



# VOLUNTARY COOPERATION PROGRAM (2015-2020)

## Implementation Plan

### **Program ACCESS INNOVATION (PAI)** **Increasing capacities for economic and social growth through innovation**

Presented to the Department of Foreign Affairs, Trade and Development  
July 2015 (approved version)



**OXFAM**  
Québec

# CONTENTS

## CONTENTS I

|  |           |
|--|-----------|
| LISTE OF ACRONYMS .....  | 0         |
| INTRODUCTION.....  | 1         |
| <b>CHAPTER 1 – PROJECT DESIGN .....</b>                          | <b>3</b>  |
| 1.1 Background and relevance .....                               | 3         |
| 1.2 Logical model.....   | 5         |
| 1.3 Scope of the project – beneficiaries and intermediaries..... | 7         |
| 1.4 Gender-equality strategy .....                               | 8         |
| 1.5. Crosscutting themes .....                                   | 10        |
| 1.6 Risk register.....   | 15        |
| 1.7 Outreach strategy .....                                      | 16        |
| <b>CHAPITRE 2 – GESTION DU PROJET ET GOUVERNANCE .....</b>       | <b>19</b> |
| 2.1 Roles and responsibilities of project stakeholders .....     | 19        |
| 2.2 Project committees.....                                      | 20        |
| <b>CHAPITRE 3 – MISE EN ŒUVRE DU PROJET.....</b>                 | <b>21</b> |
| 3.1 Budget by intermediate outcomes .....                        | 21        |
| <b>CHAPITRE 4 – SUIVI DU PROJET .....</b>                        | <b>22</b> |
| 4.1 Performance measurement framework .....                      | 22        |
| 4.2 Performance report framework .....                           | 28        |

## LISTE OF ACRONYMS

|                  |  |
|------------------|--|
| <b>CEAA</b>      | Canadian Environmental Assessment Act  |
| <b>CGG</b>       | Country Governance Group   |
| <b>CRI-VIFF</b>  | <i>Centre de recherche interdisciplinaire sur la violence familiale et la violence faite aux femmes</i><br>(Interdisciplinary Research Centre on Family Violence and Violence against Women) |
| <b>CUF</b>       | <i>Centre universitaire de formation en environnement et développement durable</i> (Centre for University Education on the Environment and Sustainable Development) at Sherbrooke University |
| <b>DESI</b>      | <i>Développement, expertise et solidarité internationale</i>   |
| <b>DFATD</b>     | Department of Foreign Affairs, Trade and Development   |
| <b>DRC</b>       | Democratic Republic of Congo   |
| <b>ETS</b>       | <i>École de technologie supérieure</i>   |
| <b>FAO</b>       | United Nations Food and Agriculture Organization   |
| <b>SDF</b>       | Sustainable Development Fund   |
| <b>DFI</b>       | Development Fund for Innovation  |
| <b>GJ</b>        | Gender justice   |
| <b>GEM</b>       | Gendered enterprise and markets  |
| <b>GHG</b>       | Greenhouse gas   |
| <b>ICT</b>       | Information and communication technologies   |
| <b>ILO</b>       | International Labour Organization  |
| <b>MAMI</b>      | Mieux Agir Mieux Influencer  |
| <b>MDG</b>       | Millennium Development Goals   |
| <b>MEL</b>       | Monitoring, evaluation, learning   |
| <b>MEAAL</b>     | Monitoring, evaluation, accountability and learning  |
| <b>PAI</b>       | Program Access Innovation  |
| <b>PMF</b>       | Performance Measurement Framework  |
| <b>IMP</b>       | Implementation plan  |
| <b>AWP</b>       | Annual work plan   |
| <b>RDM</b>       | Risk and disaster management   |
| <b>RMBG</b>      | Results-Based Management Group   |
| <b>SAJE</b>      | <i>Service d'aide aux jeunes entrepreneurs</i>   |
| <b>UN Hunger</b> | United Nations Hunger  |
| <b>UNDESA</b>    | United Nations Department of Economic and Social Affairs<br><i>Département des affaires économiques et sociales des Nations Unies</i>  |
| <b>UNICEF</b>    | United Nations Children's Fund<br><i>Fonds des Nations unies pour l'enfance</i>  |
| <b>UNIFEM</b>    | United Nations Development Fund for Women <i>Fonds de développement des Nations unies pour la femme</i>  |
| <b>USD</b>       | United States Dollar   |
| <b>VCP</b>       | Voluntary Cooperation Program  |
| <b>WASH</b>      | Water, sanitation and hygiene  |
| <b>WEL</b>       | Women's economic leadership  |

## INTRODUCTION

Oxfam-Québec's five-year **Program ACCESS Innovation: Increasing capacities for economic and social growth through innovation** (PAI) 2015-2020 will contribute to improving economic and social wellbeing in poor, marginalized communities, particularly for women and youth, in 11 countries of intervention: Benin, Bolivia, Burkina Faso, Colombia, the West Bank and Gaza Strip, Haiti, Honduras, Jordan, Mali, Peru and the Democratic Republic of Congo (DRC). A total of 747 volunteers from Canada (the equivalent of 450 full-year mandates: professionals and technical experts, youth and retirees, members of diasporas) and from the South will help boost the technical, administrative, and financial capacities of about 100 partner organizations in the South, enabling them to innovate and contribute to sustainable economic growth and food security, with attention to gender justice issues, environmental sustainability, and good governance. A score of Canadian partners will provide support to the Southern organizations, mobilizing their expertise in the search for innovative solutions to development problems identified in each country of intervention.

The program will reach over 50,000 direct and 3.5 million indirect beneficiaries, 60% of them women and 65% of them children and young adults. Interventions will focus strongly on the young, who make up over half the population of Southern countries but are often deprived of economic opportunities, decision-making power, and influence. Drawing on the expertise developed through its 2009-2015 program *Mieux Agir, Mieux Influencer* (MAMI), Oxfam-Québec will set up an expertise network on youth empowerment in international development to which its partners and allies, including youth organizations, will be invited to contribute, thereby enabling them to enhance their intervention strategies. Women, who are often marginalized, will also be targeted, since they play a vital role in sustainable development. Volunteers will respond to the needs of partner organizations by helping strengthen their organizational capacities, particularly in support of:

- entrepreneurship, training, and employability, particularly for young people and women;
- food security, sustainable agricultural development, and nutrition;
- optimizing the viability of value chains (productivity, food processing, and marketing);
- adapting to climate change, and risk and disaster management;
- technical and technological innovation;
- social art and digital communications;
- gender justice and combating violence against women;
- youth and women's citizen participation and dialogue on public policies.

Volunteer recruitment will focus on setting up multidisciplinary and multicultural teams, with an emphasis on diasporas. Three types of volunteer placements will be implemented:

- North-South volunteers (90% of the total) will provide partners with training and technical assistance on the program's central themes and crosscutting themes. Some mandates will be aimed specifically at strengthening organizational processes among partners: strategic planning, business plans, project management, monitoring-evaluation-learning, finance and accounting, communications, etc. Others will work in multi-partnerships to foster networking and knowledge and skills transfer.
- South-North volunteers will be chosen from among the staff or members of partners for short mandates. They will be hosted by Canadian partners to support the processes of transferring innovations and expertise.

- South-South volunteers will contribute to the dissemination of knowledge, the construction and reinforcement of regional dynamics, the creation of South/South networks, and the provision of support in comparable cultural contexts.

To expedite the recruitment and transfer of Canadian expertise, strategic alliances have been formed with a score of Canadian partners from civil society, academia (universities, research institutes, and technical colleges), the institutional sector, and the private sector (represented by socially responsible businesses wishing to explore new markets). Program ACCESS Innovation will support this network of partners to facilitate the transfer and adaptation of innovative intervention models. A number of methods will be used for this purpose:

- a Development Fund for Innovation (DFI) to foster the transfer of knowhow and technologies;
- applied research aimed at strengthening partners' knowledge and understanding of the main development issues, problems, and opportunities in their countries;
- national, regional, and global expertise networks to record and disseminate innovative approaches and practices and connect actors of change working in the same intervention sector;
- local opportunities for dialogue and networking between the various development actors;
- the use of social art as an instrument of awareness and school-to-work transition for young people;
- awareness campaigns conducted in targeted countries on reducing economic, social, gender, and intergenerational inequalities, combating violence against women and girls, environmental conservation, and promoting food security.

Oxfam-Québec will also help increase the involvement of Canadians in development efforts by publicizing the program and highlighting the actions taken by volunteers, partners, and the Canadian government to favour development. Campaigns and activities to raise the awareness and solicit the engagement of the Canadian public will be designed and implemented with the participation of volunteers in the field and those who have returned. Oxfam-Québec will thus inform close to 2 million people, raising the awareness of 300,000 of them, and mobilize over 175,000 Canadians to make concrete gestures of engagement in support of Canada's development efforts. To achieve this, Oxfam-Québec will leverage its high profile, its extensive network of partners in Canada, and its many sympathizers and members.

Particular attention will be paid to youth, members of diasporas, and Canadian organizations and businesses partnering with the program. Over 200 educational institutions in Québec will involve themselves in awareness-raising activities, supported by educational tools created and training provided through the program. Large-scale rallying events such as *Marche Monde* will give Canadian youth concrete opportunities for engagement, while spotlighting the engagement of Canadian volunteers and partners. The initiative will also elicit support from the private sector through a new Innovation Contest offering young people in Canada (aged 18-30) an opportunity to propose concrete solutions to development problems.

## CHAPTER 1 – PROJECT DESIGN

### 1.1 Background and relevance

Despite progress made towards attaining the Millennium Development Goals (MDG), one person in five (20.6%), or more than 1 billion people, are still living on less than USD 1.25 per day (World Bank, 2010). According to the most recent data (UN Hunger 2015), close to 800 million people still suffer from food insecurity, 80% of them living in rural areas and more than half of them farmers (FAO 2013). This is cause for serious concern in a global context in which economic inequalities<sup>1</sup>, demographic growth, uncontrolled urban sprawl, the degradation of ecosystems, climate change, and speculation on food commodities imperil universal access to food, decent work, and healthy living conditions. Despite their key role in development, women and young people remain especially vulnerable and marginalized. Although women make up close to 60% of the labour force, they receive only 10% of income and represent 70% of the world's poor; two thirds of them are illiterate (UN IFEM, 2008). Similarly, two thirds of young people, who make up half the population in developing countries, are either unemployed or hold jobs that are insecure, informal, and underpaid (UNDESA 2012).

Oxfam-Québec's Program ACCESS Innovation is aimed at meeting these challenges and supporting the endeavours of the Canadian government and DFATD. The program will help strengthen food security through improvements in agricultural productivity and the resilience of production systems to climate change, while also supporting improvements in the structure and profitability of value chains in rural-urban trade. Interventions will target promising sectors offering high nutritional value and will support transformation and marketing processes that contribute directly to rural development by generating income and jobs, particularly for women and youth. The initiative will also foster sustainable economic growth by boosting women's and young people's employability, assisting school-to-work transition, and supporting the development of small and medium-sized businesses. Oxfam-Québec's PAI is thus aimed at full participation of women and young people in development processes, by fostering their economic empowerment, by combating inequalities and gender-based violence, and by promoting democratic governance and youth citizen participation. The contribution of local partners to food security, more equitable public policies, and private-sector practices conducive to inclusive and sustainable economic growth will be reinforced through emphasis on demonstration of impacts generated and the dissemination of results obtained and innovations generated.

The program is the culmination of a process of participatory reflection with our partners and local authorities, civil-society organizations, and businesses. It is aligned with the policies and national strategies of the 11 countries of intervention, and will provide support to their economic action plans and job-creation plans, their national food-security programs, and their agricultural-investment plans. Discussions with local researchers and leaders, as well as with young people, women, and members of small-farmer organizations have made it possible to understand and include priorities specific to each context and stakeholder category. Government institutions and local communities have also been closely involved in the development of the program, in order to ensure that it contributes to public policies and enjoys the full support of local authorities for its implementation. These institutional allies will contribute to the PAI by facilitating its activities, by participating actively in dialogue, and by helping disseminate innovative models developed under the program. They will also facilitate the hosting, work, and safety of Canadian volunteers and partners.

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<sup>1</sup> Oxfam A égalité ! campaign, [http://oxfam.qc.ca/wp-content/uploads/2014/12/a\\_egalite.pdf](http://oxfam.qc.ca/wp-content/uploads/2014/12/a_egalite.pdf)

Making use of the best practices drawn from the proceeding VCP, Program ACCESS Innovation will continue to rely on providing both technical assistance and financial mechanisms – a combination that is highly appreciated by partners and has proven its worth in terms of impact<sup>2</sup>. The strategy for partnership in the South focuses on two types of organizations. Support for so-called “basic” or “emerging” partners that are representative of and firmly anchored in their community (women’s, youth, or farmer’s groups) will be continued in order to strengthen their organizational capacities and their capacities to act to improve living conditions for the population. Alliances at a more strategic level will also be established with partners having the potential to generate new, more effective, more inclusive, and more sustainable development models and to drive changes in approach, practices, and policies at the national and regional levels. The program will support joint work, networking, and transfer of expertise between these two categories of partners, reinforcing the program’s effectiveness and supporting endogenous, lasting development dynamics. The contribution of Canadian volunteers and partners to the strategy focused on synergy among local actors and expertise transfer will help generate a scale effect reinforcing Canada’s efforts to reduce poverty and will contribute to the outreach of Canadian expertise.

The mechanism of the Sustainable Development Fund (SDF), which has proved to be an effective means of strengthening partners’ autonomy and capacities and of generating concrete outcomes (see DFATD - RMBG Summative Evaluation of 2014), will again be used, and enhanced in the shape of the Development Fund for Innovation (DFI) aimed at facilitating the transfer, adaptation, and appropriation of Canadian technological or social innovations, while also facilitating mutual sharing of approaches, methodologies, and expertise. A structured system of knowledge management will be set up to derive maximum benefit from the expertise thereby developed and disseminate Canadian knowhow. The system will fuel inter-partner discussion and learning forums fostering collaboration and sectoral alliances. The program will also continue to focus on complementarity with other projects and programs in the various countries of intervention, with the aim of extending the program’s scope, impact, effectiveness, and outreach. The involvement of local partners in bilateral and/or humanitarian projects implemented by Oxfam will enable them to, for example, put into practice on a larger scale the capacities strengthened and the innovations developed through the PAI for the benefit of target populations. This concern for consistency and multiplication of impacts will run throughout the program, making maximum use of the Oxfam International network in particular.

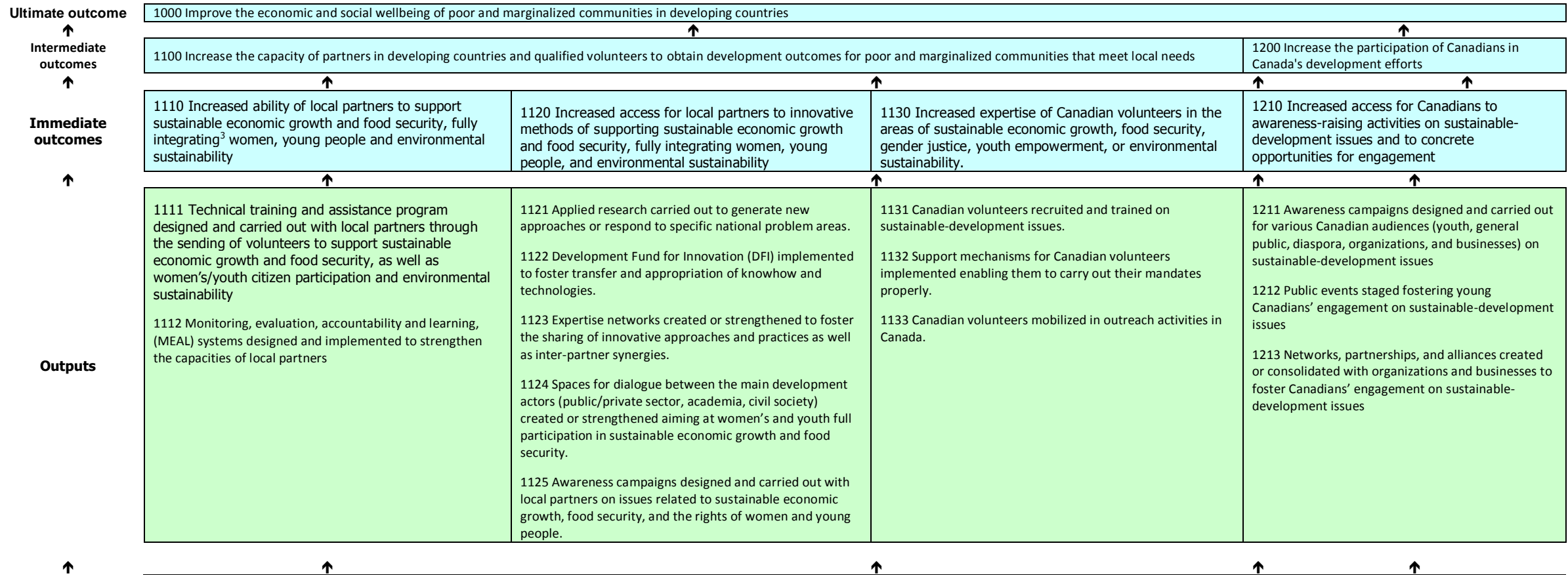
The crosscutting axes will be fully integrated into the initiative in order to maximize the scope, quality, and sustainability of impacts. Particular attention will be paid to combating violence against women and girls, since it is a fundamental element of respect for human rights and is vital for women’s economic empowerment. Similarly, environmental sustainability will be a guiding principle of initiatives in order to guarantee that development is economically viable, socially equitable, and ecologically sustainable. Lastly, governance and youth and women’s citizen participation will be structural elements of the entire program, in order to ensure that the population’s aspirations are respected and guarantee development that is truly equitable and resolutely forward-looking.

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<sup>2</sup> Summative Evaluation of DFATD - RMBG 2014

1.2 Logical model

|  |  |               |                  |                    |                     |
|--|--|---------------|------------------|--------------------|---------------------|
| <b>Title</b>                                 | ACCESS Innovation<br>Increasing capacities for economic and social growth through innovation   | <b>No.</b>    | Z-020823-001-PR1 | <b>Team leader</b> | Claude Saint-Pierre |
| <b>Country/<br/>region /<br/>institution</b> | Benin, Bolivia, Burkina Faso, Colombia, West Bank and Gaza Strip, Haiti, Honduras, Jordan, Mali, Peru and the Democratic Republic of Congo (DRC) | <b>Budget</b> | \$76,371,415     | <b>Duration</b>    | 5 years             |



<sup>3</sup> "Full integration" of the issues of gender equality, environmental sustainability, and good governance will be achieved through the development of specific strategies including training sessions, tools, support and monitoring-evaluation & capitalization activities.



**Activities**

|   |  |  |  |
|---|--|--|--|
| <p>1111 Design/deployment of a technical training/assistance program for partners via volunteers to support sustainable economic growth and food security and women's/youth citizen participation</p> <p>1112 Design and deployment of monitoring, evaluation, accountability and learning, (MEAL) systems to strengthen the capacities of local partners</p> | <p>1121 Applied research conducted to generate new approaches or respond to specific national problem areas.</p> <p>1122 Setting up of a Development Fund for Innovation(DFI) to foster transfer and appropriation of knowhow and technologies.</p> <p>1123 Creation or reinforcement of expertise networks with the aim of fostering the sharing of innovative approaches and practices and inter-partner synergies.</p> <p>1124 Creation or reinforcement of spaces for dialogue between the main development actors (public/private sector, academia, civil society) aiming at women's and youth full participation in sustainable economic growth and food security.</p> <p>1125 Design and deployment of awareness campaigns with local partners on issues related to sustainable economic growth, food security, and the rights of women and young people.</p> | <p>1131 Recruitment of Canadian volunteers and provision of training on sustainable-development issues.</p> <p>1132 Implementation of support mechanisms for Canadian volunteers enabling them to carry out their mandates properly.</p> <p>1133 Mobilization of Canadian volunteers in outreach activities in Canada.</p> | <p>1211 Design and deployment of awareness campaigns for various Canadian audiences (youth, general public, diaspora, organizations, and businesses) on sustainable development issues</p> <p>1212 Staging of public events to foster young Canadians' engagement on sustainable-development issues</p> <p>1213 Creation or consolidation of networks, partnerships, and alliances with organizations and businesses to foster Canadians' engagement on sustainable-development issues</p> |
|---|--|--|--|

### 1.3 Scope of the project – beneficiaries and intermediaries

The Program ACCESS Innovation will reach at least 50,000 direct beneficiaries, 60% of them women and 65% young people (young women are counted in both categories). These direct beneficiaries are employees of the hundred or so PAI partner organizations; persons trained or coached; participants in the expertise networks and forums for discussion, networking, and dialogue on policies; people directly affected by the DFI; and members of the public taking part in activities and awareness and mobilization events, including people in Canada. Local partners are at the heart of this proposal and as such represent both direct beneficiaries and strategic intermediaries regarding attainment of sustainable-development results for the populations of the 11 countries of intervention.

Similarly, Canadian partners will be both beneficiaries and intermediaries of the program, which will let them extend their networks, test their innovations in the context of Southern countries, or penetrate new, fast-growing markets. Made up of a score of Canadian organizations from a variety of sectors, this network will evolve and could expand over the five years of the program so as to provide the best possible response to the needs of Southern partners, and record and disseminate the innovations and new expertise developed in Canada.

Canadian partners of the Program ACCESS Innovation:

- civil society: Chantier de l'économie sociale et solidaire, Compagnie F, Développement, expertise et solidarité internationale (DESI), Fondation filles d'action, Productions Jeun'Est-Prodigium, Relations publiques sans frontières, Service d'aide aux jeunes entrepreneurs (SAJE), Théâtre des petites lanternes, Wapikoni Mobile;
- Academia: Centre de recherche interdisciplinaire sur la violence familiale et la violence faite aux femmes (CRI-VIFF), École de technologie supérieure en transfert technologique (ETS), Université Laval, Université de Sherbrooke;
- private sector: Bélisle Solutions Nutrition inc., Chambre de commerce latino-américaine au Québec, Cirque du Soleil, One Drop;
- institutional sector: Conférence régionale des élus de Montréal (regional conference of Montréal elected representatives).

Numerous other intermediaries will also contribute to the success of the program. Among the actors involved at various levels are government institutions and local communities, United Nations agencies such as UNICEF with which Oxfam-Québec implements projects and programs, as well as partners and strategic allies associated with the international Oxfam network. Support for the initiative from the Oxfam confederation, an umbrella organization with 17 affiliates that intervenes in over 90 countries, brings significant added value to Oxfam-Québec's PAI, both in reinforcing technical support for partners and volunteers and in stimulating their networking at the regional and global scales. Oxfam teams in the field and the various support platforms for innovation and knowledge sharing (knowledge hubs, internet platform, publications, international workshops and events, etc.) will also enable widespread dissemination of project outcomes, both in specialized international-cooperation networks and to political actors and the general public on an international scale. This is an asset that will make a substantial contribution to the outreach of the initiative and of Canadian expertise throughout the world.

To provide the best response to the concerns and needs expressed particularly by local women's and youth organizations who are Program ACCESS Innovation's target populations, but are generally less well structured, Oxfam-Québec will deploy a two-stage partnership strategy. The network made up of

partners who have been associated with the initiative since the design stage will be extended from the second year by new youth organizations and national, regional, and international organizations which, with the support of volunteers, will provide support for the most fragile partners, helping them to establish their organizational-development processes. These organizations will be identified so that they can respond to the needs for support expressed by local partners in the 11 countries at the start of the program, with the aim of strengthening their knowledge and their networking and influence capacities. Complementarity and thematic and geographical coherence will be sought, in order to drive better collaboration and greater synergy among local actors, assisted by the discussion forums and expertise networks supported by the program. In total, a network of about 100 partners will be constituted, which will help extend the program's scope, visibility, and outreach.

## 1.4 Gender-equality strategy

Gender-specific analyses carried out in the field confirm that inequalities between women and men remain strong and are a determinant of poverty. Systemic discrimination against women and girls is both a cause and a consequence of inequality, and can be exacerbated by economic status, ethnic origin, age, and religious beliefs. In terms of the economy, women are more likely than men to hold a vulnerable job, particularly in the Middle East (42% as against 27%) and in sub-Saharan Africa (close to 85% as against 70%) (ILO, 2012). For women, access to land ownership, finance, and education is difficult, and this represents a major obstacle to their economic empowerment. Regarding decision making, women's rate of participation is low, both in the home and at the political level, which imperils their fundamental rights and the accountability of governance structures responsible for enacting and enforcing laws that protect their rights. According to UN Women (2014), up to 70% of women face physical or sexual violence during their lifetimes, and this worrying finding is exacerbated in humanitarian-crisis situations. Cultural traditions and practices that are harmful to women and girls and the prevalence gender-based violence continue to have an effect on women's living conditions and their social, economic, and political situations.

In taking into account the results of these analyses and consultations carried out in the field, the program will contribute to the three objectives of the DFATD policy on gender equality, namely to:

- reduce gender inequalities in access to and control over the resources and benefits of development;
- advance women's equal participation with men as decision makers in shaping the sustainable development of their societies;
- support women and girls in the realization of their full human rights.

Oxfam-Québec will focus its interventions on gender justice in three specific areas of intervention that will be built into the overall programming of the PAI in order to attain its gender justice (GJ) outcomes in sustainable economic growth and food security. These areas are:

- women's economic empowerment;
- combating violence against women and girls;
- transformational leadership for women's rights.

Volunteers will contribute to strengthening local partners' capacities regarding gender so as to ensure that gender justice is built into their programming and integrated into their organizational culture. Measures to

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take account of women's specific needs and interests (childcare services, awareness workshops for men on the sharing of domestic tasks, literacy sessions, safe transportation, etc.), will be taken in order to increase women's participation in the program's activities. Support will also lead to increased access for women to employability training and business startup training. Technical assistance will promote more equitable access to and control over resources, particularly in the area of food security (inputs, land, technologies, etc.). Training in leadership, management, and social art will also be offered to women and girls in order to boost their confidence, and strengthen their leadership and decisional capacities (in the family, in the community, and in politics) and influence. Young women, who experience double discrimination because of their age, will be the beneficiaries of choice.

Activities aimed specifically at men and boys will also be proposed in order to promote a safe environment conducive to women's and girls' participation and to prevent possible discrimination or pressure to which women participating in or benefiting from PAI activities could be subject (increased workload, confiscation of income, etc.). Interventions for men focused on masculinity will also be designed and implemented, in order to foster the transformation of power relationships between women and men and to reduce the risk of violence against women and girls. The PAI strategy for combating violence against women and girls will be cross-cutting to the program and reinforced in crisis contexts, in which women's vulnerability is heightened. The work of partners and volunteers in this field will be highlighted in humanitarian projects deployed by Oxfam.

Volunteers in gender justice in the field will also work on strengthening women's networks and their initiatives aimed at promoting an environment conducive to more equitable and more inclusive economic and social policies. In synergy with Oxfam's actions, awareness and citizen mobilization initiatives will be undertaken to promote women's rights and combat gender-based violence, particularly through the "Nous Pouvons"<sup>4</sup> campaign. Local partners will also enjoy the support of Canadian partners such as *Compagnie F en entrepreneuriat féminin, la Fondation filles d'action en leadership des jeunes femmes*, as well as *CRI-VIFF en lutte contre les violences faites aux femmes et aux filles*. Activities will also make use of a variety of approaches and methodologies developed by Oxfam and its partners to identify opportunities and constraints in agriculture, economic development, and domestic work, such as "Women's Economic Leadership" (WEL), "Gendered Enterprise and Markets" (GEM) and "Rapid Care Analysis." DFI projects will strongly leverage the development and transfer of innovative approaches and methodologies aimed at reducing gender inequalities and combating violence against women and girls. Promising innovations could then be scaled up in bilateral or humanitarian projects, thereby boosting the program's synergies and overall impact.

The gender specialist based at Oxfam-Québec's Head Office will be responsible for compliance with the *Gender Justice Policy*<sup>5</sup> and for implementation of the GJ learning strategy as part of the MEAL program. The gender specialist will coordinate the data gathering carried out by volunteers in the field in order to establish the GJ baseline, which will serve to assess the impacts of interventions on changes in attitude and standards of behaviour.

Regional learning events involving GJ volunteers, Southern and Northern partners, and Oxfam gender theme specialists (Head Office and the Oxfam Confederation), will be organized annually to share lessons learned and best practices, with the aim of improving interventions and strengthening political dialogue at the national, regional, and global levels. Local partners will also be invited to play an active part in existing expertise and influence networks at the national and regional levels or within the Oxfam Confederation, in particular the Knowledge Hub on violence against women. Partners' actions will be

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<sup>4</sup> <https://oxfam.qc.ca/projets/niger/campagne-nous-pouvons-mettre-fin-toutes-les-violences-faites-aux-femmes>

<sup>5</sup> <http://oxfam.qc.ca/apropos/politiques/politique-en-matiere-de-justice-entre-les-femmes-et-les-hommes-doxfam-quebec/>

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highlighted in Canada through awareness and mobilization activities carried out by volunteers on their return.

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## 1.5. Crosscutting themes

### 1.5.1 Environment

To ensure the effectiveness of the program and foster innovation and networking between partners, programming for the crosscutting theme Environmental Sustainability will focus on the three following core sub-themes chosen for their contribution to attaining food-security and sustainable economic-growth objectives:

- integrated water-resource management, including the water-sanitation-hygiene (WASH) sector;
- adaptation and resilience to climate change, and risk and disaster management (RDM);
- sustainable development for women and young people.

Three operational axes (set out below) will be set up to ensure that the environment is transversely integrated and to ensure compliance with Canadian and national environmental legislation, the production and dissemination of innovations, and the initiative's environmental excellence:

- strengthening of partners' organizational environmental-management capacities;
- development and transfer of environmental innovation;
- the PAI program's environmental performance.
- 

#### ***Strengthening of partners' organizational environmental-management capacities***

The main mission of volunteers specializing in the environment will be to support local partners in identifying and reducing the environmental impacts of their activities and in implementing solutions that will improve the health and living conditions of the population.

Partners will be helped to define strategies for generating new economic opportunities and employment prospects (water-related trades, sustainable energy, waste processing, etc.), particularly for young people who are especially sensitive to environmental issues, with the aim of moving towards sustainable development. Since a number of countries in which the program will intervene are particularly vulnerable to climate-related and natural disasters, volunteers will also help strengthen partners' capacities in risk and disaster management (RDM), promoting the setting up of early-warning systems, contingency plans, and information and intervention activities for the population. The aim in all this support will be to preserve development progress that has been achieved and build up the population's resilience by improving partners' prevention and response capacities and their abilities to support economic upturn and food security in the wake of a humanitarian crisis. This axis will be developed in synergy with crisis-response projects backed by the Canadian government and/or Humanitarian Coalition in Canada and implemented by Oxfam and its allies in PAI intervention countries<sup>6</sup>.

Partners will also have many opportunities for knowledge sharing and networking, through participation in expertise networks – within the Oxfam Confederation for example – and various learning forums (practice communities, training sessions, conferences, etc.). Regional thematic workshops will be organized each year with support from volunteers, to share and disseminate lessons learned and the program's best practices in the area of the environment and associated themes. These workshops will give partners a

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<sup>6</sup> Canadian coalition formed of Oxfam-Québec, Oxfam Canada, Save the Children, Care Canada and Plan Canada

chance to present their experiences, share innovations, and explore avenues for solutions to the challenges encountered, while creating collaborative links.

### ***Development and transfer of environmental innovation***

The environment crosscutting theme will be supported by a network of Canadian partners comprised of Sherbrooke University's Centre for University Education on the Environment and Sustainable Development (*Centre universitaire de formation en environnement et développement durable* – CUF), the Phytology Department at Laval University, and the Sustainable Development Engineering Laboratory at École de technologie supérieure (ETS). These partners will participate in the transfer of innovative solutions developed in Canada (technical, technological, and methodological) through the DFI, and will help Southern partners overcome and adapt to local biophysical and socioeconomic constraints so that they can respond effectively to problems encountered in the field. In order to foster the dissemination of promising projects and contribute to the outreach of Canadian environmental expertise, measures to capitalize on successful DFI projects will be deployed and shared with partners and allies, and through Oxfam networks, particularly the Resilience Knowledge Hub. A number of sectors will be prioritized, particularly climate-change-resilient agroecological production techniques, renewable energies, water-sanitation-hygiene (WASH) techniques, and early-warning systems and information and communication technologies (ICT).

### ***The PAI program's environmental performance***

In order to guarantee the program's environmental quality, volunteers will be trained in environmental issues before being deployed in the field. Those whose mandates are directly connected with the environment, management of natural resources, or food security will receive complementary training to strengthen their understanding of the issues in the countries of intervention, their technical and practical skills, and the requirements and processes of the *Canadian Environmental Assessment Act* (CEAA). Volunteers will also have an opportunity to take part in various environmental events and expertise networks with partners and will be able to rely on continuous advisory support from the person responsible for Oxfam-Québec's Environment, Water and Climate Change program, as well as support from Oxfam specialists in the country or region.

Although there are no plans for any construction, installation, operation, expansion, modification or abandonment of structures under the PAI, DFI projects will be subjected to preliminary analysis under the CEAA to ensure compliance with current standards. The Oxfam-Québec environment specialist based at Head Office will be responsible for compliance with national legislation and the CEAA, with the support of environmental volunteers who will monitor the situation in the field. In accordance with the requirements of the 2007 Exclusion List Regulation, no structure or activity of the program will be completed within 30 metres of a watercourse, lead to the release of any polluting substance into a watercourse, the soil or the atmosphere, or threaten sensitive ecosystems, habitats, or species. Volunteers will also help strengthen the positive impact of the PAI on the environment by disseminating agroecological techniques (smart farming with regard to the climate, soil conservation, production of organic inputs, etc.), using micro-irrigation technologies and green technologies (solar, wind, hydraulic energy, and biogas) and by improving processes to reduce and treat/recycle waste and residual materials.

Oxfam-Québec will follow the principles of its Environment Policy (2008)<sup>7</sup> and mobilize a variety of tools and processes to reduce the program's ecological footprint. Volunteers and personnel at Head Office and country offices will be regularly kept informed of sound environmental practices. An Environmental Management System will suggest methods and targets for reducing the various offices' electricity and

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<sup>7</sup> <http://oxfam.gc.ca/apropos/politiques/politique-environnement-doxfam-quebec/>

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water consumption, waste production, and greenhouse gas (GHG) emissions. The program's carbon footprint will be calculated and presented in the annual PAI reports submitted to the DFATD. The principles of responsible procurement will be favoured in the purchase of goods and services (eco-responsible and equitable as far as available financial means allow).

### 1.5.2 Governance

The political and economic institutions of a number of countries targeted by the initiative are weak and frequently non inclusive, increasing the importance of a dynamic civil society having real opportunities to interact constructively with the government and other actors of development. Indeed, civil society is an essential prerequisite for the establishment of healthy democratic governance and attainment of national development objectives. Another necessity is to work closely with local and decentralized authorities, encouraging them to show greater openness and adopt mechanisms for involving women and young people in decision-making processes and implementing programs suited to their specific needs and interests. Oxfam-Québec's aim is to increase the capacities of local partners in the 11 countries of intervention, enabling them to promote and support (including within their own organization) sound democratic governance, favouring the inclusion and full participation of women and young people.

In view of young people's demographic weight and their socio-political marginalization in most Southern countries, Oxfam-Québec will make their full participation and the development of their leadership a central tenet of its strategy to support governance in the program's countries of intervention. This strategy, which is aligned with Oxfam-Québec's Youth Policy<sup>8</sup>, has six components:

- Strengthening and networking of youth organizations/coalitions
- Training programs adapted to young people's needs and interests
- Facilitating the involvement of young people in formal consultation and decision-making arenas (in organizations and institutions)
- Promoting young people's involvement in local, decentralized authorities
- Co-construction with young people of development initiatives (in food security and sustainable economic growth) aimed at them
- Promotion of gender justice and intergenerational dialogue

With this in mind, Canadian volunteers and partners such as the *Forum jeunesse de l'île de Montréal*, the *Fondation filles d'action* and *Wapikoni Mobile* will reinforce partners' strategies for citizen participation, gender justice, and the deployment of awareness campaigns, favouring the use of digital communications. Volunteers will also support partners (particularly youth organizations and networks) to establish links with their peers for the purpose of learning from each other and collaborating on joint campaigns focusing on sustainable economic growth and food-security issues. Lastly, Oxfam-Québec will support and strengthen opportunities for dialogue and networking between development actors (public and private sectors, academia, and civil society) for the purpose of influencing authorities to implement inclusive public policies and the private sector to develop socially responsible practices that generate real economic opportunities for young people.

Another issue is connected with local governments and decentralization processes implemented in a number of Southern countries. Although many municipalities and decentralized government authorities now have access to greater financial resources, they still suffer from a lack of technical capacities and coordination with their civil society (in particular with young people, who often join less formal

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<sup>8</sup> [http://oxfam.qc.ca/wp-content/uploads/2015/04/OQ\\_politique\\_jeunesse\\_FR.pdf](http://oxfam.qc.ca/wp-content/uploads/2015/04/OQ_politique_jeunesse_FR.pdf)

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organizations, hampering their ability to undertake concerted local development issues. The objective will be to generate and validate new local democratic governance practices that can be replicated, particularly through the support of volunteers with experience in citizen participation and public management. The results of these experiences will be compiled and disseminated nationally through the forums for dialogue mentioned earlier and via expertise networks at the regional and global levels. Lastly, a final issue involves the accountability of development actors (of which civil society is part) to the populations that they support, to governments, and to donors. In conjunction with its local partners, Oxfam-Québec will introduce exemplary practices of accountability to the support of populations. With this in mind, partners will be encouraged to adopt codes of ethics.

The program will emphasize the right to sustainable means of subsistence by supporting sustainable, inclusive economic growth while promoting food security, particularly through support for young agro-entrepreneurs. Innovative approaches and models will be developed and disseminated with the support of Canadian partners, through the implementation of DFI projects designed to support youth and women's entrepreneurship and employability in rural and peri-urban areas. The right to be heard will also be promoted through practices fostering youth and women's leadership and their involvement in public discussions. The objective will be to equip marginalized youth and women and strengthen their capacities so that they can organize, debate, put forward ideas, and fuel democratic decision-making processes.

### ***Capacity strengthening***

A co-construction approach with partners will be favoured. A participatory organizational diagnosis will be carried out to facilitate joint formulation of a Capacity Strengthening Plan that will tie in with each partner's strategic plan. This Capacity Strengthening plan will be assessed and revised annually in the course of a review workshop. Monitoring and evaluation mechanisms will foster partners' transparency and accountability towards beneficiaries and donors. Mechanisms to improve citizen participation and youth and women's involvement and leadership will also be put in place. Inter-partner work will be particularly encouraged in order to generate local development dynamics and facilitate the transfer of expertise and innovation between partners of different sizes working in different fields of intervention. Volunteers will contribute to strengthening and facilitating spaces for training, sharing, and inter-partner networking, in order to initiate or consolidate collaborative dynamics and programmatic convergence.

Volunteers are the keystone of the capacity-strengthening strategy. North-South volunteers (90%) will provide training and technical assistance to partners in the two chosen priority sectors (sustainable economic growth and food security) and the three crosscutting themes (environment, gender justice, governance). The duration of assignments will be tailored to the type of mandate and to partners' specific needs. South-North volunteers will enable the staff and members of Southern partners to carry out mandates with trading partners in order to foster the transfer of innovations and expertise. South-South placements will be encouraged to foster the dissemination of knowledge and the creation of South/South networks. The multi-partnership approach (with one volunteer supporting several partners), which proved to be particularly effective and conducive to learning both for volunteers and for partners during the MAMI 2009-2015 program, will be continued. Similarly, synergy with the programming of Oxfam affiliates will be sought in order to optimize the resources, impact, and outreach of the program and Canadian expertise. Volunteers will be key players in strategic analyses of the planning of Oxfam's actions for food security, economic growth, and human rights, and youth rights in particular, in the 11 countries of intervention.

Research and context analyses will be carried out with Canadian and Southern partners for a better understanding of certain barriers to economic development and food security, and to explore new avenues for solutions. Regional and worldwide communities of practice and expertise networks, including



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the Oxfam Confederation's Knowledge Hubs, will make it possible to enrich and share the knowledge thus generated and to facilitate the identification and development of approaches, practices, and tools that can provide an effective response to the issues raised.

Projects financed by the Innovation Development Fund (DFI) will allow knowledge and innovations transmitted by volunteers and Canadian organizations to be put into practice. This mechanism will also enable partners to strengthen their capacities to design innovative projects, manage them efficiently, and demonstrate concrete outcomes, thereby improving their capacities to respond to requests for proposals and to obtain future resources granted by other donors, and by extension their prospects for viability and financial independence. The innovations developed will be widely disseminated among partners, allies, and development specialists through expertise networks and Oxfam Knowledge Hubs, but also to the Canadian and international public by means of the program's outreach strategy.

Lastly, the strengthening of partners' power of influence in the areas of food security and sustainable economic growth will be achieved by putting the program's partners and allies together in a network. In particular, they will be invited to participate in the networks and spaces for dialogue supported by Oxfam, and in international campaigns on food security and climate change ("Cultivons"<sup>9</sup>), combating inequalities ("À égalité"<sup>10</sup>), and combating violence against women ("Nous pouvons"<sup>11</sup>).

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<sup>9</sup> <http://oxfam.qc.ca/campagnes/campagnes/>

<sup>10</sup> [http://oxfam.qc.ca/wp-content/uploads/2014/12/a\\_egalite.pdf](http://oxfam.qc.ca/wp-content/uploads/2014/12/a_egalite.pdf)

<sup>11</sup> <http://oxfam.qc.ca/projets/niger/campagne-nous-pouvons-mettre-fin-toutes-les-violences-faites-aux-femmes>

**1.6 Risk register**

| 1. Risk   | 2. Response and attenuation strategies  | 3. Result according to initiative ML   | 4. Residual risk                            |
|---|---|--|---|
| <p><b>Risk 1:</b> The risk that natural disasters and climate change might affect sustainable-development outcomes.</p>   | <ul style="list-style-type: none"> <li>- formulate and update contingency plans with the Oxfam Confederation and other Canadian NGOs</li> <li>- train partners in risk and disaster management</li> </ul>   | <p>1100 Increase the capacity of partners in developing countries and qualified volunteers to obtain sustainable-development outcomes that meet local needs, making use of the skills and knowhow of qualified Canadian volunteers</p> | <p>Impact: 3<br/>Probability: 2</p>         |
| <p><b>Risk 2:</b> The risk that sociopolitical instability might affect sustainable-development outcomes and lead to situations in which the safety of volunteers is compromised, particularly in fragile States.</p>   | <ul style="list-style-type: none"> <li>- systematically analyze developments in the local context with Oxfam partners and affiliates</li> <li>- identify strategies to be implemented in the 11 countries to minimize the risk of losing investments made (e.g. by diversifying partners)</li> <li>- train volunteers in risk management and security</li> <li>- formulate and update expatriate staff security plans with the Oxfam Confederation</li> </ul> | <p>1100 Increase the capacity of partners in developing countries and qualified volunteers to obtain sustainable-development outcomes that meet local needs, making use of the skills and knowhow of qualified Canadian volunteers</p> | <p>Impact: 2<br/>Probability: 2</p>         |
| <p><b>Risk 3:</b> The risk that local partners' financial viability might be threatened as a result of major changes occurring in geographical priorities and in development-aid delivery mechanisms.</p>   | <ul style="list-style-type: none"> <li>- strengthen our partners in mobilizing resources</li> <li>- support the implementation of new intervention models that are less expensive and more attractive for other sectors (public or private)</li> <li>- fund innovation-driven projects that will leverage partners' financial viability</li> </ul>  | <p>1100 Increase the capacity of partners in developing countries and qualified volunteers to obtain sustainable-development outcomes that meet local needs, making use of the skills and knowhow of qualified Canadian volunteers</p> | <p>Impact: 2<br/>Probability: 2</p>         |
| <p><b>Risk 4:</b> The risk that civil society in the South might encounter significant constraints on their democratic participation in development and governance.</p>   | <ul style="list-style-type: none"> <li>- facilitate plural spaces for participation and dialogue between development actors</li> <li>- channel constructive proposals to national governments, particularly through Canadian cooperation</li> </ul>   | <p>1120 Increased access for local partners to innovative methods of supporting sustainable economic growth and food security, fully integrating women and young people</p>  | <p>Impact: 2<br/>Probability: 3</p>         |
| <p><b>Risk 5:</b> The risk that the innovation process might be misunderstood and/or improperly implemented by local partners.</p>  | <ul style="list-style-type: none"> <li>- place emphasis on innovations that represent relevant solutions to development problems</li> <li>- support partners in all stages of the innovation process</li> <li>- hook partners up with expertise networks</li> </ul>   | <p>1120 Increased access for local partners to innovative methods of supporting sustainable economic growth and food security, fully integrating women and young people</p>  | <p>Impact: 2<br/>Probability: 1</p>         |
| <p><b>Risk 6:</b> The risk that concentrating activities around target populations – women and youth – might lead to frustration in beneficiary communities and in certain partners.</p>  | <ul style="list-style-type: none"> <li>- sensitize and train local partners on the gender approach and youth empowerment</li> <li>- make other categories of the population aware of discrimination experienced by women and youth</li> </ul>   | <p>1125 Awareness campaigns designed and carried out with local partners on issues related to sustainable economic growth, food security, and the rights of women and young people</p>   | <p>Impact: 2<br/>Probability: 2</p>         |
| <p><b>Overall risk level of the initiative</b></p>  |   |  | <p><b>Residual risk assessment</b></p>      |
| <p>The overall risk level of the initiative is rated quite low since Oxfam-Québec:</p> <ul style="list-style-type: none"> <li>- has long experience of managing voluntary-cooperation programs with successful outcomes; has competent human resources and sound financial management.</li> <li>- is a member of the Oxfam Confederation with acknowledged expertise and substantial means for analyzing context and producing contingency and safety plans.</li> <li>- has a solid local network of partners and allies.</li> <li>- uses of innovative approaches based on observable facts to respond to development issues.</li> </ul> |   |  | <p style="text-align: center;"><b>2</b></p> |

## 1.7 Outreach strategy

Through outreach activities for the PAI 2015-2020, Oxfam-Québec will inform close to 2 million people, directly raise the awareness of over 300,000 people, and will mobilize more than 175,000 Canadians to make concrete gestures of engagement in support of Canada's development efforts. To achieve this, Oxfam-Québec will leverage:

- its high profile: a study conducted by Léger Marketing in 2013 found that Oxfam-Québec is the second best-known International development NGO in Québec. Our campaigns are widely disseminated: 2 million people reached and close to 1000 media mentions in 2013-2014.
- its extensive network of partners: Oxfam-Québec strongly present in the school system, with 638 teaching establishments (primary, secondary and post-secondary) benefiting from our programming between 2009 and 2015.
- its many sympathizers and members: over 27,000 donors (16,000 of them monthly), 67,500 subscribers to our newsletter, 14,000 Facebook friends, 5000 Twitter followers and over 32,000 people who made gestures of engagement in 2013-2014 (signing petitions, taking part in events and awareness activities, volunteering, etc.).

### Information and awareness campaigns

Information and awareness campaigns on sustainable development issues will target various Canadian audiences, particularly young people, diasporas, and businesses. Young people, who are important agents of change in a society, will be front and centre in activities in Canada, whether through the Oxfam campus network, teaching establishments in Québec (primary and secondary schools, colleges and universities), youth centres, organizations working in the area of school retention, or through partnerships and strategic alliances, such as with Brundtland Green Establishments, the Mouvement Héros of the Fédération autonome de l'enseignement, the Fondation filles d'action or Wapikoni Mobile. Some partners will be involved in the design of activities (lectures, workshops, booths and activities to support projects in the South), in order to highlight their expertise while providing the best response to young peoples' interests. The program will make it possible to develop and adapt various information and awareness tools (newsletters, online tools, educational documents, etc.) on the themes of the program and associated campaigns, particularly highlighting volunteer expertise and solidarity actions initiated by young people. The Magasin du Monde project, which stimulates ethical and social youth entrepreneurship by promoting fair trade, will be continued to strengthen North/South bridges and stimulate youth engagement to support initiatives implemented in the program's countries of intervention.

Large-scale campaigns will be implemented in the media and public spaces to highlight the work of volunteers and Canada's contribution to combating poverty. In addition to content disseminated in the print media and on radio, television and the web, booths will be deployed at major public events and large-scale exhibitions will be mounted, similar to the World Press Photo which reaches over 35,000 people every year, the Concours international de jouets whose exhibition "Déchets d'œuvre" was visited by 80,000 people in 2010-2011, or the exhibition "L'efficacité énergétique ça me branche!", Seen by over 1 million people as part of the MAMI 2009-2015 program. These activities will be incorporated into Oxfam's international campaigns, thereby extending the scope of the PAI and making the Canadian public aware of the issues of inequalities, women's and girls' rights, and food security. The many volunteers, donors,

and sympathizers will also act as multiplying agents, spreading awareness of the program's actions and offering concrete means of engagement.

The work of voluntaries, some of whom will come from diasporas of intervention countries, will be highlighted in the various cultural communities of Canada, who will be invited to participate in joint engagement activities in the field or on the return of volunteers. Collaboration with media dedicated to diasporas will be developed so that they can report on the work carried out under the program and spread the awareness campaigns. Relationships established with organizations and private companies, particularly those who are PAI partners, will be leveraged to encourage Canadians to make concrete gestures of engagement in favour of international development.

### **Public events**

Public events will be organized in collaboration with PAI partners to foster young Canadians' concrete engagement on sustainable development issues. Oxfam-Québec will also call on its network of allies in Québec with Brundtland Green Establishments, the Mouvement Héros of the Fédération autonome de l'enseignement, the City of Montréal, etc.) to extend the scope of events soliciting the engagement of the public. These events will be tied in with the themes of the program and will highlight the participation of volunteers, and will also be timed to coincide with various international days to maximize outreach – for example, International Women's Day (March 8) World Water Day (March 22), Earth Day (April 22) and World Food Day (October 16). Activities will also be organized during major events such as International Development Week (in February) or the World Social Forum, to be held in Montréal in August 2016.

Public-engagement programming will focus on Marche Monde, a major annual event that is the focal point of an awareness-raising process that extends throughout the school year. This march, originally named Marche 2/3, has already mobilized over 250,000 young people since its inception in 1970, and each year brings together thousands of young people from 60 schools who walk several kilometres in the heart of Montréal to express their solidarity with Southern populations. Recognized as the largest youth international-solidarity gathering in Canada, its scope will grow still further in the coming years thanks to an association with new Canadian partners and the involvement of primary school children who will conduct mini solidarity Marches Monde in their communities.

An innovation contest (innovation may be technological or social), a new component of Program ACCESS Innovation, will solicit entries from Canadians aged between 18 and 30 proposing sustainable solutions to problems identified by Southern partners and the volunteers that support them. The winners could see their solution tried out in the field, with support from Canadian partners. In addition to stimulating innovation, this contest will strengthen the professional skills of the young Canadian contestants and will help develop their entrepreneurship.

### **Creation or consolidation of networks, partnerships, and alliances**

The strengthening of bonds between various development actors (organizations, associations, and private business) will foster the engagement of Canadians and their involvement in a worldwide network of influence and the struggle against poverty and injustice. To this end the program will support involvement of volunteers and a score of networks, partnerships, or alliances to encourage exchanges and collaboration between Southern partners and organizations and businesses here in Canada. Oxfam-Québec will also make use of volunteers' contacts, both in the field and on their return, to develop joint initiatives with organizations, businesses, schools, and media in their area of residence or origin in Canada: interventions in schools, sponsorship activities, newspaper articles or TV and radio interviews, support for organizing local mini Marche Mondes, etc. As well as information and awareness campaigns

conducted with active involvement of volunteers, joint activities will be organized to foster the sharing of experiences and networking, all highlighting Canada's action in support of economic growth, food security, gender justice, and youth empowerment.

Substantial work will also be done to foster volunteers' entry into the labour market on their return to Canada, by strengthening links with organizations and businesses operating in areas similar to the mandates carried out in the field: lectures given to companies to explain their expertise, representation at professional shows (e.g. agricultural shows with Bélisle Solutions Nutrition inc.), networking activities (cocktail hours), etc. Volunteers will also be invited to take part in events and activities organized by partners of the program to promote their international experience and expertise. Similarly, links with bodies such as the Latin-American Chamber of Commerce of Montréal, Carrefours jeunesse emploi and the SAJE will be brought into play to support returning volunteers.

## CHAPITRE 2 – GESTION DU PROJET ET GOUVERNANCE

### 2.1 Roles and responsibilities of project stakeholders

The program's management model has two main bases: consolidated program management at Oxfam-Québec Head Office and operational management by field offices. Head Office will be responsible for strategic orientations, compliance with the contractual agreement, and internal auditing of field management. In order to safeguard the PAI's quality, accountability, and innovative character, Oxfam-Québec will introduce effective project management and financial management systems, particularly with regard to control over acquisition of goods and services, monitoring and evaluation (MEAL), expertise development, and knowledge management. The security and crisis-management cell will also be mobilized to provide appropriate responses on security questions posing a substantial risk (armed conflict, kidnapping, medical evacuation, natural disaster, etc.).

Field offices will be responsible and accountable for the attainment of results in their country (impact level, quality and degree of innovation), monitoring and evaluation, human resource management (including compliance with labour standards and the Oxfam code of ethics and code of conduct), as well as accounting and budgetary monitoring of sums transferred and used in country programming. Field offices will also be in charge of training volunteers in the security measures particular to each context, as well as the updating and implementation of the Oxfam Confederation's contingency and security plans. From this point of view, the structure and mechanisms of Oxfam International in countries of intervention represents a major contribution to the security of program volunteers.

As regards budgetary control, the Manual of Procedures of Oxfam-Québec and Oxfam International, Treasury Board directives, and DFATD costing principles will be scrupulously respected using the computerized financial-management system used by Oxfam-Québec both at Head Office and in country offices. Goods and services will be acquired at the national level as far as possible and in accordance with criteria of cost, quality, responsible procurement, ease of procurement, after-sales service, and warranty conditions.

The Implementation Plan (IMP) will be followed in each country of intervention, its operationalization being guided by Annual Work Plans (AWP) which will specify the objectives and targets to be reached, intervention strategies, coordination levels with local partners, and budget estimates. A memorandum of agreement will be signed between Oxfam-Québec and each of the partners in the field and in Canada, setting out the conditions of execution of the initiative and the roles and responsibilities of each party. This memorandum will specify joint responsibilities (attainment of results) and specific Oxfam-Québec's responsibilities (contractual relationship with the DFATD, technical assistance, etc.) and those of local partners (identification of needs, development/management of DFI projects, etc.).

## 2.2 Project committees

In order to ensure that program management is rigorous, efficient, innovative, and of high quality, a number of committees will be set up to coordinate the various components of the Program ACCESS Innovation.

- A Management Committee will be responsible for the various stages of the management of the program. Made up of the PAI Director and three regional coordinators (Latin America and Caribbean, West Africa and Central Africa, and Middle East), this small committee will be the program's decision-making authority. It will be supported by two other committees whose task will be to provide advice and operational monitoring of the functioning of country offices and activities implemented for and by Canadian and Southern partners.
- Regional Committees will monitor and ensure the consistency of the implementation of various activities at the regional level. They will be made up of regional coordinators at Head Office and in the PAI's 11 countries of intervention, program officers. A regional committee reporting to the program coordinator in Québec will see that outreach and mobilization activities in Canada are consistent with the entire Southern programming.
- National Steering Committees. In each country of intervention of the PAI, national committees (Country Governance Groups – CGG) will oversee all Oxfam activities in the country. These committees are made up of national development actors, representatives of partners and Oxfam representatives, including the Regional Director. In addition, bilateral and group meetings with partners from the countries of intervention and from Canada will ensure that partners are fully involved in the various stages of the program.
- A Program Committee will be responsible for orienting activities in connection with expertise and innovation. This committee will be made up of members of the Management Committee, theme program managers, specializing in the PAI's areas of intervention and crosscutting themes (food security and environment, gender justice, governance, and youth empowerment) with support from the person responsible for monitoring, evaluation, accountability and learning, the advisor to Canadian partners, and program officers. The Program Committee will orient learning and innovation activities at the program level, expertise networks, research, evaluations and capitalization, etc.), will analyze the proposals of DFI projects, and issue recommendations to the Management Committee regarding the choice of initiatives to be financed.
- A Program Support Committee will monitor the administration, finance, human resources, and communication components, supporting the Management Committee. It will be made up of the members of the Management Committee, the international financial management coordinator, the international human resources advisor, the communications and public relations coordinator, program officers, and the program assistant. This committee will regularly take stock of administrative and financial management of the program, attainment of outcomes in terms of recruitment, training, and support for volunteers, and overall program outreach to the Canadian public.

**CHAPITRE 3 – MISE EN ŒUVRE DU PROJET**

**3.1 Budget by intermediate outcomes**

| PAI IMP estimated budget by intermediate outcomes  | CAD\$             |
|--|-------------------|
| 1111 - Completion of a training and technical assistance program for local partners through the sending of volunteers to support sustainable economic growth and food security in a rural-urban perspective, as well as to support citizen participation and gender justice.       | 44,324,951        |
| 1112 - Setting up of a monitoring, evaluation, accountability and learning system (MEAL) to strengthen partners' capacities.   | 2,029,023         |
| 1121- Conduct of applied research to generate new approaches or respond to specific national problem areas   | 403,953           |
| 1122 - Setting up of a Development Fund for Innovation (DFI) to foster transfer and appropriation of knowhow and technologies.   | 8,853,764         |
| 1123 - Creation or strengthening of expertise networks to foster the sharing of innovative approaches and practices.   | 3,374,346         |
| 1124 - Spaces for dialogue between the main development actors (public/private sector, academia, civil society) created or strengthened aiming at women's and youth full participation in sustainable economic growth and food security.   | 486,957           |
| 1125 - Conduct of awareness campaigns with local partners to foster good governance and youth citizen participation, strengthen gender justice and combat violence against women, and promote the conservation of the environment and sustainable management of natural resources. | 486,957           |
| 1131- Recruitment and training of Canadian volunteers on sustainable development issues.   | 1,795,948         |
| 1132 - Implementation of support mechanisms for Canadian volunteers enabling them to carry out their mandate to strengthen the capacities of local partners (FAV).   | 1,494,073         |
| 1133 - Support and mobilization for Canadian volunteers on their return to Canada.   | 399,134           |
| 1211 - Conduct of awareness campaigns for various Canadian audiences (youth, general public, diasporas, organizations and businesses) on sustainable development issues.   | 2,065,565         |
| 1212 - Staging of public events to foster young Canadians' engagement on sustainable-development issues.   | 2,270,740         |
| 1213 - Creation or consolidation of networks, partnerships, and alliances with organizations and businesses to foster Canadians' engagement on sustainable-development issues.   | 535,030           |
| <b>SUBTOTAL</b>  | <b>68,520,441</b> |
| Compensatory indemnity for administrative costs, indirect costs  | 7,850,974         |
| <b>TOTAL BUDGET</b>  | <b>76,371,415</b> |



## CHAPITRE 4 – SUIVI DU PROJET

### 4.1 Performance measurement framework

|                                   |  |               |                  |                    |                     |
|-----------------------------------|--|---------------|------------------|--------------------|---------------------|
| <b>Title</b>                      | ACCESS Innovation<br>Increase capacities for economic and social growth through innovation   | <b>No.</b>    | Z:020823-001-PR1 | <b>Team leader</b> | Claude Saint-Pierre |
| <b>Country/Region/Institution</b> | Benin, Bolivia, Burkina Faso, Colombia, West Bank and Gaza Strip, Haiti, Honduras, Jordan, Mali, Peru and Democratic Republic of Congo (DRC) | <b>Budget</b> | CAD\$ 76,371,415 | <b>Duration</b>    | 5 years             |

| RÉSULTATS ESCOMPTÉS <sup>1</sup>  | INDICATEURS <sup>2</sup>   | DONNÉES DE BASE  | CIBLES <sup>1</sup>   | SOURCE DES DONNÉES  | MÉTHODE DE LA COLLECTE DES DONNÉES   | FRÉQUENCE   | RESPONSABILITÉ   |
|---|--|--|---|---|--|---|--|
| <b>ULTIMATE OUTCOME</b>   |  |  |   |   |  |   |  |
| 1000 Improve the economic and social wellbeing of poor and marginalized communities in developing countries | Percentage of beneficiaries reporting a change in their social wellbeing as a result of projects with partners in developing countries (scale: "no increase", "low increase", "moderate increase", "substantial increase") | Analysis to be completed by each partner in year 1 of each program | 75% of community member beneficiaries reporting an increase in their social wellbeing as a result of the DFI projects of partners in developing countries (beneficiaries disaggregated by gender)           | Beneficiaries   | Surveys<br>Case studies  | Analysis conducted by Canadian partners in year 5 of the project    | Canadian organizations (CVO)<br><br>Southern partners<br><br>Evaluators engaged by DFATD |
|   | Extent to which development partners' projects improved the economic condition of target beneficiaries (scale: "no increase", "low increase", "moderate increase", "substantial increase")                                 |  | 50% of community member beneficiaries reporting a degree of change in their economic conditions as a result of the DFI projects of partners in developing countries (beneficiaries disaggregated by gender) | First narrative report to identify baseline data<br>Final reports | Follow-up missions using interviews, surveys and gathering of anecdotal evidence | Surveys/case studies at the start and end of the project            |  |
|   | Evaluation of the impact of the projects of partners in developing countries on target beneficiary communities (scale: "no increase", "low increase", "moderate increase", "substantial increase")                         |  | 50% of DFI projects are considered to have a positive impact on beneficiary communities   | Summative evaluation report                                       |  | DFATD-funded evaluation mission during years 2 and 3 of the program |  |

| RÉSULTATS ESCOMPTÉS <sup>1</sup>   | INDICATEURS <sup>2</sup>   | DONNÉES DE BASE   | CIBLES <sup>1</sup>  | SOURCE DES DONNÉES  | MÉTHODE DE LA COLLECTE DES DONNÉES    | FRÉQUENCE   | RESPONSABILITÉ                                |
|--|--|---|--|---|---------------------------------------|---|---|
| 1100 Increase the capacity of partners in developing countries and qualified volunteers to obtain development outcomes for poor and marginalized communities that meet local needs<br>1200 Increase the participation of Canadians in Canada's development efforts | Volunteers' perception of their contribution to the advancement of their partners' development objectives in developing countries further to their placement (scale: "no lasting impact", "moderate lasting impact", "substantial lasting impact") | Analysis completed by each Canadian organization in year 1 of the program | 60% of volunteers state that they had a moderate or substantial lasting impact in advancing their partners' development objectives at the end of their mandate   | Canadian volunteers and organizations<br>First narrative report                                   | Surveys<br>Case studies<br>Interviews | Survey of volunteers before and after their placement                                     | Canadian volunteer cooperants<br>Oxfam-Québec |
|  | Volunteers' level of experience at the time of their recruitment (student, young professional, highly qualified or manager-level professional, retired professional)   |   | 70% of volunteers have at least 3 years' experience at the time of their recruitment. Data disaggregated by category (student, young professional, highly qualified or manager-level professional, retired professional) |   |                                       |   |   |
|  | Number of tools (guides, policies, procedures, methods, etc.) created or adapted for use by partners in developing countries   |   | 360 tools, that is at least 5 tools for every 72 partners, created or adapted  |   |                                       |   |   |
|  | Percentage of programs carried out in the following areas: sustainable economic growth, food security, children and youth, democracy, security and stability.  |   | 50% of the program is carried out in the area of sustainable economic growth and 50% in food security  |   |                                       |   |   |
|  | Percentage of Canadian volunteers actively participating in Canadian international development efforts   |   | 60% of Canadian volunteers actively participate in Canadian International development efforts (data disaggregated by gender)   |   |                                       |   |   |
| RÉSULTATS ESCOMPTÉS<br><br>IMMEDIATE OUTCOMES  | Number of Canadians present at information sessions provided by Canadian organizations to support Canada's international development efforts   |   | CIBLES, Each Canadian organization presents information on its development efforts to at least 2,500 Canadians during the lifecycle of its project (data disaggregated by gender)  | Final reports of Canadian organizations<br><br>Summative evaluation report<br><br>Canadian public |                                       | Surveys and case studies carried out before and after presentations/ information sessions |   |
|  | Evaluation of Canadian public regarding the impact of information sessions on development projects in target countries (scale: "low impact", "moderate impact", "high impact")   |   | 50% of members of the Canadian public indicate that the information sessions had a moderate impact on their level of support for development-related issues and programs (data disaggregated by gender)                  |   |                                       |   |   |
| 10 Increased ability of local partners to support sustainable economic growth and food security, fully integrating women, young people and environmental sustainability  |  |   |  |   |                                       |   |   |

| RÉSULTATS ESCOMPTÉS <sup>1</sup>   | INDICATEURS <sup>2</sup>  | DONNÉES DE BASE                           | CIBLES <sup>1</sup>  | SOURCE DES DONNÉES                          | MÉTHODE DE LA COLLECTE DES DONNÉES          | FRÉQUENCE                | RESPONSABILITÉ                    |
|--|---|---|--|---|---|--------------------------|-----------------------------------|
| 1120 Increased access for local partners to innovative methods of supporting sustainable economic growth and food security, fully integrating women, young people, and environmental sustainability  | Partners' perception of the effectiveness of Oxfam-Québec's capacity-strengthening strategy (scale: "Very satisfied" "Quite satisfied" "Quite dissatisfied" "Very dissatisfied")                              | Analysis carried out in year 1 (baseline) | 70% of local partners state that they are "Very satisfied" or "Quite satisfied" with Oxfam-Québec capacity-strengthening strategy  | Southern partners                           | Focus group<br>Surveys<br>Southern partners | Annual                   | Oxfam-Québec                      |
|  | Percentage of local partners having increased access to innovative means of supporting sustainable economic growth and food security, fully integrating women, young people, and environmental sustainability |   | 75% of local partners have increased their access to innovative means of supporting sustainable economic growth and food security, fully integrating women, young people, and environmental sustainability | Southern partners                           | Interviews<br>Surveys                       | Annual                   | Oxfam-Québec<br>Southern partners |
| 1130 Increased expertise of Canadian volunteers in the areas of sustainable economic growth, food security, gender justice, youth empowerment, or environmental sustainability   | Number of innovations, broken down by theme, reported by local partners   | Analysis carried out in year 1 (baseline) | 50 innovations were reported by local partners   | Southern partners                           | Interviews<br>Surveys                       | Annual                   | Oxfam-Québec<br>Southern partners |
|  | Percentage of Canadian volunteers reporting an increase in their expertise regarding issues of sustainable economic growth, food security, gender justice, youth empowerment, or environmental sustainability |   | 85% of volunteers state that their expertise has increased on sustainable-economic development issues, food security, gender justice, youth empowerment, or environmental sustainability                   | Voluntaries                                 | Survey                                      | Start and end of mandate | Oxfam-Québec                      |
| 1210 Increased access for Canadians to awareness-raising activities on sustainable-development issues and to concrete opportunities for engagement   | Number of awareness and engagement activities carried out on sustainable-development issues   | Analysis carried out in year 1 (baseline) | 25 awareness and engagement activities completed by March 2020   | Participants in events<br>Narrative reports | Analysis of narrative reports               | Annual                   | Oxfam-Québec                      |
| <b>OUTPUTS</b>   | Perception of Canadian participants in awareness activities on sustainable-development issues (scale: "Very satisfied", "Quite satisfied", "Quite dissatisfied", "Very dissatisfied")                         | Analysis carried out in year 1 (baseline) | 70% of Canadians who took part said they were "Very satisfied" or "Quite satisfied" with the awareness activities  | Participants in awareness activities        | Focus group<br>Surveys                      | Annual                   | Oxfam-Québec                      |
|  |   |   |  |   |   |                          |                                   |
| 1111 Technical training and assistance program designed and carried out with local partners through the sending of volunteers to support sustainable economic growth and food security, as well as women's/youth citizen participation and environmental sustainability. |   |   |  |   |   |                          |                                   |

| RÉSULTATS ESCOMPÉS <sup>1</sup>  | INDICATEURS <sup>2</sup>   | DONNÉES DE BASE                           | CIBLES <sup>1</sup>   | SOURCE DES DONNÉES                        | MÉTHODE DE LA COLLECTE DES DONNÉES | FRÉQUENCE | RESPONSABILITÉ |
|--|--|---|---|---|------------------------------------|-----------|----------------|
| 1112 Monitoring, evaluation, accountability and learning (MEAL) systems designed and implemented to strengthen the capacities of local partners.   | Satisfaction level of direct beneficiaries (by gender and age category) with training and technical assistance received.   | Analysis carried out in year 1 (baseline) | 70% of direct beneficiaries (by gender and age category) report that they are satisfied with training and technical assistance received |   | Focus groups<br>Surveys            | Annual    | Oxfam-Québec   |
|  | Total percentage of local partners who have a productive MEAL system in place  | Analysis carried out in year 1 (baseline) | 75% of local partners by March 2020   | Southern partners                         | Surveys                            | Annual    | Oxfam-Québec   |
| 1121 Applied research carried out to generate new approaches or respond to specific national problem areas   | Satisfaction level of direct users (by gender and age category) of MEAL systems on a scale of "Very satisfied", "Quite satisfied", "Quite dissatisfied", "Very satisfied") | Analysis carried out in year 1 (baseline) | 70% of local partners report that they are "Quite satisfied" or "Very satisfied" by March 2020  | Southern partners                         | Surveys                            | Annual    | Oxfam-Québec   |
|  | Number of applied research studies carried out (in the North and in the South)   | Analysis carried out in year 1 (baseline) | 2 applied research studies carried out in the North by March 2020<br>5 research studies in the South by March 2020                      | Research reports                          | Document analysis                  | Annual    | Oxfam-Québec   |
| 1122 Development Fund for Innovation (DFI) implemented to foster transfer and appropriation of knowhow and technologies.   | Total percentage of local partners who have implemented an DFI-funded project  | Analysis carried out in year 1 (baseline) | 60% of local partners by March 2020   | Reports from Oxfam-Québec country offices | Document analysis                  | Annual    | Oxfam-Québec   |
| 1123 Expertise networks created or strengthened to foster the sharing of innovative approaches and practices as well as inter-partner synergies  | Total percentage of local partners benefiting from knowhow or technology generated or transferred as part of an DFI-funded project   | Analysis carried out in year 1 (baseline) | 75% of local partners by March 2020   | Reports from Southern partners            | Document analysis                  | Annual    | Oxfam-Québec   |
|  | Total percentage of local partners participating in an expertise network on the program's target themes  | Analysis carried out in year 1 (baseline) | 75% of local partners participating in an expertise network on the program's themes by March 2020                                       | Reports from Southern partners            | Document analysis                  | Annual    | Oxfam-Québec   |
| 1124 Spaces for dialogue between the main development actors (public/private sector, academia, civil society) created or strengthened aiming at women's and youth full participation in sustainable economic growth and food security. | Percentage of local partners who consider that they have strengthened their approaches or practices through their participation in an expertise network                    | Analysis carried out in year 1 (baseline) | 60% of local partners have participated in an expertise network   | Reports from Southern partners            | Document analysis                  | Annual    | Oxfam-Québec   |
|  | Number of spaces for dialogue created or reinforced  | Analysis carried out in year 1 (baseline) | 20 spaces for dialogue created or reinforced by March 2020  | Reports from country offices              | Document analysis                  | Annual    | Oxfam Québec   |

| RÉSULTATS ESCOMPTÉS <sup>1</sup>  | INDICATEURS <sup>2</sup>   | DONNÉES DE BASE                           | CIBLES <sup>1</sup>  | SOURCE DES DONNÉES                    | MÉTHODE DE LA COLLECTE DES DONNÉES | FRÉQUENCE | RESPONSABILITÉ |
|---|--|---|--|---------------------------------------|------------------------------------|-----------|----------------|
| 1125 Awareness campaigns designed and carried out with local partners on issues related to sustainable economic growth, food security, and the rights of women and young people     | Total percentage of local partners having participated in a space for dialogue between development actors                    | Analysis carried out in year 1 (baseline) | 80% of local partners by March 2020  | Reports from Southern partners        | Document analysis                  | Annual    | Oxfam Québec   |
|   | Number of awareness campaigns conducted with local partners  | Analysis carried out in year 1 (baseline) | 5 global campaigns implemented in at least 7 of the 11 countries of intervention by March 2020   | Reports from country offices          | Document analysis                  | Annual    | Oxfam Québec   |
| 1131 Canadian volunteers recruited and trained on sustainable-development issues  | Total percentage of local partners having implemented or participated in an awareness campaign                               | Analysis carried out in year 1 (baseline) | 75% of local partners by March 2020  | Reports from Southern partners        | Document analysis                  | Annual    | Oxfam Québec   |
|   | Number of Canadian volunteers (women and men recruited and trained), and equivalent in number of person-years                | Analysis carried out in year 1 (baseline) | 747 volunteers, 448 long-term and 299 short-term (448 women and 299 men) equivalent to 450 person-years, recruited and trained by March 2020 | Oxfam-Québec database                 | Document analysis                  | Annual    | Oxfam Québec   |
| 1132 Support mechanisms for Canadian volunteers implemented enabling them to carry out their mandates properly  | Total percentage of volunteers from the diaspora included and trained  | Analysis carried out in year 1 (baseline) | 25% of volunteers by March 2020  | Oxfam-Québec database                 | Document analysis                  | Annual    | Oxfam Québec   |
|   | Number of communities of practice active at the global and regional levels dealing with issues shared by Canadian volunteers | Analysis carried out in year 1 (baseline) | 5 global or regional communities of practice active in 2020  | Reports from country offices          | Document analysis                  | Annual    | Oxfam Québec   |
| 1133 Canadian volunteers mobilized in outreach activities in Canada   | Total percentage of Canadian volunteers who have had access to a support mechanism during their mandates                     | Analysis carried out in year 1 (baseline) | 100% of volunteers by March 2020   | Reports from Canadian volunteers      | Document analysis                  | Annual    | Oxfam-Québec   |
|   | Number of outreach activities mobilizing volunteer cooperants carried out in Canada  | Analysis carried out in year 1 (baseline) | 100 outreach activities mobilizing volunteer cooperants carried out in Canada by March 2020  | Canadian volunteers' activity records | Document analysis                  | Annual    | Oxfam-Québec   |
| 1211 Awareness campaigns designed and carried out for various Canadian audiences (youth, general public, diaspora, organizations, and businesses) on sustainable-development issues | Number of awareness campaigns conducted in Canada  | Analysis carried out in year 1 (baseline) | 5 awareness campaigns conducted by March 2020  | Campaign reports                      | Document analysis                  | Annual    | Oxfam-Québec   |
| 1212 Public events staged fostering young Canadians' engagement on sustainable-development issues   | Number of Canadians (by gender and age category) reached by awareness campaigns in Canada                                    | Analysis carried out in year 1 (baseline) | 300,000 persons made aware, 165,000 women and 135,000 men, of whom 65% of young people, by March 2020  | Campaign reports                      | Document analysis                  | Annual    | Oxfam-Québec   |
|   | Number of Canadians participating in public events carried out in support of Canada's international-development efforts      | Analysis carried out in year 1 (baseline) | 100,000 Canadians participating in public engagement events by March 2020  | Event reports                         | Document analysis                  | Annual    | Oxfam-Québec   |

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|--|---|---|---|---------------------|------------------------------------|-----------|----------------|
| 1213 Networks, partnerships, and alliances created or consolidated with organizations and businesses to foster Canadians' engagement on sustainable-development issues | Number of networks, partnerships or alliances created or consolidated   | Analysis carried out in year 1 (baseline) | 20 networks, partnerships, or alliances by March 2020 | Partnership reports | Document analysis                  | Annual    | Oxfam-Québec   |
| DESIRED RESULTS  | Number of activities carried out jointly by Oxfam-Québec and a Canadian partner to foster Canadians' engagement on sustainable-development issues | Analysis carried out in year 1 (baseline) | 75 activities carried out by March 2020               | Activity reports    | Document analysis                  | Annual    | Oxfam-Québec   |
|  | INDICATORS  | BASELINE DATA                             | TARGETS   | DATA SOURCE         | DATA COLLECTION METHOD             | FREQUENCY | RESPONSIBILITY |

## 4.2 Performance report framework

In accordance with the contribution agreement and with the *Partner Guidelines for Narrative Reports under Contribution Agreements*, baseline data for the program's performance measurement framework (PMF) indicators will be completed in a study of the baseline data carried out by October 25, 2015, and on the commencement of any project financed by the Development Fund Innovation (DFI). Annual narrative reports will present the outputs and immediate outcomes attained during the year, cumulatively in each country and at the global program level. In accordance with the frequency of data collection set out in the PMF, intermediate outcomes will also be reported annually, as will any relevant information on progress achieved with results at this level. Similarly, progress regarding the ultimate outcome and its indicators will be reported annually, in accordance with the PMF and the running of DFI projects, whenever relevant information is available.

In addition, any variance between planned outcomes and outcomes actually attained will be analyzed and explained following the same reporting frequency (annual). Any issue identified in this regard will, if necessary, be subject to suggestions and adjustments (indicators, targets, collection methods, frequency, etc.), in the *Results-Based Management* section of reports submitted to the DFATD.

In order to generate proven, significant, and valid data, questionnaires will be completed annually by a person representing each partner organization and by voluntaries, via the program's monitoring, evaluation, accountability and learning (MEAL) system. These will be supported by the Oxfam country team who will perform quality control on the data generated, in coordination with the team at Oxfam-Québec Head Office. In accordance with the basic gathering method and frequency identified in the PMF, complementary data collection and analysis will be carried out to document some more positive indicators through interviews, focus groups, and case studies.



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