



Canadian International
Development Agency

Agence canadienne de
développement international

How to Perform Evaluations -

Model Evaluation Workplan

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HOW TO PERFORM EVALUATIONS

MODEL EVALUATION WORKPLAN

PERFORMANCE REVIEW BRANCH

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This Guide sets out an evaluation workplan for the fictitious 'Mubara Country Program' to guide practitioners in meeting CIDA's expectations. It provides a standard that should be referred to section-by-section to promote consistency in terms of approach, content and level of detail.

This guide is meant to be informative, not prescriptive. Evaluators are expected to structure their workplans to best meet the objectives at hand.

1 Program Overview

1.1 Country Context

With the demise of the ruling military junta in the spring of 1996, Mubara's mostly peaceful transition to a democracy culminated with internationally sanctioned democratic elections in 1998. The change in government finally laid to rest the horrific conflict that resulted in so much human suffering, and the destruction of property and infrastructure. While ethnic and social cohesion remains fragile, progress is slowly being made in the easing of tensions.

Since 1998, Mubara development has been characterized by significant progress in achieving deep and fundamental structural reforms, the emergence of a vibrant and inclusive multi-party political system, and a continuing economic struggle that impacts most greatly on the country's most vulnerable people – women, and the poor and disadvantaged. Going forward, social development will likely become Mubara's greatest challenge, as new approaches are needed to reduce poverty and inequity – and improve health and education – albeit without any immediate prospects for significant new wealth generation.

1.2 Objectives and Priorities

Canada implemented bilateral development cooperation programming in Mubara shortly after the first democratic elections were held in 1998. The overall objective of the program was to identify opportunities for CIDA to work with the recipient government and other donors in building the foundations and strengths that would facilitate transition during this difficult period. The Agency's investments supported sustainable development that led to poverty reduction



and enhancements to the quality of life, with a focus on ensuring the meaningful participation of local communities and individuals. For the most part, the Agency functioned as a 'niche' donor within Mubara's overall development cooperation framework.

To this end, the Agency identified four programming priorities:

- Governance: Support for constitutional development, and the restructuring and strengthening of government/public sector institutions at all levels
- Human Resource Development: Support for improving accessibility to and quality of education and training
- Civil Society: Support for the strengthening of the capacities of institutions and organizations within the general civil society, and
- Economic Development: Support for general economic development with an emphasis on the establishment of broader-based economic participation, and the provision of appropriate Canadian technology and skills to improve Mubara's competitiveness.

1.3 CIDA Disbursements

From 1998 to 2002, the total CIDA program budget for Mubara amounted to \$59.0M and comprised 24 projects. Average annual disbursements for this period were \$11.8M a year and the average project value was \$2.5M. The Agency's annual disbursements progressively increased from \$5.5M in 1998, to \$8.0M in 1999, \$11.0M in 2000, \$16.5M in 2001 and \$18.0M in 2002.

Governance programming accounted for 39 percent of CIDA's total program budget, human resource development for 23 percent, economic development 20 percent, and civil society 18 percent. Of the total budget of \$59.0M, Africa and the Middle East Branch administered \$48.4M, and Canadian Partnership Branch \$10.6M.

1.4 Reach (Beneficiaries)

Governance and human resource development projects tended to focus on national level initiatives at the outset, but now training and education projects in particular are being implemented at the provincial and local levels. Capacity building of NGOs typically involved community level participation, while the reach of initiatives championing social development was varied. Broad-based economic initiatives had a strong local orientation.

1.5 Expected Results

CIDA's investments were predicated on the expected results set out during program/project planning. The following table provides examples of the types of results that were targeted at that time. More detailed qualitative and quantitative information may be found on the performance frameworks prepared for individual projects.

Priority	Expected Results
Governance	<ul style="list-style-type: none"> • Sustainable reforms that contributed to constitutional development and public sector transformation • Improvements in the capacity of national and provincial government institutions to deliver services
Human Resource Development	<ul style="list-style-type: none"> • Advancements realized through the restructuring of the education sector (systems, mechanisms) • Improvements in the quality of and accessibility to education and training for all levels of society
Civil Society	<ul style="list-style-type: none"> • Improvements in the capacity of NGOs to perform contributing roles and the strengthening of their institutional sustainability • Achievements in social development and in influencing new policies, regulations and laws
Economic Development	<ul style="list-style-type: none"> • Gains realized through the provision of Canadian skills/ technologies • Increases in economic participation levels across society

1.6 Stakeholder Participation (to date)

The file review and HQ consultations carried out to date would indicate there was limited participation, if any, by local beneficiaries in the planning and implementation of earlier projects. Their participation appears to be more relevant in recent projects. Recipient government ministries were actively involved throughout virtually all project activities during the 1998–2002 period.

2 Evaluation Profile

2.1 Reasons for the Evaluation

The Mubara National Treasury requested that bilateral donors involved in development cooperation activities in Mubara individually carry out evaluations of their respective programs. CIDA undertook this evaluation in response to this request, and to remain consistent with its commitment to perform systematic and timely evaluations of country programs to account for the management of allocated funds, and promote effective and efficient development cooperation.



2.2 Objectives

The evaluation of the CIDA “Mubara Country Program” (1998–2002) is to provide CIDA and the Mubara National Treasury with an independent and forward-looking evaluation of CIDA’s programming experience to determine what opportunities should be pursued in the future both bilaterally and within the community of international organizations to generate durable and credible value for targeted beneficiaries. What is learned is expected to play an instrumental role in shaping the new ‘Mubara–Canada Development Cooperation Strategy’ that is targeted for implementation on January 1, 2004. This Strategy is to: “...identify and exploit constructive opportunities for development cooperation that are well-suited to partnerships between Canadian and Mubaran organizations in providing a progressive, compassionate and valid response to Mubara’s pressing poverty reduction and sustainable development priorities”.

The key objectives of the evaluation are:

- To assess the relevance of CIDA’s investments in responding to Mubara’s development cooperation needs and priorities, and the effectiveness of Agency-funded projects in achieving targeted results
- To identify why and how successful approaches, strategies and practices worked – and which didn’t – drawing out key findings, lessons and good practices from CIDA’s programming experience
- To bring forward programming opportunities that indicate the strongest potential for longer-term partnerships between Canadian and Mubaran organizations, and
- To make recommendations that will focus the ‘Mubara–Canada Development Cooperation Strategy’ on what needs to be done to achieve targeted sustainable development objectives in Mubara.

2.3 Key Audiences

The primary clients for the evaluation report will be CIDA’s Country Manager for Mubara and the Executive Director responsible for coordinating Canadian development cooperation within the Mubara National Treasury, the key individuals responsible for overseeing and collaborating on the development of the new ‘Mubara–Canada Development Cooperation Strategy’.

CIDA relies on evaluations to promote more effective and efficient international development programming, and to enhance the Agency’s capacities to demonstrate accountability and transparency to Parliamentarians and Canadians. Evaluation results will contribute to CIDA’s Planning, Reporting and Accountability Structure (PRAS), which in turn is used to demonstrate how the Agency is performing to a number of key audiences. Making the Evaluation Abstract accessible on CIDA’s Corporate Memory System, and the Executive Summary available on Performance Review Branch’s Web site will promote institutional learning. The sharing of results will inform other key Canadian and Mubaran stakeholders, and other donors about what was achieved by and learned from the program.

2.4 Stakeholder Analysis

Government of Mubara

The evaluation is to be carried out as a collaborative partnership between CIDA and the Government of Mubara. To date, officials from both entities have worked together to develop the Terms of Reference and select the consultants responsible for carrying out the evaluation. This collaboration will continue in the finalizing of the evaluation report and the disseminating of the evaluation results. Group meetings are to be held with Mubara government officials, implementing partners, donors and other stakeholders to discuss and validate the evaluation's findings, conclusions and recommendations.

CIDA's programming priorities stem from those set out in 'Mubara's National Development Policy', ensuring that the projects that the Agency is involved with are consistently aligned with the needs for development cooperation targeted by the government. In order to respond to Mubara's pressing needs in 1998 and, in the absence early on of any indication of what areas of development should be accorded the highest priority, the Agency has emphasized governance and human resource development projects. This approach, as it turned out, may have conflicted with the government's emerging focus on economic development.

The evaluation will address (amongst other issues) how the program has responded to Mubara's development challenges, priorities and objectives, and if there is consistency with the country's needs. A collaborative approach will be taken to determine what needs to be done in the future to achieve poverty reduction and sustainable development.

Canadian Interests

CIDA's "Framework of Results and Key Success Factors" calls for consistency with Canadian foreign policy, and consideration of the potential benefits to Canada.

To this end:

- During the evaluation consultations, Canadian stakeholders (Canadian High Commissioner, DFAIT, businesses, civil society organizations, etc.) will be given ample opportunity to contribute to the development of the evaluation results, and assist in the formulation of the 'Mubara–Canada Development Cooperation Strategy'
- The establishment of partnerships between Canadian and Mubaran organizations will be addressed in the evaluation report, and
- Canadian consultants are responsible for carrying out the day-to-day management of the evaluation.



Other Mubaran Stakeholders

The evaluation will emphasize the participation of all involved Mubaran stakeholders, including the mutual sharing of experiences at all levels. Civil society organizations, businesses and other local beneficiaries will participate in the project and focus group consultations. Mubaran consultants are to be actively involved in conducting all aspects of the evaluation.

The evaluation report will identify:

- To what extent, program results have contributed to poverty reduction and sustainable development, and
- How the quality of life of the beneficiaries has been enhanced.

2.5 Approach

CIDA's 'Mubara Country Program' (1998–2002) represents a multi-faceted programming initiative that concentrated on two of the Agency's six programming priorities (e.g. basic human needs (education); human rights, democracy and good governance) and involved two programming channels (e.g. bilateral, Canadian Partnership).

The evaluation will comprise:

- A literature and documentation review of materials available at HQs and within the field
- Assessments of a selected sample of 'Mubara Country Program' projects
- Key informant interviews with Mubaran government officials, representatives of other donor agencies, thematic experts, Canadian stakeholders and CIDA Managers, and
- Focus group sessions with key stakeholders (e.g. beneficiaries) and Canadian stakeholders.

The Evaluation Team will carry out a three-week mission to Mubara in September 2003.

The evaluation will build a macro-level picture of results, at the outcome and impact levels, focusing on four key thematic areas: Governance, Human Resource Development, Civil Society, and Economic Development. While the 'Mubara Country Program' during this period did not include any explicit gender equality or environment projects, these themes will be addressed as cross-cutting considerations. CIDA's "Policy on Gender Equality (1999)" requires that gender equality "... must be considered as an integral part of all CIDA policies, programs and projects". To this end, sex disaggregated data will be collected and analyzed throughout the evaluation (based on availability).

CIDA's "Framework of Results and Key Success Factors" will guide the identification, analysis and presentation of results. While the achievement of results, their relevance, and sustainability will be addressed during project sampling, cost-effectiveness will not be assessed. The evaluation will examine how partnerships have performed, the appropriateness of design, and informed and timely action in responding to change. Resource utilization issues will be addressed at the program level as appropriate.

3 Evaluation Methodology

The methodology adopted for this evaluation is designed to meet the requirements and expectations set out for the evaluation in CIDA's Terms of Reference. These Terms of Reference were arrived at after an extensive decision-making process that involved Agency officials, recipient country representatives, and other key stakeholders.

The approach is considered to be credible and appropriate for identifying the results attributable to the Mubara program, given the range of information that is currently available, and the limiting time and resource constraints. Consultation sessions, particularly with the key informant and focus groups, will provide opportunities for gathering strategic information that can be used to inform the new 'Mubara-Canada Development Cooperation Strategy'.

3.1 Evaluation Framework

The evaluation framework systemizes the methodology, identifying the issues to be addressed, sub-questions that provide elaboration; and the performance indicators (variables to be considered), sources of information and method of information collection for each issue. The evaluation issues reflect what was set out in CIDA's Terms of Reference, but have now been simplified and re-organized to be current with the Agency's present expectations. The evaluation framework is attached as Appendix A.

CIDA's Terms of Reference and the evaluation framework both contain retrospective issues that address historical performance, as well as forward-looking issues that will be used to inform future directions. Forward-looking issues do not relate to the achievement of results and, therefore, are not assigned performance indicators.

3.2 Literature and Documentation Review

The process of identifying and reviewing available country, program, and project level documents began with the awarding of the contract and helped prepare the foundations for this workplan. To date, an emphasis was brought to understanding and documenting the evolving social, economic, and political context from 1998 to 2002, with a focus on the developments relating to the four programming foci – Governance, Human Resource Development, Civil Society, Economic Development. Research has also been carried out on Mubara's Official Development Assistance management policies, processes, and procedures.



This review will continue during the implementation period. More detailed information will be collected on specific key projects to address the responsiveness and relevance of CIDA programming to Mubara's development challenges and priorities. In addition, further efforts will provide a better understanding of the context for carrying out development cooperation initiatives, previous management of ODA funding, and the potential for future cooperative undertakings.

3.3 Project Sample Assessment

CIDA staff and the Evaluation Team agreed to the following key criteria to select a sample of projects that appropriately represented CIDA's involvement in Mubara development cooperation for the period from 1998 to 2002:

- Coverage of thematic priorities, and the Agency's channels of delivery
- Strategic nature of the project within the overall investment portfolio and the 'value' of results achieved to date
- Financial significance, and
- Potential for identifying lessons and good practices

Eight sample projects were selected with a total value of \$31.5M, representing 53.4 percent of the total disbursements of \$59.0M. Of the sample, governance projects accounted for \$12.0M, human resource development \$7.5M, economic development \$7.0M, and civil society \$5.0M. Africa and Middle East Branch administered sampled projects with a total value of \$23.5M (75 percent), and Canadian Partnership Branch \$8.0M (25 percent).

The selected projects are identified below:

Priority	Value	Administered by
<i>Governance</i>		
Constitutional and Legal Strengthening Project (1998-2000)	\$4.5M	AMEB
Justice Linkage Project (1997-2001)	\$3.5M	AMEB
Governance and Policy Support Project (1999-2002)	\$4.0M	AMEB
<i>Human Resource Development</i>		
Teacher Development Project (2001-2002)	\$3.5M	AMEB
National Education Standards Project (1999-2001)	\$4.0M	AMEB
<i>Economic Development</i>		
Czabo Mining Project (1998-2000)	\$3.0M	CBP
Strategic Information Technology Project (2000-2002)	\$4.0M	AMEB
<i>Civil Society</i>		
Oxfam Canada Program (1998-2002)	\$5.0M	CPB

All available project documentation will be reviewed for each of these projects (e.g. project approval documents, logical framework analyses, results statements, performance reports, evaluations, project closing reports). Then a series of interviews will be carried out with the CIDA project officer, the implementing agency or the partner organization staff in Canada and project staff in Mubara, and the project beneficiaries and stakeholders. These interviews will focus on each project individually. In total, approximately 40 interviews are planned with a wide range of stakeholders and program participants. An interview guide for these consultation sessions can be found as Appendix B.

In-country site visits will be carried out for the eight projects to provide opportunities to observe projects that have been renewed and are still ongoing, collect 'on the ground' information about project results and carry out in-depth consultations with project implementers and beneficiaries. If possible, field level discussions may also comprise mini-workshops with implementers and beneficiaries.

3.4 Key Informant Interviews

Key informant interviews will be conducted to obtain qualitative information on the evaluation issues. These interviews will provide in-depth information that will allow the Evaluation Team to address the program's relevance, responsiveness, and the sustainability of results.

In addition, these sessions will address:

- The political, social and economic context (and overriding dynamic) that characterized Mubara from 1998 to 2002
- The opportunities and constraints that define the landscape for downstream development co-operation activities, and
- Requirements for the new 'Mubara-Canada Development Cooperation Strategy'.

In total, some 20 interviews will be conducted with: 1) Mubaran government officials involved in ODA and/or with thematic-specific experience, 2) experienced representatives from other donor agencies, 3) thematic experts, and 4) Canadian Stakeholders (e.g. Canadian High Commissioner, DFAIT, businesses, civil society organizations, CIDA managers from the program branches, both from HQs and post staffs).

An interview guide for the key informant sessions is attached as Appendix C. Respondents will be asked questions about the historical performance of CIDA programming in Mubara and forward-looking questions that will be useful for developing the 'Mubara-Canada Development Cooperation Strategy'. All questions have been designed to be open-ended in order to gather perceptions, observations, options and knowledge of respondents. The first interviews will serve as pre-tests and the guides will be adjusted if so required.



The Canadian consultants will conduct all interviews of respondents residing in Canada, while those to be carried out in Mubara will be conducted by the Canadian consultants in tandem with the Mubaran-based consultants. For those respondents living in Mubara outside of the main urban centers whose communities will not be visited during the field visits, transportation costs to meetings will be covered or a telephone interview will be arranged. Respondents located in the National Capital Region will be interviewed in person, while respondents in other Canadian locations will be interviewed over the phone. To the degree possible, respondents will be e-mailed the interview guide in advance. Each interview will last between 20 and 45 minutes.

3.5 Focus Groups

Up to two focus group sessions are planned:

- ❑ The first session will be held towards the end of the site visit in Mubara with a group of 10–15 individuals representing the key stakeholder groups. The focus will be both retrospective and forward-looking. Some preliminary results of the evaluation will be presented to the group.
- ❑ The second session would be held in Canada with key Canadian stakeholders. The final results of the evaluation would be presented and discussed with the objective of informing the new ‘Mubara–Canada Development Cooperation Strategy’.

3.6 Additional Analyses

The reference points used to measure responsiveness with Mubara’s development policy framework will be ODA Guidelines, annual budgets, annual Presidential addresses, etc. To gain a deeper understanding of Mubara’s development goals, the Evaluation Team will use the documentary and interview data gathered to construct a comprehensive map of national priorities. A focus will be brought to identifying areas where the alignment of CIDA’s programming could be strengthened.

Information analysis will also include the following initiatives:

- ❑ Major context changes in Mubara in general and in the four themes in particular will be presented in the form of background papers. Interviews with the key informants will play a crucial role in this regard.
- ❑ The Evaluation Team will identify areas where the Canada – Mubara relationship can move beyond traditional development cooperation activities to leverage longer term institutional relationships and partnerships that utilize complementary strengths to be self-sustaining.

The Evaluation Team will hold a consultation session to refine the preliminary findings and development of conclusions and recommendations. Following the field mission the team will meet in Ottawa with key Canadian stakeholders (with teleconferencing to allow for the participation of Mubaran team members) to synthesize the overall results and develop a set of preliminary findings structured around the evaluation issues. These preliminary findings will then be the subject for a

focus group with key CIDA program staff. The focus group will be used to validate and refine preliminary evaluation findings and to identify lessons, conclusions, and recommendations applicable to the development of the 'Mubara–Canada Development Cooperation Strategy'.

3.7 Challenges

The macro, country–level perspective for this evaluation presents several challenges that likely would not be encountered for a project level–evaluation, including:

Attribution

At an aggregate program or theme level the ability to attribute results at a macro level to CIDA's investment is more difficult than at the project level. CIDA's Performance Review Branch Guidelines for developing evaluation workplans calls for a methodology that "...directly ties results to the investments made thereby eliminating other explanations". However when aggregating project results for a particular theme over seven years, it is methodologically difficult to directly tie those results to the investment. To address the issue of attribution the evaluation will tie aggregate results to the investment to the extent possible and include reference to external factors influencing those results areas as appropriate. This will present an accurate picture of what has been achieved while being explicit about the other major influential factors.

Efficiency

There are several references to efficiency in the Terms of Reference and in CIDA's "Framework of Results and Key Success Factors". While difficult, it is possible to make some pronouncements on efficiency when evaluating at a project level, depending on the type of project activities and the financial data available. However when undertaking a country program level review where there have been many different types of investments in a wide range of areas, determining efficiency at a macro level would be extremely difficult and time consuming (if not impossible), with questionable results. As such the evaluation will not directly address issues of the efficiency of the Canada–Mubara Program.

Availability of Key Informants

Some of the projects selected for assessment have been closed for some time. Locating key informants and arranging interviews may be difficult, especially in Mubara. To address this issue, the Evaluation Team will first concentrate on locating Canadian key informants who will be asked to provide the names (and contact information) of key informants in Mubara.



4 Accountabilities and Responsibilities

CIDA's Evaluation Manager (from Performance Review Branch) is to lead the evaluation. The Evaluation Team is to comprise two Canadian consultants and two consultants from Mubara. The Evaluation Team Leader (Canadian) reports to the Evaluation Manager. The involvement of local beneficiaries during the field trip will augment the evaluation's reliance on stakeholders and its reflection of their interests and assessments. Bios for team members can be found in Appendix D.

The following table outlines the main accountabilities and responsibilities of key individuals carrying out the subject evaluation:

Individual	Accountabilities	Responsibilities
Evaluation Manager, Performance Review Branch	<ul style="list-style-type: none"> • Delivery of the evaluation • Conduct of the evaluation (appropriateness of design, resource utilization, etc.) • Value realized (usefulness, credibility of results, etc.) • Compliance with Treasury Board, Agency and professional standards • Adequate resourcing 	<ul style="list-style-type: none"> • Guiding the evaluation • Overseeing contract negotiations • Providing advice on performance management approaches, techniques, practices • Providing technical support (as required) • Ensuring that contractual requirements are met • Monitoring the implementation of findings, recommendations, lessons, good practices • Approving all deliverables (progress reports, final evaluation report)
Country Manager, CIDA and the Executive Director, Mubara National Treasury	<ul style="list-style-type: none"> • Representing the Agency and the Mubaran program accurately (CIDA Country Manager only) • Implementing recommendations (as appropriate) 	<ul style="list-style-type: none"> • Commenting on deliverables (progress reports, final evaluation report) • Facilitating access to key documentation and key informants • Providing senior management's perspectives on key issues • Overseeing the sharing of results with partners, donors, stakeholders, etc.
Canadian Consultants <ul style="list-style-type: none"> • Evaluation Team Leader • Senior Evaluator 	<ul style="list-style-type: none"> • Producing the evaluation report • Meeting professional and ethical standards 	<ul style="list-style-type: none"> • Planning, scoping, conducting the evaluation • Carrying out the day-to-day management of operations/activities

Individual	Accountabilities	Responsibilities
	<ul style="list-style-type: none"> • Meaningful stakeholder involvement 	<ul style="list-style-type: none"> • Informing CIDA's Evaluation Manager about developments, including regular progress reporting • Managing the work of the local Mubaran consultants • Conducting interviews in Canada and leading interviews in Mubara (when appropriate) • Producing deliverables (as per contractual requirements)
<p>Mubaran Consultants</p> <ul style="list-style-type: none"> • Senior Evaluator • Evaluator 	<ul style="list-style-type: none"> • Contributing to the evaluation • Meeting professional and ethical standards • Meaningful stakeholder involvement 	<ul style="list-style-type: none"> • Developing thematic background papers • Advising contact lists for key informant interviews and focus groups • Arranging team logistics for field trip (transportation, accommodations, meetings, etc.) • Carrying out file and document reviews (in Mubara) • Conducting/participating in key informant and project-specific interviews • Assisting in the preparation of the draft and final reports • Participating in focus group session in Mubara



5 Work Scheduling

5.1 Timeframes for Delivery

The following schedule sets out timeframes and delivery dates to guide the execution of the evaluation:

Activities/Deliverables	Timeframes (delivery dates)
Phase I: Pre-Mission (July 28–August 28)	
HQ document and file review	July 28–August 15
Preparation of thematic background papers	August 15
Project interviews (Canada)	July 28–August 28
Key informant interviews (Canada)	July 28–August 28
Finalization of field trip logistics	August 7
Phase II: Field Trip (September 2–24)	
Briefing sessions	Sept 2–3
Site visits/project interviews (Mubara)	Sept 4–18
Key informant interviews (Mubara)	Sept 4–18
Focus Group I (Mubara)	Sept 19–20
Ongoing report preparation	Sept 4–22
Debriefing sessions	Sept 23–24
Phase III: Evaluation Report (October 1–November 15)	
Focus Group II (Canada)	Oct 1–2
Report preparation	October 1–20
Submission of first draft	October 22
Delivery of final evaluation report	Nov 15

5.2 Level of Effort

The following table provides an indication of how Evaluation Team members will be deployed throughout evaluation delivery, and the estimated number of days of their involvement in the completion of specified tasks and/or activities:

Tasks/Deliverables	Level of Effort (no. of days)				Total
	ETLC	SEC	SEM	EEM	
Phase I: Pre-Mission (July 28-August 28)					
HQ document and file review	1	5	-	-	6
Preparation of thematic background papers	1	1	3	3	8
Project interviews (Canada)	3	6	-	-	9
Key informant interviews (Canada)	3	6	4	-	13
Finalization of field trip logistics	1	1	3	3	8
CIDA briefing (Canada)	1	1	-	-	2
Phase II: Field Trip (September 2-24)					
Briefing sessions (Mubara)	1	1	1	1	4
Site visits/project interviews (Mubara)	5	5	8	8	26
Key informant interviews (Mubara)	3	6	5	5	19
Focus Group I (Mubara)	2	2	3	3	10
Ongoing report preparation	2	4	4	4	14
Debriefing sessions (Mubara)	1	1	1	1	4
Phase III: Evaluation Report (October 1-November 15)					
CIDA briefing (Canada)	1	1	-	-	2
Focus Group II (Canada)	2	3	3	3	11
Report preparation	3	7	7	7	24
Submission of first draft	2	1	-	-	3
Delivery of final evaluation report	3	3	2	2	10
Total:	35	54	44	40	173

Legend

ETLC	Evaluation Team Leader (Canadian)
SEC	Senior Evaluator (Canadian)
SEM	Senior Evaluator (Mubaran)
EEM	Evaluator (Mubaran)



6 Reporting Requirements

The Evaluation Team Leader will: 1) provide monthly progress reports to CIDA's Evaluation Manager, and 2) will keep the Evaluation Manager informed of any developments and/or issues that require immediate attention without delay.

The Canadian and Mubaran consultants will provide a verbal briefing and de-briefing to the appropriate staff of the Canadian High Commission upon arrival and prior to departure from Mubara. The Canadian consultants will provide a verbal briefing and debriefing to the appropriate CIDA staff at headquarters, prior to and upon return from the field mission.

The Evaluation Team Leader will submit a draft evaluation report to CIDA's Country Manager and the Executive Director, Mubara National Treasury within four weeks of returning from mission. Eight copies in hard copy format will be provided to each office. Within two weeks of receiving comments on the draft report, the Evaluation Team Leader will submit ten hard copies of the final evaluation to both CIDA's Country Manager and the Executive Director, Mubara National Treasury.

The final report will be prepared in English only, with the executive summary being made available in both official languages. The executive summary in both French and English will be prepared as pdf.docs for loading on CIDA's 'Entrenous' and public accessible Web sites.

A draft outline for the evaluation report follows:

Section	Addressing
Executive Summary	<ul style="list-style-type: none">• Introduction• About this Evaluation• Key Contextual Factors• Program Profile• Summary of Findings (overview, by theme)• Main Conclusions• Key Recommendations
Introduction	<ul style="list-style-type: none">• Purpose of the Report• Key Audiences• Scope of the Investment• Scope of the Evaluation• Evaluation Team
Program Profile	<ul style="list-style-type: none">• Development Context (economic, social, cultural, political)• Objectives, Role, Organization of the Investment• Linkages to Sustainable Development, Poverty Reduction, CIDA's Six Programming Priorities• Expected Results

Section	Addressing
	<ul style="list-style-type: none"> • Current Status (outlook, milestones to date, etc.) • Financial Resourcing • Stakeholder Participation (to date) • Obstacles (impacting performance)
Evaluation Profile	<ul style="list-style-type: none"> • Reasons for the Evaluation • Objectives • Scope • Issues, Questions, Performance Indicators, Information Sources (evaluation framework) • Methodology (activities, analytical methods, limitations, etc.) • Stakeholder Participation (to date) • Sites Visited (itinerary)
Evaluation Findings	<ul style="list-style-type: none"> • General Overview • Governance • Human Resource Development • Civil Society • Economic Development • Partnerships • Gender Equality • Environment
Conclusions	<ul style="list-style-type: none"> • General Overview • Governance • Human Resource Development • Civil Society • Economic Development
Recommendations	
Lessons	
Good Practices	
Appendices	

APPENDICES

Appendix A

EVALUATION FRAMEWORK

A – Development Results and Success Factors

Issues	Sub-Questions	Performance Indicators/ Variables to be Considered	Sources of Information	Information Collection
<p>1 What progress was made towards the achievement of results at the output, outcome and impact levels?</p>	<p>To what extent did actual results contribute to the planned, targeted results?</p> <p>What unintended results, if any, were attributable to CIDA's investment (both positive and negative)?</p>	<ul style="list-style-type: none"> • Governance: Evidence of improved capabilities of parliamentary, judiciary and other public service institutions to deliver quality services; constitutional reforms; public sector transformation • Human Resource Development: Evidence of contributions to restructuring of education sector (e.g. policy making, service delivery, curriculum development), improved standards, equitable access by all levels of society • Civil Society: Evidence of capacity building, empowerment and improved sustainability of civil society organizations, number of organizations strengthened • Economic Development: Evidence of enhancements of trade and investment linkages, skills and technology development, small and medium business support, number of joint ventures attributed to program • Gender Equality: Evidence of advancements in women's equal participation as decision-makers, women's rights, women's access to and control over resources/benefits 	<ul style="list-style-type: none"> • Mubaran government officials • Beneficiaries • Civil society organizations • CIDA project officers and staffs, program branch managers • Canadian High Commissioner, DFAIT • Implementing agency, partner organization staffs • Experts from other donor agencies • Thematic experts • Country, program, project level documents 	<ul style="list-style-type: none"> • Document review • Project interviews • Key informant interviews • Focus groups • Site visits
<p>2 To what extent did these results contribute to poverty reduction and sustainable development?</p>	<p>Were beneficiaries clearly identified and targeted for benefits throughout implementation?</p>	<ul style="list-style-type: none"> • Evidence of improved economic means and prospects, capacities for being self-sustaining, empowerment, self-awareness • Evidence of investments attributable to program, contributions to improved business development, focus on sustainability 	<ul style="list-style-type: none"> • Mubaran government officials • Beneficiaries • Civil society organizations • CIDA project officers and staffs, program branch managers 	<ul style="list-style-type: none"> • Document review • Project interviews • Key informant interviews • Site visits

Issues	Sub-Questions	Performance Indicators/ Variables to be Considered	Sources of Information	Information Collection
	<p>How was the quality of life of beneficiaries enhanced?</p> <p>What contributions were made to equitable and environmentally sustainable growth?</p>		<ul style="list-style-type: none"> Canadian High Commissioner, DFAIT Implementing agency, partner organization staffs Experts from other donor agencies Country, program, project level documents 	
<p>3 Has the program been responsive to Mubara's development challenges, priorities and objectives?</p>	<p>Did CIDA's investments make sense in terms of meeting the challenges taken on?</p> <p>Was there consistency with the needs and priorities of Mubara?</p> <p>Were Canadian interests adequately addressed?</p> <p>Were efforts being coordinated with other developmental initiatives?</p>	<ul style="list-style-type: none"> Ability to address the real needs of targeted beneficiaries Degree to which CIDA programming is aligned with the priorities of the Mubaran government Consistency with CIDA's policies and priorities, Canadian foreign policy Potential benefits to Canada 	<ul style="list-style-type: none"> Mubaran government officials Beneficiaries Civil society organizations CIDA project officers and staffs, program branch managers Canadian High Commissioner, DFAIT Implementing agency, partner organization staffs Experts from other donor agencies Thematic experts Country, program, project level documents 	<ul style="list-style-type: none"> Document review Project interviews Key informant interviews Site visits
<p>4 To what extent will the results and benefits continue after CIDA's involvement ends?</p>	<p>How did CIDA programming contribute to the sustainability of results?</p>	<ul style="list-style-type: none"> Extent of local ownership Commitment of adequate resources Institutional capacity building Conduciveness of international/national environment (e.g. domestic policies) 	<ul style="list-style-type: none"> Mubaran government officials Beneficiaries Civil society organizations CIDA project officers and staffs, program branch managers Canadian High Commissioner, DFAIT 	<ul style="list-style-type: none"> Document review Project interviews Key informant interviews Site visits

Issues	Sub-Questions	Performance Indicators/ Variables to be Considered	Sources of Information	Information Collection
<p>5 To what extent have partnerships and/or linkages between institutions and organizations been encouraged and supported?</p>	<p>What partnership and/or linkages were facilitated? What methods were successful?</p>	<ul style="list-style-type: none"> Evidence of partnerships, networks, shared initiatives, regional meetings, electronic chat groups, etc. Evidence of project collaboration Evidence of working groups Evidence of leveraging of ODA funding 	<ul style="list-style-type: none"> Implementing agency, partner organization staffs Country, program, project level documents Mubaran government officials Civil society organizations CIDA project officers and staffs, program branch managers Implementing agency, partner organization staffs Country, program, project level documents 	<ul style="list-style-type: none"> Document review Project interviews Key informant interviews Focus groups Site visits
<p>6 Were management structures effective in responding to ongoing challenges and in promoting creativity and innovation?</p>	<p>What were the strengths and weaknesses of management structures? To what extent did CIDA develop, encourage and support new approaches and practices?</p>	<ul style="list-style-type: none"> Evidence of effective partnership relationships, result-based management, effective risk management Evidence of sensitivity to local contexts Evidence of clearly understood management accountabilities and responsibilities Degree of stakeholder participation Success of systems in responding to change Application of lessons 	<ul style="list-style-type: none"> CIDA project officers and staffs, program branch managers Implementing agency, partner organization staffs Country, program, project level documents 	<ul style="list-style-type: none"> Document review Project interviews Key informant interviews Focus groups Site visits
<p>7 Were human, financial and physical resources used appropriately and financial information accurately and adequately maintained?</p>	<p>Were resource levels adequate? Were the accounting and financial systems adequate for effective program management?</p>	<ul style="list-style-type: none"> Evidence of resource adequacy at the project level to meet the requirements set out in planning Evidence of sound financial management practices, contracting management Evidence of prudence and probity being appropriately exercised 	<ul style="list-style-type: none"> CIDA project officers and staffs, program branch managers Canadian High Commissioner, DFAIT Implementing agency, partner organization staffs Country, program, project level documents 	<ul style="list-style-type: none"> Document review Project interviews Key informant interviews Focus groups

Issues	Sub-Questions	Performance Indicators/ Variables to be Considered	Sources of Information	Information Collection
8 Did CIDA anticipate and respond to change based on adequate information?	Were there appropriate and adequate information systems in place to identify emerging risk, developing issues, and project performance levels? Was there effective sharing of information?	<ul style="list-style-type: none"> Number and nature of systems in place Evidence that systems function and are used effectively Evidence of timeliness of using information to manage effectively, appropriateness of actions taken Evidence of systems in place to share information with recipient ministries, civil society organizations, partners, other donors, etc. 	<ul style="list-style-type: none"> CIDA project officers and staffs, program branch managers Canadian High Commissioner, DFAIT Implementing agency, partner organization staffs Country, program, project level documents 	<ul style="list-style-type: none"> Document review Project interviews Key informant interviews Focus groups Site visits
B – Future Directions				
Issues	Sub-Questions		Sources of Information	Information Collection
1 What needs to be done to achieve poverty reduction and sustainable development objectives in Mubara?	What foci should be brought to donor funding? How should development cooperation be carried out to best advantage? What are the core constraints to realizing such development cooperation opportunities? How should these constraints be overcome?		<ul style="list-style-type: none"> Mubaran government officials Civil society organizations CIDA project officers and staffs, program branch managers Canadian High Commissioner, DFAIT Implementing agency, partner organization staffs 	<ul style="list-style-type: none"> Key informant interviews Focus groups
2 What was learned from the 'Mubara Country Program' that could strengthen the 'Mubara-Canada Development Cooperation Strategy's' capacity to respond to development challenges, priorities and objectives?	How should CIDA programming be structured? What development cooperation priorities, themes and/or activities should be emphasized? What changes to present strategies and practices are recommended?		<ul style="list-style-type: none"> Mubaran government officials Civil society organizations CIDA project officers and staffs, program branch managers Canadian High Commissioner, DFAIT Implementing agency, partner organization staffs 	<ul style="list-style-type: none"> Key informant interviews Focus groups

Issues	Sub-Questions	Sources of Information	Information Collection
<p>3 What areas offer the strongest potential for longer-term institutional relationships and partnerships that would benefit from utilizing complementary Mubaran and Canadian strengths?</p>	<p>What types of institutional relationships and partnerships have worked well to date? Why?</p> <p>What areas will offer the best potential for Mubaran/Canadian working relationships in the future?</p> <p>What areas represent a good 'fit' for complementary Mubaran/Canadian strengths?</p>	<ul style="list-style-type: none"> • Mubaran government officials • Civil society organizations • CTDA project officers and staffs, program branch managers • Canadian High Commissioner, DFAIT • Implementing agency, partner organization staffs 	<ul style="list-style-type: none"> • Key informant interviews • Focus groups

Appendix B

PROJECT ASSESSMENTS: INTERVIEW GUIDE I

Project Title	_____
	(if applicable)
Theme	_____
	(if applicable)
Respondent	_____
Position	_____
Location	_____
Phone Number	_____
E-Mail Address	_____
	(if helpful)
Interview held	_____
	(place, date)

Instructions

Together with the National Treasury of Mubara, CIDA is undertaking an evaluation of the Mubara-Canada Development Cooperation Program. This evaluation includes assessments of a series of selected projects from the 1998 to 2002 era.

To obtain more information about how these projects performed and what changes should be made for the future, we are conducting interviews with individuals who were involved in these projects or were familiar with them.

Your name was put forward by CIDA as someone who could assist with this information gathering. Your participation in this interview is entirely voluntary. Responses are kept confidential.

Your name will not be associated with the comments you make. The interview will comprise a series of questions and should take between 20 and 45 minutes to complete.

Note:

Questions to be phrased to be consistent with interviewee's experience (project-specific experience, thematic, past tense for closed projects, etc.). Questions that are not applicable to particular individuals should not be asked.

General

- Q1 How have you been involved in (or why are you familiar with) the Mubara–Canada Development Cooperation Program?
- Q2 How well do you think this program has responded to the challenges, needs and priorities of Mubara? What examples immediately come to mind?

Project–Specific

- Q3 Did CIDA's investment in this project make sense in terms of meeting the challenges taken on (i.e. the needs and priorities of Mubara)?
- Q4 Who are the beneficiaries of this project? How has this project impacted on the quality of their lives? Prompt: economic means and prospects, capacities for being self–sustaining, empowerment, self–awareness
- Q5 How has the project helped to reduce poverty levels?
- Q6 How has the project contributed to the sustainable development of Mubara?
- Q7 Were management structures effective in responding to ongoing challenges and in promoting creativity and innovation? What were the strengths and weaknesses of these structures?
- Q8 Were efforts effectively coordinated with other developmental initiatives in the area?
- Q9 Has this project promoted and supported effective partnerships and linkages between institutions, organizations and/or individuals? Please give examples.
- Q10 What has the relationship between the main parties involved in this project been like?
- Q11 Were human, financial and physical resources used appropriately? Were they adequate?
- Q12 Did CIDA anticipate and respond to change based on adequate information?
- Q13 How have Mubaran stakeholders been involved in the planning and implementation of this project?
- Q14 Is there effective sharing of information with partners, other donors, Mubaran ministries, beneficiaries, etc.?
- Q15 What key lessons do you think were learned about development cooperation in Mubara?
- Q16 What difference has this project made to the lives of women?
- Q17 What, if any, have been the main barriers faced in carrying out this project? How were they overcome? What would you have done differently?

Q18 Do you think that the benefits of this project will be sustained after its completion?

Governance Projects (only)

Q19 How has CIDA's investment:
(address one or more of the following depending on project's targeted results)

- Improved the capabilities of Mubara's parliamentary, judiciary and other public service institutions to deliver quality services?
- Led to constitutional reforms?
- Contributed to public sector transformation?
- Produced any other targeted results?

Q20 Were any unintended results realized, either positive or negative? What were they?

Human Resources Development Projects (only)

Q21 How has CIDA's investment:
(address one or more of the following depending on project's targeted results)

- Contributed to the restructuring of the education sector (policy making, service delivery, curriculum development, etc.)?
- Improved educational and training standards?
- Led to more equitable access to education and training opportunities?
- Produced any other targeted results?

Q22 Were any unintended results realized, either positive or negative? What were they?

Civil Society (only)

Q23 How has CIDA's investment:
(address one or more of the following depending on project's targeted results)

- Helped to strengthen civil society organizations through capacity building?
- Improved the sustainability of civil society organizations?
- Produced any other targeted results?

Q24 Were any unintended results realized, either positive or negative? What were they?

Economic Development (only)

Q25 How has CIDA's investment:
(address one or more of the following depending on project's targeted results)

- Led to enhanced trade and investment linkages?
- Contributed to skills and technology development?
- Supported small and medium businesses?
- Produced any other targeted results?

Q26 Were any unintended results realized, either positive or negative? What were they?

Beneficiaries (only)

(track male and female respondents)

Q27 How have you participated in this project?

Q28 What difference has this project made in your life? What do you feel are the short and longer term benefits for you?

Q29 Do you think that these benefits will continue after you stop participating in this project?

Q30 If you were going to participate in this project again what would you like to do, or have done differently?



Future Directions: Forward-Looking Questions

Q31 What needs to be done to achieve poverty reduction and sustainable development objectives in Mubara?

Q32 What was learned from the 'Mubara Country Program' that could strengthen the 'Mubara-Canada Development Cooperation Strategy's' capacity to respond to development challenges, priorities and objectives?

Q33 What changes to present strategies and practices are recommended?

Q34 What areas offer the strongest potential for longer-term institutional relationships and partnerships that would benefit from utilizing complementary Mubaran and Canadian strengths?

Q35 How should development cooperation be carried out to best advantage? How should CIDA programming be structured? What foci should be brought to donor funding?

Q36 What are the core constraints to realizing such development co-operation opportunities? How should these constraints be overcome?

Q37 What types of institutional relationships and partnerships have worked well to date? Why?

Q38 What areas will offer the best potential for Mubaran/Canadian working relationships in the future? What areas represent a good 'fit' for complementary Mubaran/Canadian strengths?

Appendix C

PROJECT ASSESSMENTS: KEY INFORMANTS II

Respondent	_____
Position	_____
Location	_____
Phone Number	_____
E-Mail Address	_____
	(if helpful)
Interview held	_____
	(place, date)

Instructions

Together with the National Treasury of Mubara, CIDA is undertaking an evaluation of the Mubara-Canada Development Cooperation Program. To obtain more information about how the program performed and what changes should be made for the future, we are conducting interviews with key individuals who were involved in the program or were familiar with it.

Your name was put forward by CIDA as someone who could assist with this information gathering. Your participation in this interview is entirely voluntary. Responses are kept confidential.

Your name will not be associated with the comments you make. The interview should take about 30 minutes to complete.

Note:

Note: Questions to be phrased to be consistent with interviewee's experience. Questions that are not applicable to particular individuals should not be asked.

General

- Q1 How have you been involved in (or why are you familiar with) the Mubara–Canada Development Cooperation Program?
- Q2 How well do you think this program has responded to the challenges, needs and priorities of Mubara? What examples immediately come to mind?

Results

- Q3 What do you feel are the important results that have been achieved by Canada's program at a country level?
- Q4 How has this program helped to reduce poverty levels?
- Q5 How has the program contributed to the sustainable development of Mubara?
- Q6 How has this program promoted and supported effective partnerships and linkages between institutions, organizations and/or individuals?
- Q7 What key lessons do you think were learned about development cooperation in Mubara?
- Q8 What, if any, have been the main barriers faced in carrying out this program? How were they overcome? What should be done differently?
- Q9 Do you think that the benefits of this program will be sustained after its completion?

Governance (if familiar)

- Q10 What results have been achieved in the governance sector? Prompts: service delivery, constitutional reforms, public sector transformation

Human Resources Development (if familiar)

- Q11 What results have been achieved in the education and training sector? Prompts: restructuring, standards, equitable access

Civil Society (if familiar)

- Q12 What results have been achieved in strengthening civil society? Prompts: capacity building, sustainability
- Q13 How has civil society changed and evolved since 1998?

Q14 What types of benefits do civil society organizations produce for marginalized and disadvantaged groups in Mubara?

Q15 How has civil society engaged in policy dialogue with the government (at any level)? What influence over government policy have they been able to have? How has this engagement and influence changed since 1998?

Economic Development (if familiar)

Q16 Has the program led to any sustainable business linkages between Canadian and Mubaran companies that you are aware of? Are you aware of any skills and technological capacity that has been sustained through these linkages?

Q17 What results have been achieved through support for small and medium businesses?



Future Directions: Forward-Looking Questions

Q18 What needs to be done to achieve poverty reduction and sustainable development objectives in Mubara?

Q19 What was learned from the 'Mubara Country Program' that could strengthen the 'Mubara-Canada Development Cooperation Strategy's' capacity to respond to development challenges, priorities and objectives?

Q20 What changes to present strategies and practices are recommended?

Q21 What areas offer the strongest potential for longer-term institutional relationships and partnerships that would benefit from utilizing complementary Mubaran and Canadian strengths?

Q22 How should development cooperation be carried out to best advantage? How should CIDA programming be structured? What foci should be brought to donor funding?

Q23 What are the core constraints to realizing such development cooperation opportunities? How should these constraints be overcome?

Q24 What types of institutional relationships and partnerships have worked well to date? Why?

Q25 What areas will offer the best potential for Mubaran/Canadian working relationships in the future? What areas represent a good 'fit' for complementary Mubaran/Canadian strengths?

Appendix D

BIOS: EVALUATION TEAM MEMBERS

Short, informative bios or profiles should be prepared for each Evaluation Team Member to describe their qualifications, experience and expertise.

Reference can be made to the roles that individuals played in other development cooperation investments (including for clients other than CIDA), with an emphasis on similar-type work carried out in the subject region or country (or within a like-context).