gender, Class, Ethnicity, Age or Race

Depending on the socio-economic context, it may be critical to ensure that your indicators are sensitive to not only gender, but

also ethnicity, race, age or class. For example, in Latin America where there is a significant indigenous population, it may be important to see how results are impacting not only on gender, but also on a given ethnic group vs. the rest of the population. Other important variables also include age or class. By collecting disaggregated data, you will be able to measure how



F

or example, in a governance project, a key result was the greater political participation of women. A quantitative indicator could be the number of women in decision-making positions. When this indicator is combined with more qualitative dimensions that seek to measure women's influence on decisions taken or their sense of empowerment, this can give a richer understanding of results achieved.

Keep indicator selection simple. A maximum of three indicators per result, ensuring both a quantitative and qualitative indicator and one other should be sufficient to measure progress.

Defining Indicators:

- Needs local input from project stakeholders and beneficiaries;
- Various opinions and expectations need to be taken into account;
- Indicator selection is easier when results are clear and well defined;
- To ensure triangulation a maximum of 2-3 indicators per result is essential;
- Baseline data are essential to measure change.

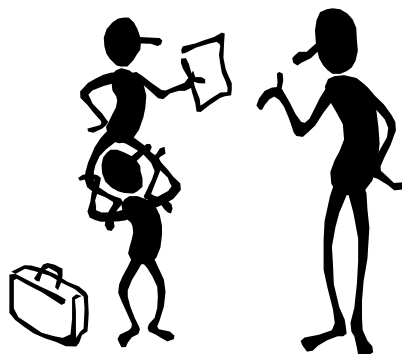
Methods for Collecting Information on Indicators

Another distinguishing feature of indicators is the data collection methods used. Your data collection methods should tell you how you will measure your indicators. As can be seen below, the data collection methods differ between quantitative and qualitative indicators. For each indicator you need to determine who will be the source of information and how you will collect it (data collection methods). The same source of information is often used to measure different

indicators. For instance, participants in a micro-credit programme can participate in a survey to determine the increase in their annual income (quantitative indicator) and attend focus group discussions aimed at identifying their level of satisfaction (qualitative indicator) with respect to the services offered by agricultural extension agents.

| Quantitative Indicator | Qualitative Indicator |
|---|--|
| Definition: Measures of quantity. | Definition: People's judgments or perceptions. |
| Data Collection Methods: statistical analysis, questionnaires, census. | Data Collection Methods: Semi-structured interviews, testimonials, focus groups, Participatory Rural Appraisal (PRA/PLA), Appreciative Inquiry. |
| Example: Changes in employment and unemployment rates of women | Example: Job satisfaction of women and men. The degree of empowerment felt by |

Reporting on Results



CIDA Executing Agencies and partners are required to report to CIDA on their progress in the achievement of planned results as well as the implementation of planned activities on a regular basis. Each CIDA agreement identifies the specific reporting requirements for that project or programme. For a project of five years duration or more, semi-annual results reporting is considered to be ideal. Projects of shorter duration require more frequent reporting.

Reporting on results is much more than reporting on activities. It assesses where we are in comparison to where we planned to be and it is an opportunity to stop and take stock. Reporting is also a communications tool to stimulate discussion among project or programme partners. The overall purpose for reporting is to support the achievement of development results.

Reporting on results is important for the following reasons:

- focuses stakeholders on planned results;
- keeps project and programme participants focussed on the logical links between activities and results;
- assists in stakeholders' communicating in a more co-ordinated fashion;
- forms the basis for developing or adjusting the project/programme workplan for the coming year;
- signals if difficulties are being experienced so that decisions can be made in the refinement of results and the allocation of resources;
- enhances soundness of project or programme decision-making;
- provides information regarding lessons learned & better practices and how projects impact on poverty reduction and CIDA's cross-cutting themes of gender equality and environment;
- allows CIDA to justify to Canadian taxpayers the value of the development work it funds.



The Results-based Report

Reporting on Results should reflect as many of the following elements as possible:


- actual results achieved against planned results for the various levels of the results chain, if possible (i.e. at output or short-term, outcome or medium-term and impact or long term);
- a description of the key activities undertaken during the reporting period that have supported the achievement of results, and any variance of these activities from the approved workplan;
- the identification of key management or development factors, issues or challenges affecting the achievement of results;
- a status update of recipient partner financial and in-kind inputs and contributions;
- a thorough analysis of factors, issues or challenges affecting the achievement of results;
- describing how the project addresses gender equality or environmental issues;
- an update of the beneficiary reach at all levels of the results chain;
- an update of the identified risks and mitigation plans for high level risks;
- the identification of new and emerging risks that are impacting on or have a medium to high potential to impact on the achievement of results;
- information on required modifications to planned project/programme results and associated resource allocation;
- recommended modifications to the approved Annual Workplan;
- identification of actual versus planned results and funds disbursed with explanations for variances;
- lessons learned under the following key success factor headings: achievement of results; cost-effectiveness of results; relevance of results; sustainability of results; partnership; appropriateness of design; appropriateness of resource utilization; and informed and timely action;
- recommendations for action;



- degree of sustainability of results over a period of time.



Measuring and Reporting on Results: Highlights

- Indicators help you to assess whether or not your efforts are achieving anticipated results.
 - In measuring results, it is important to use both quantitative and qualitative indicators.
 - In general, a maximum of three indicators to measure each result should be sufficient to ensure your findings are valid.
 - Whenever relevant, ensure that your indicators are disaggregated by sex, class, race, ethnicity, and/or age.
 - The Performance Measurement Framework will help you to systematically plan the collection of relevant information for monitoring, learning and reporting.
 - Regular progress reports submitted to CI DA should be results-based.
- 

Chapter 2. Examples of Results Chains



Examples of Results Chains

The following examples of results chains were drawn from CIDA's three bilateral programme branches and have been presented using various formats.



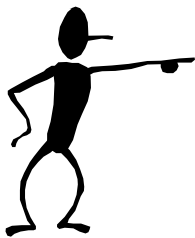
The purpose of the examples is to illuminate the many ways that RBM has been used in varied contexts and types of projects. Readers should note:

- ◆ each project is different and shaped and influenced by a myriad of factors such as the socio-economic context, gender relations, capacity of local stakeholders, available resources, degree of stakeholder involvement and commitment, and the programme/project duration;
- ◆ the distinction between activities and results;
- ◆ the interrelationship between different levels of results from outputs or

short-term

results to outcomes or medium-term results and impact or long-term results;

- ◆ indicators seek to measure the achievement of results;
- ◆ the project's beneficiary reach may vary along the results chain depending on who is involved and who is benefiting.



The project examples are not meant to be a shopping list for results or a template. To be meaningful, the formulation and definition of results must be mutually defined, negotiated and agreed upon by all the key stakeholders of a project or programme. These are specific to each project. This journey takes time and requires effective communication and teamwork among various stakeholders.

Methodology for Selecting Projects

The projects were selected using a variety of methods including random sampling, geographical and sectoral representation, recommendations from CIDA staff and projects that represent current priorities and programme trends. The projects are arranged under the six ODA priorities with icons to aid the reader:

1. Basic Human Needs
2. Gender Equality
3. Infrastructure Services
4. Human Rights, Democracy and Good Governance
5. Private Sector Development
6. Environment

A Word of Caution

Categorizing projects either by ODA priority or sub-category is more art than science. The authors of the Handbook found varied interpretations of how a project was categorized and readers should allow for some flexibility.

Avoid Some Common RBM Mistakes:

- confusing completed activities with outputs;
- unclear linkages between the different levels of results so that it becomes hard to establish how a specific result has been achieved;
- unrealistic results (which are usually too ambitious!) given the resources at hand and the duration of the project;
- too much reliance on quantitative indicators vs qualitative indicators;
- confusing indicators with results;
- not being sufficiently explicit in how the project will reduce gender gaps or constraints faced by women and/or men, boys and/or girls;
- monitoring and reporting more on activities than



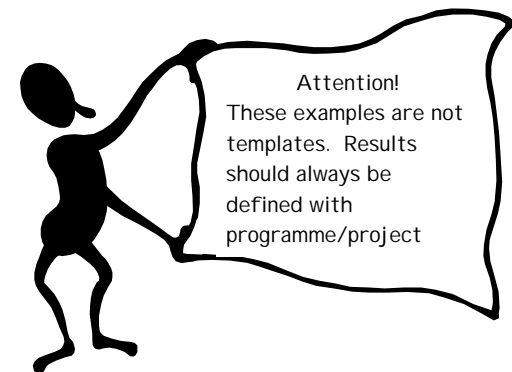
Celebrate

We hope that this handbook will help you to better understand RBM. Learning is never easy and change is even more difficult. We urge you to celebrate your successes. We hope that RBM will help CIDA and its partners both in Canada and in the South to focus better on their ultimate goal of eliminating poverty and improving people's lives.

ODA PRIORITY: Basic Human Needs

Sub-categories:

- ◆ Primary Health Care
- ◆ Basic Education
- ◆ Family Planning and Reproductive Health
- ◆ Food and Nutrition
- ◆ Nutrition - Emergency
- ◆ Water and sanitation
- ◆ Shelter
- ◆ Humanitarian Assistance
- ◆ Integrated BHN



* Please note that in some of the examples, Reach refers to Beneficiary Reach.

CIDA's Priority and Sub-Category: Basic Human Needs (Primary Health Care)

| | | | | |
|---|---|--|---|---|
| Type of Project: Immunization Program in Country X | | Project Duration: 5 years | | |
| Purpose: To contribute to the eradication of polio, the reduction of measles morbidity and mortality in selected urban and rural areas, and to the improvement of the quality of immunization and surveillance services in Country X. | | Project Budget: \$ 5.5 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Appropriate vaccines for polio & measles administered through National Immunization Days (NID) in targeted areas. - Implementation of National Surveillance System for acute flaccid paralysis (polio) & other communicable diseases. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved capacity of trained health workers (M/F) to carry out the Expanded Program for Immunization (EPI) & case investigation and surveillance in target urban and rural areas. - Regularity and timely supply of polio vaccines in target areas. - Better understanding and increased awareness of the health workers and the people in target areas on polio prevention. | <ul style="list-style-type: none"> - Increased immunity to polio and reduction in measles cases and deaths in targeted areas. - Increased capacity of governments and communities to organize and deliver effective immunization programmes, including case investigation and surveillance. | <ul style="list-style-type: none"> - A functional and effective immunization program in Country X which contributes to reduced morbidity and mortality from immunizable diseases. |
| <ul style="list-style-type: none"> - Accreditation of Polio Laboratory Networks within the country. - Awareness campaign on the Expanded Prog. for Immunization. - Preparation of technical guide & training program for case investigators - Selected health personnel trained in epidemiology, polio-case surveillance & EPI organization & management. | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - Polio immunization coverage of girls and boys in target areas. - # of acute flaccid paralysis (polio) cases reported before and after the EPI. - # of trained health personnel (M/F) applying skills learned & adequacy of equipment & supplies of polio vaccines. - Level of awareness of the importance & the acceptance of the necessity of polio immunization, among the target population. | <ul style="list-style-type: none"> - # of reported polio cases (girls/boys) before and after project intervention. - Rate of measles cases and case fatality in targeted areas. - Extent of coverage (girls/boys) for the Expanded Program for Immunization (EPI). | <ul style="list-style-type: none"> - Mortality and morbidity rates from immunizable disease. |
| | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Children (girls & boys) under 5 years. - Trained Health workers (M/F). - People in target local communities. - Immunization Centres. - Polio Lab Networks. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Children (girls/boys). - Local Health Department in target areas. - Communities targeted. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Children (girls/boys). - Entire population (M/F) in target urban and rural areas; Families. - Health system. |

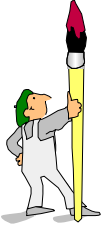

CIDA's Priority and Sub-Category: Basic Human Needs (Primary Health Care)

| | | | |
|---|--|---|---|
| Type of Project: Building Capacity for Health Reform | | | |
| Budget: \$5 million | Impact or Long-term Results: ↓ Enhanced institutional capacity of the Ministry of Health (MOH) to implement the new health management models (aimed at increasing access & coverage of primary health care) at the department & district levels. | Indicators: ♦ Utilization rate of various health services. ♦ New health management models in place. ♦ Coverage of primary health care, especially for low-income groups (women/men). | Beneficiary Reach: Indirect Beneficiaries: ♦ Ministry of Health. ♦ Residents of the project areas, especially low-income groups. |
| Project Duration: 6 years | | | |
| Purpose: → To strengthen the health management capacities at the municipal/local level in selected pilot areas. → To establish and develop the capacity of basic health services networked in selected pilot areas. | Outcomes or Medium-term Results: ← Enhanced capacity of Health Districts involving women and men in the project areas to formulate and apply standards based on new decree on regional structure, health care & mgmt. models. ← Organized health care networks in the project areas able to apply the new health model. | Indicators: ♦ Health management model validated by the Project and approved by department level and the Ministry of Health. ♦ Degree to which new health management models applied. ♦ Extent of satisfaction of health care networks (involving women and men) with new health model. | Beneficiary Reach: Direct Beneficiaries: ♦ Health districts, municipalities and community-based organizations. ♦ Organized health care networks. ♦ Department of Health. ♦ Ministry of Health. ♦ Residents of project areas. |
| Activities: → Gender Analysis. → Workshops on Participatory Needs Assessment, Strategic planning and RBM for key project participants. → Focus Group Discussions. → Local Strategic Health Plan (SHP) developed. → Mission to Canada (networking and visits). | Outputs or Short-term Results: ↑ Improved health management skills of human resources of the Health Districts in the project areas to successfully implement the SHP. ↑ Better understanding of Country X local/regional/Central women and men decision-makers on different health care reform models existing in various countries including Canada. | Indicators: ♦ New skills and technologies in health management are acquired and used by women and men trainees and institutionalized by partner organizations. ♦ Satisfaction of M/F trainees with skills acquisition. ♦ Local Annual Health Plans & health policies and programs developed & implemented in target municipalities are reflective of the learnings derived from their understanding of existing health reform models. | Beneficiary Reach: Direct Beneficiaries: ♦ Health districts staff (M/F). ♦ Trainees (M/F). ♦ Partner Organizations. |

CIDA's Priority and Sub-Category: Basic Human Needs (Primary Health Care)

| | | | |
|---|---|--|--|
| Type of Project: ⌘ Regional AIDS Training Network | | | |
| Budget: \$ 4.9 million | ⌘ Impact or Long-term Results: ↓ Improved STD/HIV/AIDS management capacities which will contribute to reducing the incidence of STD/HIV/AIDS and their negative impacts on the populations in the target regions. | Indicators: ⌘ Incidence of STD's including HIV, among men and women in the target regions. ⌘ Rate of acceptance and use of safer sex practices in the target regions. | Beneficiary Reach: Indirect Beneficiaries: ♦ Population in target region (M/F). ♦ Partners of targeted population. |
| Project Duration: 7 years | | | |
| Purpose: → To create and implement a dynamic and sustainable Network of Training Institutions which will provide skills training, extension services and technical assistance to health care professionals and other workers in the field of STD/AIDS sensitization, prevention and treatment. | Outcomes or Medium-term Results: ← More effective training in STD/HIV/AIDS sensitization, prevention and treatment strategies offered by regional institutions. ← Improved capabilities of regional institutions for STD/HIV/AIDS program management, research and evaluation. ← Increased commitment to network activities and to communicate among regional institutions involved in STD/HIV/AIDS prevention and treatment. | Indicators: ⌘ # of trained STD/HIV and AIDS workers providing optimal care in the region. ⌘ # of new intervention programs initiated by trainees. ⌘ Quality of STD contact tracing; no. of repeat STD infection. ⌘ # of new collaborative initiatives between regional institutions and individuals. | Beneficiary Reach: Direct Beneficiaries: ♦ Regional Institutions. ♦ AIDS Training Network. ♦ Health care professionals & other workers in STD/HIV/AIDS prevention. ♦ Trainees. |
| Activities: → Baseline Study & Gender Analysis. → Curricula for STD/HIV/AIDS managers and the corresponding learning materials, developed and pre-tested. → System for monitoring and evaluating courses are developed and pre-tested. → Network of Training Institutions established. | Outputs or Short-term Results: ↑ Gender-sensitive curricula for STD/HIV/AIDS managers used at participating institutions. ↑ Monitoring & Evaluation Framework operational. ↑ Supportive communications systems established for the Network of Training and Adjunct Institutions. ↑ Greater collaboration exchange between network of training institutions. | Indicators: ⌘ Published inventory of updated and/or new curricula for STD/HIV/AIDS sensitization, prevention and treatment. ⌘ # of requests of graduates for support and for operational research funds received and honored. ⌘ # & quality of training institutions sharing delivery of courses and # of other institutions contributing expertise. ⌘ # & quality of collaborative exchanges between network of training institutions. | Beneficiary Reach: Direct Beneficiaries: ♦ Trainers, mid-level managers & policy-makers working in the field of STD/HIV/AIDS. ♦ Training and adjunct institutions. |

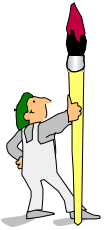

CIDA's Priority and Sub-Category: Basic Human Needs (Basic Education)

| | | | |
|---|---|---|---|
| Type of Project: UNICEF Advanced Basic Education | | | Project Duration: 5 years |
| Purpose: To increase the opportunities for quality, community-based basic education for children, particularly girls in Country X (until such time that the country is able to implement free and compulsory universal education for all children), through a bridging education program (COPE - Complementary Opportunity for Education), advocacy & social mobilization & devt. of an appropriate delivery model for semi-nomadic populations. | | | Project Budget: \$ 4.8 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline Study and Gender Analysis. ▪ Curriculum development for COPE Centres; COPE Management Committees formed. ▪ Training for COPE Mgmt., Committee members, supervisors, and teachers. ▪ Devt. & distribution of COPE brochures & videos ▪ Local leaders sensitization seminars for communities and PTAs. | <ul style="list-style-type: none"> ▪ Improved capacity of COPE Centres to provide basic education to target M/F beneficiaries. ▪ Functioning national & community consultative networks serving an advocacy role for girls' education & promotion of community-based education. ▪ Increased educational opportunities for semi-nomadic girls & boys in target areas. | <ul style="list-style-type: none"> ▪ Effective, efficient operation of COPE (an expanded bridging education) program, leading to community-based schools functioning within the formal education system. ▪ Increased enrollment, retention in basic education for girls and other vulnerable groups of children who have not had access to basic education. | <ul style="list-style-type: none"> ▪ Government policies and formal education system supporting community-based and expanded education opportunities for girls and minority groups (such as the semi-nomadic population). ▪ COPE providing an effective bridging strategy to support the implementation of universal primary education. |
| Indicators:  | <ul style="list-style-type: none"> ✓ # of new COPE Centers in x districts providing basic education to girls & boys who previously did not have access to school. ✓ Rate of enrollment of girls & boys in new COPE Centres. ✓ Integration of gender sensitivity into COPE Centres, teaching and learning materials. ✓ Completion rates of girls. ✓ % of enrollment of girls & boys semi-nomadic pop'n. | <ul style="list-style-type: none"> ✓ COPE fully integrated as a valid component of the government's education program. ✓ Degree of satisfaction of parents on the delivery of COPE program. ✓ Level of improvement in enrollment rates of girls & boys, in COPE program. | <ul style="list-style-type: none"> ✓ Alternative Learning Options (for those who have never been in school) integrated into Ministry of Education as a recognized education program. ✓ No. of districts and communities supporting girls' education and enforcing universal education policies. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • COPE Centres. • Girls/boys. • Semi-nomadic pop'n (M/F). | Direct Beneficiaries: <ul style="list-style-type: none"> • COPE Centres. • Community-based school children (boys/girls). • Gov't Education Program. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Girls and boys. • Minority groups. • Ministry of Education. |

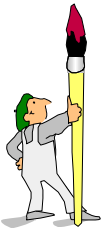

CIDA's Priority and Sub-Category: Basic Human Needs (Basic Education)

| Type of Project: Community-based Reproductive Health Care. | | | |
|---|--|--|---|
| <p>Budget: \$4 million</p> <hr/> <p>Project Duration: 5 years</p> | <p>Impact or Long-term Results:</p> <p>↓ Improved sexual and reproductive health of women and men.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ STD incidence in pilot areas (male/female). ◆ % of population satisfied with their ability to achieve desired family size (male/female). | <p>Beneficiary Reach</p> <p>Indirect Beneficiaries: EG Population (male/female) of pilot districts.</p> |
| <p>Purpose:</p> <p>➔ To improve the quality of sexual and reproductive health care provided by government health centres in five pilot districts.</p> | <p>Outcomes or Medium-term Results:</p> <ul style="list-style-type: none"> ← Health centres provide appropriate sexual and reproductive health services to all members of the community. ← Improved access to sexual & reproductive health services by women, men, adolescent girls & boys. ← Changes in community practices toward more responsible sexuality by men & women and shared decision-making by women & men on sexuality & fertility. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ User satisfaction with reproductive health and family planning services provided((male/female). ◆ % of clientele for STD treatment that complete treatment and adopt safe sex practices (male/female). ◆ # of community members who change family planning practices by couples . | <p>Beneficiary Reach</p> <p>Direct Beneficiaries: EG Health centres and their clients (male/female).</p> |
| <p>Activities:</p> <ul style="list-style-type: none"> ➔ Training health centre staff on reproductive health, STDs, family planning & to incorporate client centred approaches and gender-equality perspectives on reproductive health. ➔ Consultations between health centres & communities about reproductive health concerns & needs for services by men, women, adolescent girls and boys. ➔ IEC activities on reproductive health ➔ Clinic hours & services adapted to include sexual and reproductive health care to men & women of all age groups. | <p>Outputs or Short-term Results:</p> <ul style="list-style-type: none"> ↑ Knowledge and skills of health centre workers updated. ↑ Health workers more empathetic and responsive to the concerns of clientele. ↑ Health centres serve previously under-served groups (men, adolescent girls and boys, women beyond reproductive age). ↑ Links between health centres and communities they serve strengthened. ↑ Public awareness of reproductive health issues increased. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Attitudes of health workers to clientele. ◆ Characteristics of clientele for different services (male/female, by age and marital status). ◆ # of community members knowledgeable about reproduction and using safe sex practices (male/female, by age and marital status). | <p>Beneficiary Reach</p> <p>Direct Beneficiaries: EG Health centre workers. EG Potential clientele (women/men, girls/boys).</p> |

CIDA's Priority and Sub-Category: Basic Human Needs (Basic Education)

| | | | |
|--|--|--|---|
| Type of Project: Inclusion of People with Disabilities in Academic Institutions | | Project Duration: 5 years | |
| Purpose: To adopt a framework structure for the inclusion of people with disabilities in academic institutions and community and to establish a demonstration model for inclusive education. | | Project Budget: \$ 3.0 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Inclusive Gender-Sensitive Education Training Modules for teachers, trainers and service personnel, developed and pre-tested. ▪ Pre-service and in-service training for teachers; In-house training for treatment of professionals. ▪ Consultations with national and international agencies on types of modules needed. ▪ Modules for inclusive education for long-distance learning developed & pre-tested. ▪ Research results & practice guides, published & widely disseminated. | <ul style="list-style-type: none"> ▪ Pre-tested modules for inclusive education, used & applied. ▪ Improved capacity of teachers and treatment of professionals (M/F). ▪ Framework for inclusive education discussed with NGOs, govt., service orgs., teacher orgs. ▪ Better understanding of the needs and priority of women and men with disabilities. | <ul style="list-style-type: none"> ▪ Framework structure for the inclusion of disabled persons (women and men) in academic institutions and community, established and adopted. ▪ Demonstration model for inclusive education and health (including long-distance learning), adopted by target areas, | <ul style="list-style-type: none"> ▪ Code of practice sensitive to disabled and suitable to the country developed. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Program for use of modules (for teacher training, trainers and service personnel) in inclusive education practices, established. ✓ Teacher (M/F) satisfaction with training. ✓ Extent of consultative discussions on inclusive education. ✓ Satisfaction of disabled persons (M/F) with recommendations. | <ul style="list-style-type: none"> ✓ Changes in curricula reflecting program/policy for inclusion of people with disabilities. ✓ # of educ. institutions (inclgd. long distance learning) using demo models for inclusive education. ✓ # of girls and boys with disabilities and their teachers included in various inclusive education programs. | <ul style="list-style-type: none"> ✓ Satisfaction of disabled (M/F) with code of practice. ✓ Changes in attitudes of academic institutions and community. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Women and men with disabilities. • Students (M/F). • Trainees and Trainers (M/F). • Service Personnel (M/F). | Direct Beneficiaries: <ul style="list-style-type: none"> • Women and men with disabilities in academic institutions and communities. • Girls and Boys with disabilities. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Women and men with disabilities. • Academic institutions. • Community. |

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health Care)

| | | | |
|---|--|---|--|
| Type of Project: Health and Population Program | | | Project Duration: 8 years |
| Purpose: To improve capacity for increased access to and utilization of client-centered quality reproductive health care. | | | Project Budget: \$ 28 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Gender Analysis. ▪ Collection of baseline data on Reproductive Health (RH) care. ▪ Training of community midwives and other health staff. ▪ IEC materials on FP & RH, developed. ▪ Procurement and inventory of contraceptives. ▪ Research and monitoring on quality and quantity of contraceptives. ▪ Communication strategies on FP, developed. | <ul style="list-style-type: none"> ▪ Increased community capacity for RH care and gender-analysis. ▪ Trained community midwives are available for work. ▪ Trained health facility staff (M/F) are able to meet local RH needs ▪ Improved awareness of FP & gender. ▪ Improved capacity of the government to manage procurement logistics & quality assurance of contraceptives. | <ul style="list-style-type: none"> ▪ Increased use of RH services by families in project areas. ▪ Increased consumer acceptance of low-dose oral contraceptives. ▪ Increased institutional capacity to provide quality RH care. | <ul style="list-style-type: none"> ▪ Improved maternal health and quality of maternal health care. |
| Indicators:  | <ul style="list-style-type: none"> ✓ # of community emergency plans, families with birth plans, trained people available to community, and referrals ✓ Availability of midwives by local population. ✓ Degree of satisfaction of RH clients on service provided by staff. ✓ # of new acceptors of FP methods and extent of system loss of contraceptives. | <ul style="list-style-type: none"> ✓ Percentage of deliveries attended by trained personnel (M/F). ✓ Level of satisfaction of families on the RH services provided in project areas. ✓ Change in rate of contraceptive prevalence. ✓ Extent & type of of RH services (IEC, counseling, diagnosis & treatment) availed by clients (M/F) before & after project intervention. | <ul style="list-style-type: none"> ✓ Maternal mortality rate per 100,000 live births over the next 5 years. ✓ Rate of unwanted fertility. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Women and children(M/F) • Midwives and other health staff (M/F) • Community members. | Direct Beneficiaries: <ul style="list-style-type: none"> • Women, girls and boys. • Families in project areas. • Ministry of Health. • Suppliers of contraceptives. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Women of reproductive age & girls and boys. • Family Planning agencies. • Ministry of Health. |

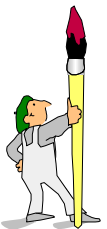

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | |
|---|--|--|---|
| Type of Project: Family Planning Services | | | |
| Budget: \$ 4.9 million | Impact or Long-term Results: ↓ Decreased fertility and mortality rates in selected rural and urban areas. Improved reproductive health, especially for the youth. | Indicators: ♦ Total fertility rate. ♦ Morbidity and mortality differentiated by cause (disaggregated into groups - youth, adults). | Beneficiary Reach: Indirect Beneficiaries: ♦ M/W Youth. ♦ Rural/Urban areas. |
| Project Duration: 5 years | | | |
| Purpose: ➔ To increase Family Planning (FP) practice in under-served marginal population groups in selected rural and urban areas (with special focus on youth). | Outcomes or Medium-term Results: ← Increased contraceptive prevalence rates. ← Wider acceptance of contraceptive methods and practice by target groups. | Indicators: ♦ Contraceptive prevalence rates in target areas, before and after project intervention. ♦ Degree of change in attitudes & practices of population before and after projects. ♦ No. of new & continuing contraceptive acceptors (note adolescents) attending clinics and their level of satisfaction with the service. | Beneficiary Reach: Direct Beneficiaries: ♦ M/F Youth. ♦ M/F Adolescents. ♦ FP clinics. |
| Activities: ➔ Baseline study & gender analysis on FP Knowledge, Attitude and Practice in the target areas. ➔ Additional training on FP for clinic staff. ➔ Provision of adequate supplies of contraceptives. ➔ IEC materials on FP published & disseminated. | Outputs or Short-term Results: ↑ X no. of fully equipped and functional clinics (including one youth clinic) offering FP services to women and men in target areas. ↑ X no. of established Community-Based Distribution (CBD) systems in target areas offering both FP and IEC services on FP and reproductive health. ↑ Increased knowledge and changes in public attitudes about FP. | Indicators: ♦ # and quality of rehabilitated and fully equipped clinics effectively integrating FP and Maternal Child Health (MCH) services. ♦ # and quality of Youth Clinics providing counseling on FP and Reproductive Health by sex. ♦ # of CBD volunteers or agents offering FP and reproductive health services to target groups, before and after project intervention. ♦ Access to and use of FP services by target groups. | Beneficiary Reach: Direct Beneficiaries: ♦ FP Clinics. ♦ Youth Clinics. ♦ Community-Based Distribution Volunteers. |

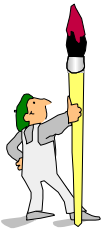

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | | |
|--|---|--|--|--|
| Type of Project: Maternal and Child Health (MCH) | | | Project Duration: 7 years | |
| Purpose(s): To improve the quality, accessibility and timely availability of essential services for priority MCH problems; to support MCH staff and village doctors in instituting and maintaining dynamic relationships and action with rural women, village midwives and other groups for improvements in MCH. | | | Project Budget: \$ 8 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | |
| <ul style="list-style-type: none"> - Baseline Data and Gender Analysis -Development and pre-testing of training curriculum, teaching and learning materials. - Training of Key trainers and trainers; Training of MCH staff, village doctors and midwives. - Documentation of trainee and community experiences. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Increased capacity of Key trainers (M/F) to supervise & guide the trainers. - Key trainers and trainers (M/F) gain experience and expertise in curriculum development. - Improved capability of trained female MCH staff to operate the equipment. - Improved methodology for assessing and strengthening referral mechanisms incorporated in training materials for MCH workers. - Increased availability of vehicles for referrals of high-risk & emergency MCH cases. | <ul style="list-style-type: none"> - Women and children in natural and administrative villages have improved access to appropriately trained female MCH villages health workers. - Referral mechanisms strengthened for high risk MCH cases. - Appropriate & essential MCH technology for priority health problems is available at village, township and county level. | |
| <ul style="list-style-type: none"> - Establishment of feedback mechanism on training curriculum. - Establishment of procedures for equipment procurement, distribution and renewal. - Procurement and distribution of equipment. - Maintenance of all equipment. | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - No. of trainers trained by Key trainers . - No. of trained female MCH staff - Training materials for MCH workers include revised protocols and principles. - Quality of curriculum; practical & developmental contents & methodological processes. - Distribution & coverage rates of appropriate level of equipment for MCH stations; % of MCH stations with equipment maintenance schedules. | <ul style="list-style-type: none"> - Coverage rates for MCH services, pregnant & postpartum women, under-five, & immunization. - Number & length of delays in referrals of high-risk MCH cases to appropriate level of health care system. - Affordability of MCH services where essential MCH technology is provided. - Satisfaction with health care services. | |
| | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Key trainers. (M/F). - Trainers (M/F). - MCH staff (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Key trainers (M/F). - Women; Boys and girls under 5. - Female MCH village health workers. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Mothers and boys and girls under 5. - Families and partners. |

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | |
|---|---|--|---|
| Type of Project: Community Development, Water and Sanitation. | | | Project Duration: 5 years |
| Purpose: To develop water and sanitation facilities and increase health/hygiene knowledge in the NE region of the Country. | | | Project Budget: \$ 5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Formation of Village Committees (VCs) responsible for decision-making on project resources and activities. ▪ Workshops with VCs to strengthen leadership and mgmt. skills , promote team-building and facilitate effective participation by both women and men. ▪ Community mobilization of resources. ▪ Construction of gravity-fed piped & latrines water system by community. ▪ Env. health and hygiene education activities (household drainage, garbage disposal, maintenance of latrines, etc); emphasis on promoting responsibility of all household members (men, women, girls, boys) for household health. | <ul style="list-style-type: none"> ▪ Households in target villages have access to adequate water supply and latrines. ▪ Community financing of system, with equitable distribution of cash costs and labour input for construction and ongoing supply (among households and between women and men). ▪ VCs have experience in planning, negotiating conflicts, etc., and in shared decision-making by women and men. ▪ Increased awareness by all household members about environmental hygiene. | <ul style="list-style-type: none"> ▪ Community commitment to management of the water facility. ▪ VCs function effectively to manage water and sanitation facilities, including collection of water user fees and maintenance. ▪ Increased visibility and acceptance of women in decision-making positions. ▪ Households adopt environmental hygiene practices and share the workload more equitably. | <ul style="list-style-type: none"> ▪ Improved health of population of NE region. ▪ Women's workloads related to water, sanitation and hygiene decreased. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ % of households with adequate water supply & latrines (by household type). ✓ Views of villagers on adequacy/ appropriateness of water and sanitation facilities (male/female). ✓ Villagers' contributions to labour and financial costs (male/female). ✓ Knowledge of household members about environmental hygiene (women/men/boys/girls). | <ul style="list-style-type: none"> ✓ Community satisfaction with VC efforts/decisions (male/female). ✓ Quality of participation in VCs by women and by men. ✓ Adoption by household of appropriate environmental health/hygiene practices (by who takes responsibility: women/men/ boys/girls). | <ul style="list-style-type: none"> ✓ Incidence of diarrhea and skin infections (infants/children/ adults, by sex). ✓ Work-hours devoted to water collection, household hygiene and maintenance (male/female). |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Women and men in households of target villages. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Village Committees. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Population (women, men, girls , boys) of villages in NE Region. |

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | |
|--|---|---|--|
| Type of Project: Safe Motherhood and Reproductive Health | | | Project Duration: 5 years |
| Purpose: To strengthen the capacity of the government and the NGOs to provide quality integrated reproductive health services in selected regions. | | | Project Budget: \$ 3.0 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Training of teachers on sex education, reproductive health and safe motherhood. ▪ Production of and pre-testing of appropriate training materials for both teachers and students on sex education, reproductive health and safe motherhood. ▪ Production and pre-testing of Information, Education and Communication (IEC) materials on Family Planning (FP) methods | <ul style="list-style-type: none"> ▪ Strengthened Service Delivery capacity at the community level, at the primary health care facility and at the first obstetric referral level. ▪ Referrals and communication systems, developed and organized. ▪ Better understanding of FP methods and options. | <ul style="list-style-type: none"> ▪ Improved quality of reproductive health services. ▪ Improved access, technical quality, user satisfaction and cultural appropriateness of care provided to women in health services. | <ul style="list-style-type: none"> ▪ Contribute to the reduction of maternal mortality and overall morbidity and in unwanted pregnancies. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ No. and % of pregnancies with pre-natal consultations; deliveries attended by health services and trained traditional birth attendants (TBA). ✓ Acceptability of TBA services. ✓ Degree to which there are changes in FP practices. | <ul style="list-style-type: none"> ✓ Quality and % of client satisfaction on client-provider relations, information received, cleanliness of facility, access to medication/supplies and meeting standards of care. ✓ Use of existing reproductive health services. ✓ User satisfaction on quality of service. | <ul style="list-style-type: none"> ✓ Maternal mortality rate, neonatal mortality rate. ✓ Incidence of reported Sexually Transmitted Diseases (STDs). ✓ Incidence of low-birth weight. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Traditional Birth Attendants. • Community Health Service Delivery. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Women. • Reproductive Health Centers. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Mothers. • Women. • Children. • Partners. |

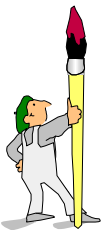

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | | |
|---|---|--|--|--|
| Type of Project: Community-Based Reproductive Health Extension | | | Project Duration: 5 years | |
| Purpose: To enable the Family Planning (FP) Association of Country X to provide improved access to and utilization of a broad range of sexual and reproductive health (SRH) services at the community level in X regions of the country. | | | Project Budget: \$4.9 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | |
| <ul style="list-style-type: none"> - Gender Analysis. - Baseline study on FP in target communities. - Training in SRH counseling and service delivery for medical & paramedical personnel. - Training on reproductive health given to young women and their mothers, local teachers, youth workers, & community leaders. - Production of IEC materials on SRH. | <p>→ R E S U L T S →</p> | <ul style="list-style-type: none"> - Reproductive health and general health counseling and services received by X thousand women and children in mobile Reproductive Health Extension (RHE) camps. - Conventional family planning methods received by X thousand women & men. - Community leaders, religious leaders, teachers and other prominent community-based groups sensitized about SRH. | <ul style="list-style-type: none"> - Increased use of available SRH services and non-permanent FP methods by women in the target areas. - Better understanding of SRH and how to improve it by young women and their families in the target areas. - Full integration of SRH approach into the country's FP Association service delivery and management structures. | |
| | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - # of trained staff (M/F), # of courses held. - # and attendance in training workshops with the government staff (M/F, targeted # by year). - # of linkages to existing youth initiatives recorded, as a proportion of # of RHE locations. | <ul style="list-style-type: none"> - Degree of demand at the FP Association facilities, in terms of: <ul style="list-style-type: none"> a) attendance of younger married and unmarried clients at mobile service delivery points; b) no. of clients adopting non-terminal methods through mobile RHE; c) no. of unmarried and adolescent clients. - Changes in knowledge, attitudes, behaviors and practices regarding SRH, expressed by young women and their families in women groups and community groups in the X regions, | <ul style="list-style-type: none"> - Reduced number of high-risk pregnancies in the target areas. - Reduced incidence of HIV/AIDS, and of sexual and reproductive health problems among women in the target areas. - Proportion of births to women 20 and over 35; proportion spaced closer than 2 years apart; proportion of women bearing 5 or more children, in the target areas. - Incidence of HIV infection; incidence of secondary infertility among women in the target areas. |
| | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Young women and children. - Community leaders, religious leaders, teachers, community-based groups. - Children. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Young women, their partners and families. - FP Associations in the country. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Young women and their children. - Women. |

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | | |
|---|---|--|--|---|
| Type of Project: ⌘ Strengthening STD/HIV Control in Country X | | | Project Duration: 5 years | |
| Purpose: To improve the prevention and management of STD/AIDS by strengthening community-based STD/AIDS control activities and improving health-facility based control services, emphasizing women's health and involvement. | | | Project Budget: \$ 4.7 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | ⌘ Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline Study and Gender analysis. - Training offered to health workers and cadres. - Recruitment and selection of community based organizations (CBOs) suitable for the delivery of STD/AIDS prevention programs. - Training, study tours and other capacity building activities. - Preparation of Info., Education and Communication (IEC) materials on STD/AIDS prevention. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Women and Men cadres and trainees of Medical Training Centres improve their capacities in STD/AIDS case management. - Increased effectiveness of community-based & gender-sensitive activities with respect to STD/AIDS. - Increased capacities of local health authorities to take charge of community activities for STD/HIV education and prevention programs. - Project approach integrated into health worker training in the country. | <ul style="list-style-type: none"> - Improved knowledge about and use of STDs/AIDS prevention on the part of the target groups. - Enhanced capacity of municipal health clinics to offer effective STD treatment and to implement STDs/AIDS prevention programs. - Increased no. of community group and health workers active in sexual health promotion and STD prevention. | <ul style="list-style-type: none"> - A reduction in the incidence of sexually transmitted diseases (STDs), including HIV infection in the targeted areas. - Appropriate government policies in place for STD control, including use of therapeutic drugs. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> ⌘ No. of people who have developed/enhanced their capacities in STD/AIDS case management. ⌘ Quality and effectiveness of IEC campaigns implemented by CBOs. ⌘ Quality of services offered by local health institutions. ⌘ % of training activities where project approach is incorporated into health worker's training. | <ul style="list-style-type: none"> ⌘ Discernible change in the knowledge and practices of target group on STD/AIDS prevention, before and after the project. ⌘ % and quality of treatment offered by municipal health clinics which meet clinical standards. ⌘ # of clinics capable of treating women. ⌘ Effectiveness of IEC campaigns implemented by municipal health clinics. | <ul style="list-style-type: none"> ⌘ Incidence of STDs/AIDS in the targeted areas. ⌘ Increased acceptance and use of safer sex (both men and women) and use of condoms. |
| | R E A C H | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Cadres and trainees of Medical Training Centres. - Municipal health workers; Local health authorities. - Community-based organizations. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Women of reproductive age and men in the target areas. - Women and Men municipal health workers.; Local health authorities. - Community-based organizations. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> -Population in the target areas. |

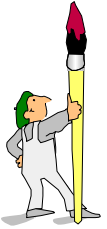

CIDA's Priority and Sub-Category: Basic Human Needs (Family Planning and Reproductive Health)

| | | | |
|--|---|---|---|
| Type of Project: ⌘ AIDS Training Program (ATP) for Community-Based Organizations in Country X | | | Project Duration: 7 years |
| Purpose: To improve the capacity of community organizations in Country X to develop effective and efficient programs that serve the needs of those most vulnerable to HIV/AIDS in the thematic areas of: peer education and HIV prevention; psycho-social health; community care and coping; and HIV/AIDS related human rights and other advocacy. | | | Project Budget: \$ 24.3 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | ⌘ Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline Data and Gender analysis. ▪ Setting-up of "Schools without Walls" (SWW). ▪ Responding to individual request from local organizations. ▪ Fostering Networks of organizations working locally, nationally and regionally. ▪ Setting-up of Peer Education and HIV/AIDS Prevention Programs. ▪ IEC campaigns on HIV/AIDS prevention. | <ul style="list-style-type: none"> ▪ Establishment of School without Walls (SWW) Training Program, whereby emerging orgs. are linked with more mature and experienced orgs. in a structured gender-sensitive programme of mentored "learning by doing". ▪ Support to community-based activities in prevention education, coping and care responses, and gender and human rights advocacy. | <ul style="list-style-type: none"> ▪ Increased ability of community partners to respond to changing needs of women and men and circumstances related to the HIV/AIDS epidemic in the country. ▪ Increased access to M/F services for the most HIV/AIDS vulnerable populations. | <ul style="list-style-type: none"> ▪ More appropriate programming in the four thematic areas and better use of local knowledge and gender among the AIDS Training partners in Country X. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ⌘ No. of SWW estab. & operational. ⌘ Role of women in Peer Education and HIV/AIDS Prevention. ⌘ Extent of peer support generated among commercial sex workers. ⌘ Rate of STDs on young pregnant women in areas undertaking some community peer projects. ⌘ Extent to which Women's Crises Centers and shelters have integrated HIV/AIDS counseling and outreach into their program. | <ul style="list-style-type: none"> ⌘ Wide range of Community-Based Organizations (CBOs) able to implement IEC campaigns on AIDS/HIV. ⌘ Ability of community partners to attract and manage community participation. ⌘ Degree of satisfaction of women and men HIV/AIDS population with services. | <ul style="list-style-type: none"> ⌘ Degree of knowledge and application of reduced-risk sexual practices in the country. ⌘ Level of psycho-social health; model of care & coping used. ⌘ Level of impact of HIV/AIDS in the vulnerable communities served by the AIDS Training Program. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • CBOs; Women; Young pregnant women. • Commercial sex workers. • Women's Crisis Centres/Shelters. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Community partners. • CBOs. • M/F HIV population | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • HIV/AIDS vulnerable population in Country X. |

CIDA's Priority and Sub-Category: Basic Human Needs (Food and Nutrition)

| Type of Project: Capacity Building of Country X on Disaster Prevention and Preparedness | | Project Duration: 5 years | | |
|---|--|--|--|--|
| Purpose: To improve the institutional capacity of the government's Disaster Prevention and Preparedness Commission, DPCC, (as coordinating body) and the ministries at the regional and local levels to prepare for and mitigate against future food-related crises. | | Project Budget: \$ 4.0 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender Analysis. - Training courses & workshops on disaster management (e.g. radio operation, vehicle & warehouse management). - Availability of parts necessary to rehabilitate existing vehicles, radios, office supplies and equipment. - Communications and needs assessment in devastated areas. - Warehousing needs assessment. - Production and dissemination of DPCC Early Warning Department Bulletins. | → | <ul style="list-style-type: none"> - Increased awareness among DPCC and the line departments official regarding the National Disaster Management Policy (NDMP). - Increased DPCC physical capacity to efficiently implement activities. - Strengthened DPCC commodity storage and management capacity. | <ul style="list-style-type: none"> - Enhanced capacity of the DPCC to respond to emergency situations. - More rapid collection, analysis and effective response to early warning data signaling impending food-related crises by the DPCC. | <ul style="list-style-type: none"> - Reduced migration and increased preservation of vulnerable rural households' assets during food-related crises. |
| | → | <ul style="list-style-type: none"> - M/F Staff trained in NDMP are consciously understanding and applying the policy. - Quality of communication and transport needs assessment. - Extent to which trained operators are using the radios and staff trained in vehicle management are operating rehabilitated vehicles. - Quality of warehousing needs assessment. - Extent to which warehouses are rehabilitated to an appropriate standard. | <ul style="list-style-type: none"> - Degree of local response time and extent of capacity to assist. - % of vulnerable groups' needs met. - # of times timely action is taken as a result of DPCC Early warning. - # and quality of contingency plans developed by target communities. - Evidence of decreased impact of disaster and country's advance preparedness. | <ul style="list-style-type: none"> - No. of entire households migrating (beyond seasonal labour migration due to flood-related crises). - Farmers able to retain seed stock and some plough animals during flood-related crises. |
| | R E S U L T S | <ul style="list-style-type: none"> - DPCC and the department officials. - M/F trained operators. - M/F Trainees. - Warehouses. | <ul style="list-style-type: none"> - DPCC. - Communities in target areas. | <ul style="list-style-type: none"> - People in target areas. - Women and men farmers. |
| I N D I C A T O R S | | | | |
| R E A C H | | | | |

CIDA's Priority and Sub-Category: Basic Human Needs (Food and Nutrition)

| | | | |
|--|--|--|---|
| Type of Project: NGO Food Security Project | | Project Duration: 5 years | |
| Purpose(s): (1) To increase the quantity of food produced in the conflict affected areas in Country X; (2) To increase the capacity of local institutions to meet the needs of households in conflict areas. | | Project Budget: \$ 4.8 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline Data and Gender Analysis. ▪ Farmer field schools and demo plots established. ▪ Training of Trainers for NGO and local government field staff & training of farmers in integrated crop management techniques. ▪ Rehabilitation of minor irrigation tanks. ▪ Preparation of Reference Guide and handouts (in local language). | <ul style="list-style-type: none"> ▪ Increased integrated crop management techniques using LEIT (low-external input technologies). ▪ Improved agricultural extension services to M/F farmers. ▪ Increased agricultural irrigation infrastructure. ▪ Increased access to agriculture extension and credit services by women and men farmers. | <ul style="list-style-type: none"> ▪ Increased food crop production in conflict affected areas. ▪ Strengthened capacity of government services to monitor and address food vulnerability at the household level. | <ul style="list-style-type: none"> ▪ Improvement in nutritional status of households living in the conflict-affected areas of the country. |
| Indicators:  | <ul style="list-style-type: none"> ✓ # of farmers adopting LEIT (integrated pest management, self-seed production, crop diversification, soil/water management). ✓ NGOs and government extension officers provide LEIT participatory extension and farmer field training services. ✓ X acres of land under improved irrigation. ✓ Credit facilities established for X farm households for small income generation. | <ul style="list-style-type: none"> ✓ X acres per season cultivated to vegetables; X acres per season cultivated to paddy. ✓ X bio-intensive homestead gardens cultivated by women. ✓ Revised government action plans for addressing food shortfalls in conflict-affected areas based on analysis of data on food vulnerability. | <ul style="list-style-type: none"> ✓ Malnutrition rates. ✓ Availability and access to essential foodstuff. |
| Beneficiary Reach:  | Direct Beneficiaries; <ul style="list-style-type: none"> • Women and men farmers. • Government extension workers (men and women). • NGOs. | Direct Beneficiaries: <ul style="list-style-type: none"> • Government services. • Women. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Households in conflict affected areas. • Girls and boys. |

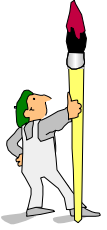

CIDA's Priority and Sub-Category: Basic Human Needs (Food and Nutrition)

| Type of Project: Support to UNICEF's Elimination of Iodine Deficiency Disorders (IDD) | | | |
|---|---|---|---|
| <p>Budget: \$ 1.5 million</p> | <p>Impact or Long-term Results:</p> <p>↓ Elimination of Iodine Deficiency Disorder (IDD) as a public health problem.</p> <p>↓ Universal Salt Iodization (USI) certification for the elimination of IDD, obtained by Country x.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Incidence of goitre and other consequences of IDD. ◆ Municipal Bylaw on salt quality control passed. | <p>Beneficiary Reach:</p> <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> ◆ M/F Population with Goitre. |
| <p>Project Duration: 3 years</p> | | | |
| <p>Purpose:</p> <ul style="list-style-type: none"> ➔ To increase availability and consumption of adequately iodized salt. ➔ To implement a municipal bylaw for salt quality control in X municipalities. ➔ To establish independent commercial system for the importation of potassium iodate. | <p>Outcomes or Medium-term Results:</p> <ul style="list-style-type: none"> ← All salt producers iodize salt. ← Greater awareness among women and men and children of benefits of consuming iodized salt. ← New bylaw for salt quality in place and enforced. ← Ability of Association of Salt Producers to import potassium iodate without UNICEF as intermediary. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Level of iodized salt, produced and made available. ◆ No. of households consuming adequate iodized salt. Women, as household purchasers, choose iodized salt over other types of salt. ◆ % of regularly monitored salt plants that are complying with new bylaw. ◆ Earning capacity of Association of Salt Producers from the importation of potassium iodate. | <p>Beneficiary Reach:</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Independent Salt Producers. ◆ Households. ◆ Women. ◆ Municipal Inspection Authority. ◆ Association of Salt Producers. |
| <p>Activities:</p> <ul style="list-style-type: none"> ➔ Baseline study and gender sensitive strategy vis-a-vis salt consumption. ➔ Consultations & meetings w/ private salt producers. ➔ Preparation & dissemination of IEC materials on elimination of IDD & use of iodized salt. ➔ Drafting of by-laws for salt quality. | <p>Outputs or Short-term Results:</p> <ul style="list-style-type: none"> ↑ Production of iodized salt. ↑ Better understanding of use of iodized salt. ↑ Better surveillance and quality control. ↑ Approval of municipal bylaw for quality control on salt production. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Degree of IDD consequence in people and animal. ◆ Change in iodized salt consumption before and after project intervention. ◆ Extent of monitoring on quality & quantity of iodized salt production. ◆ Existence of a regulatory framework & standardized procedures for iodized salt production. | <p>Beneficiary Reach:</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Private Salt Producers. ◆ Local population. ◆ Municipal Health Office. |

CIDA's Priority and Sub-Category: Basic Human Needs (Food and Nutrition)

| Type of Project: Valley Agricultural Development in Country X. | | | Project Duration: 6 years | | |
|---|---|---|---|--|---|
| Purpose: To refine a model of support to small farmers for valley agricultural production in Country X. | | | Project Budget: \$ 12.1 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> - Baseline Study & Gender Analysis. - Identification of mix of agricultural produce. - Identification of local and regional expertise in agricultural production. - Training on agricultural production. - Establishment of processing and marketing enterprises. - Marketing of agricultural products. - Tapping private sector involvement on credit, extension, irrigation design, agricultural inputs and equipment supply. - Establishment of credit system for small women and men farmers. - Inventory of land titles by gender. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> Gender-sensitive model and strategies of support to small women and men farmers: - Agricultural Production: increased volume and variety of marketed surplus; increased quality and capacity of M/F farm services and input suppliers. - Marketing and Agro-Industry: increased no. & capacity of processing & marketing enterprises. - Institutional Development: increased use of local & regional expertise; management capacity transferred to local institutions. - Functioning credit system geared to small farmers. - Land Titles issued to small women and men farmers. | <ul style="list-style-type: none"> - Increased agricultural productivity, especially of non-traditional crops. - Institutional mechanisms fostering direct participation of beneficiaries in the conception, design, implementation and evaluation of the model. - Production of staple food and cash crops by small farmers. - Improved and sufficient capacity of local institutions and private agencies to provide relevant services to small farmers, demand for those services. | <ul style="list-style-type: none"> - Better standard of living of small women and men farmers in the valley; sustainable gains in agricultural production. | |
| | | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - Volume of sales & variety of agricultural products. - # of agriculture-related enterprises in different categories. - Degree of autonomy and quality of local institutions working with small farmers. - Level of involvement of private institutions in credit, extension, irrigation design, agricultural inputs and equipment supply suitable for small farmers. | <ul style="list-style-type: none"> - Degree of local and regional market penetration. - Level of participation of women in enterprise management, employment and income from agricultural activities. - Women and men farmers demand rates for irrigation technology, alternative agricultural production and land titling. | <ul style="list-style-type: none"> - Rate of rural employment. - Tax revenues generated for the valley. - Rate of agricultural productivity. |
| | | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Small Women and Men farmers. - Regional Institutions. - Local Institutions. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Small Women and Men Farmers. - Local Institutions. - Private Agencies. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Small Women and Men Farmers. |

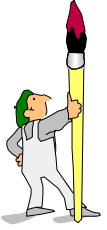

CIDA's Priority and Sub-Category: Basic Human Needs (Nutrition- Emergency)

| | | | |
|--|---|--|---|
| Type of Project: School Canteens | | Project Duration: 5 years | |
| Purpose: To support the availability of food aid to children at risk. | | Project Budget: \$ 4.1 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact of Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline study and gender analysis. ▪ Purchase of Canadian products for monetization. ▪ Purchase of local cereals and iodine. ▪ Storage, transformation and distribution of food aid in adequate conditions. ▪ Establishment of parent committees. | <ul style="list-style-type: none"> ▪ Central storage depot operational. ▪ Children at risk 0-5 years have access to regular meals at school. ▪ Improved micro-nutrient (iodine and Vitamin intake of x no. of children aged 0-5 years. ▪ Greater awareness of parents and communities to participation of children at school. | <ul style="list-style-type: none"> ▪ Improved nutritional status of girls and boys in target areas. ▪ Increased attentiveness of girls and boys. ▪ Improved school enrollment rates of girls and boys at the primary level. | <ul style="list-style-type: none"> ▪ Improved well-being of children in terms of health, nutrition and educational attainment leading to a reduction of poverty. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Administrative, management and logistical dimensions of storage depot in place. ✓ # of meals and caloric intake of girls and boys. ✓ Satisfaction with meals. ✓ Weekly intake of Vit. A and iodine by gender. ✓ Changing attitudes and behaviors of parents. ✓ Level of participation in school feeding program. | <ul style="list-style-type: none"> ✓ Rate of illnesses due to Vitamin A and iodine deficiency. ✓ Attendance rate of boys and girls with and without school canteens. ✓ Changes in malnutrition rate: weight/age; weight/height; height/age by gender. | <ul style="list-style-type: none"> ✓ # of students continuing on to secondary level. ✓ Change in pregnancy rate of young girls. ✓ Income levels of graduates. ✓ Caloric intake of students. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Storage Depot for Food-aid. • Schools, parents, communities. • Boys and Girls (age 0 -5 years). | <p>Direct Beneficiaries;</p> <ul style="list-style-type: none"> • Boys and girls | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Boys and girls • Graduates |

CIDA's Priority and Sub-Category: Basic Human Needs (Water and Sanitation)

| | | | |
|---|---|--|--|
| Type of Project: Sustainable Water Project | | | Project Duration: 5 years |
| Purpose: To provide potable water and sanitation facilities, watershed management and health and environmental education to x inhabitants of rural areas and x municipal centers. | | | Project Budget: \$5 million |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: |
| <ul style="list-style-type: none"> - Baseline study and Gender Analysis. - Training and organization of communities . - Designing, constructing and/or rehabilitating water and sanitation facilities. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Trained communities are organized into Water Management Committees (with women representation). - Improved & renovated water systems and latrines. - Watershed management sustained. - Gender sensitive governmental agencies motivated, adequately trained and financially and technically supported. | <ul style="list-style-type: none"> - Improved access to sustainable water and sanitation services for target communities. - Increased knowledge and application among participants of practices related to hygiene and environmental sustainability. - Increased capacity of Local Water Authority and involved municipalities to replicate the Project Implementation Model on their own. |
| <ul style="list-style-type: none"> - Training and involvement of governmental agencies and other stakeholders including women beneficiaries in the Project process. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - % of participating communities equipped with technical and administrative capacity. - No . of adequate, well-utilized and well-maintained water supply and sanitation facilities existing in all participating communities. - % of participating communities and municipalities using appropriate environmental practices. | <ul style="list-style-type: none"> - No. of people (M/F) who have access to potable water and sanitation facilities. - # of women in Local Water Authority (LWA) involved in decision-making. - Extent to which participating communities adopt hygiene and environmental sanitation practices at the household level, before and after project intervention. - # of Water and Sanitation projects planned, financed and implemented by the LWA and involved municipalities. |
| | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Water Management Committees. - Women. - Government Agencies. - Participating communities & municipalities. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Local Water Authority. - People in target communities. - Municipalities. - Other organizations. |
| | | | <p>Impact or Long-term Results:</p> <ul style="list-style-type: none"> - Improved health and sanitary conditions in participating communities. |
| | | | <ul style="list-style-type: none"> - Health status and quality of life for the rural and peri-urban inhabitants of the targeted communities. - Change in hygienic practices of households. |
| | | | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Participating Communities. - Households in target areas. |

CIDA's Priority and Sub-Category: Basic Human Needs (Water and Sanitation)

| | | | |
|--|--|---|---|
| Type of Project: Rural Community Development Project | | | Project Duration: 5 years |
| Purpose: To provide water and sanitation facilities and complimentary health and hygiene programs to at least X people in the poorest rural villages of Country X. | | | Project Budget: \$ 5.0 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Gender Analysis. ▪ Formation of Village Project Committees. ▪ Community mobilization of resources. ▪ Community construction of water supply systems (gravity-fed piped water system). ▪ Siting, appropriate design and construction of household (HH) latrines. ▪ Environmental health and hygiene promotion campaigns. | <ul style="list-style-type: none"> ▪ Adequate water supply for X people in X villages. ▪ Increased # of HH with newly constructed sanitation facilities. ▪ Env'tal health & hygiene campaigns implemented in x villages. ▪ Village Project Committees active in coordinating project activities. ▪ Water-user fee collections and Operating & Maintenance (O & M) initiatives are established in target villages. | <ul style="list-style-type: none"> ▪ Improved access to clean water, sanitation and environmental health and hygiene practices. ▪ Women are involved in all phases of project activities, including representation on village project committees and sub-committees. | <ul style="list-style-type: none"> ▪ Improved health, sanitation and hygiene practices in target areas. |
| Indicators:  | <ul style="list-style-type: none"> ✓ X liters of clean water supplied daily per person for X people. ✓ # & % of households with newly constructed latrines. ✓ HH surveys indicate changes in environmental health practices (household drainage, maintenance of culverts, garbage disposal). ✓ Village project committees established and meet regularly. ✓ Water-user fee collection accounts maintained by project. | <ul style="list-style-type: none"> ✓ % who have access to and using potable water and sanitation facilities. ✓ Level of satisfaction of users (M/F) of water and sanitation facilities. ✓ X % of women are involved in village project committees and sub-committees; level of involvement of women. | <ul style="list-style-type: none"> ✓ Incidence of diarrhoeal diseases and skin infections among infants and children under 5 years. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Households. • Village Project Committees and sub-Committees. • Water-User Groups. | Direct Beneficiaries: <ul style="list-style-type: none"> • Women. • Village Project Committees & Sub-Committees. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Population in target areas. • Infants. • Girls and boys. |

CIDA's Priority and Sub-Category: Basic Human Needs (Shelter)

| | | | | | |
|---|---|---|--|--|---|
| Type of Project: Assistance to Reconstruction | | | Project Duration: 3 years | | |
| Purpose: To create a favorable environment for national reconciliation through assistance for the construction of houses for returning refugees in a selected region of the host Country. | | | Project Budget: \$5.0 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> - Gender Analysis. - Construction of houses, schools, water points and latrines. - Consultations between local administration and returning refugees. - Rehabilitation of water points and schools. - Construction of complementary infrastructures, such as, latrines & schools. - Financial support to X no. of Community - Based Organizations (CBOs) for the implementation of agricultural activities. - Financial support to X CBOs for income - generating projects. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Local administration uses information necessary for planning, coordination and the formulation of a succinct development plan for the target area. - X no. of families will participate in the project and will access permanent housing. - Families have access to well determined agricultural land and those who raise cattle have access to a collective area where their cattle can graze. - Time spent by women fetching water is reduced. - Improved access to latrines & schools. | <ul style="list-style-type: none"> - Improved coordination of all construction activities in the target region. - Participating families will still live in their houses after 5 years. - Latrines, schools and other infrastructures will still be in use and properly managed after 5 years. | <ul style="list-style-type: none"> - Rural communities develop self-help and community spirit. | |
| | | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - Extent to which local administration applies new information to the planning of reconstruction in the target area. - # of families participating in the project. - # of people served by & level of service of new/rehabilitated infrastructure. - Satisfaction of families with respect to access to agricultural and grazing land. - Time spent by women fetching water, before and after the project. - # of latrines and schools rebuilt. | <ul style="list-style-type: none"> - Opinion of local administration, population and donor agencies with respect to coordination of reconstruction activities in the target region. - % of participating families who still live in their house 5 years after the project. - Condition of social infrastructure 5 years after the project & processes for its management. | <ul style="list-style-type: none"> - Examples of self-help and community spirit: common activities undertaken by the returning refugees, mutual support. |
| | | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Personnel (M/F) of local governance structures. - Participating families. - Women. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Personnel (M/F) of local governance structures. - Participating families. - Other donor agencies - Schools. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Community members (M/F) of the target region. - Participating families. |

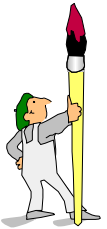

CIDA's Priority and Sub-Category: Basic Human Needs (Humanitarian Assistance)

| | | | |
|---|--|--|---|
| Type of Project: Country Emergency Humanitarian Assistance for Reconstruction due to Hurricane | | | |
| Budget: \$4.5 million | Impact or Long-term Results: ↓ The immediate basic human needs of the population living in the devastated areas are satisfactorily met. | Indicators: ♦ Quality of life of the people in the hurricane affected areas. | Beneficiary Reach: Indirect Beneficiaries: ♦ Population (M/F) in the hurricane affected areas. |
| Project Duration: 3.0 years | | | |
| Purpose: ➔ To contribute to the rehabilitation of water & sanitation systems, emphasize health & hygiene education, bring support to local govt. structures for prevention & medical treatment, bring financial support to the food distribution process & assist in the rehabilitation of houses & reactivate agricultural production. | Outcomes or Medium-term Results: ← Improved access to potable water, latrines & sanitation facilities, reconstructed/ rehabilitated homes, and agricultural rehabilitation, by people living in areas devastated by hurricane. | Indicators: ♦ # of people affected by hurricane who now have access to potable water, sanitation facilities, rehabilitated homes and agricultural production. ♦ Level of satisfaction of hurricane victims on quality of emergency assistance provided. | Beneficiary Reach: Direct Beneficiaries: ♦ People affected (M/F) by the hurricane. |
| Activities: ➔ Gender analysis. ➔ Food distribution & medical assistance. ➔ Reconstruction/rehab. of homes. ➔ Rehab. of water and sanitation facilities. ➔ Coordination with rehab agencies and govt. | Outputs or Short-term Results: ↑ Humanitarian assistance strategy that is gender-sensitive. ↑ Improved access of affected population to food and medicine. ↑ Safe shelter for human settlements for affected families. ↑ Improved access to potable water and sanitation facilities. ↑ Improved access to agricultural production. | Indicators: ♦ # of women, men and children receiving food and medicine supplies. ♦ # of homes rebuilt for families. ♦ # of latrines and tube wells built. ♦ # of small infrastructure services (small bridges, culvert, water sheds) rehabilitated. | Beneficiary Reach: Direct Beneficiaries: ♦ People (M/F) affected by the hurricane. |

CIDA's Priority and Sub-Category: Basic Human Needs (Humanitarian Assistance)

| | | | | |
|---|---|--|--|---|
| Type of Project: Flood Rehabilitation | | | Project Duration: 3 years | |
| Purpose: To provide timely assistance for the rehabilitation of social and economic infrastructure in selected flood-affected areas in Country X. | | | Project Budget: \$ 1.0 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender Analysis. - Household survey on people affected by floods. - Identification of extent of damage and assistance needed by each farmer. - Monitoring of assistance needed and provided. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Housing and education facilities restored. - Sanitary conditions restored. - Recovery of capital and resumption of production for X weaving families. - Affected families and single households avail of micro-credit services. | <ul style="list-style-type: none"> - Improved access to potable water, latrines and sanitation facilities, reconstructed/rehabilitated homes, by people (M/F) living in flood devastated areas. - Increased income earning potential of a group of small farmers and rural - based weavers restored. | <ul style="list-style-type: none"> - Impact of the flood on the victims is mitigated. Flood victims are able to recover from the social and economic costs of the flood. |
| <ul style="list-style-type: none"> - Procurement, collection and distribution of seeds to X thousand farmers. - Reconstruction of X houses, X tube wells and X schools. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - # of houses, schools and tube wells, reconstructed. - Extent of activities carried out with local weavers to market products damaged by the floods. - # of families and single households undertaking micro-credit enterprises. | <ul style="list-style-type: none"> - % of flood victims (M/F) using the rehabilitated facilities and amenities (houses and schools). - Level of satisfaction of flood victims (M/F) on quality of emergency assistance provided. - Extent to which farmers/weavers are able to generate income at pre-flood levels. | <ul style="list-style-type: none"> - Income levels (pre and post flood crises). - State of physical well-being and school enrollment (pre and post flood disaster). |
| <ul style="list-style-type: none"> - Provision of micro-credit to X affected low-income families. | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Local weavers (M/F). - Women and men farmers. - Schools. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Women and men farmers. - Rural-based weavers. - Schools. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Population (M/F) in the flood affected areas. |

CIDA's Priority and Sub-Category: Basic Human Needs (Integrated BHN)

| | | | |
|---|--|---|---|
| Type of Project: River Community Development & Monitoring in Country X | | | Project Duration: 6 years |
| Purposes: (1) To strengthen the capacity of communities to manage village platforms in a sustainable manner; (2) Develop, test, and document platform slope protection measures; (3) Monitor-on-going morphological changes in the river; and (4) Maintain technical continuity until the implementation of the River Management Project. | | | Project Budget: \$ 6.0 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-Term Results |
| <ul style="list-style-type: none"> ▪ Baseline study and gender analysis. ▪ Comm'ty Dev. (1)TA & training for instit'nal strengthening, facilitation of comm'ty work; (2) Capital assistance for small village infra. ▪ Slope Protection (SP): (1) TA & training on protection of existing dikes, wave assess. & SP alternatives. ▪ River Monitoring: TA & training on surveying, results mapping & analysis of river morphology. ▪ Knowledge Base: TA & training to complete inventory of information. | <ul style="list-style-type: none"> ▪ Stabilized village platforms in target communities protected against erosion. ▪ Methodologies for community development and public participation for use in future dredging and platform construction program. ▪ A range of slope protection measures developed and applied. ▪ Computerized inventory and information storage and retrieval system. | <ul style="list-style-type: none"> ▪ Improved living conditions in x riverine communities. ▪ Improved socio-economic status of village platform beneficiaries (women included). ▪ Enhanced capacity of local government and NGO to undertake community development activities. | <ul style="list-style-type: none"> ▪ Enhanced economic activity and quality of life in the target river flood plain. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ # of stable & protected village platforms in target areas. ✓ Extent & type of community devt. topics included in training & platform maintenance procedures manuals. ✓ % of residents (M/F) following the instruction on work required to protect & maintain slopes. ✓ # of trained staff (M/F) using computerized info. management system in river monitoring. | <ul style="list-style-type: none"> ✓ # and level of satisfaction of village platform beneficiaries using the new social infrastructure (schools, water-seat latrines, tube wells). ✓ % of village platform beneficiaries able to generate income through horticulture and livestock raising. ✓ # of community organizations capable of maintenance of platforms. | <ul style="list-style-type: none"> ✓ Type, no. and scope of new homestead-based activities in the target areas. ✓ Higher per capita food consumption. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Target communities. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Villagers (M/F);Local Government; NGOs; Schools & Community Org. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • People living in the target river flood plain. |

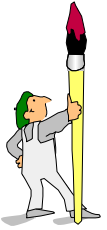

CIDA's Priority and Sub-Category: Basic Human Needs (Integrated BHN)

| | | | |
|---|---|---|---|
| Type of Project: NGO-Agricultural Program | | | |
| Budget: \$ 4.5 million | Impact or Long-term Results: ↓ Improved food and economic security of households in the target areas. ↓ Improved health security of households in the target areas. | Indicators: ♦ Extent to which household income improved through agricultural productivity. ♦ Extent of well being of the residents in the target areas. | Beneficiary Reach: Indirect Beneficiaries: ♦ Households in target areas. |
| Project Duration: 5 years | | | |
| Purpose: → Agri. Productivity: to improve HH income. → Water & Sanitation: to decrease rate of water-borne diseases. → Preventative & Reproductive Health: to decrease mother/child mortality rates. → Monetization: to address food availability and contribute to reduction in the food deficit. | Outcomes or Medium-term Results: ← Farmers adopt cropping practices which increase yield/income; Farmers adopt practices which increase the value added to agricultural produce. ← Increased use of potable water and latrines by rural households; improved personal hygiene practices; enhanced institutional capacity to manage potable water systems ← Increased availability and use of FP services, maternal- child health services, and STD/AIDS services; management capacity in partner health institutions strengthened. | Indicators: ♦ Amount of revenue generated by poor farmers before and after project intervention. ♦ No. of persons with access to potable water and adequate water supply; no. of persons served by latrines. ♦ Mother/child mortality rates; extent of clinic attendance. | Beneficiary Reach: Direct Beneficiaries: ♦ Women and men farmers. ♦ Rural households ♦ Mothers. ♦ Children. ♦ Partner Health Institutions. |
| Activities: → Baseline and Gender analysis. → Training of farmers & field agents. → Transplantation of seedlings, grafting of fruit trees; installation of new water pump. → IEC training session for health center partners and campaign on FP, MCH issues. → Monetization of Cdn. food commodity. | Outputs or Short-term Results: ↑ Increase in HH income and daily meals in target rural areas; women and men farmers adopt slope protection practices. ↑ Reduction in incidence of water-borne disease and personal hygiene practices, before and after project intervention. ↑ Decreased morbidity-mortality rates among women & children; increase in contraceptive methods use; increase in no. of micro-nutrients distributed by Health Inst. ↑ Monetization generate funds for the implementation of development activities. | Indicators: ♦ HH income & no. of meals taken per day, before and after project intervention. ♦ Incidence of water-borne disease per 1,000 inhabitants as measured by the frequency of diarrhoea episodes. ♦ Mother/child mortality rates before and after project intervention. | Beneficiary Reach: Direct Beneficiaries: ♦ Women and men farmers. ♦ Women. ♦ Children: girls and boys. ♦ Health Institutes. |

CIDA's Priority and Sub-Category: Basic Human Needs (Integrated BHN)

| | | | | | |
|---|---|---|--|--|---|
| Type of Project: Rural Development Program/Rural Institution | | | Project Duration: 7 years | | |
| Purpose: To transform the government's Rural Development Program in Country X into a self-reliant and autonomous Institution of the rural landless poor. | | | Project Budget: \$ 20 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> - Baseline Study and Gender analysis. - Technical assistance (TA) in the establishment of the institution. - TA in financial & operational mgmt. of the Institution. - Training and human resource development. - Finances for credit fund & assistance in improving loan operations. - Provision of transitional financial support for operations and administration. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Organizational structure determined and established. - Elements required for strengthened financial management in place. - Improved financial and administrative management of staff at all levels. - Improved delivery of social programs - Improved credit operations for women and men to promote loan recovery. | <ul style="list-style-type: none"> - An administratively autonomous institution established. - The Institution is operational. - Foundations are laid for financial independence. | <ul style="list-style-type: none"> - Community-based Institution of the poor delivering services to the poor. | |
| | | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - Recognized legal mandate for new institution in place. - Appropriate governing structure in place. - All M/F staff (financial and administration) hired and in payroll. - Long-term financial self-reliance plan available and used to guide financial planning and management. - Management Information System in place and utilized for operational and financial management by trained staff. - Assets of the Rural Development Program (previously managed by the government) transferred to the new Institution. - Credit operation rationalized with longer term planning and lending to profit making income generation projects. - Increase in loan recovery. | <ul style="list-style-type: none"> - Degree to which administrative control by government is no longer required by the Institution. - Extent to which the Institution has developed and used its own systems and operations. - Degree to which self-reliant Institution is able to provide continuous services to its members. - Level of loan recovery, payment delinquency and financial loss rates. | <ul style="list-style-type: none"> - Number of community-based Institutions that are financially and administratively self-reliant. - Number of poor people (M/F) served by the community-based institutions. - Level of satisfaction of the poor people (M/F) served by the community-based Institutions. |
| | | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - M/F Staff of the Rural Dev't Institution at all levels. - Trained staff (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - New Autonomous Rural Development Institution and its staff. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Community-based Institutions. |

CIDA's Priority and Sub-Category: Basic Human Needs (Integrated BHN)

| | | | |
|---|---|--|--|
| Type of Project: Adolescents Development Program (ADP) | | | Project Duration: 5 years |
| Purpose: To impart to adolescents literacy, numeracy, life skills, health and income-earning skills and greater confidence. | | | Project Budget: \$ 2.6 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline Study and Gender analysis. ▪ Training in basic literacy, numeracy and life skills. ▪ Preparation of training materials, geared towards adolescents. ▪ Documentation of experiences. | <ul style="list-style-type: none"> ▪ Adolescents in rural areas, with basic literacy & numeracy skills, credit training & capacity to negotiate & register terms of marriage. ▪ Urban house helpers w/ basic lit. & num. & trained in alternative skills. ▪ Urban-based female garment workers with basic lit. & num. has ability to manage money & aware of options and hazards of life in urban, industrial world. ▪ ADP graduates negotiate & register their marriage. | <ul style="list-style-type: none"> ▪ Women and men adults less vulnerable to destitution and exploitation. ▪ Graduates enter into marriage at age (over 18) when they are more knowledgeable about economic, social, health and gender equality issues. ▪ Organizations at various levels - grassroots, local, regional, national and international- are capable of implementing the ADP. | <ul style="list-style-type: none"> ▪ The transformation of illiterate and deprived adolescents into individuals who lead more secure, healthier and self-reliant lives than did their parents. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ # of students graduating vs. drop-outs (also reasons for drop-out or early marriage) ✓ % of urban-based house helpers who have acquired alternative skills. ✓ # of garment factories allowing classes. ✓ % of ADP graduates who negotiated and registered marriages. | <ul style="list-style-type: none"> ✓ # of women participating in local economy, emergence of new businesses incorporating the life skills training of the ADP. ✓ % of ADP graduates who marry at the age of 18 & above & register those marriages. ✓ # & variety of agencies who promote and/or run the ADP. ✓ # of issues related to adolescents featured in media, gov't work. | <ul style="list-style-type: none"> ✓ No. of literate and skilled adults, before and after project intervention. ✓ No. of confident, skilled women who are equal actors in their families, communities and society. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • M/F Adolescents. • Urban house helpers & urban female garment workers. • ADP graduates. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • M/F Adults. • ADP graduates. • Women. • Other agencies. | <p>Indirect Beneficiaries;</p> <ul style="list-style-type: none"> • M/F Adolescents. • M/F Adults. • Women. |

ODA Priority: Gender Equality

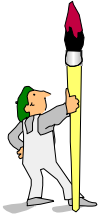



* Please note that in some of the examples, Reach refers to Beneficiary Reach.

CIDA's Priority and Sub-Category: Gender Equality

| | | | | |
|--|---|--|--|--|
| Type of Project: Policy Leadership & Advocacy for Gender Equality | | | Project Duration: 4 years | |
| Purpose: To strengthen the capacity of the Ministry of Women's Affairs to act in a policy leadership and advocacy role within government to mainstream gender equality. | | | Project Budget: \$ 2 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline data and gender analysis - Development of Mandate and Business Plan of Ministry for Women's Affairs. - Implementation of National Policy for Women's Advancement. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved dissemination of newly focused mandate of Ministry for Women's Affairs. - Effective follow-up to National Action Plan by various line Ministries. - Strengthened capacity of Planning Commission to assess & monitor mainstreaming of gender equality into dev. projects within govt. - Greater interaction of civil society groups and/or with govt. and public in order to provide inputs into process of mainstreaming gender. - Women more effectively participate in local level planning and decision-making. | <ul style="list-style-type: none"> - Increased capacity of Ministry for Women's Affairs to respond to Govt. and civil society groups and to provide leadership role in mainstreaming gender equality in policies and programming of Govt. - Increased capacity of civil society groups to carry out dialogue with govt., provide relevant inputs into policy planning and implementation, communicate and perform outreach activities in promotion of gender equality. | <ul style="list-style-type: none"> - Socio-economic disparities between men and women reduced as a result of a more democratic process and women's access to and benefit from the decision-making process. |
| <ul style="list-style-type: none"> - Networking of locally elected officials. - Dissemination of key messages for electronic media on gender equality for public information and advocacy. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - Level of understanding of Ministry for Women's Affairs mandate by line Ministries. - # of programs adopted by line Ministries following-up on National Action Plan. - Existence of monitoring plans (checklists) for mainstreaming of gender equality. - Degree and quality of linkages between civil society and govt. - # of women involved in local planning and decision-making. | <ul style="list-style-type: none"> - Changes in working relationship between civil society and Govt. - # of initiatives launched or supported by Ministry for Women's Affairs. - Perception of Ministry for Women's Affairs by other line Ministries and civil society with regards to credibility and respect. - # and quality of meetings between civil society and Govt. | <ul style="list-style-type: none"> - Changes in wage gap between women and men reduced. - Level of economic, political and social transparency. - Quality and # of policies, laws, initiatives seeking to improve women's situation and reduce disparities. - Satisfaction of civil society and Govt. with inter-relationship. |
| | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Ministry for Women's Affairs. - Civil society groups. - Female decision-makers. - Planning Commission. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Ministry for Women's Affairs. - Civil society groups. - Female decision-makers. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - General population: women and men. - Government. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|---|--|---|---|
| Type of Project: Beijing Platform for Action Implementation | | | Project Duration: 5 years |
| Purpose: To assist and strengthen the capacity of the regional network, organization, institutions and governments to implement the Beijing Platform for Action and address other critical regional gender issues. | | | Project Budget: \$ 5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Gender Equity Fund implemented & sub-projects identified to raise gender awareness & advance gender equity issues. ▪ Strategic networking & information brokering with GOs and NGOs, donors and multilateral partners for cost sharing of gender resources. ▪ Facilitate mainstreaming of gender perspectives into regional & national policy fora. ▪ Technical assistance to regional and bilateral programmes. | <ul style="list-style-type: none"> ▪ Strengthened partnerships and capacity-building among regional networks and gender orgs. ▪ Raised awareness and improved understanding of gender issues through sub-projects. ▪ Increased policy support (tools, experts, recommendations, strategic plans) and ability of govt. and policy-makers to incorporate gender. ▪ CIDA bilateral & regional projects more knowledgeable about gender equity issues. | <ul style="list-style-type: none"> ▪ Through implementation of Beijing Platform for Action, effective mainstreaming of gender issues improving national status of women and regional dialogue. ▪ Increased awareness of gender issues in region and among Canadian public. ▪ Improved programming, advocacy and communication on gender equality issues. | <ul style="list-style-type: none"> ▪ Improved gender equity policies, plans and legislation including CEDAW effectively formulated and implemented in response to dialogues between national govts. and civil society. |
| Indicators:  | <ul style="list-style-type: none"> ✓ # and quality of cooperatively planned sustainable project activities & meetings. ✓ # of Canadian resources and orgs. involved and extent of involvement compared to pre-project situation. ✓ Degree to which gender equity concerns identified as priority in national dev. plans. | <ul style="list-style-type: none"> ✓ Degree to which gender equity concerns are priority action areas for govt. ✓ Degree to which Gender entry points & NGO recommendations accepted. ✓ Quality of regional statistics and analysis. ✓ Quality & frequency of reporting on regional gender issues. | <ul style="list-style-type: none"> ✓ # & quality of policies, plans and legislation integrating gender equality. ✓ Degree to which constitutional changes within national legislatures reflect gender equity. ✓ Ratification of international covenants incl. CEDAW. ✓ Relative size & share of new govt. investment. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Network, project partners, sub-projects, Regional Govts. | Direct Beneficiaries: <ul style="list-style-type: none"> • Network, project partners, sub-projects, Regional Govts. | Indirect Beneficiaries <ul style="list-style-type: none"> • Network, project partners, sub-projects, Regional Govts. |

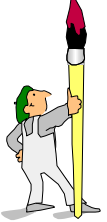

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|--|--|---|---|
| Type of Project: Regional Gender Equality Fund | | | |
| Budget: \$ 5 million | Impact or Long-term Results: ↓ Increased participation of women in decision-making in the state and the judiciary as well as private sector & civil society organizations and the community. | Indicators: ♦ # of women in govt. positions, in the judiciary, private sector and civil society organizations and the community. ♦ Degree to which women have increased access to and control of the benefits of development. | Beneficiary Reach Indirect Beneficiaries: EG Recipient Govt. EG Civil Society. EG Women. |
| Project Duration: 5 years | | | |
| Purpose: ➔ To advance women's equal participation with men as decision-makers in shaping the sustainable development of their societies. ➔ To support women and girls in the full realization of their human rights. | Outcomes or Medium-term Results: ← Strengthened capacity of organizations, institutions and govt. to promote, design and implement policies, programmes and projects that reflect needs, priorities and interests of both women and men. ← Increased capacity of govt. agencies mandated to promote gender equality, to monitor and influence govt. planning processes, public policy and legislation. ← Increased involvement of women in decision-making levels in economic, political, and social processes at local and regional levels. | Indicators: ♦ Degree to which implemented policies, programmes and projects reflect the needs, priorities and interests of women in local levels of govt., labor unions & private sector. ♦ # of bills of laws developed, discussed, lobbied and presented to govt. bodies. ♦ # of reforms to penal code and penal procedures debated and approved. ♦ Degree to which women carry greater leadership roles at national & local levels of govt. and civil society. ♦ # of positions held by women in govt. and civil society orgs. before and after project. | Beneficiary Reach Direct Beneficiaries: EG Government. EG Labour Unions. EG NGOs. EG Private Sector. EG Female decision-makers. |
| Activities: ➔ Gender analysis. ➔ Collection of baseline data. ➔ Research, consulting & institutional strengthening. ➔ Formulation, implement. and evaluate gender programmes & projects. ➔ Seminars, conferences, dialogues, pilot initiatives on gender equality. | Outputs or Short-term Results: ↑ Policies, programmes & projects increasingly reflect needs, priorities of women and involve participation of men. ↑ Legal reforms that address women's concerns, improve their rights and further their interests. ↑ Greater social, economic and political empowerment for women through increased econ. security, decision-making, legal awareness & collective action for self-determination. | Indicators: ♦ # and quality of new policies, programmes and projects addressing needs of women. ♦ # of men involved. ♦ # and quality of legal reforms addressing gender equality. ♦ Level of involvement of women in decision-making. | Beneficiary Reach Direct Beneficiaries: EG Government EG NGOs EG Civil Society EG Women and men. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | | |
|--|---|--|--|---|
| Type of Project: Promotion of Women's Rights and Decision-making | | | | Project Duration: 5 years |
| Purpose: To promote women's development and improve legal framework for gender equality and women's access to decision-making. | | | | Project Budget: \$ 4.5 million |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies. - Gender analysis. - Training on legal and constitutional rights. - Development of training curriculum. - Support for network(i.e. financial, administrative, organizational). | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Better understanding by women of their legal rights. - Improved skills of women in the area of leadership, management and lobbying. - Violence against women network formalized and operational. - Capacity of network members improved in leadership, management & communications. | <ul style="list-style-type: none"> - Greater public recognition of violence against women in target areas of projects. - Legal framework revised and sanctions implemented with regards to violence against women applied. - Strengthened and credible network in violence against women. | <ul style="list-style-type: none"> - Gender issues integrated into local, regional and national policies. - Overall improvement in the social position of women. |
| <ul style="list-style-type: none"> - Public Relations activities and awareness such as seminars, popular theatre, dialogues. - Capacity building of network members. | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - # of denunciations, complaints, police inquiries. - Use of legal channels by women. - Network members seen as credible avenues to voice women's concerns and priorities. - # and type of training given. | <ul style="list-style-type: none"> - Degree to which legal channels used (police, mediators, legal system). - # of cases and verdicts affecting violence against women in target area. - # of judicial decisions adopted, revised or enacted with regards to excision, violence, rape, female heads of household. - Degree of recognition of network and credibility within country. | <ul style="list-style-type: none"> - # and nature of national, regional and local policies and programmes favouring rights of women. - Rates of violence against women. - # of women in decision-making positions. - Degree to which women feel more respected. |
| | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | Direct Beneficiaries: <ul style="list-style-type: none"> - Women in target areas. - Network members. - Judicial and legal system. - Media. | Direct Beneficiaries: <ul style="list-style-type: none"> - Judicial system. - Populace. - Network. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Women. - Political decision-makers. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|---|--|---|--|
| Type of Project: Training Fund for Women | | | Project Duration: 6 years |
| Purpose: 1) To improve women's technical and managerial skills through training programmes and industrial-institutional attachments in the areas of Law, Planning, Science and Technology and Management. 2) To help create a more enabling and gender sensitive environment for the development and professional advancement of women. | | | Project Budget: \$ 5.2 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ X number of women trained in country, in region and in Canada at Master's level, Diploma/Certificate level, industrial institutional attachments. ▪ Training of employers on gender career and reintegration issues. ▪ To establish a tracking system to track trainees and their work performance. | <ul style="list-style-type: none"> ▪ Strengthened capacities and skills of women. ▪ Employers of trainees more gender-sensitive and aware of what project is doing. ▪ Tracking system operational giving greater information on beneficiaries' whereabouts and work performance. | <ul style="list-style-type: none"> ▪ Increased level of decision-making and skills by women in the work place. ▪ Increased self-esteem among women. ▪ Greater reintegration of trainees into the workplace with greater success and benefit to both trainee and employer. | <ul style="list-style-type: none"> ▪ Empowerment of women in social, economic, legal and political spheres. ▪ More women in positions of leadership within their organizations and in non-traditional professions. |
| Indicators:  | <ul style="list-style-type: none"> ✓ # of trainees graduating at different levels in different fields. ✓ Level of understanding and appreciation by employer for gender and career issues in planning human resource development and job creation. ✓ Evidence to show whereabouts of trainees and their work performance. | <ul style="list-style-type: none"> ✓ # of women in leadership positions. ✓ Level of performance of women in their organizations. ✓ Proportion of trainees which have been positively reintegrated to the workplace. ✓ Degree to which trainees using skills in the workplace. | <ul style="list-style-type: none"> ✓ # of women occupying Senior Management positions. ✓ # of women in non-traditional professions. ✓ Degree of influence by and participation of women in social, economic, legal and political spheres. ✓ Degree to which female participate effectively and assertively in social, economic, legal and political spheres. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Employers and trainees. | Direct Beneficiaries: <ul style="list-style-type: none"> • Employers, former trainees. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Female leaders, former trainees. |

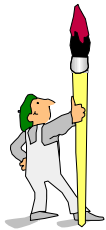

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|---|---|--|--|
| Type of Project: Micro-credit | | | |
| Budget: \$ 5 million | Impact or Long-term Results: ↓ Greater economic participation of women in economy leading to improvement in their socio-economic conditions. ↓ More favourable legislative and judicial framework vis-a-vis female entrepreneurs. | Indicators: ♦ # of women's economic generating activities in region as a result of project. ♦ Level of women's income and purchasing power. ♦ Degree to which cooperative laws in saving and credit sensitive to women's needs and priorities. | Beneficiary Reach Indirect Beneficiaries: EG Women entrepreneurs benefiting from credit. EG National Credit Cooperative. EG Local population targeted by project. |
| Project Duration: 5 years | | | |
| Purpose: → To support women's economic empowerment through access to credit and training. → To strengthen the national credit union programme of micro-credit to women. | Outcomes or Medium-term Results: ← Access to credit improved and greater technical assistance/training of clients. ← Increase in sustainable economic activities and financial independence by women in target region. ← Cooperative and micro-credit laws favour financial and training services to women. | Indicators: ♦ # of loans and rate of amortization, defaults. ♦ Quality of micro-credit technical assistance offered to women. ♦ # of loan repayment defaults. ♦ Income of women in region. ♦ # and quality of new micro-credit laws. | Beneficiary Reach Direct Beneficiaries: EG Women receiving credit, training and technical assistance. EG National Credit Cooperative organization and local affiliates. |
| Activities: → Micro-credit loan fund established. → Baseline data and gender analysis. → Ongoing training technical assistance offered. → Technical assistance to national cooperative organization. | Outputs or Short-term Results: ← Improved skills of 700 women entrepreneurs. ← Operational credit services offering credit, training and supervision to poor women. ← National Cooperative organization strengthened in women's micro-credit. ← Improved economic means of women. | Indicators: ♦ # of new economic activities generated by women/men. ♦ # of new loans and repayment rates for women/men. ♦ Satisfaction of female entrepreneurs with credit services. ♦ # of new women members in Cooperative. ♦ Women's income levels prior to and post credit. | Beneficiary Reach Direct Beneficiaries: EG National Credit. EG Cooperative organization EG Trainees. EG Women entrepreneurs. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|--|---|--|--|
| Type of Project: Women's Economic Development | | | Project Duration: 5 years |
| Purpose: To assist poor women entrepreneurs in three provinces to start businesses or expand their existing businesses and to integrate them into the country's newly emerging private sector. | | | Project Budget: \$ 4.5 million |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: |
| <ul style="list-style-type: none"> - Baseline study of problems of access to credit for women's enterprises and solutions. - Gender analysis - Loan fund established. - Establish mutual support structures (e.g. business clubs, savings and credit unions) for women promoters of economic activities & micro-entrepreneurs. - On-going dialogue established with institutional actors active in field of micro-finance (i.e. Financial sectors, NGOs, other micro-finance projects). | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Support units strengthened and able to deliver training, follow-up advisory services to women. - Poor women who are involved in or want to be involved in economic activities have access to quality support services adapted to their needs. - A significant # of women increase their income as a direct result of services from project. - Greater integration and support among key actors in micro-finance field. | <ul style="list-style-type: none"> - More consolidated micro-finance sector committed to women entrepreneurs. - Greater financial well-being and independence of women. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Type and # of financial services and training available to women. - Degree to which economic and managerial capacity of 700 women improved. - Level of demand for financial services. - # of new activities or enterprises launched or formalized. - # of new jobs created. - Terms of loans and financial services adapted to women's needs. - # of women with access to credit. - # of proposals received and approved. | <ul style="list-style-type: none"> - Level of efficiency and effectiveness of micro-finance sector. - Quality and # of actors providing support (i.e. Clubs, Women's Business Associations, Savings and Credit Unions). - Degree of ease of access to credit and support services. - Amount of income of women entrepreneurs. - Amount of income and profit generated. |
| | R E A C H | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Support units. - Women microentrepreneurs. - Business Clubs, Savings and Credit Unions, etc.). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Micro-finance sector. - Clubs, Women Business Associations, Saving and Credit Unions. - Women entrepreneurs. |
| | | | <p>Impact or Long-term Results:</p> <ul style="list-style-type: none"> - A successful and supportive environment for women entrepreneurs and women with productive capacity in the three provinces will have been created and sustained. - Other provincial women's unions express an interest in applying the same service delivery model in their provinces. - Satisfaction of women microentrepreneurs and women with productive capacity with financial services and support mechanisms. - # of women above poverty line engage in enterprise 3 years after training. |
| | | | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Micro-finance sector. - Microentrepreneurs. - Women with productive capacity. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|--|---|---|---|
| Type of Project: Girl-Child Education | | | Project Duration: 5 years |
| Purpose: To increase girls' access to quality primary education at the primary and junior secondary levels in country X and particularly in five poor districts of the country. | | | Project Budget: \$ 5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Technical assistance to Ministry of Education Girl-Child Education Unit. ▪ Development of gender-sensitive curriculum. ▪ Teacher training. ▪ Workshop & seminars on GAD analysis & advocacy training sessions for District Assemblies. ▪ Community outreach: school-community linkages, health and nutrition of school children, income generating activities and small scale school infrastructure. ▪ 50 scholarships to girls and local female students/teachers. | <ul style="list-style-type: none"> ▪ Development of a monitoring and evaluation system within Ministry of Education to measure progress of Girl-Child Education activities and promotion. ▪ GAD-sensitized teachers and education officers including a greater number of female community based teachers. ▪ Increased community support and participation in early girl education. | <ul style="list-style-type: none"> ▪ Strengthened capacity of Ministry of Education and district offices to track progress and to develop education policies and programmes addressing gender disparity. ▪ Girls' enrollment is increased, girls stay in school longer and increasingly participate in classroom activities. ▪ Female students have positive role models and receive appropriate attention from teachers. ▪ Community level barriers to girls' education are reduced. | <ul style="list-style-type: none"> ▪ Improved access to primary education contributing to reduced poverty of women and improved family health and nutrition habits. ▪ Greater input from women in the decisions that affect their communities. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Information systems in place. ✓ Change in quality and focus of teaching improved with regards to GAD. ✓ Level and degree of community commitment in income generating activities, infrastructure, PTA. ✓ % of project communities staffed with at least one female teacher. | <ul style="list-style-type: none"> ✓ Degree to which monitoring reports on status of girls' education produced by district education offices. ✓ Existence of national education plans and policies including girls. ✓ Level of participation of parents in PTA and other village orgs. ✓ #, retention rate and academic achievement of girls. | <ul style="list-style-type: none"> ✓ Level of satisfaction of basic human needs. ✓ Level of birth rate in targeted age groups. ✓ Infant mortality & morbidity rates. ✓ Degree of participation of women in community decision-making. ✓ Degree to which women perceived positively in their communities. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Girl-Child Education Unit, Ministry of Education, District Assemblies, teachers, communities, girls. | Direct Beneficiaries: <ul style="list-style-type: none"> • Girl-Child Education Unit, Ministry of Education, District Assemblies, teachers, communities, girls. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Former students and girls attending primary and junior secondary school levels targeted by project. |

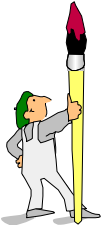

CIDA's Priority and Sub-Category: Gender Equality

| Type of Project: Achieving Gender Equality in Education | | | |
|--|---|--|--|
| <p>Budget: \$ 4 million</p> | <p>Impact or Long-term Results:</p> <p>↓ Gender disparities reduced in primary school retention, completion and achievement through the sustainable integration of project initiatives into Ministry of Education and community level structures.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Gender disaggregated data on progress related to school retention, completion & achievement. ◆ Extent to which girls & parents see benefits to society. ◆ Costs of girls educ. before & after project. ◆ Level of ownership and appropriation by Ministry and community level structures. | <p>Beneficiary Reach</p> <p>Indirect Beneficiaries:</p> <p>EG Students: boys and girls. EG Ministry of Education. EG Community level schools.</p> |
| <p>Project Duration: 5 years</p> | | | |
| <p>Purpose:</p> <p>➔ To increase public support and awareness for gender equity in basic education through gender training and social mobilization which will challenge prevailing attitudes and initiate improvements in teaching practices for girls' education.</p> | <p>Outcomes or Medium-term Results:</p> <p>← Changed social attitudes and treatment of girls in education system.</p> <p>← Increased efficiency and effectiveness of school management practices and delivery of education.</p> <p>← Demand for girls' education is increased as a result of scholarships, mentor programme and greater public awareness.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Drop out rates for girls reduced. Level of completion of primary schools by girls. ◆ Girls' satisfaction with educational, community and family environment for continuing education. ◆ Level of resources/expenditures per school. ◆ Enrollment rates of girls. ◆ Household income devoted to support girls' education before and after project. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <p>EG Society. EG Schools. EG Girls.</p> |
| <p>Activities:</p> <p>➔ Teaching & learning materials revised to eliminate gender bias.</p> <p>➔ Dev. of gender sensitive modules for senior govt. Officials & teachers.</p> <p>➔ Senior govt. officials, head teachers, teacher training colleges trained in gender & school mgmt.</p> <p>➔ 3 pilot projects supported on mentoring of girls.</p> <p>➔ Policy related research on girls.</p> | <p>Outputs or Short-term Results:</p> <p>↑ Increased awareness by senior govt. officials, educators to principles of gender equity in education.</p> <p>↑ Trained head teachers/teachers able to identify gender bias in school system.</p> <p>↑ Coached girls improve achievement rates.</p> <p>↑ More informed policies, programmes, curriculum adapted to local needs and context.</p> <p>↑ More gender-sensitive curriculum.</p> <p>↑ Head teachers developed stronger mgmt. skills.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Changes in policies, programmes, resources allocated to encouraging girls' education. ◆ Satisfaction of trainees with workshops and training. ◆ Changes in attitudes about educating girls. ◆ Changes in girls' achievement rates in project target areas. ◆ # of new and appropriate policies, programmes and curriculum developed related to girls' education. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <p>EG Senior government officials. EG Head Teachers. EG Teacher Training colleges. EG School Development Committees. EG Trainers, facilitators. girls. EG Mentors.</p> |

CIDA's Priority and Sub-Category: Gender Equality

| | | | | |
|---|---|---|---|---|
| Type of Project: National Decentralized Gender and Development Fund | | | Project Duration: 3 years | |
| Purpose: To strengthen the capacity of NGOs and NGI s to advocate for and to advance gender equality. | | | Project Budget: \$ 500,000 | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline needs analysis and survey of existing women's organizations in country. - Establishment of Fund and selection of sub-projects. - Training support in GAD and gender analysis. - Applied research. - Technical Assistance. - Diagnostic of institutional capacity of NGOs submitting projects. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Institution-strengthening of key NGOs & NGI s involved in sub-projects. - Proposals for sub-projects are gender sensitive and use gender analysis for addressing key national priorities. - Greater awareness of key issues affecting status of women: violence against women, sexually transmitted diseases, human rights, workers rights. | <ul style="list-style-type: none"> - Increased expertise and effectiveness on the part of operational NGOs and NGI s. - Increased new linkages between NGOs and NGI s contributing to institutionalizing an effective women's movement. | <ul style="list-style-type: none"> - The gender gap is narrowed. Women use their increased influence to protect their strategic interests, to strengthen civil society and to promote national reconciliation and peace. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - # and quality of GAD programmes. - improved management and programme capacity of NGOs and NGI s. - Level of impact of NGOs and NGI s in society. - Changes in attitudes and behaviours with regards to violence, STDs, human and workers' rights. | <ul style="list-style-type: none"> - Changes in support to women's movement. - # and quality of dialogues, exchanges and linkages between NGOs, NGI s and civil society. - Degree to which planning, execution and follow-up of projects improved on the part of emerging NGOs and NGI s. - Scope and # of new initiatives serving to enhance the participation or improve the status of women. | <ul style="list-style-type: none"> - Constituency and level of influence of women NGOs and NGI s. - Degree of equitable representation and access to resources of all sectors of the national population in these organizations and institutions. - Changes in the division of labour between women and men. |
| | R E A C H | Direct Beneficiaries: <ul style="list-style-type: none"> - NGOs and NGI s. - Public. | Direct Beneficiaries: <ul style="list-style-type: none"> - NGOs and NGI s. - Government. - Public. | Indirect Beneficiaries: <ul style="list-style-type: none"> - NGOs and NGI s. - Government. - Public. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|---|---|---|---|
| Type of Project: Economic Reform and Institutionalization of Gender Equity in Economic Policies. | | | Project Duration: 5 years |
| Purpose: Increase the capacity of women and their organizations to research, analyze and influence economic policies and processes from a gender perspective. | | | Project Budget: \$ 2 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Applied research/advocacy to develop alternative policy frameworks. ▪ Training in gender analysis, econ. analysis, policy analysis and effective advocacy. ▪ Networking/coordination locally on gender issues. ▪ Newsletter produced and disseminated. ▪ Regional workshops looking at impact of structural adjustment. | <ul style="list-style-type: none"> ▪ Indep. analysis of alternative econ. diagnosis & policy options. ▪ Improved understanding of central issues affecting women (i.e. str. adj., land reform & women's rights, alternative gender econ. policy frameworks, gender-sensitive national budgets, econ. literacy). ▪ Increased research capacity of local researchers. ▪ Strengthened linkages among researchers, trainers & advocates. ▪ Better articulation of civil society views for impact on economic policy design & implementation. | <ul style="list-style-type: none"> ▪ Changes in economic policies affecting women. ▪ More effective resource allocation. ▪ Broader dialogue on econ. policy-making involving gender balanced representation of civil society. | <ul style="list-style-type: none"> ▪ Greater equitable and sustainable development leading to the reduction of poverty. |
| <p>Indicators</p>  | <ul style="list-style-type: none"> ✓ Ex-ante and post analysis of economic policy stance. ✓ # of public debates, stakeholder consultations, parliamentary reviews of relevance. ✓ Degree of recognition of impact of economic reforms on gender by Govt., donors, local organizations. ✓ Level of advocacy work. | <ul style="list-style-type: none"> ✓ Profile of public expenditures (i.e. non-productive vs productive activities). ✓ Access to resources by gender. ✓ Degree to which economic policy influenced by project. ✓ # of women in decision-making fora. | <ul style="list-style-type: none"> ✓ Performance of econ. policy in terms of: 1) increased production/productivity; 2) more equitable income/assets dist. by class and gender. ✓ GDP per capita growth. ✓ Degree to which poor feel more empowered and socio-economic conditions have changed. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Researchers, trainers, advocates. • Governments. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Women. • Civil Society. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Local population. |

CIDA's Priority and Sub-Category: Gender Equality

| | | | |
|--|---|--|---|
| Type of Project: Canada-Country X Women's Law Project on Legal Rights | | | |
| Budget: \$ 4.5 million | Impact or Long-term Results: ↓ To promote women's rights through improved awareness and application of the Women's Law and other laws and regulations that support women's rights and privileges. | Indicators: ♦ Degree of visibility and understanding of Women's Law in both female & male groups. ♦ # of women exercising their rights. ♦ Level of support by Govt. and relevant bodies for women's rights under the law. | Beneficiary Reach Indirect Beneficiaries: EG Women and men. EG Government. EG Relevant bodies. |
| Project Duration: 5 years | | | |
| Purpose: ➔ To strengthen the ability of the Women's Federation and other appropriate organizations in promoting women's rights. | Outcomes or Medium-term Results: ← Enhanced ability of women's org. to inform and support women on how to use the law to protect their rights. ← Integration of gender awareness into legal and policy decision-making resulting in greater application of the law. ← Women have improved ability to use the Law to protect their rights and interests. | Indicators: ♦ Attitudinal shift within communities regarding women's rights and the law. ♦ Degree of understanding of local population on the Law and their rights. ♦ Changes in legal and policy decision-making. ♦ # of times law applied. ♦ Degree of awareness of the Law of both men and women. ♦ Access of women to institutions responsible for administering the law. | Beneficiary Reach Direct Beneficiaries: EG Women's organizations (Women's Federation, NGOs, legal offices, etc). EG Institutions responsible for administering the law. EG Users of the law: women. |
| Activities: ➔ Baseline data and gender analysis. ➔ Organizational and institutional analysis. ➔ Training in target groups for judiciary, police and procurate in gender awareness and obstacles encountered by women in claiming their rights. ➔ Collaborative research Canada and Country X. ➔ Public info. dissemination. ➔ Advocacy and consultation undertaken in law reform. | Outputs or Short-term Results: ↑ Key institutions & individuals strengthened & involved in dev., administration, counseling, awareness and enforcement of women's legal rights. ↑ Gaps and limitations within legislative framework identified and form basis to support law reform. ↑ Mutual info. networks strengthened. ↑ Awareness of general public raised. | Indicators: ♦ Evidence of an attitudinal shift in key institutions and trainees. ♦ Degree to which administrative and legal procedures exist for enforcing women's rights. ♦ # of laws and ruling reflecting recommendations of collaborative research. ♦ Degree and quality of collaboration between information networks. ♦ Degree of public awareness of women's rights. | Beneficiary Reach Direct Beneficiaries: EG Institutions and individual trainees. EG Legal institutions. EG General public: women and men. |

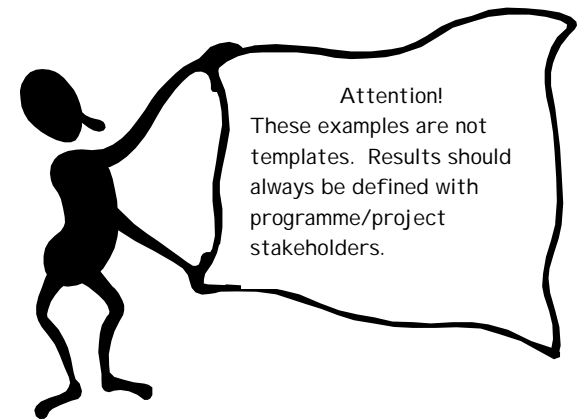
CIDA's Priority and Sub-Category: Gender Equality

| | | | | |
|---|---|---|--|---|
| Type of Project: Adolescence and Gender | | | Project Duration: 5 years | |
| Purpose: To support applied research leading to the development of policies and programmes targeted to adolescents, with special emphasis on gender disparities and the needs of young girls. | | | Project Budget: \$ 2 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline data and gender analysis. - Multi-dimensional research based on national sample of 10,000 adolescent boys and girls and their parents and specialized studies concentrated in 6-10 communities. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Better understanding of the status of adolescents and girls including their expectations and views of health, education (i.e. schooling experience), economic activity, social (i.e. marriage negotiations and preparation for reproductive roles) and family relations. - Review of existing policies in different ministries (i.e. Education and Health which affect adolescents). - Improved dialogue between government, local NGOs and donors. | <ul style="list-style-type: none"> - Increased Government, donor and local support for pilot interventions related to adolescents and girls. - Application of specific measures, policies and programmes in Education and Health supporting adolescents. | <ul style="list-style-type: none"> - Improved well-being of adolescents in the areas of health, education, individual choices, later marriages and reduced number of pregnancies. |
| <ul style="list-style-type: none"> - Periodic meetings of advisory committee with Ministerial level and donor representation to facilitate research process and examine results. - Presentations; workshops; seminars. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - Changes in attitudes and behaviours of policy-makers, schools and communities in target areas. - # of revisions and new policies and programmes related to adolescents and girls. - Changes in existing programmes and projects to better address youth concerns, needs and priorities. - Degree of participation and exchanges between researchers, policy-makers, NGOs and donors. | <ul style="list-style-type: none"> - Degree of new financial resources allocated to adolescents and girls based on recommendations of research. - Quality and number of new policies, programmes supporting adolescents. - Satisfaction of adolescents and girls with new programmes. | <ul style="list-style-type: none"> - Status (i.e. health, education, marriage) of adolescents in target area and other regions of country by gender. - Changes in marriage and childbearing rates of girls. - Effectiveness of government policies and programmes by local population. |
| <ul style="list-style-type: none"> - Dialogue with policy makers on application of specific measures to improve well-being of adolescents. | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Adolescents and girls. - Ministries which affect adolescents. - Local NGOs and donors. - Policy makers, donors. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Female and male adolescents. - Government. - Donors and NGOs, public services and village associations. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Targeted communities. - Adolescent/ teenage boys and girls. - Ministries of Health and Education. |

ODA PRIORITY: Infrastructure Services

Sub-categories:

- ◆ **Enabling Environment**
- ◆ **Institutional Capacity Development**
- ◆ **Universal Access to Basic Infrastructure Services**
- ◆ **Additions to, Maintenance or Replacement of Physical Capital Stock**



* Please note that in some of the examples, Reach refers to Beneficiary Reach.

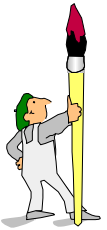

CIDA's Priority and Sub-Category: Infrastructure Services (Enabling Environment)

| | | | | |
|--|--|---|--|--|
| Type of Project: Energy Infrastructure Services | | | Project Duration: 5 years | |
| Purpose: To assist the Government of Country X in the process of organizational restructuring and policy reforms required to improve the efficiency of the energy sector in the target areas. | | | Project Budget: \$4 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline study and gender analysis of energy sector. -Procurement of equipment & materials (computer, software). - Recommendation on tariff structure. (WB) - Development of a technical & mgmt. model for a Profit Center Distribution circle. (CIDA) - Hands-on-training & study tours on energy sector efficiency. - Consulting services provided to SEBs of target areas. - Creation of Profit Centres Task Force. - Socio-economic study on probable effect of reform (incl. on poor, especially women) as part of power sector decision-making process. | → R E S U L T S → | <ul style="list-style-type: none"> - Enhanced capability of State Electricity Board (SEB) of specific areas for carrying out critical studies required for effective and efficient operations and long range planning, including to meet needs of poor, especially women. (WB) - Private sector generation projects materializes. (WB). - Enhanced capacity of transmission companies in operational areas. (CIDA) - Public feedback on energy needs and use. | <ul style="list-style-type: none"> - Required organizational and policy reforms (including effect on poor, especially women) in the electrical sector affected in the target area. - Increased efficiency of Electric Power Industry. - Increased participation of private sector in energy production and distribution. | <ul style="list-style-type: none"> - Electric power will be supplied to needy areas under the most efficient conditions in term of quality and cost to support the economic development of the area. - Improved power supply for the poor people in the target areas. |
| | | I N D I C A T O R S | <ul style="list-style-type: none"> - Solicitation process completed by the target areas. (WB) - Involvement of women in planning and decision-making in SEBs. - Regulatory framework agreed by the target SEBs. - Profit-centre oriented technical and management model for distribution circles accepted by target areas. - Technical grid code for economic operation of the transmission system. | <ul style="list-style-type: none"> - Existence of energy policies and regulatory frameworks for efficient and equitable delivery of electrical services and evidence of efficient actual delivery to the poor people in target areas. - Effect of reforms in the electrical sector on the lives of the poor people. - New tariff structure is in place. - Pricing reforms undertaken for cost-recovery . - Selected distribution circles operated as profit centres. - Level of customer (poor rural people) satisfaction on provision of supply of electricity. |
| | R E A C H | Direct Beneficiaries: <ul style="list-style-type: none"> - CIDA; WB.; Tariff Board. - Poor especially women. - State Electricity Boards in target areas. | Direct Beneficiaries: <ul style="list-style-type: none"> - Private Sector; Regulatory Agency. - State Electricity Boards in target areas. - Poor especially women. | Direct Beneficiaries: <ul style="list-style-type: none"> - Population in target areas. |

CIDA's Priority and Sub-Category: Infrastructure Services (Enabling Environment)

| | | | | | |
|---|--|--|--|--|--|
| Type of Project: Infrastructure Services, Urban Transport Management | | | Project Duration: 3 years | | |
| Purpose: To optimize the public transport services in the capital city and enhance management capacity for the system. | | | Project Budget: \$2 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <p>Through technical assistance to the Transport Authority and an on-the-job training approach:</p> <ul style="list-style-type: none"> - modeling of the existing network. - on the bus survey to develop origin-destination matrices for current users (disaggregated by sex, age and socio-economic group). - sample survey of population to identify concerns with existing system, including reasons for non-use (by sex, age, socio-economic group). - analysis of options for route plans and fare structures by cost and relevance to the requirements of different population groups (women/men, workers/students). - establishment of a Citizen's Advisory Group representing different sectors of the community (business associations, women's groups, poverty advocates, groups with special needs) for initial consultations to identify options that will be submitted for public consultations. - public consultation about options before proposals are submitted to City Council (structured to be representative of the potential user population.) | → | <ul style="list-style-type: none"> - Transport staff experienced in applying new analytic and consultative methodologies. - Views and concerns of existing and potential clientele (male/female) identified and assessed. - Basis established for ongoing consultations with the public (involving community groups including women's organisations). | <ul style="list-style-type: none"> - Transport plan prepared (route network and fare structure) in light of analyses and consultations (and achieves an acceptable compromise between the different needs of various population groups, including the different needs of women and men). - Transport Authority has skills for monitoring plan implementation and modification. - Plan in place for periodic consultations with Citizen Advisory group on issues of equity and access. | <ul style="list-style-type: none"> - Improved transport services that respond to the needs of both women and men, especially poor women and men. | |
| | I N D I C A T O R S | | <ul style="list-style-type: none"> - Proportion of transport authority planning staff participating in the initiative (male/female). - Staff confidence in new analytic and consultative methodologies. - Quality of participation in the public consultation process (male/female). | <ul style="list-style-type: none"> - Commitment of Transport Authority staff to applying new methodologies to ongoing monitoring and management. - Views of Citizen Advisory Group on the quality of interaction with the Transport Authority. | <ul style="list-style-type: none"> - Satisfaction of the public with services (male/female, socio-economic category). - Usage of service (male/female, socio-economic category). |
| | R E A C H | | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Transport Authority planning staff. - Public transport users (male/female). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Transport Authority. - Citizen Advisory Group. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Population (male/female served by Transport Authority). |

CIDA's Priority and Sub-Category: Infrastructure Services (Enabling Environment)

| | | | |
|---|--|---|---|
| Type of Project: Telecommunications Project | | | Project Duration: 5 years |
| Purpose: To improve telecommunications service in X rural communities in the target region. | | | Project Budget: \$ 7.0 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline Study and gender analysis. ▪ Tendering process established. ▪ Technical training (operation and maintenance of the system) for staff of the local telecommunications company. ▪ Installation of poles and telephone wiring. ▪ Provision of hardware and telecom equipment. ▪ Development of automated billing system. | <ul style="list-style-type: none"> ▪ Functional telephone exchange systems in target communities. ▪ Efficient telephone service revenue recovery system. ▪ Increased capacity of staff (M/F) in operations and maintenance of telecoms equipment. | <ul style="list-style-type: none"> ▪ Improved telecommunication infrastructure systems in various localities in the target rural region. | <ul style="list-style-type: none"> ▪ Efficient, direct dial, telephone and data service within the region and with the rest of the nation and the world. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Reliable low fault telephone system serving rural communities installed and passes acceptance tests. ✓ Billing data processed automatically and revenues promptly collected. ✓ Feedback of clients (M/F) on quality of regular & maintenance service of telephone system. ✓ Existence of framework for monitoring compliance with telecoms regulations. | <ul style="list-style-type: none"> ✓ Reliable and efficient phone traffic and services available to existing and new users. ✓ Level of satisfaction of users (M/F) of telecoms service. ✓ Existing unfulfilled demand eliminated and future demands satisfied without undue delay. ✓ % of rural people of lower income groups, esp. women, who have gained access to telephone services | <ul style="list-style-type: none"> ✓ Rate of growth of demand for telecom service. ✓ Rate of return of telecom investment. ✓ Satisfaction of rural population (M/F) with telecommunication services. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Telephone Service; Communities with Telephone service. • Clients (M/F) of Telephone system. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Telephone industry. • Residents (M/F) of localities with telephones and users (M/F) of telecoms service. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Telephone Sector. • Population (M/F) served by the telephone industry. |

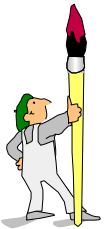

CIDA's Priority and Sub-Category: Infrastructure Services (Enabling Environment)

| | | | |
|--|---|---|---|
| Type of Project: Regional Electrical Energy Project | | | |
| Budget: \$ 25 million | Impact or Long-term Results: ↓ Measurable improvement in coverage and quality of electrical service with reduced losses. ↓ Strengthened role of Regional Commission for Electrification to facilitate useful collaboration between countries in the region in electricity. | Indicators: ♦ % of population (M/F) served by electricity; statistics on outage and voltage variation, load shedding, electrical tariffs. ♦ Amount of power exchanged between countries in the region; no. of technical committees working through the regional commission on matters of importance to the regional electrical power sector. | Beneficiary Reach: Indirect Beneficiaries: ♦ Regional Commission for Electrification. ♦ Technical Committees. ♦ Population (M/F) in target areas. |
| Project Duration: 7 years | | | |
| Purpose: → To aid in the practical implementation of reforms intended to lead to improved efficiency, private sector participation, and improved predictability and equity in the supply of electricity. | Outcomes or Medium-term Results: ← Practical implementation of fundamental reforms & improvements in the electrical subsector benefiting men and women. ← Savings on the part of the countries in the region in meeting their needs in electrical energy through regional collaboration. ← Improvement in the overall reliability & efficiency of electrical service in an environmentally sound fashion | Indicators: ♦ Formal endorsement of reforms in electrical power sector by key Ministries. ♦ Existence of policies & regulatory frameworks for efficient & equitable delivery of services in the electrical power sector. ♦ Level of operating costs and savings generated through regional collaboration. ♦ # of request for electrical service not handled. | Beneficiary Reach: Direct Beneficiaries; ♦ Ministry of Energy. ♦ Private Sector. ♦ Electrical Energy Sector. |
| Activities: → Baseline study and gender analysis. → Designing of implementation guidelines & strategies. → Establishment of regulatory agencies. → Training of staff (M/F) on implementation of reforms. → Design & carrying out demonstration sub - projects. | Outputs or Short-term Results: ↑ Implementation strategies (incl. gender equality) for newly created orgs.(regulatory agencies) & restructured organizations (generation, transmission & distribution companies). ↑ Design & Implementation of loss reduction, energy efficiency & DSM initiatives. Design & implementation of front-end work to initiate private sector investment. ↑ Increased access to rural electrification. ↑ Regional cooperation and planning. | Indicators: ♦ Women representation (esp. in decision-making positions) in new regulatory organizations. ♦ Level of technical and non-technical losses. ♦ Initiatives underway to use cross-subsidization, create revolving funds, and assist municipalities and small towns create rural electrification cooperatives. ♦ # of rural homes served by electrification. ♦ Level of satisfaction of rural consumers (M/F) on service delivery. ♦ Standardized planning tools and methodologies, across region. | Beneficiary Reach: Direct Beneficiaries: ♦ Regulatory agencies. ♦ Generation, Transmission & Distribution companies. ♦ Small Farmers (M/F). ♦ Rural Electrification cooperatives. |

CIDA's Priority and Sub-Category: Infrastructure Services (Build Institutional and Human Capacity)

| | | | |
|---|---|---|---|
| Type of Project: Transport System Training Project | | | Project Duration: 7 years |
| Purpose: To upgrade the planning and operational transport management skills of the government's organizational units responsible for bulk commodity trans-shipment at ports and for urban/ inter-urban traffic management. | | | Project Budget: \$ 17.4 million |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: |
| <ul style="list-style-type: none"> - Gender Analysis. - Needs Assessment. - Technical assistance. - Preparation of training materials. - Installation of training equipment for on-the-job training | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved capacity of staff (M/F) in computer simulation technology application in the management of bulk terminals. - Improved capacity of staff (M/F) in environmental impact assessment & development of contingency planning for the ports. - Improved capacity of staff (M/F) in environmental mitigation measures application to coal & bulk terminals in a specific port in the country. - Improved capacity of staff (M/F) in freeway traffic management techniques application to the network. | <ul style="list-style-type: none"> - Confidence of staff (M/F) to plan & manage their specific work responsibility in the organization dealing with the transport system. - Greater reintegration of trainees (M/F) into transport workplace. - Enhanced capability of staff (M/F) to pass on to other transport staff members the skills learned. |
| <ul style="list-style-type: none"> - On-the-job training in environmental assessment & mitigation in the form of specific engineering and operational plans designed to reduce air & water pollution. - Joint case studies in emergency response plan, proactive mitigation measures for coal terminals, and freeway network. | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - Port facility design in place. - Contingency plan for emergency response. - Extent of reduction in pollution resulting from transport systems. - Freeway traffic management system for the province. - New training-related equipment to be used by local trainers (M/F) in country X operational. | <ul style="list-style-type: none"> - Canadian-trained staff (M/F) managing & operating with improved procedures on railways, roads & at ports. - Canadian-trained environmental mitigation staff in operation. - Level of self-esteem among trained staff (M/F) . - Local trainers (M/F) able to provide training to staff(M/F). |
| | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Trained staff (M/F). - Transport System. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Trained Staff (M/F). - Local Trainers. |
| | | | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Ministry of Transport. - Transport System. - Population (M/F) in the target areas. |

CIDA's Priority and Sub-Category: Infrastructure Services (Build Institutional and Human Capacity)

| | | | |
|--|--|---|---|
| Type of Project: Water Resources Institutional Development | | | Project Duration: 12 years |
| Purpose: To strengthen the capabilities of the Water Resources Division and local units involved with water resources development, in the areas of management, planning, design, construction, operation and maintenance. | | | Project Budget: \$ 18 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ On the job training covering management, technical engineering, environmental and social issues. ▪ River Basin Master Plan & pre-feasibility studies (part of training). ▪ Formation of Water User's Groups. ▪ Consultations (incl. women) at provincial & national levels. ▪ Engineering design & construction management. ▪ Water Resource Studies and gender analysis. | <ul style="list-style-type: none"> ▪ Provincial Water Resources Management Plan (to include gender equality) operational. ▪ Better management of multiple uses of water including irrigation system (role of women defined). ▪ Water Users Groups functioning efficiently. ▪ Pollution control and water use regulation. | <ul style="list-style-type: none"> ▪ Improved capacity at the Prov. Level (incl. women in decision-making position) in water resources planning, analysis, mgmt. & operations. ▪ A water-resources development system based upon a coordinated approach to management of the complete river basin implemented in the province. | <ul style="list-style-type: none"> ▪ Improved management and development of Water Resources in the Province. ▪ Enhanced growth in the effective use of water resources within the Province. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Annual Development Plans (incl. gender equality) for Water Resources operational. ✓ # of design schemes generated. ✓ X hectares under efficient management. ✓ # of operational Water User Groups/Associations & level of commitment. ✓ Water Resource controls and regulations approved by govt. agency. | <ul style="list-style-type: none"> ✓ Institutionalized practices of Water Resource Division promoting community participation and indication of responsiveness to clients needs, esp. women. ✓ Provincial level Water Resources Committees and working groups formed and in place. ✓ Existence of efficient procedures and systems used in the Water Resource Divisions. | <ul style="list-style-type: none"> ✓ Approval and implementation of long-range Water Resources Plan for the Province. ✓ O & M for larger water resource schemes transferred from Central government to Provincial; O & M for smaller schemes transferred to Water User's Associations. ✓ Regular government funding available for water resource development. ✓ Extent of repair and maintenance. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Water User Groups; Women. • Government agency. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Provincial level Water Resource staff; Water Users Associations or Groups. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Central and Provincial government. • Water User's Associations. • Population in target areas. |

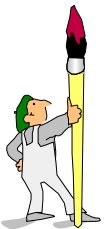

CIDA's Priority and Sub-Category: Infrastructure Services (Build Institutional and Human Capacity)

| | | | |
|---|---|---|--|
| Type of Project: Energy Efficiency in Buildings | | | |
| Budget: \$ 10.0 million | Impact or Long-term Results: ↓ Reduced domestic energy consumption. ↓ Reduced carbon dioxide emissions. | Indicators: ♦ Per capita energy consumption. ♦ Energy consumption per sq. m. of residential and commercial buildings. ♦ Extent of carbon dioxide emissions. | Beneficiary Reach: Indirect Beneficiaries: ♦ Population (M/F) in target areas. ♦ Construction Industry. ♦ Building occupants (M/F). |
| Project Duration: 7 years | | | |
| Purpose: → To strengthen the organizational capacity of the Ministry of Construction. → To develop energy efficient standards & regulations. → To develop appropriate energy efficient technologies & products in residential & commercial buildings in target areas. | Outcomes or Medium-term Results: ← A regulated construction industry using energy efficient technologies and products. ← Strengthened organizational capacity of the Ministry of Construction (MOC) and the newly established Centre for Energy Efficiency in Buildings (CEEB). | Indicators: ♦ Regulatory mechanism in place. ♦ Dissemin. & compliance mechanisms in place. ♦ # and % of municipalities adopting Energy Efficiency residential codes. ♦ Level of satisfaction of energy efficient building occupants (M/F) on the quality of living and working conditions. ♦ Savings generated by energy efficient building occupants (M/F) on use of energy efficient products. ♦ Existence of efficient procedures & systems (planning, design, operation, monitoring & maintenance practices) used by MOC and CEEB. | Beneficiary Reach: Direct Beneficiaries: ♦ Ministry of Construction. ♦ Centre for Energy Efficiency in Buildings. ♦ Building occupants (M/F). |
| Activities: → Gender analysis. → Training of staff. → Demonstration on retrofit technologies. → Development and use of energy efficient building technologies & products. → Information campaigns on energy conservation & energy efficient building technologies and products. | Outputs or Short-term Results: ↑ Production & implementation of regulations, standards and construction codes to improve energy efficiency in buildings. ↑ Application of design standards monitoring (DSM) practice to residential & commercial buildings. ↑ Improved awareness of people (M/F) on energy conservation in residential & commercial buildings. ↑ Greater use of energy efficient building technologies and products. | Indicators: ♦ # of regulations, standards and construction codes for energy efficiency in buildings, produced & enforced. ♦ # of Energy Efficient Building Technologies & Products developed & used. ♦ Degree to which DSM practices applied. ♦ Level of awareness & understanding of people (M/F) on energy conservation measures in residential & commercial build. ♦ Degree to which new methods and energy efficient products used. | Beneficiary Reach: Direct Beneficiaries: ♦ Trained staff (M/F). ♦ Energy Regulatory office. ♦ Construction industry. ♦ Energy Efficient Building tenants. ♦ People (M/F). |

CIDA's Priority and Sub-Category: Infrastructure Services (Universal Access to Basic Infrastructure Services)

| | | | | | |
|---|----------------------------------|--|--|---|--|
| Type of Project: Industrial Commodities | | | Project Duration: 5 years | | |
| Purpose: (1) To increase the availability of critical raw materials in Country X. (2) To reduce poverty by generating counterpart funds for social programming. | | | Project Budget: \$ 65.5 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> - Baseline study and gender analysis. - Procurement of Canadian-sourced commodities (aluminium, copper, sulphur, woodpulp and zinc). - Establishment of Framework for using Development Funds that is acceptable to CIDA & recipient Country X. - Identification of initiatives to be undertaken based on the selection criteria established in the Framework. | → | <ul style="list-style-type: none"> - Increased supply of industrial raw materials in Country X. - Delivery of Canadian materials for rural electrification needs (conductors, transformers and woodpoles). - Counterparts funds generated from sale of Canadian materials to support the Health and Population Project as well as the Rural Maintenance Project (RMP). (Note: Results of these two projects tracked separately) | <ul style="list-style-type: none"> - Increased and more regular supply of critical raw materials and Canadian Industrial commodities to Country X. - Canadian materials used to help the government and its Rural Electrification Board (REB) to expand its Area Coverage for Rural Electrification Program (ACRE) | <ul style="list-style-type: none"> - Balance of payment support provided to the economy of Country X. - Rural electrification to provide support for economic activities of various types and access to other opportunities. | |
| | → | R E S U L T S | <ul style="list-style-type: none"> - Canadian - sourced commodities delivered and used in target areas. - No. of families covered by Family Welfare Assistance (supported by Counterpart Funds generated for the Health and Population Program); More women earning wages through the RMP. | <ul style="list-style-type: none"> - Availability and level of supply of critical raw materials in Country X. - Level of productivity as a result of availability of Canadian industrial commodities. - No. of existing and new rural consumers in X villages receiving electricity. - % of rural people of lower income groups, especially women, who have gained access to electricity. | <ul style="list-style-type: none"> - Level of Balance of Payments in Country X. - Level of economic activities in the rural areas. |
| | R E A C H | | Direct Beneficiaries: <ul style="list-style-type: none"> - Families. - Women. - Rural people (M/F) of lower-income group. | Direct Beneficiaries: <ul style="list-style-type: none"> - Rural Electrification Board. - Rural consumers (M/F). - Rural people of lower income groups. - Women. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Population (M/F) in rural areas of Country X. |

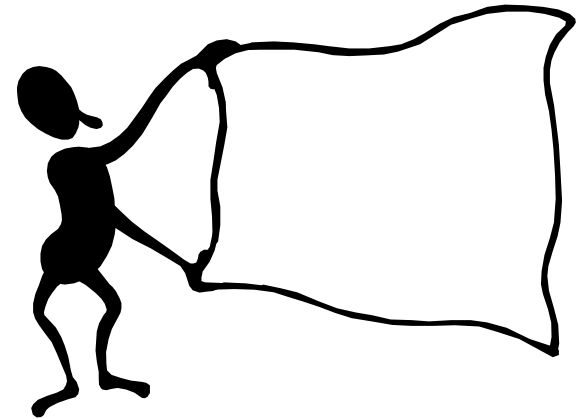
CIDA's Priority and Sub-Category: Infrastructure Services (Additions to, Maintenance or Replacement of Physical Capital Stock)

| | | | |
|--|---|---|--|
| Type of Project: State Electricity Board (SEB) Systems Improvement | | | Project Duration: 12 years |
| Purpose: To maximize the efficiency of electrical power production and transmission line in targeted State. | | | Project Budget: \$ 34 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results | Impact or Long-term Results |
| <ul style="list-style-type: none"> ▪ Baseline study and gender analysis. ▪ Technical assistance of Canadian engineering firm. ▪ Purchase of equipment. ▪ Training of engineers (M/F) in systematic test and maintenance procedures. ▪ Pollution monitoring. ▪ Environment clearance for generating stations. | <ul style="list-style-type: none"> ▪ Enhancement of output from generating plant: Restored dam monitoring system; ▪ Establishment of Water Management Center to optimize use of generation resources. ▪ Improvement in SEB transmission: Switched (& Static) Var Capacitor Banks to be installed at X no. of sub-stations. ▪ Rehabilitation in transmission system: priority 66kv lines upgraded. | <ul style="list-style-type: none"> ▪ Improved operation and ensured continuing safety of the Electrical Generating Station. ▪ Improved operation with reduced losses in the SEB transmission system. | <ul style="list-style-type: none"> ▪ More efficient power delivery through the State electricity grid. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Water Management Center operational. ✓ Dam Monitoring system restored and efficiently running. ✓ # of Static or Switched Var Capacitor Banks installed. ✓ # of transmission systems restored and improved. ✓ Incidence of more efficient use of electrical power resources. | <ul style="list-style-type: none"> ✓ Reliability of output of powerhouse. ✓ Extent of equipment overload or load-shedding. ✓ Extent of voltage loss in the SEB transmission system. ✓ Expanded availability of the electrical power. ✓ % improvement in power supply in target area. | <ul style="list-style-type: none"> ✓ Extent of energy shutdown brought about by energy shortages. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Water Management Center. • SEB. | Direct Beneficiaries: <ul style="list-style-type: none"> • Electrical Generating Station. • SEB. | Indirect Beneficiaries: <ul style="list-style-type: none"> • SEB. • Population in the target areas. |

ODA Priority: Human Rights, Democracy, Good Governance

Sub-categories:

- ◆ Protection and Promotion of Human Rights
- ◆ Democratic Institutions and Practices
- ◆ Public Sector Competence
- ◆ Civil Society's Policy Role
- ◆ Political Will of Governments

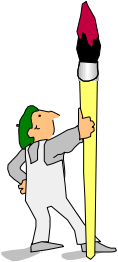



* Please note that in some of the examples, Reach refers to Beneficiary Reach.

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Protection and Promotion of Human Rights)

| | | | | |
|---|---|---|--|---|
| Type of Project: Support to Democratic Development | | | Project Duration: 5 years | |
| Purpose: To support and strengthen host country's national human rights organizations in their work for the promotion and respect of human rights and the prevention of conflict. | | | Project Budget: \$5 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - Conferences and seminars on human rights advocacy. - Workshops organized in each province on civic education. - Training of human rights activists and trainers in human rights promotion. - Promoting human rights through information and education campaigns. - Study tours to Canada. - Networking between partner organizations and other similar organizations involved at national and international levels. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved understanding of women's rights among the general population and decision-makers. - Improvement of partner organizations' capacities to promote human rights. - Partner organizations enhance their visibility and are more active on the domestic and international scenes. - Partner organizations participate actively in the promotion of a free and democratic electoral process. - Women participate actively in human rights organizations. | <ul style="list-style-type: none"> - Increased influence of human rights organizations on political decision-makers, public administration, the judicial authority and military powers. - Enhanced credibility of human rights organizations nationally and internationally. - Increased parliamentary support for human rights issues and the role of the civil society. | <ul style="list-style-type: none"> - Increased influence of citizens on the country's political affairs. - Changes in attitudes of the population and decision-makers with respect to human rights. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - % of the population who have basic knowledge about women's rights (M/F). - Extent to which information on human rights is disseminated. - Diversity and number of organizations participating in the electoral process. - Number of members of specific groups holding decision-making positions in human rights organizations (M/F). - Citizens' knowledge about human rights organizations (M/F). | <ul style="list-style-type: none"> - Nature, extent and frequency of human rights organizations' participation in public debates on key issues. - Number and types of laws adopted which promote civic, political, socioeconomic and cultural rights. - Number of laws drafted in support of civil and political rights. - Changes in parliamentarians' opinions on human rights issues. | <ul style="list-style-type: none"> - Changes in policy resulting from citizen advocacy. - Population's understanding of rights and responsibilities. - Instances of parliamentary consultations with citizens. |
| | R E A C H | Direct Beneficiaries: <ul style="list-style-type: none"> - Members and staff of human rights and other partner organizations working at national level (M/F). | Direct Beneficiaries: <ul style="list-style-type: none"> - National human rights NGOs. - Decision-makers in the public, legislative, judicial and military sectors. - Parliamentarians. - Women. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Population reached by human rights organizations' campaigns (M/F). - Citizens organizations working at all levels (national/local levels). - Members of vulnerable groups (M/F). |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance Protection and Promotion of Human Rights)

| | | | |
|--|--|--|---|
| Type of Project: Support to the National Human Rights Organization | | | Project Duration: 4 years |
| Purpose: To strengthen the technical and management capacity of the National Human Rights Organization. | | | Project Budget: \$2.1 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline studies and gender analysis. ▪ Training: staff of main partner organization, civil society organizations and target groups. ▪ Installation of communications and computer systems. ▪ Creation of various manuals and registers to be used by the staff to follow up and manage human rights complaints process. ▪ Creation of regional representation and working groups. | <ul style="list-style-type: none"> ▪ Gender-sensitive policies adopted and applied. ▪ Manuals and other tools for the management, follow up and supervision of complaints process applied. ▪ Capacities of female and male personnel enhanced. ▪ Community representatives trained in human rights protection. ▪ Mechanism to follow up on complaints is established. | <ul style="list-style-type: none"> ▪ Equitable access for men and women to services of the partner organization. ▪ The effectiveness and quality of the National Human Rights Organization's administrative practices will be improved. ▪ The population and civil society will be better informed about human rights. | <ul style="list-style-type: none"> ▪ The integration of human rights, good governance and democratic development principles into government institutions and practices. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Number and quality of policies adopted and/or improved. ✓ Existence of and degree to which manuals and instruments are utilized. ✓ Number and professional categories of people (M/F) whose capacities have been enhanced. ✓ Number and quality of courses delivered. | <ul style="list-style-type: none"> ✓ Perception of users with respect to quality and effectiveness of and access to services of the National Human Rights Organizations (M/F). ✓ Delays incurred to address human rights abuse cases. ✓ Change in the number and nature of cases addressed. ✓ Knowledge of population reached by education campaigns about human rights (M/F). | <ul style="list-style-type: none"> ✓ Level of parliamentary support for universal human rights. ✓ Public perception about personal freedom and security. ✓ Transparency and fairness of process implemented to address human rights abuses cases. ✓ Number of denunciations of human rights violations (by gender). |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Partner organization's staff (M/F). • Community groups. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Staff of regional offices (M/F). • Members of vulnerable groups (M/F). • Partner organizations. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Population reached by public information campaigns (M/F). • National-level institutions. • Victims of human rights abuses (M/F). |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Protection and Promotion of Human Rights)

| | | | | | |
|---|-----------------------|---|--|--|---|
| Type of Project: Institutional Capacity Building, Provincial Planning Departments | | | Project Duration: 5 years | | |
| Purpose: To strengthen planning capacity of provincial governments in the context of decentralization. | | | Project Budget: \$5 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> - Training of staff of provincial planning units in project planning and monitoring methodologies, including methods for socio-economic and gender analysis. - Technical assistance to planning unit staff in applying training to daily work in project formulation, appraisal and monitoring. - Upgrading of data and information systems to provide data required for planning (ensuring disaggregation by sex and other population characteristics relevant to provincial planning). - Technical assistance to planning unit to formulate and implement strategy for public consultations that seek the views of different groups within the community (women as well as men). - Support to community groups to enable them to do the research or skills development required for more effective participation in consultative process (groups representing different community sectors, specifically including women's organisations). | → | <ul style="list-style-type: none"> - Staff of planning unit capable of applying new methodologies, including socioeconomic and gender analysis. - Relationship between planning unit and citizen groups established. - A number of projects formulated with technical assistance demonstrate the use of methodologies covered in training. | <ul style="list-style-type: none"> - Provincial planning departments formulate high-quality projects and monitor them effectively with attention to their socioeconomic and gender aspects. - Citizen involvement accepted as part of the process of determining priorities, including the need for effective participation by both women and men. | <ul style="list-style-type: none"> - Services and resources managed through provincial planning process respond to the priorities and needs of public (women and men). | |
| | → | I N D I C A T O R S | <ul style="list-style-type: none"> - Number of staff trained in new methodologies and proportion using them (male/female). - Number and type of citizen groups involved and nature of contacts. - Quality of participation by different population groups in the consultative process (male/female). | <ul style="list-style-type: none"> - Proportion of project plans that meet quality standards (adequate background analyses, including socio-economic and gender analysis; coherent results-logic; feasibility given resources). - View of citizen groups on the quality of interaction (by type of group). - Frequency of public consultations and numbers of members of the public involved (male/female). | <ul style="list-style-type: none"> - Views of the public about the performance of provincial management (male/female). - cost-effectiveness of projects (as assessed by auditing procedures). |
| | R E A C H | | Direct Beneficiaries: <ul style="list-style-type: none"> - Staff of provincial planning units. - Community groups. | Direct Beneficiaries: <ul style="list-style-type: none"> - Provincial governments. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Population served by provincial governments. |

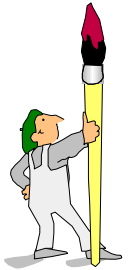

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Protection and Promotion of Human Rights)

| Type of Project: Educational and Rehabilitative Opportunities for Child Workers | | | |
|---|--|--|---|
| <p>Budget: \$4.6 Million</p> <p>Project Duration: 5 years</p> | <p>Impact or Long-term Results:</p> <p>↓ Improved legislation on child labour and strengthened implementation at local and state levels.</p> <p>↓ Enhanced capacity of donors, govt., NGOs and CBOs to address child workers' needs.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Frequency and effectiveness of enforcement at local and state levels. ◆ Quality, quantity and relevance of interventions related to child labour by donors, host country government and NGOs. | <p>Beneficiary Reach</p> <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Children in the host country. ◆ Donor, host government NGOs and CBOs. |
| <p>Purpose:</p> <p>➔ To reduce the incidence of girls and boys (M/F) engaged in exploitative and damaging work in project areas through the provision of developmental opportunities for child workers and their families.</p> | <p>Outcomes or Medium-term Results:</p> <ul style="list-style-type: none"> ← Boys and girls engaged in viable alternatives to exploitative and damaging work in project areas. ← Changed attitudes and practices towards child labour and children's rights by parents, children, employers, teachers and local government officials in project areas. ← Enhanced capacity of partner NGOs to plan and implement child-focused development activities and to advocate on behalf of children. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Change in # of boys and girls working doing hazardous and exploitative work in project areas. ◆ Retention and performance of girls/boys in non-formal educational programmes in project areas. ◆ Attitudes & practices of community towards schooling and child labour. ◆ Understanding of existing legislation by parents, children, employers, teachers and local government officials in project areas. ◆ Relevance of interventions by partner NGOs. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Boys and girls engaged in exploitative and damaging work in project areas. ◆ Parents, children, teachers, employers and local government officials in project areas. ◆ Partner NGOs working in project areas. |
| <p>Activities:</p> <ul style="list-style-type: none"> ➔ Gender analysis. ➔ Vocational training for boys and girls. ➔ Rehabilitative support. ➔ Income generation assistance. ➔ Awareness and advocacy activities. ➔ Training and other capacity building activities. | <p>Outputs or Short-term Results:</p> <ul style="list-style-type: none"> ↑ Increased accessibility and quality of educational opportunities for 5200 girls and 3900 boys. ↑ Improved employment opportunities for 520 girls and 360 boys age 14 + for whom it is not realistic to enter formal education. ↑ 700 girls and 850 boys removed from hazardous and exploitative work. ↑ Increased community awareness around child labour and child rights issues. ↑ Partner organizations' knowledge of effective programming approaches to child labour enhanced. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Quality and quantity of curriculum materials available and being used by teachers. ◆ Number of girls and boys enrolled in non-formal education programmes. ◆ Number of boys and girls moving from non-formal education programmes into the formal education system. ◆ Quality of jobs held by girls and boys, including wages. ◆ Level & types of skills acquired by girls and boys through vocational training programmes. ◆ Number and type of projects where the project methodology is applied. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Boys and girls engaged in exploitative and damaging work in project areas. ◆ Parents and other family members. ◆ Teachers in project areas. ◆ Community members in project areas. |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Protection and Promotion of Human Rights)

| | | | | |
|---|---|---|--|--|
| Type of Project: Promotion of Children's Rights | | | Project Duration: 5 years | |
| Purpose: To strengthen the capacity of selected organizations and institutions to promote and protect the rights of girls and boys in especially difficult circumstances | | | Project Budget: \$ 5.0 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Capacity assessments for all participating NGOs and CBOs. - Gender analysis. - Baseline studies. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - NGO(s), CBO(s) and selected public institutions improve their skills and knowledge regarding child protection issues. - NGO and CBO initiatives to mainstream child rights successfully undertaken. - Effective networking and coordination among participating NGO(s) and CBO(s), public institutions and other CIDA-assisted projects. | <ul style="list-style-type: none"> - Selected NGO(s) and CBO(s) are effectively advocating for and implementing programming which addresses child protection issues. - Protection of rights of target children are recognized and respected. | <ul style="list-style-type: none"> - Increased capacity of key national organizations to protect and promote human rights and respect for the law. - Enhanced role of civil society in decision-making. - Selected institutions are influencing public policy around child protection issues. |
| <ul style="list-style-type: none"> - Advocacy and awareness campaigns. - Training in the areas of advocacy, awareness and mainstreaming child rights. - Linkages between urban and rural-based NGOs. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - Quality of training. - Number of NGO, CBO and public institutions' representatives trained and demonstrating new skills and knowledge. - Level and quality of programming in communities giving children a voice and integrating children's rights. - Level of awareness among target groups of selected children's rights issues (M/F). - Number and quality of interactions involving participating NGO(s), CBO(s), public institutions and other CIDA-assisted projects. | <ul style="list-style-type: none"> - Change in the level of media attention to child rights issues (number and length of articles, headlines). - Change in the level of discussion in Parliament and other government fora of child rights issues. - Change in the level of community awareness of and respect for children's rights. - Change in the level of public resources available for child rights protection. - Change in the status of targeted boys and girls (in terms of health, education, contact with judicial system). | <ul style="list-style-type: none"> - Change in number and scope of government policies and programmes addressing children's issues. - Existence and degree of utilization of mechanisms to investigate abuses of children's rights. - Change in number of cases investigated. - Change in instances where civil society organizations have participated in public debates on child protection. |
| | <p>R E A C H</p> | Direct Beneficiaries: <ul style="list-style-type: none"> - Members of NGOs and CBOs (M/F). - NGOs. - CBOs. - Participating public institutions. | Direct Beneficiaries: <ul style="list-style-type: none"> - Selected national organizations and institutions. - National media. - Communities. - Other key ministries involved in social sectors. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Children (M/F). - Civil society. - Decision-makers. - Policy-makers. |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Protection and Promotion of Human Rights)

| | | | |
|--|---|--|---|
| Type of Project: Support to the promotion of human rights and reduction of ethnic tensions | | | Project Duration: 4 years |
| Purpose: To strengthen the capacity of key governmental and non-governmental institutions and organizations to work with civil society to address issues central to the resolution of ethnic conflict and the rebuilding of civil society. | | | Project Budget: \$ 4.8 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline studies and gender analysis. ▪ Training staff and trainers in key institutions. ▪ Public consultations. ▪ Development of education curriculum sensitive to gender and ethnicity. ▪ Development of a three-year education strategy for delivery to the armed forces and the police. ▪ Study tour to Canada of host country's ombudsman. | <ul style="list-style-type: none"> ▪ Gender-sensitive education curriculum, training programme. ▪ Increased capacities of participating organizations to train their members. ▪ Strategic plan for the establishment of a good governance unit implemented. ▪ Effectively functioning selection, approval & implementation criteria, processes and procedures est. for public & civil sector initiatives. | <ul style="list-style-type: none"> ▪ Strengthened human rights capacity and capabilities of regional and local level elected bodies and public agencies, civil society and ombudsman. ▪ Broader citizen understanding of human rights issues. ▪ Ethnic communities collaborate in national reconciliation, development efforts. | <ul style="list-style-type: none"> ▪ Armed forces, police, regional and local level elected bodies and public agencies, civil sector, ombudsman committed to fundamental rights and obligations. ▪ Enhanced leadership role for civil society in promoting human rights, democratic principles and ethnic understanding. ▪ Enhanced collaboration between key govt. agencies, NGOs and civil society in addressing these issues. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Quality of curriculum and programme: gender and ethnic sensitivity of materials. ✓ Degree of acceptance of curriculum and relevance of content. ✓ Quality, acceptance and resources available to implement the Strategic Plan. ✓ Results achieved through public and private sector initiatives. | <ul style="list-style-type: none"> ✓ Degree of public awareness with respect to human rights (M/F). ✓ Level of competence of institutions' staff. ✓ Quality of facilities, financial viability and quality of training by institutions. ✓ Degree of community commitment: number of meetings, degree of citizen support. | <ul style="list-style-type: none"> ✓ Number of progressive human rights policies and procedures adopted and enforced. ✓ Results of cases referred to Ombudsman. ✓ Number of public debates/hearings attended by representatives of civil society. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Staff of partner institutions (M/F). • Participating public and private sector institutions. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • M/F Staff of partner instit. • Participating public and private sector institutions. • Regional & local level elected bodies. • Members of ethnic communities. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Armed forces, police, regional and local level elected and public sector officials. • Members of vulnerable groups. • Civil society organisations, general public. |

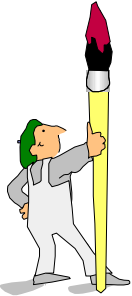

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Protection and Promotion of Human Rights)

| Type of Project: Democratic Development Fund | | | |
|---|--|---|---|
| Budget: \$ 7.5 million | Impact or Long-term Results: Improved dialogue and consultation within civil society in order to establish a democratic and participatory state and to promote respect for indigenous and marginalized groups. | Indicators: ♦ Quality and number of exchanges regarding human rights between host county NGOs and those of other countries. | Beneficiary Reach Indirect Beneficiaries: ♦ Civil society organizations at the national level. ♦ Communities. |
| Project Duration: 6 years | | | |
| Purpose: ➔ To improve the capacities of organizations involved in promoting human rights. ➔ To support and contribute to the application of Peace Agreements. | Outcomes or Medium-term Results: ⬅ Improved legal practices with respect to impunity. ⬅ To strengthen the influence of civil society in decision-making at municipal level. ⬅ To promote the application of the Peace Agreements. ⬅ To strengthen the capacities of indigenous organizations. ⬅ Improve women's participation in civil society and government institutions. | Indicators: ♦ Number, quality and relevance of cases presented to national and international courts, by gender. ♦ Quality and number of initiatives undertaken by civil society organizations in order to promote the application of the Peace Agreements. ♦ Number and quality of initiatives implemented by indigenous organizations. ♦ Number and nature of exchange among native organizations. ♦ Ratio of women holding decision-making positions in civil society and govt. inst. | Beneficiary Reach Direct Beneficiaries: ♦ The legal and judicial sectors. ♦ Municipal administration. ♦ Community organizations. ♦ Signatories of the Peace Agreements. |
| Activities: ➔ Baseline studies and gender analysis. ➔ Training of trainers and human rights activists in human rights promotion and conflict resolution. ➔ Public campaigns on human rights. ➔ Policy dialogue and consultations between human rights organizations and the judicial system. | Outputs or Short-term Results: ⬆ 300 community representatives will have improved knowledge and capacities to assist communities in defending their rights. ⬆ Women working in at least 10 "maquilas" will defend their rights. ⬆ 50 journalists will be more sensitized by project activities and will report in a gender and ethnic-sensitive way. ⬆ At least three cases each involving several thousands of people will be presented to the Truth Commission. ⬆ At least 5 organizations are defending youth rights. | Indicators: ♦ Quality of training and number of people trained (M/F). ♦ Involvement of community representatives after training (M/F). ♦ Number of women and "maquilas" involved presenting human rights cases. ♦ Percentage of journalists sensitized who report on human rights issues (M/F). ♦ Number of cases presented, number of people involved in each case (M/F). ♦ Number and reach of organizations defending youth rights. | Beneficiary Reach Direct Beneficiaries: ♦ Community representatives (M/F). ♦ Women working in the maquilas. ♦ Journalists (M/F). ♦ Women and men whose case will be part of those presented to the Truth Commission. ♦ Victims' families and communities. ♦ Youth organizations. |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Governance (Democratic Institutions and Practices)

| | | | | |
|--|---|--|--|---|
| Type of Project: Justice Linkages Project | | | Project Duration: 4 years | |
| Purpose: To enhance the quality of justice administration in the host country. | | | Project Budget: \$ 5 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - Curricula assessment of existing training institutions. - Training programmes for various professional groups. - Study visits to Canada to meet with Canadian court administrators, human rights experts and Canadian institutions. - Seminars and workshops on dispute resolution techniques. - Linkages and exchanges of information between Canadian and host country organizations. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved knowledge and understanding by magistrates, judges, prosecutors and other court personnel on race, gender and disability issues. - Enhanced capacity of judges, magistrates and paralegals with respect to court and case management. - Enhanced skills and capacities of court personnel in alternate dispute resolution and mediation techniques. | <ul style="list-style-type: none"> - A more responsive, effective and sensitive magistracy and judicial authority in host country. - Improved administration and management practices and procedures of magistrates and judges. - Improved and sustained capacity of host country to train magistrates, judges and paralegals. | |
| | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - # of judges, magistrates and paralegals trained (M/F) & extent capacities applied. - # & location of training inst., their curricula and registrants by gender & race. - Quality of training offered with respect to race, gender and disability issues. - # of participants in seminars, workshops and other short-term training courses, by race and gender and knowledge & attitudes of trained participants with respect to race, gender & disability issues. | <ul style="list-style-type: none"> - Sensitivity of courts to gender and racial issues as measured by: nature of sentencing by location, case, race and gender. - Level of clientele satisfaction with judicial system. - Number of court cases with respect to race, gender and disability issues. - Time period for cases brought to trial. - # of instances of trained staff have delivered quality training to their peers. | <ul style="list-style-type: none"> - Improved and sustained administration of justice in host country. - Improved access to justice for all citizens. - Length of trial waiting and delivery time. - Entry numbers of female and black lawyers to the Bench. - Changes in attitudes and practices of judges and magistrates towards human rights. - Number of cases tried per year. |
| | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Participating judges, magistrates and paralegals; Participating institutions; Canadian partners. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - The host country's judicial authorities. - Groups traditionally disadvantaged by the judicial system, notably women, the disabled and ethnic/racial minorities. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - The host country's population. |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Democratic Institutions and Practices)

| | | | |
|--|--|--|--|
| Type of Project: Capacity Building in Parliament | | Project Duration: 5 years | |
| Purpose: To build and strengthen the capacity of the national parliament to perform efficiently and adequately in order to promote good governance. | | Project Budget: \$3.5 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline studies and gender analysis. ▪ Training. ▪ Translation of parliamentary debates. ▪ Workshops and seminars. ▪ Establishment of parliamentary friendship association. ▪ Study tours to Canada and third country. ▪ Upgrading computer and communications systems. | <ul style="list-style-type: none"> ▪ Knowledge and capacities of parliamentary committees and parliamentarians on multiparty democracy improved. ▪ Parliamentary staff become familiar with the role of nonpartisan staff in a multiparty democracy. ▪ Improved access of the general population to parliamentary debates. | <ul style="list-style-type: none"> ▪ Parliament becomes a major institution in decision-making in host country. ▪ Establishment of mechanisms for consultations and information sharing with regional parliaments. ▪ Knowledge and capacities of parliamentary committees and parliamentarians on multiparty democracy applied. | <ul style="list-style-type: none"> ▪ Parliament becomes more representative of the broad spectrum of political, economic and social interests in host country. ▪ Parliament is perceived by citizens as representing their interests. ▪ Parliament plays a role in regional policy dialogue, economic development and social integration. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Number and level of competence of persons trained (M/F) and quality of training. ✓ Extent to which debates are advertised and quality of information disseminated. ✓ Level of participation of members of parliament from minority parties in debates and discussions (M/F). ✓ Knowledge of parliamentary staff on the role of nonpartisan staff in a multiparty democracy. | <ul style="list-style-type: none"> ✓ Degree of knowledge and expertise of members of parliament (M/F). ✓ Capacity of parliamentary committees to fully explore issues of interest. ✓ Change in the level of professional service received by MPs of minority parties from parliamentary staff. ✓ Perception of MPs of minority parties on their level of participation in debates and discussions (M/F). | <ul style="list-style-type: none"> ✓ Integration of parliament and its institutions in national decision-making process. ✓ Extent to which policy issues are openly and fully debated in the national parliament. ✓ Nature and level of parliamentarians' participation in debates. ✓ Citizens' perceptions with respect to their elected representatives. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Parliamentarians (M/F). • Parliamentary staff (M/F). • Members of parliamentary committees (M/F). | Direct Beneficiaries: <ul style="list-style-type: none"> • Minority and majority parties. • Political staff of parties. • Members of parliamentary committees (M/F). | Indirect Beneficiaries: <ul style="list-style-type: none"> • The population of the host country. • Parliamentarians. |

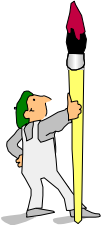

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Democratic Institutions and Practices)

| Type of Project: Electoral Support | | | |
|---|---|--|--|
| Budget: \$2 million | Impact or Long-term Results: ↓ Increased international confidence on the part of the population and private sector investors in the strength of the democratic process in the host country. | Indicators: <ul style="list-style-type: none"> ◆ Perception of current investors on strength of democratic process. ◆ Level of confidence and perception of the population with respect to their elected representatives. | Beneficiary Reach Indirect Beneficiaries: <ul style="list-style-type: none"> ◆ Parliamentarians in the host country. ◆ The population of the host country (M/F). ◆ Partner countries and their private sector representatives. |
| Project Duration: 2 years | | | |
| Purpose: → To assist the democratic process in the host country by helping the government to carry out free and fair elections. | Outcomes or Medium-term Results: <ul style="list-style-type: none"> ← Increased voter participation rate. ← Increased capacity of the Electoral Commission. ← Decreased opportunity for vote tampering. ← Process of managing election commodities simplified. ← Improved inventory control. | Indicators: <ul style="list-style-type: none"> ◆ Change in the number of accusations of improper procedures. ◆ Contents of international observers' reports regarding the electoral process. ◆ Perception of the public and media on the elections (M/F). | Beneficiary Reach Direct Beneficiaries: <ul style="list-style-type: none"> ◆ The population at village, district and national levels (M/F). ◆ Electoral Commission officials (M/F). |
| Activities: <ul style="list-style-type: none"> → Production, transportation and delivery of 4000 voter registration kits. → Production, transportation and delivery of 5500 polling station kits. → Training polling station workers (M/F). | Outputs or Short-term Results: <ul style="list-style-type: none"> ↑ Electoral Commission officials improve their knowledge on appropriate procedures and proper use of materials. ↑ Appropriate election materials are used by polling stations. ↑ Improved management, security and inventory control of election materials. ↑ Process of managing election commodities simplified. | Indicators: <ul style="list-style-type: none"> ◆ Quality of training and number of people trained (M/F), as a percentage of total Electoral Commission officials. ◆ Quality of inventory control. ◆ Number of steps, time taken and transparency in the management of election commodities. ◆ Percentage of kits being properly used in polling stations. | Beneficiary Reach Direct Beneficiaries: <ul style="list-style-type: none"> ◆ Members of the Electoral Commission (M/F). ◆ Polling station workers (M/F). |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Public Sector Competence)

| | | | | |
|---|---|---|---|--|
| Type of Project: Strengthening Municipal Administration | | | Project Duration: 6 years | |
| Purpose: To improve the efficiency and effectiveness of the municipal administration of a city in the host country. | | | Project Budget: \$5.0 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - Training offered to municipal officials in strategic planning and financial management. - Study tours and visits carried out with municipal officials and representatives of citizens groups. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved capacities of municipal officials to gather, analyze and organize municipal data for the preparation and implementation of operational plans and sectoral strategies which are linked to municipal objectives and have had significant public inputs. - Enhanced capacities of citizens groups to participate in municipal affairs. - Enhanced financial management and accounting systems. - Improved mgmt. and service delivery in the solid waste mgmt. and water sectors. | <ul style="list-style-type: none"> - Municipal officials implement the operational plan and sectoral strategies. - Public participation is incorporated into strategic and sectoral planning process. - A plan is in place to incorporate the city's water system into the regional system. - New strategies and methods are incorporated into the management of solid waste and water resources. | <ul style="list-style-type: none"> - Improved cooperation among municipalities to resolve common problems. - Effective involvement of citizens in municipal affairs becomes part of municipal management in target and other municipalities. |
| <ul style="list-style-type: none"> - Implementation of new financial management and accounting systems. - Implementation of municipal data bank. - Development of operational plans in the solid waste management and water sectors. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - Quality of and time taken to complete operational plans. - Change in the techniques and processes used by municipal officials for strategic planning and financial management. - Number of persons from community groups trained (M/F) and able to participate in participatory municipal planning process. - Effectiveness of financial management and accounting systems. - Level of users' satisfaction toward solid waste and water management services. | <ul style="list-style-type: none"> - Level of financial and human resources allocated to the implementation of the operational plan and sectoral strategies. - Number and scope of new projects/programmes initiated. - Nature of public participation (M/F) in strategic and sectoral planning. - Diversity of stakeholders groups represented in public participation processes. - Extent to which new strategies are used by municipal employees (M/F). | <ul style="list-style-type: none"> - Instances where municipalities have cooperated: issues addressed and results. - Instances where citizens groups have participated in municipal management (issues addressed, nature of participation). - Municipal/civil society consultative mechanisms created and extent to which they are utilized for the various phases of project planning, implementation and monitoring/evaluation. |
| | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Municipal officials in the financial management and accounting departments (M/F). - Citizens groups. - Departments in charge of solid waste and water resources management. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Municipal administration in host city. - Municipal officials in host city (M/F). - Citizens groups. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Municipal administration in host city and its neighbors. - Citizens groups. - The population (M/F) of host and neighbour cities |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance Public Sector Competence

| | | | |
|---|---|--|---|
| Type of Project: District Capacity Building | | | Project Duration: 6 years |
| Purpose: To strengthen the capacities of local government bodies to manage, in collaboration with NGO and private sector stakeholders, potable water and sanitation resources. | | | Project Budget: \$5.0 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Capacity assessments of all participating sectors (government, NGO and private sector) and organizations. ▪ Training, workshops and seminars to increase skills and establish collaborative mechanisms. ▪ Institutional training needs analysis. ▪ Development of a gender strategy. | <ul style="list-style-type: none"> ▪ Representatives of local government, private sector and civil society increase their knowledge and skills for the provision and management of water supply and sanitation services. ▪ Strategies designed to promote the participation of women in decision-making positions. ▪ Mechanisms for effective government-civil society collaboration established. | <ul style="list-style-type: none"> ▪ Increased women's participation in decision-making processes for delivery of community water and sanitation services. ▪ Improved technical and managerial capacity for delivery of sustainable community water and sanitation services at regional, district, sub-district levels. ▪ Effective govt.-civil society collaboration for delivery of comm. water & sanitation services. | <ul style="list-style-type: none"> ▪ Long-term sustainability of 75% of water supply services. ▪ Improved capacity to implement sustainable social development programmes in the targeted region. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Number of instances where trainees apply their skills. ✓ # of trainees (M/F) and level of skills acquired. ✓ # of stakeholder groups that have incorporated gender-sensitive results and indicators into their work. ✓ # and type of policies/programmes which incorporate concern for gender equality. ✓ Trainee & stakeholder perception of usefulness of techniques. | <ul style="list-style-type: none"> ✓ Evidence that annual work plans and monitoring activities are applied by relevant local authorities. ✓ Amount of money allocated by local government to the provision of water and sanitation services. ✓ Ratio of women in decision-making positions. ✓ Level of satisfaction of women toward service delivery. ✓ Type and nature of collaborative processes implemented. | <ul style="list-style-type: none"> ✓ Percentage of community water systems being maintained using local and national resources. ✓ Extent to which planning and management tools and systems are applied to other sectors by local governance structure. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • District-level governance structures, NGOs and private sector institutions. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Elected members of the local government structures. • Representatives of private sector and NGOs. • Water users. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Representatives of other sectors (e.g. health, education). • The general population. |

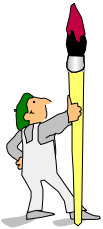

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Public Sector Competence)

| Type of Project: Training for Economic Management | | | |
|---|---|--|--|
| <p>Budget: \$2 million</p> | <p>Impact or Long-term Results:</p> <ul style="list-style-type: none"> - A more open economy characterized by a wider range of economic actors including national and provincial governments, cooperatives and private sector enterprises. - Improved foreign investment climate. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Changes in legislation to allow new economic players (e.g. SMEs). ◆ Degree of state intervention in input pricing and supply monopolies. ◆ Number of new market opportunities for host country enterprises that are available & accessible. ◆ Perceptions of foreign investors about the host country's prospects for economic stability and growth. | <p>Beneficiary Reach</p> <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> ◆ All sectors of the economy, at national level. ◆ Private sector enterprises. ◆ Key government ministries. |
| <p>Project Duration: 4 years</p> | | | |
| <p>Purpose:</p> <p>➔ To enable the Ministry of Economy and Planning (MEP) to better analyze and propose economic development options during the transition towards a market-based economy</p> | <p>Outcomes or Medium-term Results:</p> <ul style="list-style-type: none"> ← Improved capacity of the Ministry to carry out economic policy development and market analysis. ← More clearly-defined role for the Ministry of Economy and Planning. ← Western economic techniques for decision-making introduced in different ministries of the host country's govt. ← A national econometric model developed & implemented for the host country. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Extent to which improved market-based guidelines are utilized by various government ministries. ◆ Level of understanding of the role of the Ministry by its staff, host country and international partners. ◆ Number of instances where ministries use Western economic techniques. ◆ Degree of implementation of new national econometric model. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ The Ministry of Economy and Planning. ◆ Other related ministries such as Foreign Investment and International Cooperation. |
| <p>Activities:</p> <ul style="list-style-type: none"> ➔ Baseline studies and gender analysis. ➔ Training. ➔ Assessment of options for distance education programmes. ➔ Acquisition and dissemination of relevant Canadian and other Western economic journals. | <p>Outputs or Short-term Results:</p> <ul style="list-style-type: none"> ↑ Gender analysis incorporated into statistical analysis. ↑ The MEP is producing economic statistics at the National Accounts Standard Level. ↑ 200 MEP professional staff improve capacity to apply Western econ.techniques. ↑ Up to 500 additional personnel from the specialized agencies, 14 provincial offices and 144 municipalities improve their capacities in areas related to market-based economics. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Frequency and quality of economic statistics produced at the National Accounts Standard Level. ◆ Type and quality of training offered. ◆ Number of people trained, per agency, by gender and professional category. ◆ Extent to which skills are utilized, per agency, by gender and professional category. ◆ Extent to which gender analysis is incorporated into statistical analysis. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Personnel from the MEP. ◆ Personnel from targeted government's specialized agencies, provincial offices and municipalities. |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Public Sector Competence)

| | | | | |
|--|---|--|--|---|
| Type of Project: Regional Programme for Strengthening Government Capacities in the Areas of Population and Sustainable Development | | | Project Duration: 5 years | |
| Purpose: To strengthen national and regional capacities to formulate and implement policies with respect to population and sustainable development. | | | Project Budget: \$5.0 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - Regional workshops on demographic analysis. - Training internships on the monitoring of population projects. - Research in three key areas: urban planning, basic education, international migration and regional integration. - Dissemination of research findings to all participating institutions. - Creation of a data base containing demographic and environmental data. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Research designs include gender analysis. - 200 decision-makers will improve their capacities to analyze demographic data in view of the different development sectors. - Demographic data is available to decision-makers. - The findings of action research in the key areas (urban planning, basic education, international migration, regional integration) are used by the project's stakeholders for policy formulation and decision-making. - Research findings are incorporated into the training of government personnel. | <ul style="list-style-type: none"> - Participating institutions will develop and apply an expertise in the analysis of demographic variables. - The expertise of the primary target institution will be recognized within the sub-region. - Targeted national institutions will improve their capacities to formulate and implement gender-sensitive policies with respect to population and sustainable development. | <ul style="list-style-type: none"> - Demographic variables are incorporated into national development plans. - Technical ministries of targeted countries incorporate demographic considerations in their planning. - Reduced demographic pressure on the environment. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Extent to which decision-makers apply new knowledge and refer to available demographic data for decision-making. - Type of courses and number of instances where research findings are incorporated into training curricula. - Number of participants attending those training workshops (M/F). | <ul style="list-style-type: none"> - Extent to which gender analysis is incorporated into policy formulation. - Number and type of requests for expert services from participating institutions. - Type and range of issues addressed by the regional institution. - Number of variables for which data is disseminated regionally and nationally. - Quality of data disseminated. - Satisfaction of clients with target institutions. | <ul style="list-style-type: none"> - Number and relevance of demographic variables in the development plans/ programmes of the various ministries of the participating countries. - Instances where demographic data were applied to the planning of development projects. - Population density. |
| | R E A C H | Direct Beneficiaries: <ul style="list-style-type: none"> - Personnel (M/F) of regional and national research institutions. | Direct Beneficiaries: <ul style="list-style-type: none"> - The regional and national targeted institutions: personnel, managers and governing bodies. | Indirect Beneficiaries: <ul style="list-style-type: none"> - The populations and various ministries of the participating countries. |

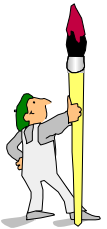

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Public Sector Competence)

| | | | |
|---|--|---|--|
| Type of Project: Local Government Support Programme | | | Project Duration: 6 years |
| Purpose: To strengthen the capacities of national, regional and local government authorities in support of national Government's decentralization policy. | | | Project Budget: \$9.5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Capacity assessments of key institutions involved. ▪ Training plans and training carried out. ▪ Study tours and work placements. ▪ Environmental analysis and policy studies. ▪ Review and assessment of functioning of management systems. | <ul style="list-style-type: none"> ▪ Management, technical and professional staff acquire and apply skills in the management of social development programmes that are gender and environmentally sensitive. ▪ Participatory communication and feedback mechanisms for policy dialogue between national and sub-national levels are implemented. | <ul style="list-style-type: none"> ▪ Selected local government units and partners manage equitable and environmentally appropriate programmes for constituents. ▪ Gender equity and environmental concerns integrated into policy formulation. ▪ Improved community participation in local governance. | <ul style="list-style-type: none"> ▪ More transparent, accountable and effective local government. ▪ Improved collaboration between local government, private sector and civil society organizations. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Competency levels of staff trained by gender and professional category. ✓ Number of staff trained by gender and professional category. ✓ Level and nature of interaction between national and local levels. | <ul style="list-style-type: none"> ✓ Level of satisfaction of constituents (M/F) towards government programmes in selected sectors. ✓ Number, scope and type of new policy, regulatory and institutional frameworks that are gender and environmentally sensitive. ✓ Frequency, rate and depth of input from communities and beneficiaries. ✓ Number of public debates and consultations. | <ul style="list-style-type: none"> ✓ Degree of openness in public procedures: clarity of rules and consistency of application. ✓ Extent to which citizens have access to government information (M/F). ✓ Extent and quality of stakeholder participation in planning, decision-making and implementation (M/F). |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Staff of local government units. • Staff of key ministries working at national level. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Selected local government units. • Participating communities and their representatives. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Local governance structures. • Key stakeholders representatives: citizens organizations, private sector, professional associations and others. |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Civil Society's Policy Role)

| | | | | |
|---|---|---|---|---|
| Type of Project: NGO Support Programme | | | Project Duration: 6 years | |
| Purpose: To strengthen the capacities of community-based organizations (CBOs) to be catalysts for the democratic development of their communities and advocates for supportive policies and programmes. | | | Project Budget: \$4.9 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender analysis. - Baseline studies. - Training for CBO representatives and trainers. - Institutional capacity assessments. - Financing and technical support to 100 community-based projects. - Creation of an internal learning process. - Programme consultations. - Development of management information systems. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved capacities of 300 CBOs to train trainers and staff. - Improved capacities of 4 provincial coordinating councils to represent local CBOs and to provide them with training, technical assistance, information and advocacy services. - Improved capacities of targeted communities to identify, access, and manage local and external resources. - Increased visibility of women as community decision-makers, along with men. | <ul style="list-style-type: none"> - Participating CBOs practice improved development planning, gender equality and management skills. - Disadvantaged community members have equitable representation in CBOs and ownership of development activities. - National network of CBOs provides training to development agents and has a voice in national decision-making. | <ul style="list-style-type: none"> - Participating CBOs have increased influence and contribution to dialogue in provincial/national assemblies where political decisions are made. |
| | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - Training provided by CBO members: number of people trained (M/F) and level of competency developed. - Extent to which trained staff use their new skills. - Level of satisfaction of CBOs with regard to services rendered by provincial coordinating councils. - Number, scope and type of projects undertaken by CBOs. - Percentage and positions of women involved in new CBOs. | <ul style="list-style-type: none"> - Quality of accounting and reporting by CBOs on community-based projects. - Diversity of funding sources for CBO projects. - Number and influence of disadvantaged community members (M/F) on boards and operating committees of the CBOs. - Effective local coordinating bodies of local CBO partners in each province. - Extent to which the national network regularly participates in public debates/hearings. | <ul style="list-style-type: none"> - Changes in policy resulting from CBO advocacy. - Policy changes reflecting CBO positions. - Extent to which CBOs are consulted by assemblies. |
| | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - CBO members (M/F). - Members of provincial coordinating councils. - Female members of CBOs. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - CBOs and their constituents (M/F). - Representatives of disadvantaged groups (M/F). - Representatives of national CBO networks (M/F). | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - CBO leaders (M/F). - Policy makers (M/F) at national/provincial levels. - Other stakeholders (e.g. private sector). |

CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Civil Society's Policy Role)

| | | | |
|--|--|--|---|
| Type of Project: Trade Union Education | | Project Duration: 4 years | |
| Purpose: To strengthen trade unions and their structures in the host country. | | Project Budget: \$ 1.0 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Gender analysis. ▪ Training needs assessments. ▪ Training programmes delivered to local trade unions. ▪ National and local-level workshops on voter education. ▪ Study tours involving host country's participants visiting Canadian trade unions. ▪ Production and distribution of fact sheets on the labour sector in the host country. | <ul style="list-style-type: none"> ▪ Up to 35% of trade union participants are women. ▪ Improved knowledge of trade union members in the areas of human rights, democratic processes and gender equality. ▪ Linkages and exchanges between the trade unions and other civil society organizations take place. | <ul style="list-style-type: none"> ▪ Improved capacities of local and national trade unions to participate effectively and influence events in their respective countries in a more democratic and transparent manner. ▪ Trade union activists are better advocates for democratic practices and human rights. | <ul style="list-style-type: none"> ▪ A more democratic environment begins to take hold in the host country. ▪ Increased influence of trade unions over the country's democratic and policy-making process. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Quality of training offered. ✓ Extent to which the new knowledge is applied by trade union members. ✓ Number of people trained (M/F) per region for each training theme. | <ul style="list-style-type: none"> ✓ Instances where trade unions have engaged in policy dialogue with the government and its ministries. ✓ Level of participation by trade union members in the promotion of democratic processes and human rights. ✓ Number of people reached by trade union activists' sensitization work (M/F). | <ul style="list-style-type: none"> ✓ Increased public consultation involving trade unions and other civil society organizations. ✓ Changes in policy resulting from trade union advocacy network. ✓ Nature of exchanges between trade unions and the government. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Local trade union officials and grassroots activists (M/F). • Other civil society organizations. | Direct Beneficiaries: <ul style="list-style-type: none"> • National trade union officials and boards (M/F). • Trade union activists (M/F). • The population reached by trade unions' activities (M/F). | Indirect Beneficiaries: <ul style="list-style-type: none"> • The population of the host country. • Trade union members (M/F). |

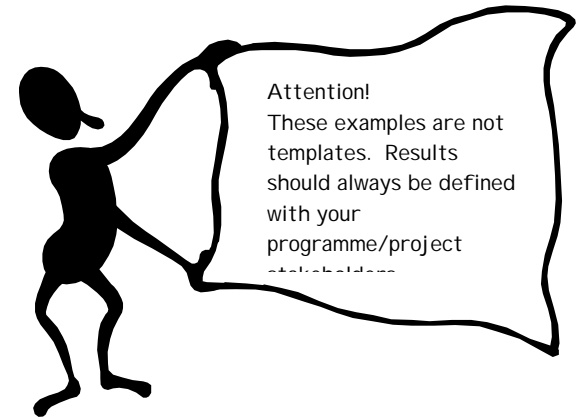
CIDA's Priority and Sub-Category: Human Rights, Democracy, Good Governance (Political Will of Governments)

| | | | | |
|--|---|---|---|---|
| Type of Project: Nile River Basin Initiative | | | Project Duration: 2 years | |
| Purpose: To promote and foster greater understanding and collaboration within the Nile Basin countries. | | | Project Budget: \$1.0 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - Opinion surveys on public awareness of Nile River Basin Initiative. - Training for officials from participating countries. - Support to the regional annual conference on water resources development. - Data on water management issues collected and analyzed. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Increased capacities of officials from participating countries to plan and manage water resources with gender perspective. - Utilization of data and analysis for the implementation of a communications strategy. - Increased level of public awareness about Nile River Basin issues. - Increased support for the Nile Basin Initiative among target groups (e.g. media, political decision-makers). | <ul style="list-style-type: none"> - Increased capacities among riparian countries to manage water resources. - Heightened confidence and trust among Nile riparian countries. | <ul style="list-style-type: none"> - Progress toward the establishment of a cooperative framework with the riparians of the Nile. - Strengthened environment for improved and open communications and opportunities for public debate on Nile River water issues. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Level and nature of participation of riparian countries to regional activities. - Extent to which new skills and knowledge are applied. - Number of people trained and level of competence attained (M/F). - Consistency in data collection and analysis. - Level of public awareness and target group support expressed about Nile River Basin issues. | <ul style="list-style-type: none"> - Existence, application and level of frequency of common management plans and techniques by riparian countries. - Degree of consistency in the application of these plans and techniques. - Increased confidence and willingness to discuss sensitive issues. - Increased opportunities for exchanging views. | <ul style="list-style-type: none"> - Visible evidence in the form of cooperative mechanisms. - Instances where Nile River water issues are debated nationally and regionally. |
| | R E A C H | Direct Beneficiaries: <ul style="list-style-type: none"> - Staff from riparian countries' ministries and other institutions involved in water resources management (M/F). | Direct Beneficiaries: <ul style="list-style-type: none"> - Officials from the member countries. | Indirect Beneficiaries: <ul style="list-style-type: none"> - All Nile riparian countries. |

ODA Priority: Private Sector Development

Sub-categories:

- ◆ Enabling Environment
- ◆ Capacity Skills and Productivity Enhancement
- ◆ Canadian and Developing Country Private Sector Linkages
- ◆ Local Enterprises
- ◆ Economic Integration

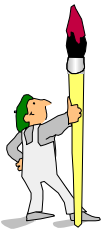



* Please note that in some of the examples, Reach refers to Beneficiary Reach.

CIDA's Priority and Sub-Category: Private Sector Development (Enabling Environment)

| | | | | |
|--|---|---|---|--|
| Type of Project: Economic Policy Management Training | | | Project Duration: 6.3 years | |
| Purpose: Strengthening economic management and policy analysis of sub-region of continent X. | | | Project Budget: \$ 4.8 million | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Needs assessment and gender analysis. - Design and delivery of Master's program in Economic Policy Management by Regional Economic Research Consortium. - Curriculum development. - Canadian and Regional exchanges and technical assistance. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Establishment of a Master's level programme that reflects local needs and priorities. - Increased capacity in economic policy management of 25 female and male developing country participants trained yearly. - Increased capacity of Consortium to replicate Canadian model for Economic Policy Management overseas. - Network between Canada and region solidified. | <ul style="list-style-type: none"> - Selected universities in region have well established and respected Master's level programmes operational in economic policy management. - Active, functioning network of economic policy managers and advisors. | <ul style="list-style-type: none"> - Improved economic management policy making and recommendations in region. - Self-sustaining programmes developed, managed and administered for and by the region. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Degree to which curriculum and case studies locally based and informed. - Satisfaction of students with curriculum and teaching methods. - # of trained professionals, policy managers, advisors participating in and employed by Consortium. - Degree of private and public sector involvement with Network and Consortium in Canada and overseas. | <ul style="list-style-type: none"> - Quality and # of programmes available and demand for them. - Degree of participation by private sector and other linkages. - Access to adequate funding. - Satisfaction of members of network with activities and results of network. - # of graduates playing greater role in policy-making. | <ul style="list-style-type: none"> - # of new economic policy initiatives in region responding to local needs and priorities. - Degree to which economic policy better articulated & negotiated at micro level. - Degree to which Canadian participation still required at the end of project. - Degree of local ownership and decision-making. - # of graduates of the programme in senior level positions in their countries. |
| | R E A C H | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Regional Economic Research Consortium. - Female and male trainees and graduates of Master's programme. - Canadian universities and regional universities and relevant partners. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Target universities in region. - Female and male economic policy managers and advisors. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Female and male economic policy managers and advisors. - Government. - Canadian counterpart and local univs. - Regional Consortium for Economic Research. |

CIDA's Priority and Sub-Category: Private Sector Development (Enabling Environment)

| | | | |
|---|---|---|--|
| Type of Project: University Training Services Strengthening | | | Project Duration: 6 years |
| Purpose: To strengthen the capacity of the participating universities to service the training needs of industry in three sectors: finance services, energy and telecommunications. | | | Project Budget: \$ 5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Establishment of three linkage projects with Canadian universities. ▪ Develop programmes and exchanges sensitive to gender equity concerns. ▪ Training of 6 professors in the development of MBA courses. ▪ Prepare financial services course. ▪ National workshops and fora for networking and presenting and testing of applied research results. ▪ Estab. of Internet based database. | <ul style="list-style-type: none"> ▪ Increased understanding in Canada of Country X markets. ▪ Greater sensitivity demonstrated by Universities to gender equity concerns. Increased participation of women in programme. ▪ Improvements in management practices in telecommunications, financial services & energy sector. ▪ Greater networking, information and exchanges between Canada and Country X. | <ul style="list-style-type: none"> ▪ Career advancement and employment opportunities for trained women increased. ▪ Increased potential for alliances, joint ventures and other business arrangements between Canada and host country. ▪ Improved economic performance of enterprises in three sectors. | <ul style="list-style-type: none"> ▪ Expanded and self-sustaining business between Country X and Canadian industry. ▪ Sustainable and effective institutional partnership in economic development. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Range of Canada and Country X faculty providing services to industry. ✓ Existence of networks, alliances, joint ventures in sectors. ✓ # of women enrolled in program. ✓ Course curriculum gender-sensitive; female mentors. ✓ Degree of changes in operations and management. ✓ Satisfaction of clients and employees to mgmt. practices. | <ul style="list-style-type: none"> ✓ Degree to which women feel empowered. ✓ # of women employed and receiving promotions before and after project. ✓ # of alliances, joint ventures within Country X and between Country X and Canada. ✓ Level of profitability of industries in selected sectors. ✓ Level of investment in selected enterprises. | <ul style="list-style-type: none"> ✓ # and size of economic linkages between Country X and Canadian industry. ✓ # of joint activities independent of CI DA funding. ✓ Satisfaction of Canadian and Country X partners with alliances and partnerships. ✓ # of sustained, significant cooperation activities beyond the end of CI DA project funding. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Professors, universities. • Management of targeted industries. • Professionals in 3 sectors. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Women. • Alliances and Joint Ventures. • Industry in three proposed sectors. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Canadian and Country X private sector in telecommunication, financial services and energy sectors. |

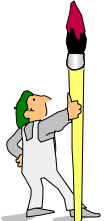

CIDA's Priority and Sub-Category: Private Sector Development (Enabling Environment)

| | | | | | |
|--|-----------------------|---|---|---|--|
| Type of Project: Productive Sector Modernization Programme | | | Project Duration: 7.4 years | | |
| Purpose: To increase Country X's competitiveness in an environmentally-sound manner through support to productive sector initiatives. | | | Project Budget: \$ 15 million | | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> -Baseline data and gender analysis - Productive sector modernization fund: loan guarantees, line of credit financing, technical assistance. - Institution strengthening fund for consultancies, dev. of info. systems, training courses, exchange visits. - Strategic planning: promotional strategies, policy dialogue, round tables, workshops. | → | <ul style="list-style-type: none"> - Improved access of women and men in private sector to funds and loans. - Better understanding of environmentally sound industry practices. - Institutional linkages between Canada and Country X strengthened. - Public awareness and conformity with intl. environmental standards increases. | <ul style="list-style-type: none"> - Improved efficiency and management of private sector. - Greater application and adherence to international environmental standards. - Increased foreign investment and technology transfer in Country X. | <ul style="list-style-type: none"> - Improved competitiveness of Country X's productive sector in an environmentally sound manner. | |
| | → | R E S U L T S | <ul style="list-style-type: none"> - # of non-conventional projects funded by gender. - Satisfaction of private sector with financial services. - Knowledge of markets. - Knowledge of environmental practices, laws and regulations. - Quality and # of alliances between Canada and Country X. | <ul style="list-style-type: none"> - Level of productivity, revenue and growth of participating companies. - Degree to which environmental standards applied and complied with. - Degree of quality control capacity. - Rate of foreign investment in key productive areas and technology transfer. | <ul style="list-style-type: none"> - Degree of market share of Country X. - Penetration of new external markets. - Degree of compliance with international environmental standards. |
| | R E A C H | | Direct Beneficiaries: <ul style="list-style-type: none"> - Private Sector: private sector, business associations, academic institutions and environmental organizations. - Financial sector. - Public: both women and men. - Canadian private sector. | Direct Beneficiaries: <ul style="list-style-type: none"> - Private sector: Country X and Canada. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Productive sector. |

CIDA's Priority and Sub-Category: Private Sector Development (Capacity Skills and Productivity Enhancement)

| | | | |
|--|--|--|--|
| Type of Project: Business Advisory Programme | | | |
| Budget: \$ 5 million | Impact or Long-term Results: ↓ Equitable economic growth that is environmentally sustainable stimulated through the strengthening of small and medium enterprises. | Indicators: ♦ Degree of growth by sector/ gender in industry activity. ♦ Degree to which environmental regulatory framework in place and respected by private sector. ♦ Rate of GDP. | Beneficiary Reach Indirect Beneficiaries: ♦ Economy. ♦ Small and medium size enterprises. |
| Project Duration: 5 years | | | |
| Purpose: ➔ To strengthen the countries' Business Advisory Programme targeted to small and medium sized enterprises. | Outcomes or Medium-term Results: ← Stronger and more competitive sector in key sector areas targeted by project. ← More effective and efficient government service delivery, especially to industry. ← Improved Local Volunteer Consultancy Programme to provide key services to clients. | Indicators: ♦ Level of production/sales revenues/new products/services of key clients. ♦ New technology adopted by industry. ♦ Satisfaction of industry with Govt. Practices & services. ♦ # of environmental practices adopted. ♦ Standards understood & applied to industry. | Beneficiary Reach Direct Beneficiaries: ♦ Business Advisory Programme; Government. ♦ Industry targeted by project. ♦ Local Volunteer Consultancy Programme. |
| Activities: ➔ 50 assignments per year in 5-6 key sectors (furniture, handicraft, tourism, agro-processing). ➔ Study tours of Canada. ➔ Support activities with Industry Associations. ➔ Workshops and pamphlets produced on environmental considerations in private industry. | Outputs or Short-term Results: ↑ Improvements by women and men in mgmt., administration, operations, marketing, increased skills in the workforce. ↑ Improvements in Government management of standards. ↑ Local Volunteer Consultancy Assignments Programme improved in mgmt. and control systems, strengthened Board, results orientation with expanded services. ↑ Increased collaboration between Industry Associations. ↑ Increased environmental and gender awareness in industries. | Indicators: ♦ Satisfaction of female and male clients with assignments. ♦ Changes in management, administrative, marketing practices of industry receiving training. ♦ Level of productivity of key industry sectors benefiting from projects. ♦ Existence of mgmt. & control systems with Consultancy Assignment Programme. ♦ Quality & # of exchanges and partnerships between Industry Associations. ♦ Degree to which industry practices more environmentally friendly. | Beneficiary Reach Direct Beneficiaries: ♦ Industry sectors targeted by project. ♦ Government. ♦ Local Volunteer Consultancy Assignments Programme. ♦ Industry Associations. |

CIDA's Priority and Sub-Category: Private Sector Development (Capacity Skills and Productivity Enhancement)

| | | | |
|--|--|---|---|
| Type of Project: Industrial Competitiveness | | | Project Duration: 5 years |
| Purpose: To increase industrial competitiveness in an environmentally sustainable manner through support to medium-sized productive sector initiatives. | | | Project Budget: \$ 9.5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Gender analysis of integration of women into private sector. ▪ Provide loans to micro-enterprises. ▪ Technical assistance and training in feasibility studies, intl. market opportunities, environmental regulations, technology. ▪ Creation of synergy with other micro-entrepreneur organizations. ▪ Project strategy to improve participation of women in industrial modernization and development. | <ul style="list-style-type: none"> ▪ Increased number of micro-enterprises with knowledge of environmental issues. ▪ Increased knowledge of barriers & constraints adversely affecting micro-enterprises and entry of women. ▪ Increased # of business linkages between Canadian & local micro-enterprises. ▪ Increased micro-enterprise managerial and technical capacity. | <ul style="list-style-type: none"> ▪ Increased competitiveness of a significant number of micro-enterprises supported through project. ▪ Increased use of environmentally beneficial production practices by a significant number of micro-enterprises. | <ul style="list-style-type: none"> ▪ Sustainable increase in productive contribution to national socio-economic conditions. |
| Indicators:  | <ul style="list-style-type: none"> ✓ # and satisfaction by sex of micro-enterprise personnel participating in seminars, training & study tours. ✓ # of barriers identified and presented to govt. agencies. ✓ Level of commercial exchange/technology transfers, business linkages and investment between Canadian and local firms. ✓ Level of financing provided to women entrepreneurs and/or industries that employ mostly women. | <ul style="list-style-type: none"> ✓ Operating profits and annual sales volumes. ✓ Revenue growth of micro-enterprises supported through project higher than industry average. ✓ # and % of projects modified due to environmental considerations. ✓ # of projects that provide env. benefits as a result of introduction of new technologies or practices. ✓ Financial performance and integrity of loan funds. | <ul style="list-style-type: none"> ✓ Degree of increase in job creation and income generation by gender. ✓ # of sustainable and productive enterprises supported. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Micro-enterprises. • Canadian firms. • Women entrepreneurs or companies employing women. | Direct Beneficiaries: <ul style="list-style-type: none"> • Micro-enterprises. • Canadian firms. • Women entrepreneurs or companies employing women. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Micro-enterprises. • Canadian firms. • Women entrepreneurs or companies employing women. |

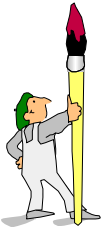

CIDA's Priority and Sub-Category: Private Sector Development (Capacity Skills & Productivity Enhancement)

| | | | |
|--|--|---|---|
| Type of Project: Regional Human Resource Development Program for Economic Competitiveness | | | |
| Budget: \$ 25 million | Impact or Long-term Results: ↓ Improved regional competitiveness at global level. ↓ Established national, sub-regional and regional systems for coordinating HRD programmes on a more sustainable and equitable basis. | Indicators: ♦ Foreign earnings increase in tandem with strengthened HRD capacities. ♦ Representative training system (including committees, institutes) functioning effectively. ♦ # of new policies, regulations and procedures introduced to support HRD and competitive process. | Beneficiary Reach Indirect Beneficiaries: ♦ Various regional and national bodies in HRD. |
| Project Duration: 6 years | | | |
| Purpose: → To improve the base of skills and enabling environment needed for increased competitiveness by private sector firms & public sector. | Outcomes or Medium-term Results: ← Enhanced managerial and technical skills of women & men applied in key econ. sectors. ← More effective use of national resources to meet national and regional HRD labour market demands. ← Alternate methods of financing HRD implemented. ← HRD enabling environment strengthened for private sector firms to be more competitive. | Indicators: ♦ Changes in planning, mgmt., monitoring, implementation of HRD programmes and level of satisfaction with them. ♦ Level of firms' performance in key sectors. ♦ Private sector/employer association assessments of responsiveness of HRD programmes. ♦ Level of dependence on govt., donors to finance HRD. ♦ Degree to which HRD programmes meet labour market needs more effectively & efficiently. | Beneficiary Reach Direct Beneficiaries: ♦ Private sector firms. ♦ Public Sector. ♦ Employer associations. |
| Activities: → Baseline data and gender analysis of labour demands & HRD providers. → Dev. & delivery of training in key economic sectors. → Establish national, sub-regional & regional syst. for coordinating HRD. → Research in trade, tech. and/or human resources to improve competitiveness. | Outputs or Short-term Results: ↑ Up to 25,000 trained female and male personnel in key econ. sectors including tourism, agriculture, small business dev., informatics and financial services. ↑ Strengthened capacity of lead partner organizations to plan, coordinate, finance and cooperate in meeting private sector needs. ↑ Strengthened capacity of HRD providers to meet emerging labour market needs. | Indicators: ♦ # of women/men trained and increased understanding and skills. ♦ Level of demand for HRD from private sector. ♦ # of initiatives led by lead partner. ♦ Degree to which alternate methods of financing HRD exist. ♦ # and quality of new programmes developed and delivered by HRD providers. | Beneficiary Reach Direct Beneficiaries: ♦ Female and male trainees. ♦ Private sector. ♦ Lead partner. ♦ HRD providers. |

CIDA's Priority and Sub-Category: Private Sector Development (Capacity Skills & Productivity Enhancement)

| | | | | |
|--|---|--|---|---|
| Type of Project: Virtual University | | Project Duration: 2 years | | |
| Purpose: Assist in the Pilot Phase of a project aimed at establishing a technology-based virtual university to serve an African region, by providing access to the highest quality academic faculty, library resources and laboratory experiences in the world. | | Project Budget: \$ 9.7 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender analysis - Evaluation of existing course offerings. - "North" and South" Partners develop high-quality, relevant courses, seminars and a full four year undergraduate curriculum. - Training of African scientists, technicians, engineers, business managers and employees. - Develop/enhance technical expertise. - Satellite receive-site infrastructure implemented. - Marketing and promotion of Virtual University (e.g. establish clubs). - Deployment of digital library with 4000 titles. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Teachers gained exposure to teaching methods from abroad. - Further development of existing and newly educated female and male students through exposure to teaching methods. - Universities offering courses more relevant to dev. of their countries in science, engineering and management. - Network infrastructure and digital library operational. - Better understanding, awareness and support for virtual university in region. | <ul style="list-style-type: none"> - Professors have evaluated and upgraded their own teaching techniques. - Capacity of partner institutions strengthened. - Linkages and partnerships forged between private capital and public financing. - Increased ownership by local partners. | <ul style="list-style-type: none"> - Educational institutions have developed an academic environment in which faculty and students participate effectively in the worldwide community of learning, research, and dissemination of knowledge. - Virtual University consolidated with linkages, partnerships, joint ventures solidified. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Success rate of Virtual University female and male students in relation to traditional methods. - Teachers, business and public sectors feel benefit from upgrading courses/seminars. - Level of demand for courses by gender. - Rate that secondary school students provided remedial instruction in maths/ sciences gain access to university system. - Level of fundraising for virtual univ. | <ul style="list-style-type: none"> - Changes in course curriculum and teaching methods. - Satisfaction of students with female and male teachers' performance. - Level of demand for virtual university. - Degree to which environment created in which partners encouraged to solve their own problems, make their own decisions, and develop an entrepreneurial and competitive spirit. | <ul style="list-style-type: none"> - # of exchanges, research produced and disseminated in the region and globally. - Quality of partnering and exchanges. - Demand from other regions to duplicate model. - Level of donor funding and private sector involvement from North America and Europe. - Level of self-sufficiency of Virtual University. |
| | R E A C H | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Trainees: African scientists, technicians, engineers, business managers and employees. - Universities. - Business and public sector. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Professors. - Partner institutions. - Private donors and funders: business and public sector. - Students. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Educational institutions: faculty and students. - University partners and joint ventures. |

CIDA's Priority and Sub-Category: Private Sector Development (Capacity Skills and Productivity Enhancement)

| | | | |
|---|---|--|---|
| Type of Project: Higher Education Institutional Cooperation Project | | | Project Duration: 5 years |
| Purpose: To contribute to the strengthening of the institutional capability of the Polytechnic education and training system in southern region of country by fostering linkages between Canadian and Southern educational institutions and associations. | | | Project Budget: \$ 8.5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Training of Polytechnic staff of 25 Polytechnics in mgmt, planning and programming. ▪ Staff development activities. ▪ Developing new learning materials. ▪ Gender training and awareness and development of gender sensitive curriculum. ▪ Publications, seminars, workshops and conferences. | <ul style="list-style-type: none"> ▪ Improved skills and knowledge in needs analysis; strategic planning; policy dev.; curriculum dev. and gender equity awareness. ▪ Polytechnic staff have gained greater awareness in project coordination activities. ▪ State Programme Coordination Unit operational in each Department of Technical Educ. ▪ Increased leadership/skills of women & support in Polytechnics. ▪ Increased awareness of & support for technical educ. | <ul style="list-style-type: none"> ▪ Better qualified students with skills relevant to workforce demand. ▪ Improved management and administration of Polytechnics with capacity to replicate models of institutional development in other Polytechnics. ▪ Increased capacity to promote and increase women's involvement in all aspects of tech. education. | <ul style="list-style-type: none"> ▪ Improved capacity of the technical education system to meet the country's priority development needs. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Quality of planning and programming within Polytechnics. ✓ Degree to which women and men apply new skills to workplace. ✓ Strategic plan, data base, MIS, publications, staff in place. ✓ Govt. and private sector support of Polytechnics. | <ul style="list-style-type: none"> ✓ Selection of Polytechs as Centres of Excellence. ✓ Satisfaction of employers and private sectors with alumni. ✓ # of students/gender that are employed in areas of expertise. ✓ # of Polytechnics able to replicate model of inst. dev. ✓ # of women participating in prog. | <ul style="list-style-type: none"> ✓ Level of resource generation and self-reliance of participating Polytechnics. ✓ Level of confidence of technical education officials. ✓ Degree of replication of models. ✓ # and nature of linkages developed with industry. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Polytechnic staff and Polytechnic Centres. • Coordination Unit. • Female participants. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Students, administrators, managers. • Polytechnics • Female participants. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Technical Education system, Govt. and private sector. |

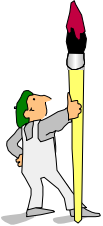

CIDA's Priority and Sub-Category: Private Sector Development (Canadian & Developing Country Private Sector Linkages)

| | | | |
|--|--|--|--|
| Type of Project: Expanded business linkages between Canada and regional private sector. | | | |
| Budget: \$ 4.6 million | Impact or Long-term Results: ↓ Transformation of Canada and Country X's relationship from donor-receiver to more mature economic cooperation. | Indicators: ♦ Maintenance of Canadian-Country X relationships with less CIDA funding. ♦ # and types of Country X-Canadian economic and commercial collaborations. ♦ Level of trade, investment and services between Canada and Country X. | Beneficiary Reach Indirect Beneficiaries: ♦ Canada and Country X. |
| Project Duration: 5 years | | | |
| Purpose: → To assist country to effectively develop key sectors of its economy. → To foster lasting, mutually beneficial economic and commercial relationships between Canada and Country X. | Outcomes or Medium-term Results: ← Country X will have enhanced technology and human resources and more employment in priority areas. ← Canadian know-how and technologies have contributed to economic dev. ← Joint venture relationship will help sustain business and professional relationships. | Indicators: ♦ # of joint ventures estab., amount of training provided, technology transferred and funds invested in key sectors. ♦ Level of employment and value-added from joint venture by gender. ♦ Benefits to Canada (i.e. revenues from exports of Cdn goods & services, dividends & royalties, # jobs generated for Canadians, access to local and regional markets). | Beneficiary Reach Direct Beneficiaries: ♦ Technical Experts. ♦ Canadian know-how and technology. ♦ Joint ventures. ♦ Local employed population. |
| Activities: → Establishment of 25 joint ventures. → Technology transfer in info. and env. tech., manu., food testing. → Joint venture promotion model developed. → Methodologies, manuals and data bases est. for transmission to DFAIT Trade Commissioners Service. → CEA joint venture investment counseling services for women and men. | Outputs or Short-term Results: ↑ As a result of joint ventures, increase in technology transfer, job generation, and management and technical skills. ↑ Increase in business and professional relationships established between Cda. and Country X. ↑ Refined joint venture promotion model for use in other programmes adopted by DFAIT's Trade Commissioners. ↑ Increased interest in joint venture partnerships. | Indicators: ♦ Level of technology transfer and number of jobs created by gender. ♦ Satisfaction of Country X employers and trainees with training and technical skills acquired by gender. ♦ Degree of application of new skills acquired. ♦ # of new joint venture proposals. ♦ # of other programmes adopting joint venture promotion model. ♦ Satisfaction of joint ventures with promotion model developed. | Beneficiary Reach Direct Beneficiaries: ♦ Canadian and Country X's private sector. ♦ DFAIT. ♦ Trainees. |

CIDA Priority and Sub-Category: Private Sector Development (Canadian & Developing Country Private Sector Linkages)

| Type of Project: Private Enterprise Participation | | | Project Duration: 5 years | | |
|--|---|---|---|--|---|
| Purpose: 1) To strengthen the capacity of Country X's Small and Medium Enterprises (SMEs) to increase their productivity and to better compete in the global market; 2) To facilitate the transfer of Canadian skills and technology to SMEs and organizations. | | | Project Budget: \$ 4.5 million | | |
| Activities | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: | |
| <ul style="list-style-type: none"> - Baseline studies and inventory of local resources and skills to train SMEs. - Undertake gender analysis. - Technical and financial support to SMEs. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved SME skills of women and men to dev. business plans, prepare credit applications, access new technologies, dev. new products, undertake quality control. - 30 SME partnerships strengthened. - Improved range of services to SME. - Better capacity of support institutions such as Chamber of Commerce. | <ul style="list-style-type: none"> - Improved business operations of SMEs receiving training. - Strengthened network of SMEs and support institutions such as Chambers of Commerce. | <ul style="list-style-type: none"> - Strong private sector resulting in increased employment, economic activity, innovative products and new productive techniques and exports. | |
| | <ul style="list-style-type: none"> - Training programmes for SMEs in HRD, business training. - Development of a series of business guides to improve business skills. | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - # by gender of SMEs trained and capable of preparing business plans, credit applications, develop new products. - Nature and # of partnerships formed as a result of project. - Level of satisfaction of SMEs with type and quality of services offered to them. - Level of demand by gender for support services. - Perceived benefit of partnerships by SMEs. | <ul style="list-style-type: none"> - Productivity/profit ratio of SMEs. - Startup time for joint ventures decreased from 1 year to 3 months. - Lower operational costs of SMEs. - # of exchanges between SMEs and support institutions. - # of new joint ventures that materialize. - Level of influence of network. | <ul style="list-style-type: none"> - Expansion of private sector. - Value-added and # of jobs created by gender. - # of small enterprises maturing to medium status. - Increased sales, both domestic and foreign. - Quality and # of new products developed. - # of new technologies utilized. |
| | <ul style="list-style-type: none"> - Support and develop viable linkages between Country X and Canada. | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - SMEs operated by women and men. - Female and male trainees. - Partner institutions. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - SMEs operated by women and men. - Partner institutions. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - SME private sector, employees. - Secondary industries linked to SME. |

CIDA's Priority and Sub-Category: Private Sector Development (Local Enterprises)

| | | | |
|---|--|--|--|
| Type of Project: Poultry Sector Development Project | | | Project Duration: 5 years |
| Purpose: 1) To increase returns from poultry production by increasing prepared feeds availability/usage and quality and reducing production and marketing risks for grains, feeds and poultry producers. 2) To increase women's participation in rural areas and contribute to food security. | | | Project Budget: \$ 5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Conduct of on-farm projects and demonstration activities. ▪ Training programme with female/male farmers, millers, poultry dealers and officials. ▪ Technical support to feed millers. ▪ Conduct of pilot marketing contracting projects incl. marketing coops and NGOs/farmer groups. ▪ Dev. of quality and grades standards. ▪ Gender-sensitive analysis and technical support. | <ul style="list-style-type: none"> ▪ Improved skills of federal female and male staff. ▪ Widespread adoption of best practices in feed milling industry. ▪ Better health status of poultry population. ▪ Increased consumption of poultry products and improved household diets. ▪ Greater dissemination and availability of market info. on poultry products and feeds. ▪ Quality control and inspection system operational and cost recovery measures implemented. | <ul style="list-style-type: none"> ▪ Strengthened poultry industry. ▪ Increased access of women to marketing opportunities. ▪ Increased business and commercial linkages between Canada and Country X. | <ul style="list-style-type: none"> ▪ Increased employment and income and reduced levels of poverty in rural areas. ▪ A more efficient and competitive poultry sector with established linkages to Canadian commercial interests. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Changes in male and female farmers' practices. ✓ Productivity of poultry raising. ✓ % of feed milling plants adopting best practices. ✓ Existence of standards, norms and regulations for industry. ✓ Degree to which information available and adopted by users. | <ul style="list-style-type: none"> ✓ Changes in quality and use of prepared poultry feeds on domestic market. ✓ Level of industry efficiency and demand. ✓ # of women participating in prog. ✓ # of business linkages and # resulting in actual exchanges. | <ul style="list-style-type: none"> ✓ Level of employment and income generated from poultry raising. ✓ Change in household diets and food security. ✓ Farmers perceive poultry raising as viable income generating activity. ✓ Level of business performance of poultry industry. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Feed mill and poultry industry. • Female and male farmers. | Direct Beneficiaries: <ul style="list-style-type: none"> • Canadian and Country X poultry industry; Female farmers and staff in industry. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Poultry industry. • Farmers and local population. • Canadian private sector. |

CIDA's Priority and Sub-Category: Private Sector Development (Local Enterprises)

| | | | | |
|--|---|---|--|---|
| Type of Project: Support to the Savings and Credit Cooperative Movement | | | Project Duration: 5 years | |
| Purpose: To support the renewal of the cooperative movement in Country X. | | | Project Budget: \$ 5 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender analysis and technical support. - Revision of legal framework by Govt. - Training programme for credit unions. - 20 new credit unions established. | <p>→</p> <p>R</p> <p>E</p> <p>S</p> <p>U</p> <p>L</p> <p>T</p> <p>S</p> <p>→</p> | <ul style="list-style-type: none"> - Adoption by Government of new laws specifically regulating credit unions. - Strengthened programme and financial mgmt. skills of credit union employees. - 60 Credit Unions offer financial services and are financially sustainable with 40% participation of women. - 20 credit unions operational and their financial viability plan realistic. - Existence of new plan for a national representative body and entity that regulates and supervises. | <ul style="list-style-type: none"> - The majority of the population in 7 of 9 regions have access to financial intermediaries adapted to their needs. - National Credit and Savings Cooperative created with credit unions participating as project members. | <ul style="list-style-type: none"> - Credit and savings unions serve as schools of democracy recognized in over 60 locations and contribute to national savings of the country. - Increased employment and well-being of coop. members. |
| <ul style="list-style-type: none"> - Technical and financial assistance provided to credit unions associated with project. - Network of credit unions established. | <p>I</p> <p>N</p> <p>D</p> <p>I</p> <p>C</p> <p>A</p> <p>T</p> <p>O</p> <p>R</p> <p>S</p> | <ul style="list-style-type: none"> - Degree of receptivity of Govt. to enact legislation. - Satisfaction of credit union employees with training. - Application of skills learned in training. - Degree to which national plan outline strategic plan, functions, and programme responsibilities. - Gender participation in Credit Union by employees, managers, office staff and members. | <ul style="list-style-type: none"> - # of new members by gender with access to financial services. - Level of savings by gender. - Level of satisfaction of credit union members with National Credit and Savings Cooperative. - Level of membership at national level and dues paid. - Existence of statutes, norms and policies defined, implemented and monitored. | <ul style="list-style-type: none"> - Degree of group decision-making, transparency and respect of coop principles. - Level of accumulated savings and financial viability of coop. - # employed and socio-economic status changed by gender. |
| | <p>R</p> <p>E</p> <p>A</p> <p>C</p> <p>H</p> | Direct Beneficiaries: | Direct Beneficiaries: | Indirect Beneficiaries: |
| | | <ul style="list-style-type: none"> - Government. - Credit Unions. - Trainees. | <ul style="list-style-type: none"> - Financial intermediaries. - National Cooperative body. - Membership. | <ul style="list-style-type: none"> - Credit and saving unions. - Coop members. |

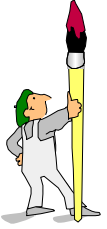

CIDA's Priority and Sub-Category: Private Sector Development (Local Enterprises)

| | | | |
|---|--|--|--|
| Type of Project: Institution-strengthening of Financial Services for Micro-entrepreneurs | | | |
| Budget: \$ 4 million | Impact or Long-term Results: ↓ Quality of life improved among the poorest of economically active. | Indicators: ♦ Econ. and social well-being of female and male clients. ♦ Household spending levels on basic human needs such as food, public services, clothing and education. ♦ Levels of income and employment rate among target beneficiaries. | Beneficiary Reach Indirect Beneficiaries: ♦ Poorest of economically active population. |
| Project Duration: 7 years | | | |
| Purpose: ➔ To strengthen the capacity of a local financial institution to provide more extensive services to micro-entrepreneurs in the informal sector in new and existing locations. | Outcomes or Medium-term Results: ← Financial services for female and male micro-entrepreneurs diversified in new and existing locations. ← Production opportunities in micro-entrepreneur sector improved. | Indicators: ♦ # of women and men with access to new forms of credit. ♦ Range of credit and non-credit services (fixed loans, property loans, voluntary savings) available to women and men in rural sites and secondary cities. ♦ Changes in production of micro-enterprises. | Beneficiary Reach Direct Beneficiaries: ♦ Female and male micro-entrepreneurs in urban and rural areas. |
| Activities: ➔ Baseline studies and gender analysis. ➔ Urban lending programme transferred to key financial institution. ➔ Lending services extended to 37 new rural sites and 5 secondary cities. ➔ Technical assistance in administrative and operational mgmt. for secondary city branches. ➔ Voluntary financial savings and other financial products dev. by the financial institution. | Outputs or Short-term Results: ↑ Tailor-made programmes for women and men. ↑ Strengthened urban lending programme part of a key financial institution. ↑ Improved financial self-sufficiency of 5 secondary city branches and 37 rural branches. ↑ New financial services created for credit and non-credit products. | Indicators: ♦ Level of staff (women and men) and resources devoted to Urban Lending Programme. ♦ Quality of urban lending mechanisms and facilities available. ♦ % of cost recovery for operations. ♦ Level of client outreach and administrative costs by gender. ♦ Types and demand for new credit products such as individual loans and longer loans. | Beneficiary Reach Direct Beneficiaries: ♦ Participating financial institutions. ♦ Rural and secondary city branches. ♦ Clients of financial institution. |

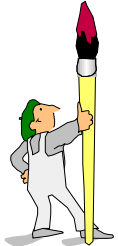

CIDA's Priority and Sub-Category: Private Sector Development (Local Enterprises)

| | | | | |
|---|---|--|--|---|
| Type of Project: Support to Small Scale Farmers | | | Project Duration: 5 years | |
| Purpose: To improve the profitability and efficiency of market garden produce and the regeneration of forestry resources in region X of the county. | | | Project Budget: \$ 6 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline data and gender analysis. - Short and medium-term technical assistance. - Gender sensitive training programme developed and implemented. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Conditions for improving quality of produce known by growers. - Quality of products comparable to other imported produce. - Adaptation and availability of financial services offered to small scale farmers. - Increased brand recognition of product. - System for cost sharing revenue generated from exploitation of forestry resources. - Local population and particularly women manage reforestation efforts more effectively. | <ul style="list-style-type: none"> - Improved competitiveness of onions and potatoes in domestic and regional market. - Improved revenues of small scale farmers. - Environmental problems neutralized with regards to rate of sand in and salinity of soil. | <ul style="list-style-type: none"> - Sustainable development of small scale garden produce and forestry resources that is economically and environmentally viable for farmers. |
| <ul style="list-style-type: none"> - Credit programmes for small scale farmers. - Radio and newspaper advertisement of brand products. - System for the exploitation of forestry resources developed and tested. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - % of growers who know conditions for improving products. - Level of productivity of produce prior to and post project. - Product loss in relation to imported product. - Degree of reforestation of affected area. - Consumers recognize brand and type of produce produced under label. - Existence of multi-year loans for purchase of equipment, advances for marketing produce. | <ul style="list-style-type: none"> - Productivity and price of produce in comparison to imported goods. - Level of income generated from farming. - Level of purchasing power of farmers. - Satisfaction of farmers with regards to improved well being. - Rate of salinity of soil. - Productivity of soil. | <ul style="list-style-type: none"> - Revenues generated by farmers. - Degree to which sound agriculture and environmental practices applied. - Changes in environment and soil conditions. |
| <ul style="list-style-type: none"> - Training in management of forestry resources. | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Local population. - Female and male farmers. - Financial institutions. | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Female and male farmers. - Consumers. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Female and male farmers. |

CIDA's Priority and Sub-Category: Private Sector Development (Economic Integration)

| | | | |
|--|--|---|--|
| Type of Project: Regional institution strengthening | | | Project Duration: 5 years |
| Purpose: To strengthen the institutional capacity of the Regional Secretariat to initiate, plan, and execute strategic, social and economic development policy studies and programmes, and to provide Member states with technical and policy support related to the implementation of policy decisions in the region. | | | Project Budget: \$ 4.7 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Initial assessment of Regional Secretariat. ▪ Management services. ▪ Establish Technical Action Services Unit. ▪ Development of high priority studies. ▪ Creating knowledge base contacts around regional cooperation. | <ul style="list-style-type: none"> ▪ Increased capacity of Regional Secretariat staff by gender. ▪ Increased buy-in of all member states. ▪ Improved coordination across region. ▪ Better consultation among member states and dissemination of results. | <ul style="list-style-type: none"> ▪ Improved technical and policy support by Regional Secretariat to member states. ▪ Greater political consensus among member states of restructuring required. ▪ Improved planning process of Regional Secretariat. | <ul style="list-style-type: none"> ▪ Greater self-reliance developed through increasing Member states' competitiveness in trade and investment. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Existence of technical expertise. ✓ Degree of participation of member states in meetings. ✓ Existence of political will to make necessary restructuring. ✓ Degree of exchanges within region and between private and public sector. ✓ Degree of understanding of regional issues by member states. | <ul style="list-style-type: none"> ✓ Degree to which policies and programmes in place. ✓ Level of satisfaction of member states with technical expertise. ✓ Level of demand for Secretariat services. ✓ Degree of agreement of action required by member states. ✓ Existence of planning frameworks. ✓ Degree to which planning process accepted and recognized by member states. | <ul style="list-style-type: none"> ✓ Trade and investment rates and flows in region. ✓ Degree to which region can compete internationally. ✓ Rate of import and local investment. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Regional Secretariat. • Member states. | Direct Beneficiaries: <ul style="list-style-type: none"> • Regional Secretariat • Member states. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Member states. • Regional economy. |

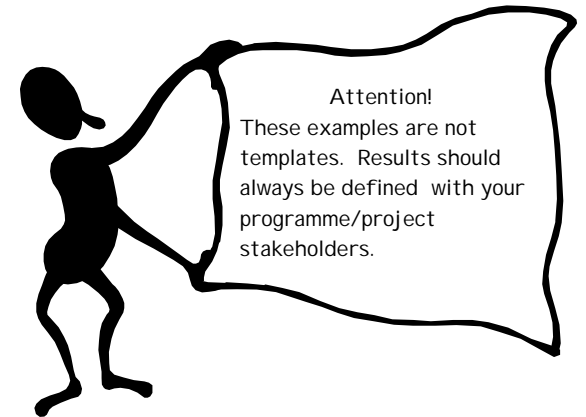
CIDA's Priority and Sub-Category: Private Sector Development (Economic Integration)

| | | | |
|--|--|--|--|
| Type of Project: Telecommunication Linkages | | | Project Duration: 5 years |
| Purpose: To contribute towards the development of policies & a regulatory framework supporting the modernization of the telecommunication sector. | | | Project Budget: \$ 5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline studies and gender analysis. ▪ Research on telecommunications policy, regulatory issues and issues affecting changing role of women. ▪ Assistance in establishing Telecom Centre (library, web site, video conferencing, data facilities). ▪ Training on policy dev. and market research. ▪ Workshop and conferences addressing telecom issues such as infrastructure costs, social issues, interconnectedness, equipment, gender, access of rural community. | <ul style="list-style-type: none"> ▪ Centre for Telecom Policy Studies operational. ▪ Centre for Telecom Policy and govt. apply recommendations generated from research. ▪ Increasing recognition that Centre for Telecom Policy Studies is principle think tank for telecomm. ▪ Policy options raised at conference and working papers considered by key telecom bodies. ▪ Strengthened networking between Centre, telecom org., consumer groups & other stakeholders. | <ul style="list-style-type: none"> ▪ A sustainable institution capable of carrying out high quality policy research in the telecom sector. ▪ More informed public debate around issues of regulation and fair competition in telecom sector. ▪ Policy recommendations generated from conference and research papers accepted. ▪ Improvements in telecom environment affecting women. | <ul style="list-style-type: none"> ▪ Enhanced institutional capacity to develop and implement policies which support private sector development and attract investment. |
| Indicators:  | <ul style="list-style-type: none"> ✓ Degree to which Centre fully equipped, female and male staff trained and efficiently responding to requests. ✓ Telecom sector satisfaction with work produced by Centre. ✓ # and quality of partnerships between Centre and industry. ✓ # of new govt. policies, laws and revision of regulatory framework. | <ul style="list-style-type: none"> ✓ Ratio of revenue to operational expenses. ✓ # of contracts received by Centre for studies, research and training programmes. ✓ Degree of access to key telecom sector stakeholders. ✓ Level of participation of public and private sector policy makers attending conferences. | <ul style="list-style-type: none"> ✓ # of policies (deregulation, liberalization, privatization) & appropriate regulatory framework existing to encourage market competitiveness in telecom. ✓ Level of public satisfaction with telecommunication services. ✓ Level of new investment. ✓ # and quality of private sector development in telecom industry. |
| Beneficiary Reach:  | Direct Beneficiaries: <ul style="list-style-type: none"> • Centre for Telecom Policy Studies • Telecom orgs., consumer groups. | Direct Beneficiaries: <ul style="list-style-type: none"> • Canadian & local telecom partners; Govt.; telecom stakeholders • Female workers and managers. | Indirect Beneficiaries: <ul style="list-style-type: none"> • Centre for Telecom Policy Studies. |

ODA Priority: Environment

Sub-categories:

- ◆ Environmental Conservation
- ◆ Pollution Prevention
- ◆ Pollution Control and Remediation
- ◆ Capacity Development in Environmental Management

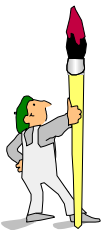



* Please note that in some of the examples, Reach refers to Beneficiary Reach.

CIDA's Priority and Sub-Category: Environment (Environmental Conservation)

| | | | | |
|---|--|---|---|--|
| Type of Project: Conservation of Coastal Soils | | | Project Duration: 8 years | |
| Purpose: To limit the effects of desertification by protecting the environment and reconstituting the ecosystems. | | | Project Budget: \$4.9 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - In-service training to Ministry of Forestries. - Community animation and sensitization on soil conservation. - Tree planting and protection of dunes. | → R E S U L T S → | <ul style="list-style-type: none"> - Community-based organizations get involved in sensitizing their constituents about environmental protection issues. - Roads protected from sand encroachment. - Nurseries produce and distribute seedlings to local population. - Radio communication system used by the Ministry of Forestries. | <ul style="list-style-type: none"> - Reduced encroachment of sand and protected market gardens in two coastal areas of about 10 km wide and 132 km between Dakar and Saint-Louis. - Community-based organizations involved in the protection of the coastal environment. - Increase in vegetable production delivered to urban centers and produced in the target region. | <ul style="list-style-type: none"> - Limited effects of desertification on the target region. |
| <ul style="list-style-type: none"> - Construction of windbreaks for truck gardens and roads. - Construction of multipurpose wood lots and nurseries. - Tree planting trials. - Provision and installation of communication and audiovisual equipment. | I N D I C A T O R S | <ul style="list-style-type: none"> - Content of sensitization activities, # of people reached by those activities (M/F). - State of protected infrastructure over the life of the project. - Number of seedlings produced and distributed. - Planned vs. actual use of the seedlings. - Extent to which communication system is used by the Ministry. - Number of community groups formed and organized to carry out sensitization of environmental protection. - Composition of these groups by ethnicity and gender. | <ul style="list-style-type: none"> - Spontaneous replication in other communities. - Sand encroachment observed in target areas. - Number of communities and extent of their mobilization toward the protection of the coastal environment: activities undertaken, level of participation of the population. - Number and reach of sustainable development organizations involved in the protection of the coastal environment. - % of vegetable production delivered to urban centers before/after the project. | <ul style="list-style-type: none"> - Extent of desertification observed in target area. - Health of target area ecosystems. |
| | R E A C H | Direct Beneficiaries: <ul style="list-style-type: none"> - Participating staff (M/F) from the Ministry of Forestries. - Community groups. | Direct Beneficiaries: <ul style="list-style-type: none"> - Communities living in target areas. | Indirect Beneficiaries: <ul style="list-style-type: none"> - Population living in the target region (M/F). - Urban markets (distributors and clients) who purchase and distribute vegetable products from the target region. |

CIDA's Priority and Sub-Category: Environment (Pollution Prevention)

| | | | |
|---|---|---|---|
| Type of Project: Energy Research Institute | | Project Duration: 5 years | |
| Purpose: To improve energy efficiency and limit greenhouse gas emissions in host country through a partnership between key research institutes in the host country and in Canada. | | Project Budget: \$3.84 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impacts or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline data and gender analysis. ▪ Training for middle managers (M/F) on issues related to energy efficiency and greenhouse gas effects. ▪ Institutional partnerships created between host country and Canada. ▪ Establishment of Program Energy Environmental Resources (PEERS) network. ▪ Development of tools and indicators to measure progress in sustainable development budgeting. | <ul style="list-style-type: none"> ▪ 25 middle managers/year enhance their skills to integrate energy efficiency into their work. ▪ Govt. representatives and other host country experts improve their knowledge and understanding of sustainable development issues. ▪ The PEERS network is operational and members utilize it to communicate and exchange info. ▪ Tools dev. by the project are used by the host country government to measure progress in sustainable development budgeting. | <ul style="list-style-type: none"> ▪ Increased understanding by host country policy and decision-makers with respect to the implications of fiscal and market-based approaches as well as budget decisions on the promotion of energy efficiency and greenhouse gas emissions. ▪ Leadership created in various sectors (government, NGOs, businesses and community-based organizations) with respect to energy efficiency and greenhouse gas emissions. | <ul style="list-style-type: none"> ▪ Improved corporate and public policy-making and collaboration leading to increased energy efficiency and limitation of greenhouse gas emissions. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Number of middle managers trained (M/F) per year. ✓ Trainees' and employers' level of satisfaction with training. ✓ Number trainees (M/F) who can apply their new skills. ✓ Extent to which members use the PEERS network to communicate and exchange information. ✓ Planned vs actual use of tools developed by project to measure sustainable devt. budgeting. | <ul style="list-style-type: none"> ✓ Application of sustainable development concepts by policy and decision makers in their work. ✓ Consideration given by the government and industry to project's analyses and research findings. | <ul style="list-style-type: none"> ✓ Policy changes in favour of improved energy efficiency. ✓ Energy efficient processes adopted by the industry to reduce greenhouse gas emissions. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Middle managers (M/F). • Govt. representatives and experts from targeted institutions (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Government and corporate decision-makers involved in selected sectors (M/F). | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Policy-makers. • Managers working in the industrial sector. |

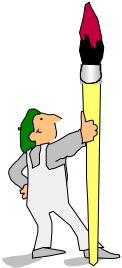

CIDA's Priority and Sub-Category: Environment (Pollution Prevention)

| Type of Project: Pollution Prevention through Promotion of Cleaner Production | | | |
|--|---|--|---|
| <p>Budget: \$10.5 million</p> | <p>Impact or Long-term Results:</p> <p>↓ The adoption of policies, regulations and guidelines in support of cleaner production in selected sectors.</p> <p>↓ Improved water quality and reduction in pollution in selected locations.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ The number, quality and scope of policies, regulations and guidelines adopted in support of cleaner production. ◆ Pollution rate in targeted areas. ◆ Water quality in selected locations. | <p>Beneficiary Reach</p> <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Policy-makers; Businesses from selected sectors, env.NGOs & others taking part in policy dialogue. |
| <p>Project Duration: 6 years</p> | <p>Outcomes or Medium-term Results:</p> <p>← Improved capacity of State Economic and Trade Commission (SETC) and National Environmental Protection Agency (NEPA) in policy and regulations, cleaner production development plans, training and awareness.</p> <p>← Improved industrial management techniques and production methods.</p> <p>← Improved health and safety of workers (M/F) in participating enterprises.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Number and size of businesses engaged in cleaner production implementation. ◆ Media coverage of cleaner production. ◆ #, scope and nature of initiatives by SETC and NEPA which promote cleaner production. ◆ Environmental soundness of industrial management techniques of SETC and NEPA before/after the project. ◆ # & severity of health/safety cases reported by workers in participating enterprises. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ SETC ◆ NEPA ◆ Businesses involved in targeted industrial sectors. ◆ Workers in participating enterprises. |
| <p>Purpose:</p> <p>→ To assist the host country in implementing cleaner production strategies in priority industrial sectors.</p> <p>→ To strengthen the institutional capacity of SETC and NEPA to promote implementation of cleaner production.</p> | <p>Outputs or Short-term Results:</p> <p>↑ X number of staff (public and private sectors) reached by awareness campaign.</p> <p>↑ X number of staff from SETC and NEPA will improve their skills in policy and regulations, cleaner production dev. plans & training/awareness on cleaner production.</p> <p>↑ Cleaner production info. systems utilized and info. disseminated.</p> <p>↑ X private sector firms undertake improvements in their industrial management techniques.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Number of people trained (M/F) and level of competence attained for public and private sectors and key governmental agencies. ◆ Existence and utilization of cleaner production information systems. ◆ Percentage of firms reached by the project which have undertaken improvements in their industrial management techniques. ◆ Extent to which these new practices are incorporated into daily practice. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Staff of public and private sector organizations, including SETC and NEPA. ◆ Decision-makers in selected private businesses. |
| <p>Activities:</p> <p>→ Baseline studies and gender analysis.</p> <p>→ Awareness campaigns targeting industrial sectors.</p> <p>→ Cleaner production training and awareness raising.</p> <p>→ Devt. & implementation of cleaner prod. info. systems & implementation plan for priority sectors.</p> | | | |

CIDA's Priority and Sub-Category: Environment (Pollution Control and Remediation)

| | | | | |
|--|---|--|--|--|
| Type of Project: Multipurpose Waste Recycling Project | | | Project Duration: 5 years | |
| Purpose: To assist the host country in addressing four major environmental problems: fly ash, sewage sludge, water hyacinth and degraded soils. | | | Project Budget: \$2.15 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Baseline studies and gender analysis. - Joint research carried out by the host country and Canada on viable technologies for efficient and environmentally sound waste recycling. - Training of the host country partner institute in lab protocols, sample collection, mapping and soil preparation and overseeing the tree plantations. - Dissemination of research findings. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Potential commercially viable technologies for disposing of larger amounts of waste products identified by research institutions. - Large-scale commercially viable tree plantations and small wood lots at sites where waste is produced. - Extensive areas of degraded lands under a variety of soil and agroclimatic conditions may be reclaimed for productive or environmental purposes. - Increased social acceptance of the use of waste materials for agriculture production, particularly horticultural crops. | <ul style="list-style-type: none"> - Host country institutions equipped and scientists trained in state-of-the art facilities for soil analysis. - Small-scale commercial plantations on once-degraded lands - Small farmers use technology developed. - Public sector's increased understanding of the value of those technologies. | <ul style="list-style-type: none"> - Improved soil and water management. - Enhanced quality of life of rural population through access to timber and non-timber products. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Number and level of participation of farmers/industry in trials (M/F). - Extent to which research results demonstrate the potential for commercially viable technology. - Number and size of tree plantations established at sites where waste is produced. - Size and quality of land reclaimed. - Degree of social acceptance for the use of waste materials. | <ul style="list-style-type: none"> - Size of client base (M/F) for the utilization of waste products. - Number and size of small-scale commercial plantations and small farms using new technologies (owned by M/F) - Perceptions of public sector representatives regarding the value of those technologies (M/F). | <ul style="list-style-type: none"> - Type and appropriateness of soil and water management practices before and after project. - Economic and income status of local industries and farmers. |
| | R E A C H | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Farmers and industry representatives engaged in trials (M/F). - Researchers working for Canadian and host country institutions (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Host country research institutions and their staff (M/F). - Owners of small-scale commercial plantations and small farmers targeted by new technologies developed. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - The population living in selected regions of the country (M/F). |

CIDA's Priority and Sub-Category: Environment (Pollution Control and Remediation)

| | | | |
|--|--|---|---|
| Type of Project: Regional Local Solid Waste Improvement Project | | | Project Duration: 5 years |
| Purpose: To assist municipalities to identify and address solid waste management problems. | | | Project Budget: \$2.9 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Environmental impact assessment and gender analysis. ▪ Production of training manuals and guidelines. ▪ Consultations on waste management. ▪ Action plans drawn up by each city on solid waste management. ▪ Creation of stakeholders groups for consensus-based solid waste management in each host city. ▪ Publication and circulation of a newsletter among project target groups. ▪ Public education activities on solid waste management. | <ul style="list-style-type: none"> ▪ Basic and appropriate recycling equipment and methods are in use (chippers/shredders, carts, sorting lines). ▪ X representatives of host countries have applied new skills in the area of solid waste management. ▪ Raised public awareness, media coverage and local participation in waste management. | <ul style="list-style-type: none"> ▪ Greater capacity and commitment to address solid waste management problems by both public and private sectors in host cities. ▪ Women have increased levels of responsibilities in municipal solid waste management operations/systems. ▪ Increased participation of various stakeholder groups and NGOs. ▪ Gender issues are integrated into local solid waste planning and implementation. | <ul style="list-style-type: none"> ▪ Improved solid waste management systems. ▪ Improvements in human health. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Extent to which basic and appropriate recycling equipment and methods are in use. ✓ Number and influence of women in decision-making positions. ✓ Number of persons trained (M/F) and extent to which new skills are used for solid waste management. ✓ Level of public awareness and media coverage of solid waste management. | <ul style="list-style-type: none"> ✓ Percentage of households served by waste collection. ✓ Number of stakeholder groups formed. ✓ Extent to which gender considerations are incorporated into rules and regulations. ✓ Number of women in decision-making positions. | <ul style="list-style-type: none"> ✓ Amount of waste recycled/composted per person. ✓ Number of new cities where solid waste management systems have been built. ✓ Nature of public debate around solid waste management and number, type and reach of participating stakeholders. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Staff of key participating institutions (M/F) & population reached by public awareness campaign (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Stakeholder groups involved in solid waste management issues. • Population served by targeted municipal administrations (M/F). | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Decision-makers (M/F) in other cities. • Stakeholders (involved in solid waste mgmt.issues) in other cities. |

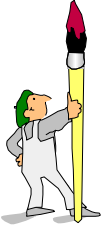

CIDA's Priority and Sub-Category: Environment (Capacity Development in Environmental Management)

| | | | |
|--|--|--|---|
| Type of Project: Improvement of environmental management practices and performance in the host country's mining sector. | | | |
| Budget: \$4 million | Impact or Long-term Results: ↓ Significant improvement in water and air quality (near mining operations). ↓ Measurable progress in reducing land degradation and in effective mine site rehabilitation. ↓ Environmental management institutions and staff within government are recognized, respected and heeded by the private sector, as professional and competent authorities. | Indicators: ♦ Progressive improvements noted in host country's annual State of the Environment report. ♦ Environmental management legislation and regulation in place; due diligence compliance monitoring being carried out on a regular basis. ♦ Sound and realistic environmental management plans and environmental impact assessments prepared, reviewed and implemented by industry. | Beneficiary Reach Indirect Beneficiaries: ♦ The population living near mining sites. |
| Project Duration: 4 years | | | |
| Purpose: → To strengthen the technical and managerial capacity of the Mines Safety Department (MSD) and other key mining institutions to execute statutory mandates to regulate, monitor & enforce environmental mgmt. by mining companies. | Outcomes or Medium-term Results: ← A functioning Environmental Unit within the MSD staffed with skilled professionals having appropriate monitoring tools. ← Enhanced capacity of the national environmental council to regulate and monitor the environmental management and performance of the mining sector. ← Improved capacity to deliver training in environmental management for mining at 2 key host country universities. | Indicators: ♦ MSD and other key agencies' staff are trained and performing functions in a professional manner. ♦ Integration of environmental management into mining-related curriculum programmes. ♦ Level of industry compliance with regulations: non compliance is the exception rather than the rule. ♦ Measurable improvements in the receiving environments. | Beneficiary Reach Direct Beneficiaries: ♦ Staff working with the project's partner organizations. ♦ Mining companies operating in host country. |
| Activities: → Gender analysis. → Training key staff. → Development of protocols, guidelines and operational standards. → Establishment of water, air and land degradation baseline information at the start of the project and tracking system. | Outputs or Short-term Results: ↑ Organizational strengthening in transition of MSD to financial self- sufficiency. ↑ Training MSD staff in strategic planning, client service, marketing, leadership, financial management, HR management, organizational effectiveness. ↑ General and specialized environmental management training to permit informed dialogue with the industry. | Indicators: ♦ Number of trainees (M/F). ♦ Extent to which adequate funding base has been established for the MSD. ♦ Availability and degree of use of operational guidelines, policies, manuals, regulations and standards. ♦ Quality of data collection and analysis. ♦ Level of industry compliance with environmental regulations. | Beneficiary Reach Direct Beneficiaries: ♦ MSD staff taking part in training (M/F). ♦ Other staff of key partner organizations participating in training (M/F). |

CIDA's Priority and Sub-Category: Environment (Capacity Development in Environmental Management)

| | | | | |
|---|---|---|---|--|
| Type of Project: Capacity Building for Regional Natural Resources Management | | | Project Duration: 4 years | |
| Purpose: To increase the ability of a regional association of forest research organizations member institutions to contribute to the renewal of forests. | | | Project Budget: \$3.5 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender analysis and baseline studies. - Curriculum development. - Training of trainers. - Participatory research carried out with the forest stewards. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - To improve the quality and application of research in forest renewal priority areas. - Improved systems for the exchange and dissemination of applied forest renewal research between member institutions and forest stewards and results. - A regional training programme in forest renewal is being delivered and utilized effectively by the regional association and its members. - A gender-balanced cadre of forest research professionals with strong links to field users of research results. | <ul style="list-style-type: none"> - Increased capacity of the regional association to serve as a sustainable, financially independent network coordinator and contract service broker to foster member collaboration. - Regional forest renewal information exchange services are in place and being supported by the regional association and its members. | <ul style="list-style-type: none"> - Improved capacities in the region to apply forest renewal practices to address global environmental concerns (biodiversity, desertification, climate change). |
| <ul style="list-style-type: none"> - Forestry research and information exchange. - Dissemination of forestry research findings. - Establishment of electronic data bases and network management systems. | <p>I N D I C A T O R S</p> | <ul style="list-style-type: none"> - Instances where the findings of forestry research have been incorporated into forestry management. - Quality of training programmes developed. - Opinion of network members with respect to the exchange of information between their network and forest stewards. - Number of active trainers trained by the project, per country and level of competence (M/F). - Number of research professionals (M/F) involved in linkages with field users. | <ul style="list-style-type: none"> - Extent to which members of the regional network utilize the services offered by the regional association. - Number and nature of exchanges taking place between the members. - Instances where stakeholders share information (public consultations, workshops, training activities): number of events, number of people/organizations reached and follow up to these events. | <ul style="list-style-type: none"> - Degree of degradation of significant regional forest ecosystems. - Degree of expansion of protected areas in regions of ecological significance. - Number of new measures implemented to protect semi-arid land. |
| | <p>R E A C H</p> | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Members of the regional association (M/F). - Research professionals (M/F). - Trainers (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - M/F Members of the regional assoc. - Indigenous forest stewards (M/F). - Other stakeholders directly involved in issues addressed by project. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Decision-makers in the environmental and related sectors (M/F). - Communities living in target regions of member countries. |

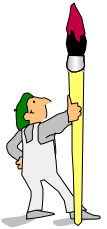

CIDA's Priority and Sub-Category: Environment (Capacity Development in Environmental Management)

| | | | |
|---|---|---|--|
| Type of Project: Water and Energy Commission and Secretariat (WECS) Institutional Development Project | | | Project Duration: 6 years |
| Purpose: To address and promote selected environmental issues at the local level through select NGO groups and other institutions. | | | Project Budget: \$9.5 million |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline studies and gender analysis. ▪ In-service training. ▪ Development of a human resources strategy. ▪ Linkages between host country key ministries and other agencies. ▪ Results-oriented cooperative initiatives in such areas as water & energy education, regional cooperation, alternative energy technology, rural energy dev. transfer of technical skills & knowledge of WECS and to other ministries. | <ul style="list-style-type: none"> ▪ The implementation of an effective strategic planning process for the WECS. ▪ Improved management in the areas of human resources development and management. ▪ WECS personnel (M/F) will apply improved skills and knowledge. ▪ Cooperatives initiatives are successful implemented by partner organizations. | <ul style="list-style-type: none"> ▪ WECS financially and operationally sustainable. ▪ Integration of social and gender issues into planning and programming. | <ul style="list-style-type: none"> ▪ WECS is recognized center of excellence for water and energy resource planning and policy formulation. ▪ Coordinated and applied water and energy policies. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Existence of a participatory and consultative strategic planning process for WECS. ✓ Level of satisfaction of WECS staff about human resource management. ✓ Number of WECS staff trained (M/F) and the extent to which they apply their new skills. ✓ Number, size and scope of initiatives implemented. | <ul style="list-style-type: none"> ✓ Diversification of revenue sources. ✓ Exchanges taking place between WECS and government, NGOs, regional and international organizations and other donors. ✓ Number of programmes incorporating gender analysis and gender-sensitive results. | <ul style="list-style-type: none"> ✓ Interest demonstrated by government agencies for WECS inputs to policies and programmes. ✓ Synergy between new water and energy policies adopted and implemented. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • WECS personnel and decision-makers (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • WECS personnel, decision-makers and other stakeholders. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Various key government ministries and agencies involved in water and energy. |

CIDA's Priority and Sub-Category: Environment (Capacity Development in Environmental Management)

| | | | | |
|--|---|--|--|---|
| Type of Project: Institutional Strengthening for the Ministry of Environment and Forestry | | | Project Duration: 4 years | |
| Purpose: To enhance the capacity of national Ministry of the Environment and Forestry to address national and global environmental issues. | | | Project Budget: \$5 million | |
| Activities: | | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> - Gender analysis leading to a gender strategy. - Baseline studies. - Training in hazardous waste management, pollution prevention and biodiversity conservation. - Establishment of hazardous substances training center. - Technical feasibility studies. - Workshops on "Green Government", biotechnology. | <p>→</p> <p>R E S U L T S</p> <p>→</p> | <ul style="list-style-type: none"> - Improved capacity of the Ministry of Environment and Forestry to manage volatile and semi-volatile compounds and other chemicals in ambient air. - Increase policy requirements to support the use of compressed natural gas fuel in the auto-rickshaw sector. - Hazardous substances training center operational. - Increased awareness about: the presence and use of hazardous substances in host country, the concept of green government operations among government personnel and on the use of biotechnology to manage hazardous substances. | <ul style="list-style-type: none"> - Ministry's capacity to provide leadership to government and industry in the implementation of green practices improved. - Host country industry's capacities to manage and eliminate hazardous substances improved. - Increase in the number of women in professional, technical and management positions. | <ul style="list-style-type: none"> - Improved industrial and urban environmental management. - Increased ability to address global environmental concerns such as air emissions and the negative impact of hazardous substances. |
| | I N D I C A T O R S | <ul style="list-style-type: none"> - Number of chemical compounds monitored by the Ministry of Environment. - Quality of data gathered and compiled. - Existence of requirements on compressed natural gas fuel and the extent to which they are applied. - Number of people trained by the training center. - Level of knowledge/ awareness of target groups on key issues addressed by the project. | <ul style="list-style-type: none"> - Quality of programming and strategic planning undertaken by the Ministry. - Management processes and techniques used by host country's industry. - Hazardous substances released by industry in selected sectors. - Perceptions of other ministries and industrial sector with respect to Ministry's leadership. - Ratio of women in professional, technical and management positions. | <ul style="list-style-type: none"> - Extent to which other ministries have implemented "green practices". - Trends with respect to environmental degradation in key areas addressed by the project. |
| | R E A C H | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Personnel of the Ministry of Environment and Forestry. - Personnel and trainees of the hazardous substances training center (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> - Decision-makers of the Ministry of Environment and Forestry. - Private sector enterprises operating in selected sectors. | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> - Other government agencies or ministries whose work is linked with environmental issues. - Stakeholders involved in key environmental sectors addressed by the project. |

CIDA's Priority and Sub-Category: Environment (Capacity Development in Environmental Management)

| | | | |
|--|--|---|--|
| Type of Project: Regional Fire Danger Rating System | | Project Duration: 2 years | |
| Purpose: To improve the management of wildfires by the governments of the participating countries. | | Project Budget: \$4.25 million | |
| Activities: | Outputs or Short-term Results: | Outcomes or Medium-term Results: | Impact or Long-term Results: |
| <ul style="list-style-type: none"> ▪ Baseline studies and gender analysis. ▪ Development and installation of a Fire Danger Rating System (FDRS). ▪ Curriculum development for fire prevention and the use of the FDRS. ▪ Training for the use of the Fire Danger Rating System. ▪ Implementation of pilot projects in two areas. ▪ Workshops on regional linkages and coordination. ▪ Dissemination of information to participating countries' decision-makers. | <ul style="list-style-type: none"> ▪ Decision-makers have access to and use information provided by the FDRS. ▪ Improved technical competence within participating agencies to sustainably maintain, operate, understand and act upon outputs of regional FDRS. ▪ Regional coordination center for sharing resources is operational. ▪ Regional FDRS is piloted in two provinces of one participating country. | <ul style="list-style-type: none"> ▪ Permanent regional linkages and coordination center for response and prevention of fire is operational. ▪ Application of FDRS in other fire-prone countries in region. | <ul style="list-style-type: none"> ▪ Increased regional capacities to predict, prevent and manage fires. |
| <p>Indicators:</p>  | <ul style="list-style-type: none"> ✓ Extent to which decision-makers (M/F) use data available on fires. ✓ Utilization of skills developed by staff of key agencies (M/F) and pilot country through training for the use and maintenance of the FDRS. ✓ Pilot system is utilized. | <ul style="list-style-type: none"> ✓ Utilization of the regional coordination center by operational agencies. ✓ Policies and regulations developed by participating countries. ✓ One appropriate government unit in each participating country is given responsibility for fire prevention and management. | <ul style="list-style-type: none"> ✓ Number of instances where fires have occurred. ✓ New legislation adopted to prevent fires and haze. ✓ Funds allocated to enforce new legislation. ✓ Actions taken against those who contravene new legislation. |
| <p>Beneficiary Reach:</p>  | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Staff of key agency in one participating country (M/F). • Staff of other participating agencies (M/F). | <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> • Decision-makers (in participating countries) involved in fire prevention (M/F). • Staff of government unit responsible for fire prevention and management (M/F). | <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Population of fire-prone areas in participating countries. |

CIDA's Priority and Sub-Category: Environment (Capacity Development in Environmental Management)

| Type of Project: National Water Quality and Availability | | | |
|---|---|--|---|
| <p>Budget: \$6 million</p> <p>Project Duration: 9 years</p> | <p>Impact or Long-term Results:</p> <p>↓ The development and implementation of an effective and coordinated national system for sustainable water resource management.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Number and scope of water management policies implemented and enforced as appropriate. ◆ Availability of funding to maintain water management networks and processes. | <p>Beneficiary Reach</p> <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Policy and decision-makers at national level. |
| <p>Purpose:</p> <p>➔ To improve the capacity of host country government institutions to manage national water resources.</p> | <p>Outcomes or Medium-term Results:</p> <p>← Comprehensive policies to cover the management and protection of water quality and availability are adopted.</p> <p>← Target group knowledge of sustainable water resource utilization techniques is enhanced.</p> | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Number and scope of management and protection of water use and quality policies adopted. ◆ Level of staff knowledge about national institutions for water resource management, water quality monitoring and pollution control. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Policy and decision-makers at national level. ◆ Staff of national organizations tasked to manage water resources. |
| <p>Activities:</p> <ul style="list-style-type: none"> ➔ Baseline studies. ➔ Gender analysis and gender strategy. ➔ Stakeholder consultations for the development of operational guidelines for drainage and water re-use. ➔ Provision of equipment. ➔ Training trainers and government staff in water quality monitoring, data/information systems and policy analysis. ➔ Public awareness campaigns on water use. | <p>Outputs or Short-term Results:</p> <ul style="list-style-type: none"> ↑ Strengthened capacity of key institutions to maintain and develop skills in the different aspects of operating and managing an effective water quality and availability program. ↑ Water quality guidelines designed and implemented. ↑ Mechanisms implemented to create and maintain a public awareness about water resource management. ↑ A national water quality monitoring system is operational and utilized. | <p>Indicators:</p> <ul style="list-style-type: none"> ◆ Extent to which new skills are applied by trainees (M/F) to the management of water quality and availability. ◆ Extent to which water quality guidelines are implemented and enforced. ◆ Number of people reached by public awareness campaigns (M/F). ◆ Knowledge of people reached by public awareness campaigns (M/F). ◆ Extent to which water quality monitoring system is utilized for decision-making. | <p>Beneficiary Reach</p> <p>Direct Beneficiaries:</p> <ul style="list-style-type: none"> ◆ Staff of key host country institutions. ◆ Population living in areas where water management problems are most acute. |

RBM Bibliographic Resources

Allen, John. Workshop on Developing Performance Indicators for Government, American Evaluation Association, Seattle, 1992.

Aubry, Pierre and Fernand Hivon. Cadre stratégique d'intervention au Maghreb: Cadre de suivi et évaluation, an unpublished paper, the North Africa and Middle East Division, Canadian International Development Agency, 1994.

Brown, Barbara. "Results-Based Management: Danger or Opportunity? Lessons from the CI DA Experience," August 15, 1995.

Canadian International Development Agency. "A Guide for Self-Assessment and Monitoring", Strategic Planning and Policy Division, Asia Branch, June 1999.

_____. "Asia Branch Results and Indicators", Strategic Planning and Policy Division, Asia Branch, 1999.

_____. "Guide to Project Performance Reporting For Canadian Partners and Executing Agencies", May 1999.

_____. "Planning and Reporting for Results", Strategic Planning and Policy Division, Asia Branch, March 1999.

_____. "Results-based Management in CI DA: An Introductory Guide to the Concepts and Principles", Performance Review Branch, January 1999.

_____. "Basic Human Needs Performance Review: BI MOBA Literacy Farmers Cooperative Union Project in Ghana". Evaluation carried out by E.T. Jackson and Associates for CI DA's Performance Review Branch, March 1998.

_____. "Reporting: A Three Step Process". Discussion paper prepared for the Performance Review Division, Corporate Management Branch, CI DA, November 1996.

_____. "Indicator Development and Selection Guide", Performance Review Unit, Strategic Planning and Policy Division, Asia Branch, May 16, 1996.

_____. "Results-Based Management in CI DA", Corporate Management Branch, March 1996.

_____. "Results-Based Management in CI DA: A Policy Statement", message from the President, March 5, 1996.

_____. "Towards a Results-Based Accountability Framework for CI DA: A Discussion Paper", Performance Review Division, 1996.

_____. The Why and How of Gender-Sensitive Indicators: A Project Level Handbook, Women in Development and Gender Equity, Policy Branch, December 1995.

_____. Beck, Tony and Morton Stelcner, Guide to Gender-Sensitive Indicators, Women in Development and Gender Equity, Policy Branch, August 1995.

_____. "Bilateral Performance Measurement: An Outline", Performance Review Division, July 13, 1995.

_____. "Building a Cheaper Innovative Dynamic Accelerated Contracting Process," Report of the Task Force on the Redesign of the CI DA Contracting Function, May 1995.

_____. "Helping CI DA be Better, Cheaper, Clearer, Faster," Performance Review Work Plan, Executive FY 95/96 to FY 97/98, Summary, Performance Review Division, Corporate Management Branch, March 16, 1995.

_____. "Framework for Results-Based Contracting in CI DA," draft for discussion, Contracting Management Division, Corporate Management Branch, July 6, 1994.

_____. "Hitchhiker's Guide to Managing for Results: A Working Document," 1st ed., an unpublished paper, 1994.

_____. Introduction to Results-Based Contracting in CI DA, Policy, Management Reporting and Quality Assurance Section, Contracting Management Division, Corporate Management Branch, February 1994.

Carter, Neil. "Learning to Measure Performance: The Use of Indicators in Organizations," Public Administration, 69, p 85, 1991.

Coupal, Françoise. "Results-based Contracting. Final Draft Report from the Joint CI DA-Supply Community Task Force", June 1996.

The Government of Canada. Canada in the World, Government's Foreign Policy Statement, 1995.

Kapok, Liana. Indicators for Programming in Human Rights and Democratic Development: A Preliminary Study, Social Development, Basic Human Needs, Rights, Democracy and Governance Division, Policy Branch, CI DA, July 1996.

Kapoor, I Ian. Setting Results in Human Rights, Democratic Development and Governance at CI DA: A Needs Assessment, Political and Social Policies Division, Policy Branch, CI DA, April 1997.

Marsden, David and Peter Oakley. Evaluating Social Development Projects, Oxfam UK, 1990.

Martin, Ioanna S. Building a Learning Network on Governance: The Experience of the Governance Cooperative, Institute on Governance, Ottawa, June 1998

Meier, Werner. Results-Based Management for Human Resource Development Projects, a research study report prepared for the Association of Canadian Community Colleges, March 1996.

Montague, Steve T. "The Three R's of Performance," Focus, Volume 3, Issue 6, December 1994-January 1995.

Montague, Steve T. "The Performance Framework Approach to Public Management", an unpublished draft discussion paper, Young & Wiltshire Management Consultants, 1993.

Morgan, Peter and Ann Qualman, "Capacity Development and Results-Based Management", CI DA, May 1996.

Morgan, Peter. The Design and Use of Capacity Development Indicators, CI DA Policy Branch, December 1997.

Mose, Roberto and Leigh Ellen Sontheimer. Performance Monitoring Indicators Handbook, World Bank Technical Paper No. 334, 1996.

Operation Eyesight Universal and PLAN:NET 2000. "Splash and Ripple-A Guide to Results Based Management (RBM)", Calgary, November 1998.

Rondinelli, Denis A. Strategic and Results-based Management in CI DA: Reflections on the Process, an unpublished discussion paper, Corporate Branch, CI DA, 1993.

Saucier, Alain and Yvon Brunelle. "Les indicateurs et la gestion par résultats," Collection Méthodologie et Instrumentation, 8, Gouvernement du Québec, Ministère de la Santé et des Services sociaux, Direction générale de la planification et de l'évaluation, 1995.

Sigma VI Education and Training Management. "Results-based Management: A Discussion Paper for the Development Supply Community," an unpublished discussion paper, 1994.

Swedish International Development Authority. Guidelines for Results-based Planning, Management and Monitoring, January 1995.

United Nations Development Programme. Participatory Evaluation in Programmes Involving Governance Decentralisation: a Methodological Footnote, June 1996.

World Bank. Performance Monitoring Indicators: A Handbook for Task Managers, Operations Policy Department, World Bank, Washington, 1996.

_____. The World Bank Participation Sourcebook, Washington D.C., February 1996.

Wright, David. "Forum: Can Results-Based Contracts Supplant Bureaucracy?" in Changing Times Perspectives on Innovation in Government Organization and Management, Consulting and Audit Canada, Vol 2, No 1, December 1994, pp 4-5.

Web Sites:**Results-based Management:**

- www.acdi-cida.gc.ca/perfor-e.htm
- www.tbs-sct.gc.ca/home_e.html
- www.city.grande_prairie.ab.ca/perform.htm

Participatory Development:

- www.web.net/pdforum
- www.ids.ac.uk/ids/particip
- www.ids.ac.uk/ids/eldis
- www.nrm.massey.ac.nz/changelinks

List-serves on Participation:

- Guelph: pra@listserve.uoguelph.ca
- PD Forum: pdforum@web.net

Indicators:

Social Indicators Launchpad: <http://www.ccsd.ca/lp.html>

Sustainable Development Indicators: <http://iisd.ca/measure/compindex.asp>

Eco-knowledge: www.taiga.net/coup/indics

CD-Rom:

CIDA. **"Results Based Management"**, Continuous Learning Section, Human Resources and Corporate Services Branch and Performance Review Branch, 1999.



**PLEASE SEND YOUR COMMENTS & SUGGESTIONS ON HOW THIS HANDBOOK
CAN BE IMPROVED**

1. How has the handbook helped you in your work?



2. Is the handbook well organised? YES ____ NO ____

3. Could you find what you wanted easily? YES ____ NO ____

4. Which parts of the handbook were most useful and why?

5. Are the concepts clearly explained? YES ____ NO ____

If no, what concepts were not clear? _____



6. Did you find any errors in the book? YES ____ NO ____

If yes, which and what page number? _____

7. What difficulties did you encounter using the handbook and why?

8. What else should be included in the next edition? _____

9. Do you have any other suggestions/comments for improving the the handbook?

THANK YOU FOR YOUR VALUABLE SUGGESTIONS AND COMMENTS.

PLEASE RETURN TO: Mary Kurus
Senior Results-based Management Officer
Canadian International Development Agency (CIDA)
200 Promenade du Portage
Hull, Quebec
K1A 0G4 Canada

