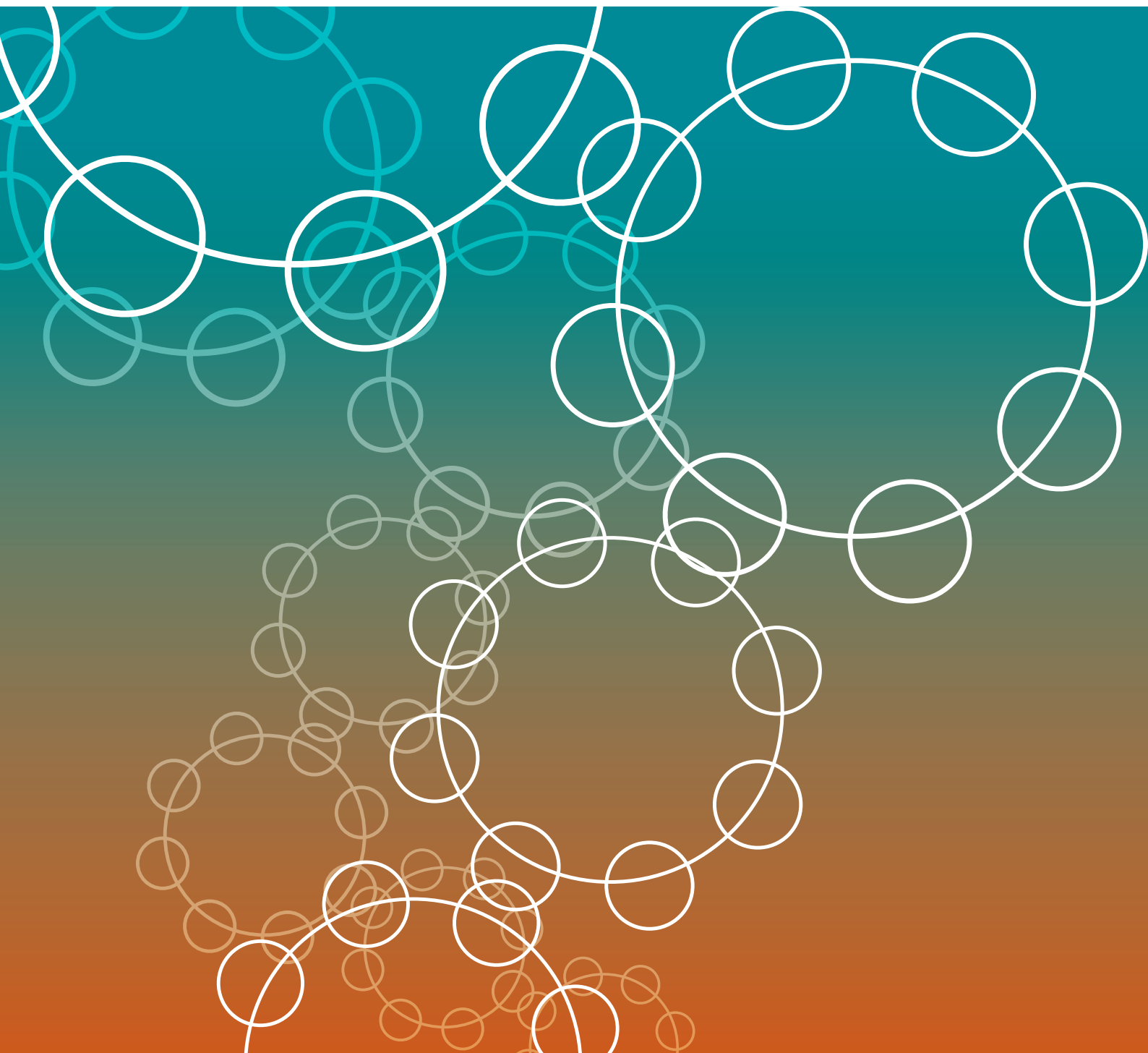


RESULTS IN DEVELOPMENT CO-OPERATION

Provider Case Studies: Canada

Global Affairs Canada



Case studies of results-based management by providers: CANADA

JULY 2017

This paper is one of a series of case studies that describe approaches to results-based management by development co-operation providers. The purpose of the case study project is to identify and document approaches, key themes, current challenges and good practice in results-based management. In particular, the case studies document how providers use results information for accountability, communication, direction and learning. The case studies and an accompanying discussion paper will be used as a platform for dialogue and to drive collective learning within the OECD Development Assistance Committee Results Community.

The case studies are based on a desk-based review of relevant material and telephone interviews with staff responsible for results.

The full set of case of studies (Canada, the Netherlands, New Zealand, Sweden, Switzerland, the United Kingdom and the World Bank) and the discussion paper can be accessed on the [OECD results in development co-operation website](#).

OECD DEVELOPMENT CO-OPERATION POLICY PAPERS

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Executive summary

- ❖ Canada's international assistance programme is mainly delivered by Global Affairs Canada (GAC). Its key results-based management tools are the theory of change, logic model and a performance measurement framework.
- ❖ In the context of an increasing focus on results by the Canadian government, Global Affairs Canada is implementing a new Policy on Results and developing a Departmental Results Framework to enable measurement against selected Departmental Results using a series of Key Performance Indicators.
- ❖ At the same time, Global Affairs Canada is developing a results-based management approach specific to its international assistance titled Architecture for Results of International Assistance (ARIA). Once implemented, this approach will aim to roll-up strategically selected project and programme results information into more meaningful evidence-based corporate level results. ARIA is designed for flexibility, easily adapting to changing government priorities, multilateral goals and reporting requirements.
- ❖ At project and country programme level, Canada has a robust results-based management methodology and extensive guidance available, but lacks sufficient results-based management technical advisors at the corporate level and results-based management capacity at the programme level. Like other providers, Global Affairs Canada faces challenges to ensure results-based management of projects is given adequate attention by staff and partners, which can in turn affect the quality of results information.
- ❖ Overall, the Canadian results system is well thought out and ambitious. However, there is a risk of excessive complexity, without proper guidance and support. Global Affairs Canada faces challenges in its efforts to implement various frameworks and reporting tools that align rather than overlap and enable use of results information for multiple purposes. In this context, Global Affairs Canada is working to ensure systems have a clear purpose and are able to offer insights that are of use for evidence-based decision making.

1. Overview of Results-Based Management

Global Affairs Canada's 2017-18 sub-priorities for international assistance¹ form part of a wider set of priorities for the whole Department. The sub-priorities are as follows:

- Strengthen Canada's contribution to a more just, inclusive and sustainable world.
- Implementing a distinctive new Canadian vision for international assistance that advances the dignity and livelihoods of the poorest and most vulnerable people, promotes the economic empowerment of women and girls, builds on Canada's strengths, and makes a strong contribution to achieving the Sustainable Development Goals.
- Pursuing strategic collaboration with Canadian, international and local partners to champion poverty eradication and the values of inclusive and accountable governance, including by promoting human rights, women's empowerment, peaceful pluralism, inclusion and respect for diversity.
- Contributing to the protection and responsible management of the environment and the global fight against climate change.
- Promoting inclusive, sustainable and green economic growth in developing countries.

(GAC website, 2017)

The development and other international assistance priorities are informed by the results of an International Assistance Review conducted in 2016 which included extensive public consultation (GAC, 2016a.) On June 15, 2017 Canada released its new [Feminist International Assistance Policy](#). The policy recognizes that supporting gender equality and the empowerment of women and girls is the best way to build a more peaceful, inclusive and prosperous world. To do this, it supports targeted investments, partnerships, innovation and advocacy efforts with the greatest potential to close gender gaps and improve everyone's chance for success. But it also works across other action areas that reflect the multidimensional nature of poverty, in support of the Sustainable Development Goals. Working in this way leads to better development results and benefits everyone, including men and boys.

Canada's Feminist International Assistance Policy has six priority action areas:

1. gender equality and the empowerment of all women and girls,
2. human dignity, which mainly concerns health and nutrition, education and humanitarian action,
3. growth that works for everyone, and that particularly targets climate-smart agriculture, green technologies and renewable energy,
4. environment and climate action, including both adaptation and mitigation in response to climate change, as well as water management,
5. inclusive governance, democracy, human rights and the rule of law, and

¹ International assistance programming includes development, humanitarian action and peace and security.

6. peace and security, to promote peace processes and combat gender-based violence, while advancing the Women, Peace and Security Agenda. (GAC, 2017)

In total, Canada disbursed USD 4.3 billion in net ODA in 2015 (OECD, 2016: 175). Some delivery is channelled via 17 government departments, but the vast majority is funded via Global Affairs Canada.

1.1 Corporate level results

Measurement-of and management-for corporate level results is in a state of transition. This transition stems from various recent changes, specifically the new Treasury Board of Canada Secretariat’s *Policy on Results*, the adoption of the *Results and Delivery Agenda* by the Canadian Government, the Sustainable Development Goals, and *Canada’s Feminist International Assistance Policy*. Global Affairs Canada is developing a new Departmental Results Framework, and at the same time the department is implementing systems and processes to support a new framework specifically for the international assistance element of its work. This section briefly summarises existing frameworks and reporting requirements, and those which are in development.

Existing corporate reporting

An existing suite of corporate reporting products fulfil accountability and communication requirements to Canada’s parliament and the public. A department-wide report on plans and priorities, and a performance report against the plan are published on an annual basis (GAC, 2016b, 2016c). The latest performance report sets out *Expected Results* for development assistance, supplemented by narrative and stories articulating results for individual programmes which Global Affairs Canada funds. For example, three results under sub-objective 3.2 (Development Assistance) report the number of countries, which Canada partners with, that have improved against high-level indicators over time, i.e. country level results which Canada *contributes* to. The table below illustrates reporting against one of these results.

Table 1. Example of expected results from Global Affairs Canada’s annual performance report 2015-16

Expected Results	Performance Indicators	Targets	Results
Improved sustainable economic prosperity for the poor, particularly women and youth, in countries where Global Affairs Canada engages in sustainable economic growth programming.	Income growth among the poorest 40% of households in countries which Global Affairs Canada engages.	Obtain baseline information	Income of the poorest 40% of households increased in 17 of 22 countries.

Source: GAC, 2016c: 53

In addition, Global Affairs Canada publishes a separate annual report to Parliament specifically on Canada’s international assistance. In this report input data is supplemented by project level results- and stories- from Canada’s bilateral, multilateral and humanitarian support (GAC, 2016d). Across both reports, aggregated results information based on Canadian aid delivery is currently only

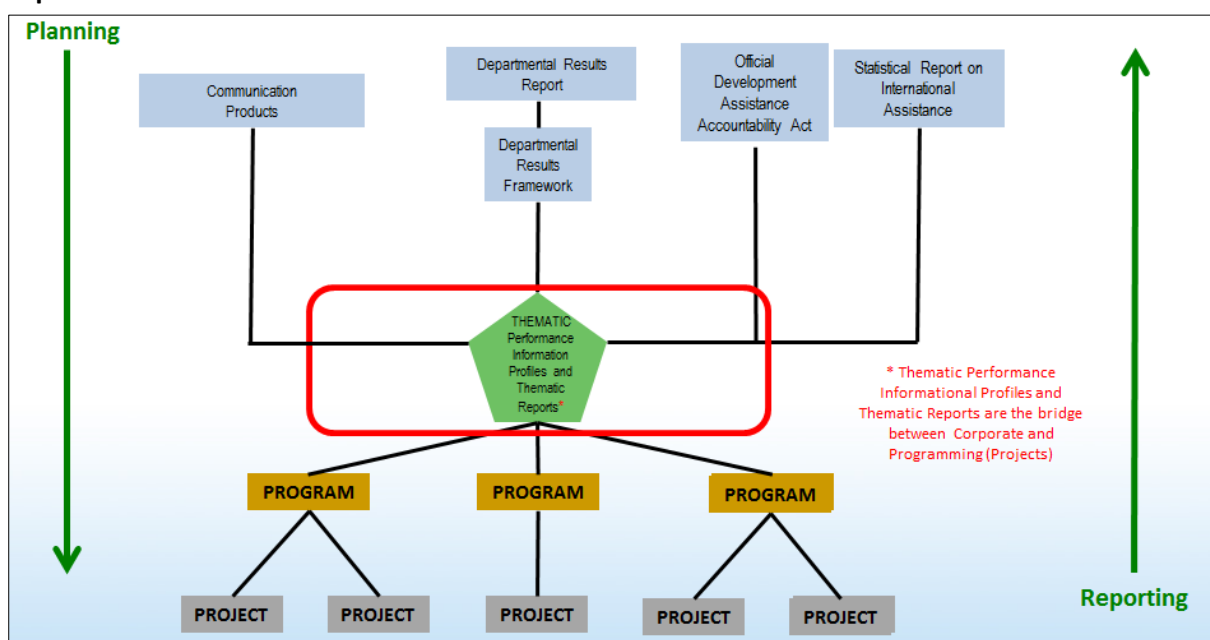
provided for humanitarian interventions. For example, Global Affairs Canada reports that in 2015-16 it reached 76 million people with emergency food and nutrition assistance in 57 countries (GAC, 2016c: 4). New systems aim to collect a wider range of rolled-up results information.

Departmental results framework

The government of Canada is placing increased emphasis on measurement, delivery and reporting of results across all federal departments. A new government-wide Policy on Results sets out the fundamental requirements for Canadian federal departmental accountability for results information and evaluation, while highlighting the importance of results in management and expenditure decision making, as well as public reporting. The new Policy mandates the development of a Departmental Results Framework. This framework, once approved, will set out the high level results Global Affairs Canada seeks to achieve in each of its areas of core responsibility, and the indicators used to measure performance against these results. From this, a *Programme Inventory* will set out *how* the results will be achieved through different programmes of work. For each programme a *Performance Information Profile* (PIP) is being developed. Among these PIPs, six department-wide thematic PIPs (one for each priority area established in the Feminist International Assistance Policy) will establish expected thematic outcomes and indicators. These will inform the development of international assistance programming PIPs and country program and project level results. The Departmental Results Framework was yet-to-be released at the time of writing as internal consultations were still ongoing, but it is expected to be implemented by April 2018 (GAC, 2016e).

At corporate level, results information will be rolled-up by country, region and theme which in turn will inform the Departmental and other results reports. *Logic models* and *performance measurement frameworks* for the six thematic priorities are being developed in 2017, forming the basis of the new thematic *Performance Information Profiles*. Figure 1 illustrates the desired “end state” for planning and reporting.

Figure 1. Development assistance planning and reporting after implementation of ARIA and departmental results framework



Source: GAC: 2016f

Architecture for results of international assistance (ARIA) and the horizontal nesting model

Prior to the introduction of the Departmental Results Framework, plans for a more systematic approach to reporting the results of international assistance were underway. The *Architecture for Results of International Assistance* (ARIA) will facilitate aggregation and roll-up of project² level results information³ for corporate reporting, as well as enabling better planning at the operational level. The system has been designed to “address the proliferation of corporate level outcomes and indicators by putting in place a structure that will help manage and harmonise these” (GAC, 2016f, slide 7).

ARIA is a conceptual framework with supporting processes and a yet-to-be implemented data information management system. ARIA is designed for flexibility, easily adapting to changing government priorities, multilateral goals and reporting requirements. This framework articulates links from project, to programme, to corporate level planning and reporting (the different levels are referred to as *micro, meso and macro*) where key data along with narrative assessments in the system are generated and will flow upward from project level.

Global Affairs Canada contributes to the achievement of development, humanitarian, peace and security outcomes mainly through projects, including long term institutional support to multilateral and global organisations. Thus most of the data and narrative assessments of progress on or towards the achievement of GAC funded expected outcomes (results) is first collected at the project level. The bulk of this outcome information is expected to be entered into the Global Affairs Canada data information management system. This information will form the foundation for data roll-up and reporting on the broader expected outcomes defined at the programme (e.g., country) and corporate level (i.e. in the Departmental Results Framework and the thematic Performance Information Profiles). Corporate and programme reporting will be mainly based on a suite of strategically selected outcome indicators (referred to as Key Performance Indicators) for which actual data will be rolled up from project level to illustrate performance at programme and corporate-level.

To support this system, Global Affairs Canada uses what they call the “horizontal nesting model” to structure the relationship between corporate, programme and project logic models. In this model, Global Affairs Canada’s corporate ultimate and intermediate outcomes horizontally inform the programme (e.g., country programme) ultimate and intermediate outcomes, which in turn inform

² Project Definition: Global Affairs Canada defines project as “an initiative or a group of activities for which approval has been obtained which may result in one or more financial instruments being entered into.” See Global Affairs Canada, [Public Version of the Terms and Conditions for International Development Assistance Program](#), Appendix A. The department’s projects can range from small dollar value initiatives implemented by Non-Governmental Organisations to multi-donor, multi-million dollar support for large scale initiatives or programs implemented through recipient government systems.

³ For Global Affairs Canada results are the same as outcomes, but outputs are not considered results.

- An outcome is defined “as a describable or measurable change that is derived from an initiative’s outputs or lower-level outcomes. Outcomes are qualified as immediate, intermediate, or ultimate; outputs contribute to immediate outcomes; immediate outcomes contribute to intermediate outcomes; and intermediate outcomes contribute to ultimate outcomes. Outcomes are not entirely within the control of a single organization, policy, program or project; instead they are within the area of the organization’s influence. In the context of development, these are also referred to as development results.”
- Outputs are defined “as products or services stemming from activities or an organization, policy, program or project”. “Outputs are not results”. (GAC, 2016f: 7 and 10)

project design. This means that the results-based management terms and definitions for each level in the results chain be they at the project, programme or corporate level, remain the same. It is only the degree of specificity and granularity that changes. In other words, expected outcomes for programmes and projects align to the broad corporate outcomes at the relevant result or outcome levels (ultimate and intermediate), but are more granular and specific in terms of who, what and where. This is best illustrated by the fictional example in Figure 2.

Figure 2: Global Affairs Canada’s Horizontal Nesting Model example

<i>macro</i> (Global Affairs Canada)	<i>meso</i> (Country Y Program)	<i>micro</i> (Health Project in Country Y)
Ultimate Outcome: Increased well-being and empowerment of children and youth	Ultimate Outcome: Improved health for women, men, girls and boys in Country Y	Ultimate Outcome: Improved health for young mothers in selected rural communities of Region X, in Country Y
Intermediate Outcome: Improved health services for women, men, girls and boys in target countries	Intermediate Outcome: Improved management and delivery of health services by Country Y MoH to women, men, girls and boys	Intermediate Outcome: Improved delivery of pre-, peri- and post-natal services to young mothers in selected rural communities in Region X
Immediate Outcome: Improved capacity of health service providers	Immediate Outcome: Increased capacity in health system management for Country Y MoH	Immediate Outcome: Increased knowledge and skills in pre-, peri- and post natal care services among Midwives in selected rural communities in Region X

Source: GAC, 2016f

Figure 2 illustrates the concept of aligning outcomes across different levels thus enabling more joined-up planning and also aggregation and roll-up of results information. This concept is presented as an alternative to a “cascading model,” where for example, the ultimate outcome at project level, would become the intermediate outcome at programme or meso level.

A similar horizontal relationship is defined between indicators at the different levels, with most indicators at project level, fewer- with less specificity- at programme level, and even less at corporate level. To enable measurement, results information roll-up and reporting at multiple levels, Global Affairs Canada has developed a typology of indicators – two indicator types will be used for roll-up at programme and corporate level:

1. *Consolidated indicators*: combine related project level indicators (i.e. indicators from the same “family”) to form one indicator that allows aggregation at programme and corporate level. A consolidated indicator is created by staff for programme and corporate level, and usually used at the output or immediate outcome level [e.g., “total number of qualified health professionals (m/f) in partner countries” – would allow aggregation of all indicator data that measures whether or not a health professional (e.g. doctors, nurses, midwives, backpack medics, each of who might be targeted by different projects) has increased their knowledge, abilities or skills].

2. *Commonly used (standard indicators)*: An indicator that is “standard” for a sector or a theme and / or used commonly by practitioners at the project level (e.g. “under-five child mortality rate”). Standard indicators are based on either evolving best practice or international standards where they exist (e.g. SDG indicators).

Any commonly used standard or consolidated indicators identified by Global Affairs Canada for tracking and reporting at corporate level is considered a “Key Performance Indicator”. Global Affairs Canada funds a large number of projects, each with many indicators. The term “Key Performance Indicator” was introduced to help highlight which project-level indicators feed into program and corporate level reports.

While ARIA’s conceptual and methodological basis has been agreed on, development of the system and processes to support it is ongoing. In particular, the data information management tool to enter project results requires enhancements to increase user friendliness and enable alignment of results information as per ARIA. One of Global Affairs Canada’s goals is to take a “bottom-up” approach to refreshing the system by tagging and rolling up project results to meet information needs at different levels. The aim is that eventually staff will be able to access *thematic indicator menus* for use at different levels, and that data collected on these indicators, along with their narrative assessments, would then be flagged for roll-up.

The thematic indicator menus⁴ will contain a suite of strategically selected indicators, including indicators that have been identified for tracking and reporting at the corporate level (i.e. Key Performance Indicators), and additional indicators that are meant to supplement the Key Performance Indicators and provide a “safety net” to capture the breadth and depth for the balance of Global Affairs Canada international assistance programming not captured by the Key Performance Indicators.

It is a complex and evolving landscape, and Global Affairs Canada is working to implement new systems in a stepwise, coherent and aligned manner. Section two presents a brief analysis of the challenges to implementing Global Affairs Canada’s approach and how these are being addressed.

1.2 Country level results

Global Affairs Canada presents a clear narrative on aid effectiveness in communications to the public, and is committed to taking a country-led approach to programming in the countries where it provides international assistance.

⁴ The thematic indicator menus will contain a suite of strategically selected and most commonly used sectoral and thematic indicators that can be used at the project level, but could be rolled-up if needed. The menus will offer programme staff a list of indicators that will promote consistency across the Branches, and should enable programmes (and the operational Branches) to monitor, manage, and report on a wide range of project outcomes and help to measure progress against the broader thematic expected outcomes. This does not mean that all the indicators at the project level should be standard or commonly used. Projects will always need to have a mix of the two: standard indicators (where possible) and non-standard project specific indicators in order for the implementing organisation to ensure relevance to the specific context in which programming is taking place and to be able to manage their project for results. Often these non-standard indicators are greater in number than the common or standard ones. Some of these will also be “family members” of country programme and corporate level consolidated indicators.

In the past, bilateral country-level strategies set out Canada’s development priorities in each of the countries where it worked. These strategies were supported by Country Development Programming Frameworks (CDPF) which included logic models and performance measurement frameworks defining country programme level expected outcomes (usually thematically based) along with performance indicators. *Annual Country Development Reports* (ACDR) were used to report progress on or towards⁵ the expected country programme level intermediate outcomes for the previous year. The progress on or towards the intermediate outcomes was assessed using a five point scale and country programmes were subject to external evaluation on a five year basis (OECD, 2017). The progress on or towards the achievement of the country level outcomes was based on project level outcome information, including examples and stories, highlights, and a discussion of the contribution of policy dialogue and donor coordination (GAC, 2016g). In addition to assisting with their results-based management role at country-level, these reports formed the basis of annual programme level discussions with partner governments.

As in the past, the international assistance pillar will be supported by a country programme level logic model and performance measurement framework but, as a result of ARIA, the performance measurement framework will include strategically selected indicators that will enable the roll-up of outcome information from the project-level to the country-level (and from country to corporate-level).

1.3 Project level results

At Global Affairs Canada international assistance country programmes are implemented mainly through the funding of a portfolio of projects, which as a whole contribute to the achievement of the country level expected outcomes.

The basis of project level results-based management is a theory of change, a logic model and a Performance Measurement Framework (forming the micro level of the horizontal nesting model – see Figure 2), which is established during planning stage and used to manage for results during implementation.

Though they are finalised during design, flexibility is encouraged, and the logic models and performance measurement frameworks can be updated throughout project life⁶. Of note, Global Affairs Canada requires baseline reports – or baseline study reports – as one of the first deliverables after a project has been approved. The findings of the baseline reports can be used during the inception stage of a project to validate theories of change, logic models and performance management frameworks (GAC, 2016g).

At Global Affairs Canada, results-based management methodologies, guidance, tools and training material (generic and tailored) are developed by a central Results-Based Management Centre of

⁵ Global Affairs Canada defines “progress on” as actual change in the value of indicators being tracked for the respective outcome or output. An outcome or output is considered to have been achieved when its targets have been met. And “progress towards” as actual change in the value of indicators tracked at the next level down in the logic model (i.e. the intermediate outcomes, or their supporting immediate outcomes, or their supporting outputs depending on the level in question), with an explanation of how they are expected to lead to the higher-level outcome. (GAC: 2016f: 101)

⁶ See Global Affairs Canada, [Results-Based Management for International Assistance Programming: A How to Guide](#), 2nd edition, 2016: 87.

Excellence (RBMce) of the International Assistance Programming Bureau. The RBMce also provides technical advice and facilitates or delivers results-based management training on an on-demand basis to its staff. Due to the scale of programming within the department, a second tier of branch-level Performance Management Advisors provide results-based management technical support within their individual branches and act as focal points for the dissemination of new methodologies and guidance developed by the RBMce. The Centre also works with the department's sector and thematic specialists, and in-house evaluators.

Extensive guidance, training, tools and templates are available to assist with results-based management practice. For example, Global Affairs Canada has recently updated its [results-based management guidance manual](#)⁷; an extensive guide, along with a suite of tips sheets and checklist of more than 100 pages which advises on results-based management methodology and how to apply the methodology and manage for results throughout the project life cycle (GAC, 2016g). The guide is publically available and is intended for use by both staff and implementing partners.

2. Challenges to Results-Based Management

The previous section outlines Global Affairs' results approach across multiple levels as it transitions to a new agency-wide approach. The following section presents a few challenges and opportunities with respect to realising the planned approach.

2.1 Corporate level

Canada's 2016 International Assistance Review was an extensive consultation generating more than 10 600 contributions (GAC, 2016a). From a results perspective, synthesised findings from the Review offer insights and also highlight areas for improvement. Overall, respondents supported Global Affairs Canada working towards "clear goals and achievable development results." They called for results, innovation and learning to take precedence over processes; and for improvement of monitoring and reporting tools to "track, collect and communicate data on progress towards development results" (GAC, 2016a: 6).

The responses highlight the inherent and ever present strain between meeting accountability requirements while also maintaining a focus on using results information to manage for outcomes (results) on the ground. Global Affairs Canada is attempting to implement a system which meets many needs, aligns across multiple corporate requirements, and can coherently roll-up and communicate results from over 1,000 projects in almost forty countries. This effort is undoubtedly ambitious and challenging.

As Global Affairs Canada implements ARIA, there is perhaps a challenge in placing development goals more clearly at the front and centre of the framework. As noted, ARIA is designed to be flexible and able to adapt to changing goals and expected outcomes. However, additional guidance on how and which project-level results information (on which the entire system is based) contributes to country, thematic and corporate outcomes and priorities would be beneficial. Finalising the Departmental Results Framework, the thematic Performance Information Profiles, linking these to

⁷ See Global Affairs Canada's [Results-Based Management for International Assistance Programming: A How to Guide](#), 2nd edition, 2016.

policy goals, and providing more guidance on how ARIA facilitates generating evidence of contribution to these expected outcomes will go some way to addressing these challenges.

As outlined, Global Affairs Canada is identifying “Key Performance Indicators,” which will be rolled-up to country program and then to corporate level once ARIA is implemented. This may prove challenging. Given that enhancement of the data information management tool that will support ARIA is still underway not all project data provided in partner reports is being entered into the system. This could contribute to gaps in data availability and create challenges for the roll-up of outcome and output information unless addressed early on.

A process of defining corporate indicators which works from the “bottom-up” rather than imposing indicators from “top-down” (a more common approach among providers) potentially enables more flexibility, and context specificity at project level. GAC believes that imposing indicators from the top down without first ensuring that they can be used at the project level can risk influencing project design. Thus, all commonly used indicators identified for tracking at the corporate level (Key Performance Indicators) have to be indicators that can be used at the project level. To facilitate this approach, GAC is developing a menu of indicators. However, to reach an endpoint where project managers can easily choose from a menu of indicators during design is both complex and technically challenging.

Overall, the extent to which this ambitious system can generate not only results information for accountability and communication needs, but also enable insights and evidence which may guide direction and learning (i.e., managing for results) may be the most important consideration. How Global Affairs Canada addresses these challenges is sure to unfold as work towards implementation of ARIA and finalisation of the Departmental Results Framework and the thematic Performance Information Profiles continues.

2.2 Country level

Findings from the International Assistance Review support ongoing adherence to aid effectiveness principles, and working “within frameworks that increase country ownership by supporting locally-owned and led development plans.” (GAC, 2016a: 7) At the planning stage, ARIA methodology guidance is planned to ensure that both country and project level results align to the expected departmental corporate level outcomes and the expected outcomes in the partner country’s national development plans (including SDGs). At the reporting stage, ARIA methodology would require country programme staff to prepare annual country level reports that assess progress made on or towards the achievement of the expected country level outcomes.

This country level assessment would help Global Affairs Canada manage better for results at the country program level by providing a more holistic view on the country development results, and would also provide quality assurance for any results information that is rolled-up from the country programme to corporate level. In the context of Global Affairs Canada’s multitude of accountabilities, attention towards corporate level thematic priorities, and dependencies on project-level data, it is important that this robust analysis at the country level on the progress made on or towards the expected country programme outcomes takes place. This will help to uphold the “country ownership of results”, and allow the department to use this information as a basis for dialogue with partners.

2.3 Project level

The International Assistance review findings support strengthening of accountability, and increased use of both quantitative and qualitative indicators. There is also a call for a “shift away from the current focus on approvals and disbursements toward planning and implementation” (GAC, 2016a: 9).

These findings can be read in combination with the analysis presented above: as Global Affairs Canada constructs new corporate systems for roll-up of results, it faces a challenge in ensuring good quality data is provided at project level. Global Affairs Canada acknowledges that, like other providers, incentives and resources can be weighted towards disbursements, leading to less attention and resources for the business of effective monitoring and management of interventions (OECD, 2017). The collection of project-level data is challenging due to the complexity of the implementing environments and the wide scope of international assistance programming funded by the department. As noted above, Global Affairs Canada has extensive guidance and documentation on project level RBM available, and is attempting to embed results-based management advisors. However, as Global Affairs Canada implements an agency-wide approach (ARIA and the Policy on Results) initially it may face challenge in building and maintaining results-based management capacity and resources in a way that ensures corporate reporting requirements are met alongside results-based country programme and project-level management.

3. Summary: How Canada Uses Results Information for Accountability, Communication, Direction and Learning

Global Affairs Canada is working to implement a comprehensive system which aggregates the results of its development co-operation. The ambition is a results architecture which meets multiple accountability and communication needs at different levels (though mostly domestic), rolling-up project results to country, sectoral or thematic and corporate levels.

Use of results information for direction and learning at project level is well established, and staff and partners can draw from a range of resources to assist with results-based management. However, it will be challenging to ensure the new corporate architecture can generate the insights required for meaningful decision-making and management for results at other levels. As such, the use of results information for direction and learning (managing for results) at country, thematic and corporate level is, as with other providers, a work in progress.

In summary, Global Affairs Canada faces both technical and conceptual challenges in implementing an ambitious system. Particular challenges include ensuring the different frameworks and reporting requirements have a well-defined relationship, a clear purpose, and are logically linked to the expected outcomes and goals of Canada and its partners. As Global Affairs continues to implement its results approach, there will be lessons to be learned that will be of use to other providers facing similar challenges.

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