



# Reporting Guidelines

A Tool  
for CEAs  
and Partners  
of the  
Mainland  
Southeast Asia  
Division

(Draft for Pilot Testing)

Canadian International Development Agency  
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# Preface

## Purpose of the Guidelines

The “Reporting Guidelines” and the companion document “Annual Workplanning Guidelines” were developed to clarify the requirements and expectations for workplanning and reporting for bilateral projects in the Mainland South East Asia Division. They are intended primarily to help CEAs/Partners (implementing agencies) prepare workplans and reports that reflect a systematic approach to performance management and monitoring. They will also be of use to recipient country partners and CIDA Project Managers.

The guidelines are a work in progress that will be tested in the Division from January – June 2002. Subsequent versions will include practical examples of how these guidelines are being applied. We welcome your feedback and suggestions. Please see the comment and contact form at the back of this document.

## Workplans & Reports – Why do we need them?

Workplans and reports are powerful tools for project monitoring and management. They are important parts of an interlocking system of project documentation that begins with the project implementation plan (PIP) and ends with the end-of-project report.

The Project Implementation Plan (PIP) and the Logical Framework Analysis (LFA) constitute the basis for project management during the entire project life cycle. These and other project management tools, such as the Performance Measurement Framework (PMF), the Work Breakdown Structure (WBS), and the project budget should be used for planning, monitoring and reporting.<sup>1</sup>

This system provides project information that CEAs, Partners and CIDA need and use throughout the life of a project.

Workplans and reports are required by CIDA in accordance with its Bilateral Contribution Agreements and Contracts. CIDA uses them for controlling and monitoring the performance of the investment, and as the basis for the annual Project Performance Report (PPR). Ultimately, results reported at the project level are analyzed and reported on, as part of the Agency’s results, to central agencies and to Parliament. CEAs and Partners use workplans and reports for planning, management, self-assessment, and reporting.

As the implementer of a CIDA project, or as the recipient of a CIDA contribution, you will find that workplans and reports will be your most important tools in conveying project information. You will use them to keep stakeholders informed of progress and changes, to seek approval for plans, and to keep the project on track and within budget. These two documents should be intimately linked in an ongoing cycle throughout the project – the detailed plans laid out in each annual workplan should be the basis for the reports for that period, and the report for each period should highlight the issues that will be addressed in the next workplan.

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<sup>1</sup> We assume that the reader is familiar with these tools and concepts. If not, please consult the Resource Materials at the end of this document.

# Acronyms

AFA	Application for Approval
AIDS	Acquired Immunodeficiency Syndrome
CA	Contribution Agreement
CEA	Canadian Executing Agency
CIDA	Canadian International Development Agency
FY	Fiscal Year
GE	Gender Equality
HIV	Human Immunodeficiency Virus
LFA	Logical Framework Analysis
PAD	Project Approval Document
PIP	Project Implementation Plan
PM	Project Manager
PMC	Project Management Committee
PMF	Performance Measurement /Monitoring Framework
PPR	Project Performance Report
PSC	Project Steering Committee
QTR	Quarter
RBM	Results-Based Management
SWAp	Sector Wide Approach
TOC	Table of Contents
VN	Viet Nam
WBS	Work Breakdown Structure

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# Using the Guidelines

The Reporting Guidelines outline the basic concepts of reporting, and provide step-by-step explanations of how to develop a report. You will probably want to read the document once from beginning to end, and then use it as a reference tool from time to time as you are involved in preparing an actual report. You should also consult the companion guide “Workplanning Guidelines”. As you will see, there are many parallels between workplans and reports – in fact, there must be!

The guidelines are intended to clarify the content that is required in annual and semi-annual project reports. These are not hard and fast rules, but suggestions that you should adapt to suit your project, your requirements and your own preferences in consultation with the responsible CIDA Project Manager. The guidelines do not cover theories and policies that are well described in other available documents (see the Resource Materials section at the end of the document).

Each section of this guide contains a discussion of basic concepts, information on the content of the various parts of a report, and suggestions on how to present some of the required materials. These are indicated by the following symbols:



**‘Key Concepts’** are the main ideas that explain the rationale or purpose of a specific section of the report.



**‘Suggested Presentations’** are intended to give you a format for presenting certain sections of the report. These are not engraved in stone – you may think of other, better ways of presenting your information.



**‘Key Content’** describes the elements that make up a specific section of the report. Most of these are essential, but you will also see some content elements that are marked “optional”. Depending on your project and the audience for your report, you may want to include these.



**‘Tips’** are helpful hints, reminders, and definitions to make your reporting easier.

# Reporting – The Big Picture

## What is a report?

A report is an official record of a given period in the life of a project. It presents a summary of project implementation and performance during the past period, and is based on the plans established in the latest annual workplan. It presents clear, concise information in narrative and tabular format, and is about 20-40 pages long.

## What is the purpose of a report?

A report is the primary vehicle for informing CIDA of the progress of the project (usually semi-annually and annually). Reports are required in the CIDA contract or contribution agreement, and provide the basis for CIDA's reporting to Parliament.

A report is also an important management tool for the implementing agency (CEA/Partner), used to communicate about project results among project stakeholders.

## Who prepares the report?

The report is prepared by the CEA/Partner with the participation of the recipient country partner(s) and other stakeholders, including CIDA.

## When are reports required?

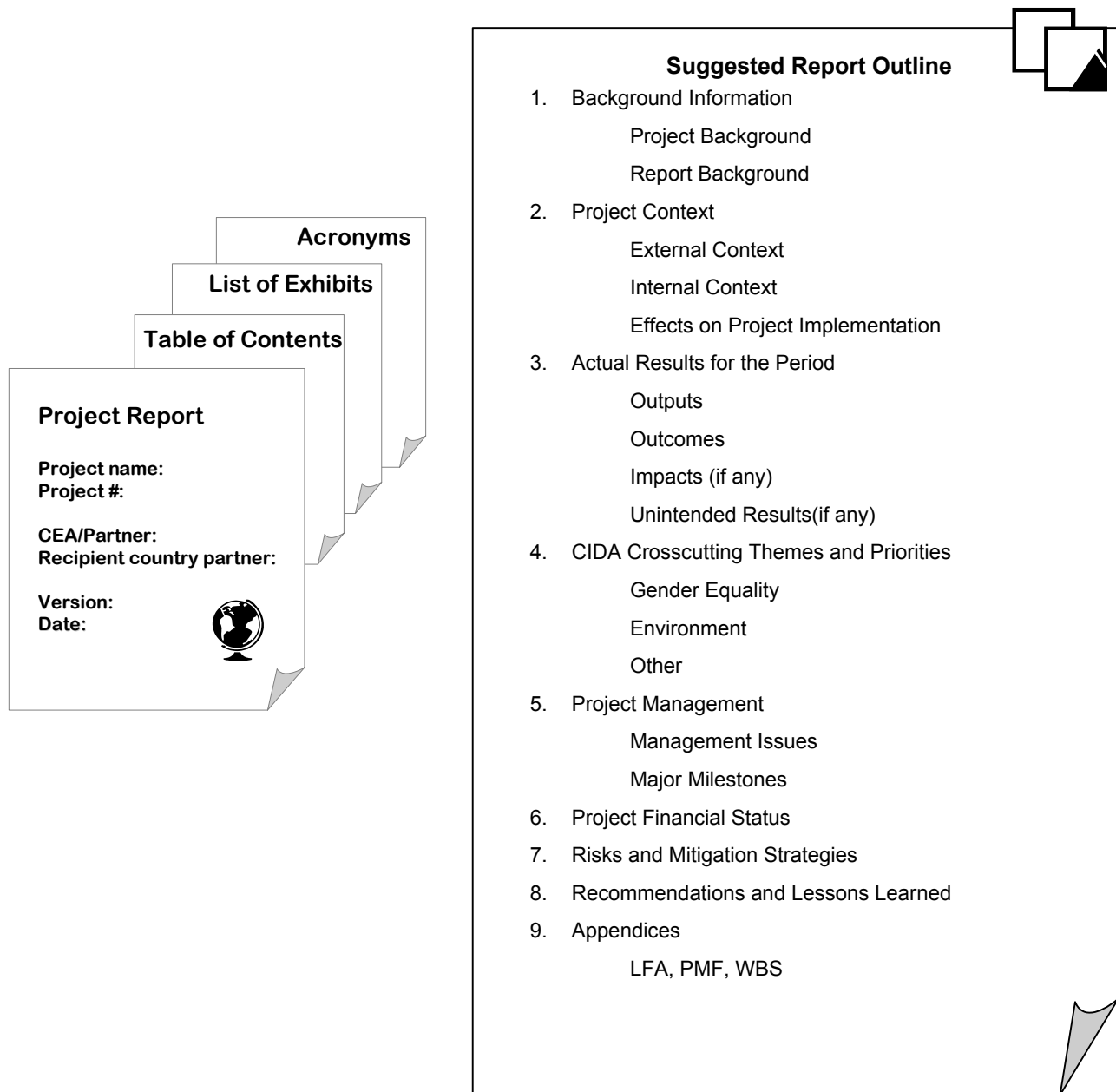
The schedule for reports should be specified in your contract or contribution agreement. If there is any question about timing, consult your Project Manager (PM).



## What is the outline for a report?

Details on how to assemble and present each part of the report are discussed in the following nine sections of the guidelines.

The suggested outline for a report is shown below. In addition to the nine sections, the report should also contain a cover page, a table of contents, a list of exhibits, and a list of acronyms. The cover page should include the name and number of the project, the CEA/Partner name, the recipient country partner, the version of the report, and the date.



# 1. Background Information

## Key Concepts

In this first section of the report, you will want to set the scene and prepare the reader for the information that follows. This means providing enough basic information so that the reader does not have to search through earlier documents to find out about your project. You will also want to provide the context for this document – by providing information on previous reports and workplans, the timeframe for this report, and an overview of the contents.

The background section is approximately 1 page in length.



## Key Content

### Project Background

- Project tombstone data:
  - Project name and number
  - CEA/Partner
  - Recipient country partner
  - Total amount of project budget
  - Geographic location of the project
- Projects goal(s)
- Project objective(s)/purpose(s)
- Project rationale (OPTIONAL)
- Key milestones (OPTIONAL)

When well-presented, the background information will allow the report to stand alone.

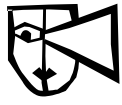
Some of these elements, such as the project number, CEA name, and version of the report should also appear on the cover page.



### Report Background

- Purpose of the report
- Timeframe for the report
- Process used to develop the report (who was involved – including participation of various stakeholders, what activities took place, etc.)
- Overview of major sections of the report

## 2. Project Context



### Key Concepts

This section of the report should provide an update on the project context. You will want to focus on changes in the context that have taken place since the PIP or the previous report or workplan, and only on changes that are relevant to the project. It should give the reader the background necessary for understanding the performance of the project in this period as compared to the targets described in the PIP or the workplan for the period.

The context section can vary in length, depending on the significance and complexity of changes, and the extent to which these are affecting the project.

The context section is usually 1 to 3 pages in length.



### Key Content

The context section of the report includes a narrative update of the external and internal context, and the effects on the implementation of the project in this period.

#### External Context

- Discuss the changes in the context that have influenced project implementation in the period of the report.
- Here are some variables to consider:
  - Political and legal situation, including latest policy changes
  - Social conditions
  - Technological conditions
  - Economic situation, including policy changes
  - Gender Equality
  - Environment
  - Changes in the sector
  - Changes in the donor context (including CIDA and other donors active in the sector/country)
  - Other relevant factors

Look at the context section of the latest project workplan. This section will be similar, but with the focus on the past.

Use the categories mentioned here only as triggers. Focus on the areas that are relevant to your project.



## Internal Context

- Discuss actual changes in various elements of the project operations. These could include:
  - Changes in project stakeholders/partners
  - A new management approach or changes in project management activities
  - Achievements in the period, lack of achievements
- You may want to include the project's response to recommendations from previous reports, monitor's report, or other sources (OPTIONAL).

## Effects on Project Implementation

- Describe how the changes in the project's external and internal context have had an effect on project implementation during the reporting period.
- Here are some examples of areas that could be affected by changes in the project context.
  - Results
  - Project strategies
  - Project expenditures
  - Management approach and strategy, personnel
  - Risks
  - Activities and schedule
- Here are some examples of how the project might be affected by changes in the project context:
  - Validity of the rationale
  - Prospects for sustainability
  - Cost-effectiveness
  - Appropriateness of design

Flag only the overall effects here - details will be presented in appropriate sections throughout the report.



## 3. Actual Results for the Period

### Key Concepts

#### Results in context

In this section of the report you will present the actual results that were achieved within the reporting period. These should be based on the results and beneficiaries that were planned for the period and that were outlined in the annual workplan.


It will also be helpful to the reader if your report situates the results achieved in this period within the context of the overall project results – i.e. show the results that have been achieved to date, as well as the results that you plan to achieve by the end of the project.

#### Beneficiaries

Beneficiaries are an integral part of results achievement and validation. In your workplan you identified the beneficiaries you intended to benefit from each planned result. In the report, you will comment on the extent to which the intended beneficiaries were actually affected. You should also be alert to the possibility that the project has benefited other “unintended” beneficiaries as well, and report on this unplanned effect. This type of information can be valuable in future planning.

#### Levels of results

Results occur at three levels – output (short-term), outcome (medium-term), and impact (long-term). The report should focus on the achievement of outputs and outcomes. In the initial stages of a project, there will likely be more available information on outputs than outcomes. As the project progresses and more outputs are achieved, the emphasis on outcomes will likely increase.



**Outputs** are the effects of completed activities. They occur throughout the life of the project.

**Outcomes** are the effects of the combined achievement of outputs. They are achieved gradually over the course of a project, and should be completely achieved by the end of the project.

**Impacts** are long-term societal level consequences that result from a combination of outputs and outcomes. These are usually evident only 10-15 years after the end of the project. Although impacts cannot be planned for each period of a project, you should be alert for any evidence of project impact and report on it as appropriate.




# Key Content

## Overview

The actual results section of your report should give the reader an easy-to-read map of the outputs and outcomes achieved within the reporting period, as well as unintended results. In this section of your report, it should be clear how results are linked logically, and how they fit within the bigger plan for the entire project.

In this section of the “Reporting Guidelines”, we discuss each result level separately (outputs, outcomes) and suggest how you might present the information on each of these elements. There are many possible ways to present this information, but we recommend that you follow the logic of the Logical Framework Analysis (LFA).



Asia Branch is presently testing a new concept – Result Trees that depict relationships between outputs and outcomes. If approved, future versions of this guide will include Result Trees.

It’s good idea to present the information on all the outputs leading to one outcome, followed immediately by the information on the supported outcome. Then, do the same for the next output-to-outcome relationship. Your readers will find this approach much easier than flipping pages to find the links. In some instances, if the linkages between outputs and outcomes are not linear, all the outputs can be presented before all the outcomes.

Project impacts are usually evident only long after the end of a project. Nevertheless, you should be aware of the impact-level performance indicators and alert for any evidence of project impact. If there are signs of project impact in a reporting period, you can report on the actual status at the end of the period with indicators.

In addition to reporting on what has happened in terms of what was planned, you will also want to identify and describe any unintended results of the project.

## Actual Outputs

Include the following information on each of the project outputs:

- Overall expected project outputs based on the LFA used for the period
- List of output performance indicators. These are listed on the LFA and the PMF, but you may wish to present them here as well, for the benefit of the reader.
- Direct beneficiaries – planned for the period and actual (for the duration of the project, to date, and for the period)
- Status of achievement of output in this period, using indicators
- Planned cumulative status of the output at the end of the period – taken from the annual workplan
- Actual cumulative status of the output at the end of the period
- Explanation of variances between planned and actual results

Depending on the stage of the project, the initial report may have little to report on the achievement of outputs.

Some of the information presented in the Context section may be used to explain variances.



## Suggested Presentation – Output Reporting

Output 1.1		
List of Output Performance Indicators		
Intended and Actual Beneficiaries		
Progress in the Reporting Period (semi-annual/annual)	Cumulative Status of Output to Date	
Planned Progress for Reporting Period, with Indicators	Planned Status at the End of the Period, with Indicators	
Actual Status in this Period, with Indicators	Actual Status at the End of the Period, with Indicators	
Comments on Variance between Planned and Actual Results Period Results and Beneficiaries	Comments on Variance between Planned and Actual Cumulative Results and Beneficiaries	

## Actual Outcomes

Include the following information on each of the project outcomes:

- Intended overall project outcome from the LFA
- List of outputs that lead to the outcome (OPTIONAL)
- List of performance indicators for each outcome
- The planned cumulative status of each outcome at the end of this period (from the workplan), using indicators
- Actual cumulative status at the end of the period, using indicators
- Beneficiaries:
  - Intended and actual organizations
  - Intended and actual individual beneficiaries
- Explanation of variances between what was planned and the actual results

Reporting on actual outcomes should be related to the planned outcomes presented in the annual workplan.



Outcomes and outputs should be gender inclusive. Providing gender-disaggregated data is not enough (see GE Resource Materials section at the end of the document).

Some of the information presented in the Context section may be used to explain variances.

## Suggested Presentation – Outcome Reporting



Expected Outcome 1	
List of Outcome Performance Indicators (OPTIONAL)	
List of Outputs Leading to Achievement of Outcome (OPTIONAL)	
Intended and Actual Beneficiaries	Describe actual achievement of results in terms of change in intended beneficiaries
Planned Cumulative Achievement at the End of the Period, with Indicators	
Achievement to Date, with Indicators	
Comments on Variance between Planned and Actual Result Achievement and Beneficiaries	



## Actual Impacts

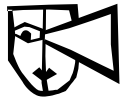
If the project has realized any of the planned impacts, report on them here, using indicators.

## Unintended Results

In addition to reporting on what has happened in terms of what was planned, you should also describe any unintended results of the project.



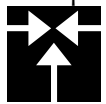
## 4. CIDA Crosscutting Themes & Priorities



### Key Concepts

All projects are required to comply with CIDA policies on gender and environment. Some projects will also address other CIDA themes and priorities such as youth, poverty reduction, and others. The strategies and plans to address these will be established in the PIP and updated in the annual workplan.

In this section of the report, you should report on the continuing relevance and effectiveness of the project strategies (e.g. their goals, rationale and overall results) to address gender equality and environment, and any other CIDA themes and priorities that were identified in the PIP or previous workplan.



### Key Content

#### Gender Equality

In this section, provide the following information on gender equality:

- Describe progress on the implementation of the project GE strategy and any constraints encountered.
- Highlight the success of any operational measures (e.g. GE training or sensitization, recruitment of technical advisory services in gender equality, etc.) undertaken to achieve better GE results in the project and how they have contributed to achieving GE development results in the project.
- Comment on how the integration of gender equality considerations contributed to the achievement of the overall development results of the project.

Results related to GE should be reported in the Actual Results section of the report.

For more information on Gender Equality, consult CIDA GE materials (see Resource Materials section).



## Suggested Presentation – Gender Equality Measures and Contribution

Gender Equality Measures		Contribution of Gender Equality to Overall Development Results
Strategy		
Sensitization and /or training of implementers and beneficiaries		
Recruitment of GE technical advisory services		
Other		

## Environment

In this section, provide the following information on the environment:

- Describe progress on the implementation of the project environmental strategy and any constraints encountered.
- Highlight the success of any operational measures undertaken to achieve better environmental results in the project and how they have contributed to achieving development results in the project.
- Comment on how the integration of environmental considerations contributed to the achievement of the overall development results of the project.

Results related to the environment should be reported in the Actual Results section of the report.

For more information on environment, consult CIDA materials (see Resource Materials section).



## Other Themes & Priorities

For any other themes and priorities identified in the PIP or latest workplan, you should present the following information:

- Present strategies and measures applied during the period to address CIDA themes as identified in the PIP and/or the annual workplan.
- Present the progress at the end of the period.
- Describe challenges encountered during the implementation, and the mitigation strategies employed.
- Present any new theme that the project would like to address, and provide a strategy to address it (including cost implications).

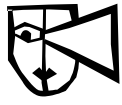
### Other themes to consider:

Youth participation  
 Social development priorities:

- Child protection
- HIV/AIDS
- Basic education
- Health and nutrition

Poverty reduction  
 Human rights  
 Good governance

## 5. Project Management



### Key Concepts

This section on project management is important for both CIDA and the CEA/Partners. It advises everyone of any changes in the way the partners share project responsibilities and accountability, and in how they communicate and coordinate activities. It also provides CIDA with information to assess the efficiency, effectiveness, and timeliness of project management during project implementation.



### Key Content

In this section, provide the following information on project management changes and challenges:

- Outline any important changes in project management that occurred during the period in the following areas:
  - Management strategy
  - Management structure
  - Roles and responsibilities of participating parties, including project staff, specialists, recipient country partners and others
  - Role, scope, membership of Committees
  - Communication and coordination mechanisms
  - Any other elements
- Identify any changes in personnel, their TORs, or levels of effort that took place in the period (include these have been approved by the PM already).
- If applicable, identify any changes in procurement as identified in the workplan procurement strategy (even if these have already been approved by the PM).
- Identify any challenges in project management that were encountered in the reporting period, as well as the strategies used to address those challenges.
- Provide the planned and actual management milestones with explanations of any variance.

Include dates for planned and actual PSC meetings, workplanning and report submission, and other management related events. Comment on variances.



## 6. Project Financial Status



### Key Concepts

This section of the report links project financial performance to results achievement for the period and for the project to date. The reader should be able to see the actual expenditures for the period within the context of the overall project budget, and also compared with the planned expenditures that were presented in the workplan. Any variances between planned and actual expenditures should be explained.



### Key Content

This section of the report should include the following financial information on the project:

- Output-based expenditures table – according to outputs and WBS elements (activities) – to show the actual cost of the achievement of results
- Input-based expenditures table – to show the cost of inputs required for the period
- Comparison of financial performance to results achievement
- Explanation of variances



Include the overall approved and actual budget for the project elements, the amount spent to date, and forecasted and actual expenditures for the period, by quarter.

The total amounts should be the same in the output and input based expenditures table.

Some of the information presented in the Context section may be used to explain variances.



# Suggested Presentation - Output-Based Expenditures

Component	Total Project Budget		Amount Disbursed to End of Previous Period (date)		Actual Expenditures for this Period										Total Variance	Budget for Remainder of Project	
					Qtr 1		Qtr 2		Qtr 3		Qtr 4		Total for This FY				
					Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual			Planned
Output 1.1																	
WBS 111	\$		\$		\$		\$		\$		\$		\$				Check with your PM whether the remaining budget should be presented by FY. 
WBS 112																	
WBS 113																	
Subtotal 1.1																	
Output 1.2																	
WBS 121																	Semi-annual reports will show expenditures only for Quarters 1 and 2. 
WBS 122																	
WBS 123																	
Subtotal 1.2																	
Output X.X (Mgmt)																	
WBS XX1																	
WBS XX2																	
WBS XX3																	
Subtotal X.X																	
TOTAL																	
% of Total	\$		\$		\$		\$		\$		\$		\$				

# Suggested Presentation - Input-Based Expenditures



Component	Total Project Budget		Amount Disbursed to End of Previous Period (date)		Actual Expenditures for this Period										Total Variance	Remaining Budget
					Qtr 1		Qtr 2		Qtr 3		Qtr 4		Total For This FY			
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual		
<b>Personnel</b>																
CEA/Partner Personnel	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Field Office Personnel																
Canadian Consultants																
Local Consultants																
Subcontractors																
<b>Total Personnel</b>																
<b>Travel</b>																
Canadian Travel																
Field Office																
Consultants																
<b>Total Travel</b>																
<b>Operations</b>																
CEA/Partner																
Field Office																
Program																
<b>Total Operations</b>																
<b>Equipment</b>																
Equipment Cost																
<b>Total Equipment</b>																
<b>Total</b>	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$

Semi-annual reports will show expenditures only for Quarters 1 and 2.

Check with your PM whether the remaining budget information should be presented by FY.



# 7. Risks and Mitigation Strategies



## Key Concepts

Project risks are initially identified in the PAD, and the CEA/Partners update the risk management strategy in the PIP and annual workplan. CEAs/Partners then have an obligation to continuously monitor and control risks as part of the project management process.

In the report you should provide an update on the risks identified in PIP, previous workplans, and reports. This should include an overall appraisal of the risks and risk management strategies to date, as well as the external and internal risks that materialized during the period and the mitigation strategies that were used.

## Identifying risks

There are basically two types of risks to a project: those that are related to the project's external environment (e.g. political, social changes, etc.) and those that are related to internal project management and strategies.

Risks can affect projects at different levels:

- Output level risks are those that could affect the achievements of output results.
- Outcome level risks are those that could affect the achievement of outcomes, often related to the beneficiaries/target organizations.
- Impact level risks are those that could affect the achievement of impacts.

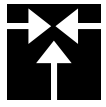


In identifying risks, consider:

- operational (internal) factors
- external factors that can influence the project
- risks related to environment, GE and other themes addressed by the project.

## Assessing risks

Once you have identified a risk, it's important to assess its significance and consequences for the project. This is often done by rating its probability (the likelihood that the risk will materialize), and its potential effect on the project if it materializes. A simple 3-point scale (high, medium, low) can help you rate the probability and the effect of each risk. Then you will be in a better position to identify the risks that present the most serious threats to the project and for which you will need to develop mitigation strategies.



# Key Content

In this section of the report, provide the following information on project risks and their management.

- Provide an updated list of risks at each level (output, outcome, impact).
- Describe the mitigation strategies that were employed during the period.

You can adapt the suggested presentation below to show the updated risk assessment.

Refer to the risk assessment in the workplan for the period. This will give you a starting point for preparing an update on risks.



Use your assessment of risks to explain variances in project performance throughout the report.

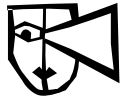
## Suggested Presentation – Risks and Mitigation Strategies



Risks	Rating	Probability	Effect	Mitigation Strategy/Response
<b>Output Level</b>				
	High	<input type="checkbox"/>	<input type="checkbox"/>	
	Medium	<input type="checkbox"/>	<input type="checkbox"/>	
	Low	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Outcome Level</b>				
	High	<input type="checkbox"/>	<input type="checkbox"/>	
	Medium	<input type="checkbox"/>	<input type="checkbox"/>	
	Low	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Impact Level</b>				
	High	<input type="checkbox"/>	<input type="checkbox"/>	
	Medium	<input type="checkbox"/>	<input type="checkbox"/>	
	Low	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Other</b>				
	High	<input type="checkbox"/>	<input type="checkbox"/>	
	Medium	<input type="checkbox"/>	<input type="checkbox"/>	
	Low	<input type="checkbox"/>	<input type="checkbox"/>	



# 8. Recommendations & Lessons Learned



## Key Concepts

This final section of the report should focus on the future in two ways. The first is to recommend changes to the project that will improve its developmental or operational performance. These recommendations may influence your workplan for the upcoming year.

Then, taking a broader perspective, you can share the operational and developmental “Lessons Learned” with CIDA and other project stakeholders. This is an opportunity to identify areas for overall CIDA program improvement that could inform future CIDA policies and programs.



## Key Content

### Recommendations

- Recommend feasible changes to project implementation that would improve the project’s performance and/or address problematic issues. (The list of key success factors may help you think about and develop recommendations.)
- Provide recommendations for the improvement or acceleration of the GE or other project strategies.

### Lessons Learned

- Using the Results and Key Success Factors Framework, identify any lessons which may inform future CIDA programming.

A **‘Recommendation’** is an observation that should be taken into account when preparing the workplan for the next project period.

A **‘Lesson Learned’** is a general hypothesis based on a specific project, but which may apply to other bilateral projects, and which may be useful for future policy and practices.

A **‘Developmental Lesson’** relates to the developmental objectives of the project.

An **‘Operational Lesson’** relates to programming and the efficient and effective delivery of aid.

### Results and Key Success Factors

#### Developmental Results

Achievement of Results  
Cost-Effectiveness of Results  
Relevance of Results  
Sustainability of Results

#### Success Factors

Partnership  
Appropriateness of Design  
Appropriateness of Resource Utilization  
Informed and Timely Action

For more information, consult the Framework Bulletin (see Resource Materials section at the end of the guide).

## 9. Appendices

### Key Concepts

The appendices of your report should provide the background documents that are referred to in the body of the report. These are generally put in appendices so that they don't interrupt the reader or interfere with the overall flow of the report.

### Key Content

The appendices will usually include:

- Logical Framework Analysis (LFA) used to define and track results during the period,
- Performance Measurement Framework (PMF) used to track results during the period,
- Work Breakdown Structure used during the period, and
- Details on project activities (in a table or matrix) – optional
- If applicable, Level of Effort and Terms of Reference for the new personnel.

For more information on LFA and PMF, see the Resources Section at the end of the document.



# Resource Materials

Internet Resources that you can find on the CIDA web site [www.acdi-cida.gc.ca](http://www.acdi-cida.gc.ca)

## Overall Canadian Policies

- ✧ [Canada in the World](#)
- ✧ [Government of Canada Policy for CIDA on Human Rights, Democratization and Good Governance](#)
- ✧ [Canadian Policy on Capacity Development](#)

## CIDA Policies, Frameworks, and Strategies

- ✧ [CIDA's Social Development Priorities - A Framework for Action](#)
- ✧ [CIDA's Policy on Poverty Reduction](#)
- ✧ [CIDA'S Policy on Meeting Basic Human Needs](#)
- ✧ [CIDA Policy on Environmental Sustainability](#)
- ✧ [Results-Based Management in CIDA - Policy Statement](#)
- ✧ [Agency Accountability Framework](#)
- ✧ [Framework for Results and Key Success Factors](#)
- ✧ [CIDA Sustainable Development Strategy 2001-2003](#)
- ✧ [Our Commitment to Sustainable Development](#)
- ✧ [Strategy for Health](#)
- ✧ [CIDA's Strategy for Ocean Management and Development](#)
- ✧ [Vietnam: Country Strategy Papers](#)

## RBM

- ✧ [Results-Based Management in CIDA - Policy Statement](#)
- ✧ [Results-Based Management in CIDA: An Introductory Guide to the Concepts and Principles](#)
- ✧ [A Results Approach to Developing the Implementation Plan](#)
- ✧ [Guide for Project Performance Reporting for Canadian Partners and Executing Agencies](#)
- ✧ [RBM Handbook on Developing Results Chain](#)

## Gender Equality

- ✧ [CIDA's Policy on Gender Equality](#)
- ✧ [Gender Equality at CIDA - Main Page](#)
- ✧ [Gender Equality Tools and Resources](#)

## Environment

- ✧ [CIDA Policy on Environmental Sustainability](#)
- ✧ [Canada Environmental Assessment Act](#)
- ✧ [Environmental Assessment in CIDA - Main Page](#)
- ✧ [Canada Climate Change Development Fund](#)

## CIDA Project Management Tools

- ✧ [Overview of Bilateral Project Cycle](#)
- ✧ [Change Requests to Workplans, Milestone Meetings and Contract Amendments](#)



# Feedback Form

Mainland Southeast Asia Division  
Annual Workplanning Guidelines and Reporting Guidelines

To: Universalia Management Group

Fax: (613) 232-7630

Email: agrzybinska@universalia.com

Comments:


## Your Feedback is Valuable

Please send us your comments, suggestions or examples to help us improve the next version of the guidelines. Thank you.