

1ST UNA REVISIÓN ES NECESARIA PARA LOGRAR LA INTEGRACIÓN ENTRE INVESTIGACIÓN, PLANEAMIENTO ESTRATÉGICO Y LA POLÍTICA

2ND EL PROCESO DEL CAMBIO

3RD REPENSAR LA INVESTIGACIÓN EN TÉRMINOS DE LAS NECESIDADES DEL PAÍS

4TH LA ESTRATEGIA DE LA GESTIÓN BASADA EN RESULTADOS

**FUENTES DE INFORMACIÓN:
“DESARROLLO”
RELACIONADO
“BASADO EN LA
COMUNIDAD” SOLAMENTE
EJEMPLOS**

5TH FORMATOS DE LOS DOCUMENTOS Y EJEMPLOS

6TH PROP. SECT.

7TH HERRAMIENTAS

**ENFOCARSE EN LAS
ESTRATEGIAS DE GESTIÓN
Y FILOSOFÍA**

INSTITUTIONAL BENEFITWHY

BUENAS ESTRATEGIAS
DE GESTIÓN CON
CONSISTENCIA &
RENDICIÓN DE CUENTAS
TRANSPARENTE



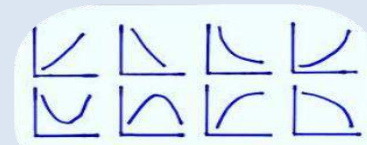
TIMING



PRESSURE



COMPETITION



OD & CD



REQUIREMENT

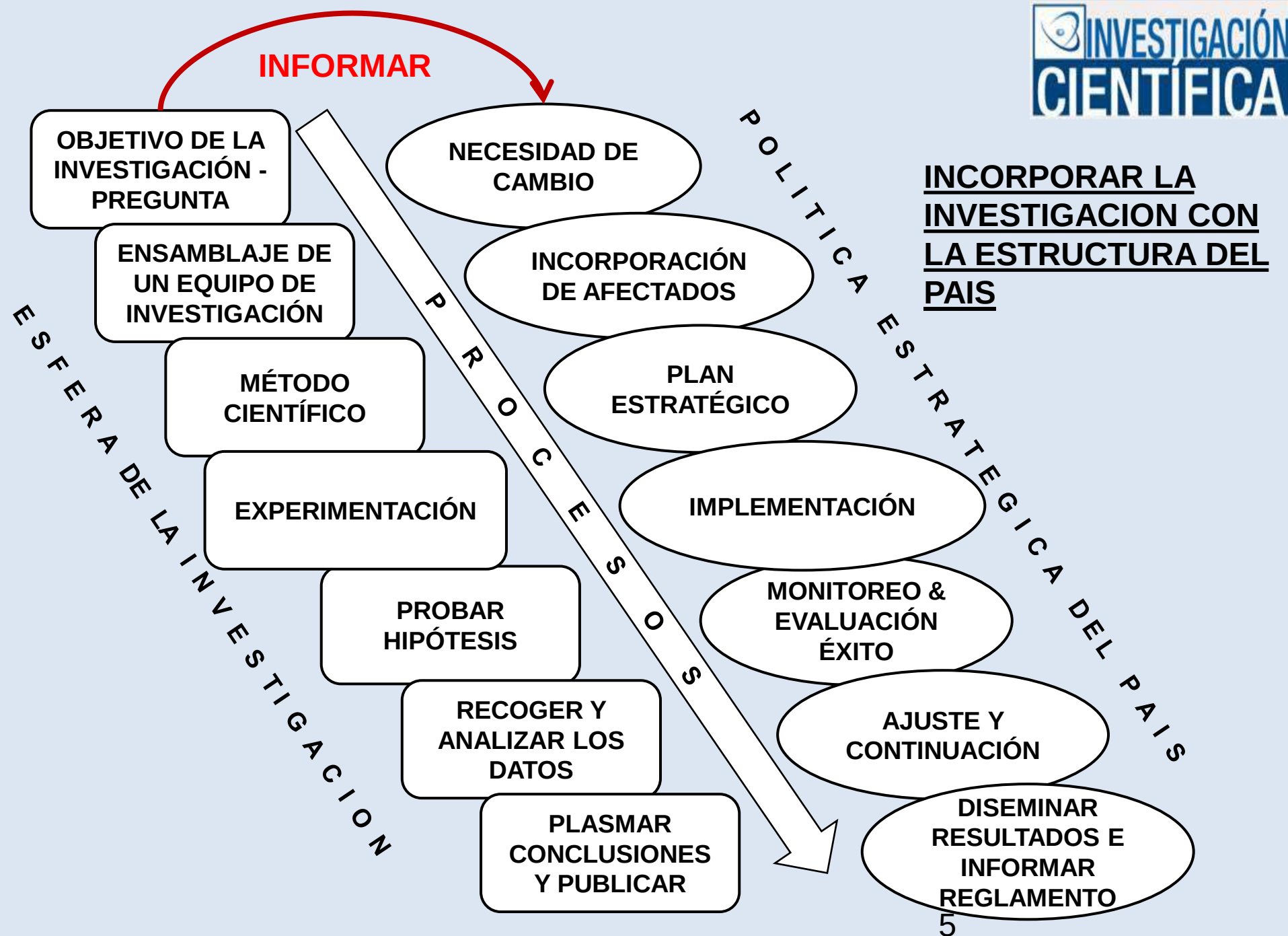




PLANEAMIENTO









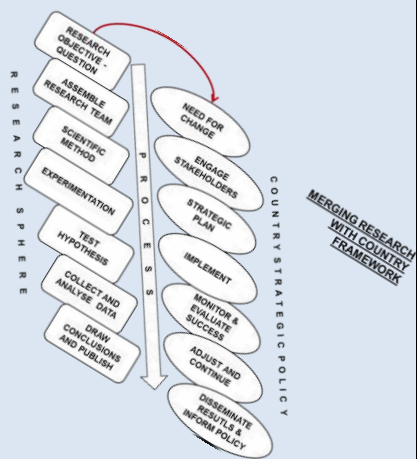
**ESCOGE UN
CAMPO
...CUALQUIER
CAMPO ...**



Buen Vivir												
Objective Compilation												
AREA OF INVESTIGATION	OBJ. 1	OBJ. 2	OBJ. 3	OBJ. 4	OBJ. 5	OBJ. 6	OBJ. 7	OBJ. 8	OBJ. 9	OBJ. 10	OBJ. 11	
Aboriginal (all aspects)	X				X							
Arts & Humanities				X								
Business (agriculture, aquaculture)										X		
Business (finance)								X		X		
Business (general)								X				
Business (marketing)										X		
Communication - IT				X							X	
Development (cottage industries, economics)					X							
Disaster Management												
Economics		X	X				X		X	X		
Education		X	X	X	X				X			
Education (Childhood)		X				X						
Energy							X				X	
Energy (renewable)											X	
Environment (climate change)							X					
Environment (Galapagos & Amazon)							X					
Environment (general)							X					
Environment (recycle-reuse-reduce)							X					
Environment (sustainability)							X					
Environment (vulnerability)							X					
Film Industry					X							
Finance Diversification								X				
Fiscal Responsibility								X				
Goods & Services										X		
Government (governance)	X							X				
Government (policy)	X			X		X						
Government (judiciary)						X						
Healthcare		X										
Health							X					
Jobs (equality)									X			
Jobs (gender disaggregation)									X			
Jobs (labor relations)									X			
Jobs (occupational training)									X	X		
Jobs (trade schools)									X			
Law	X	X		X		X	X					
Medicine (immunology)							X					
Medicine (indigenous)			X									
Medicine (toxicology)							X				X	
Medicine (traditional)			X				X				X	
Natural Science (agri. - food)											X	
Natural Science (biodiversity)							X					
Natural Science (biology)							X			X		
Natural Science (climate change)		X										
Natural Science (coastal)							X					
Natural Science (crops science)										X		
Natural Science (engineering)			X							X		
Natural Science (forests)							X					
Natural Science (geography - tourism)										X		
Natural Science (geography)		X	X		X							
Natural Science (geology)			X									
Natural Science (marine)							X				X	
Natural Science (microbiology)							X					
Natural Science (pollution - control, abatement)							X					
Natural Science (watershed/hydrology)			X			X					X	
Nutrition			X									
Physical Education			X									
Political Science	X					X						
Private Sector												
Productive Sector (manufacturing)										X		
Productive Sector (production)										X		
Productive Sector (value addition)										X		
Public Sector	X	X		X								
Resource Extraction (mining, oil)							X				X	
Social Science	X	X	X	X	X	X	X	X		7 X		
Technology Development												
Transportation			X			X						
Jobs (youth opportunity)									X			



BUEN VIVIR (COMPILED) AREA OF INVESTIGATION	OBJECTIVE										
	1	2	3	4	5	6	7	8	9	10	11
Arts & Humanities				X							
Business								X		X	X
Development					X						
Economics		X	X				X		X		
Education		X	X	X	X	X			X		
Energy							X				X
Environment			X				X				
Film					X						
Finance					X			X		X	
Government	X			X		X		X			
Health		X							X	X	
Indigenous	X				X						
IT				X							X
Jobs									X	X	
Law	X	X		X		X	X				
Medicine			X				X				X
Natural Science		X	X		X	X	X			X	X
Political Science	X					X					
Private Sector											X
Productive Sector										X	
Public Sector	X	X		X							
Resource Extration							X				X
Social Science	X	X	X	X	X	X	X	X		X	
Technology Development										X	
Transportation			X			X					8



FINANCIAMIENTO NACIONAL E INTERNACIONAL

~~PERMANECER AISLADO:
CIENCIAS NATURALES O CIENCIAS SOCIALES O
INGENIERIA~~



- IMPACTO SOCIAL
- INTERACTIVO E INTERDISCIPLINARIO
- CAPACIDAD DE DESARROLLO (REDES)
 - ACTORES
- RIESGOS Y ASUNCIONES
 - INDICADORES
 - DIVULGACIÓN

...EL PROCESO

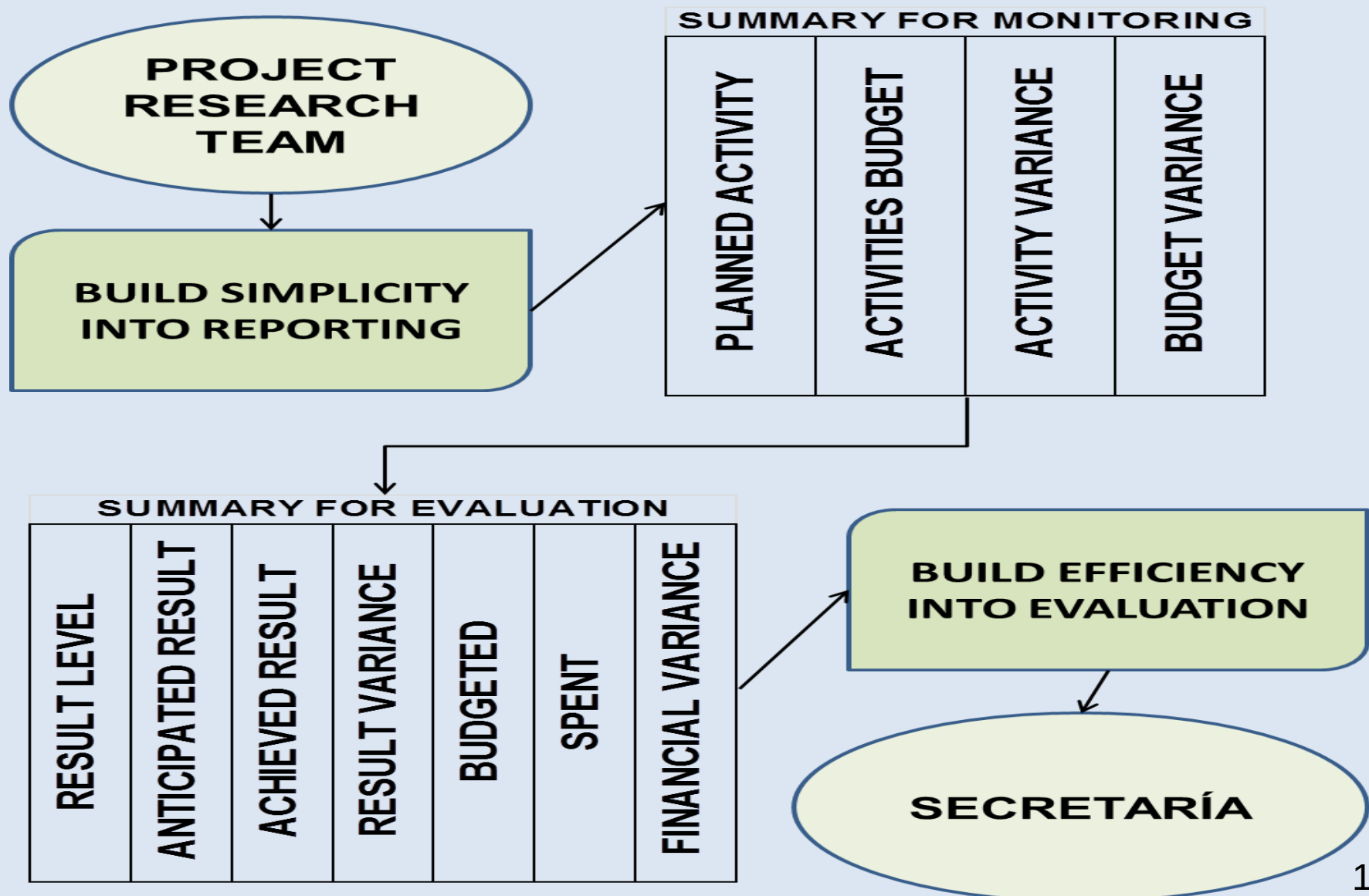
PIENSE
“INCLUSIVA_
MENTE”

GESTIÓN DE LA FILOSOFÍA

- **INCLUYE TODAS LAS FASES DESDE LA PLANIFICACIÓN AL ENVIÓ FINAL**
 - **PENSAR ACERCA DE LA IMPLEMENTACIÓN**
- **ESTRATEGIAS PARA ASEGURAR LA PRESENTACION DE CUENTAS (AMBOS LADOS)**
 - **ASEGURA TRANSPARENCIA**
 - **ENFOQUE EN LOS RESULTADOS**

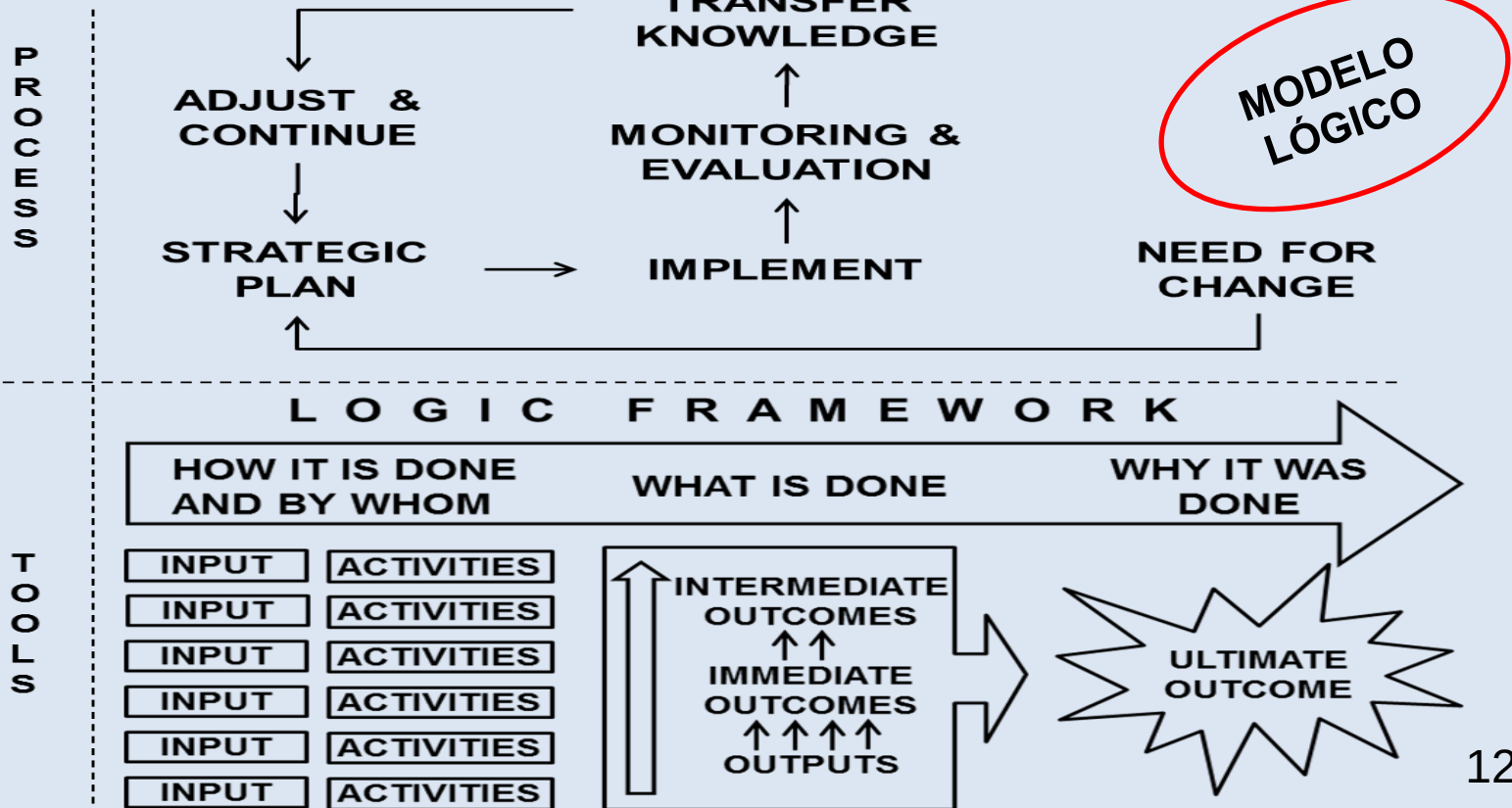
**TAN BUENO COMO EL ESFUERZO
INVERTIDO PLANIFICACIÓN –
PLANIFICACIÓN – PLANIFICACIÓN**

RESULT CONSISTENT & TRANSPARENT EVALUATION





R B M



EL PROCESO

1 – OBJETIVO – POR QUE

EQUIPO DE INVESTIGACIÓN & ACTORES (?)

CONTEXTO
FACTIBILIDAD

2 – ACTORES – QUIEN (PLAN DE COMPROMISO)

COMPAÑEROS, BENEFICIARIOS

- CONCORDANCIA
CON \$\$\$
- APROPIADO

3 – ACTIVIDADES – COMO

4 – ACTIVIDADES DE GRUPO (PAQUETES) =
PRODUCTOS

5 – ASOCIAR PRODUCTOS CON RESULTADOS

6 – VÍNCULOS – TOC

- TRANSFERENCIA DE
CONOCIMIENTO
– A TODOS
- CONFIRMAR
ACUERDO

7 – CONSISTENCIA – GESTIÓN, GERENCIA

8 – PLAN DE EVALUACIÓN = M&E- DIVULGACIÓN

9 – ASUNCIONES – RIESGOS – REMEDIACIÓN

- VALORACIÓN
- TODOS LOS
ACTORES

10 - NARRATIVA

EL CAMBIO REQUIERE

- FLEXIBILIDAD
- ACEPTACIÓN
- COMPRENSIÓN
- ACUERDO
- CUMPLIMIENTO

LAS SECCIONES “STANDARD” DE UNA PROPUESTA REQUERIRÁN DIFERENTES CONTENIDOS BASADOS EN EL PENSAMIENTO RBM Y EL DESARROLLO LM

POR EJEMPLO, RESULTADOS – YA NO SON SOLO “RESULTADOS DE INVESTIGACIÓN” BASADOS EN EL EXPERIMENTO O RECOLECCIÓN DE DATOS EMPÍRICOSINDICADORES DE CAMBIO

JUSTIFICACIÓN – YA NO SOLO ES COMO EL TRABAJO SE AJUSTA AL CONTEXTO DE LA INVESTIGACIÓN DENTRO DE UN CAMPO DADO O BRECHA DE CONOCIMIENTO

PLAN DE TRABAJO – YA NO SOLO ES UNA SIMPLE TABLA EXCEL MOSTRANDO LAS ACTIVIDADES COMO UNA FUNCIÓN DE TIEMPO

PRESUPUESTO – YA NO SOLO SE RELACIONA A ACTIVIDADES

COMO SE RELACIONA ESTO A LAS SECCIONES DE LA PROPUESTA ...

NUEVO

**OBJETIVO
REALISTA**

**COMPROMISO DE
LOS ACTORES**

**M&E ...
INDICADORES**

DIVULGACIÓN

**GERENCIA,
GESTIÓN**

**TEORIA DE
CAMBIO**

**RESULTADOS
BASADOS EN EL
PRESUPUESTO**

COMERCIALIZACIÓN



- **ABSTRACT/INTRODUCCIÓN**
- **MODELO LÓGICO**
- **DESCRIPCIÓN DEL PROYECTO BASADO EN LA INVESTIGACIÓN**
- **OBJETIVO(S) RELACIONADO(S) A LA POLÍTICA DEL PAÍS (BV)**
- **PLAN DE TRABAJO**
- **COMPROMISO DE LOS ACTORES**
- **MONITOREO & EVALUACIÓN**
- **GESTIÓN, GERENCIA DEL PROYECTO**
- **DIVULGACIÓN**
- **PRESUPUESTO**

BORRADOR

**CADA SECCIÓN DEBE
ESTAR BASADO EN EL
MODELO LÓGICO Y
USAR TERMINOLOGÍA
RBM**

**LIMITE DE PAGINAS – LA LONGITUD DE LA SECCIÓN
DEPENDEN DE LA PERCEPCIÓN**

**BORRADOR
FORMATO EN LINEA**

- **ABSTRACT/ INTRODUCCIÓN**

- “PRUEBA” – EXACTITUD/PRECISION
- ESCRITO AL FINAL (NADA NUEVO)
- SECCIONES MAS IMPORTANTES
- COMPONENTES MAS IMPORTANTES DEL MODELO LÓGICO

- **MODELO LÓGICO**

- TODOS SON COMPONENTES DE LA CADENA DE RESULTADOS (RESULTADO FINAL, PRODUCTOS INTERMEDIOS, PRODUCTOS INMEDIATOS, RESULTADOS, ACTIVIDADES, ENTRADAS)
- ASUNCIONES & RIESGOS
- INDICADORES

**LIMITE DE PAGINAS – LA LONGITUD DE LA SECCIÓN
DEPENDE EN LA PERCEPCIÓN**

 BORRADOR
FORMATO
EN LINEA

- **PROYECTO BASADO EN LA INVESTIGACIÓN**
 - DESCRIPCIÓN**
 - OBJETIVO
 - PROPÓSITO (CONTEXTO CONCEPTUAL)
 - ANTECEDENTES (FORMULACIÓN DEL PROBLEMA)
 - METODOLOGÍAS
 - JUSTIFICACIÓN (BRECHA DE CONOCIMIENTO)
 - LITERATURA
 - EQUIPO & PERTINENCIA INSTITUCIONAL
- **OBJETIVO(S) RELACIONADO A LA POLITICA DEL PAIS**
 - META DE LA INVESTIGACIÓN EN UNIÓN CON LOS OBJETIVOS DEL BUEN VIVIR
 - MOSTRAR LAS CONEXIONE(S)
 - ESPECIFICO (NO VAGO)
 - INCLUIR POTENCIAL PARA LA COMERCIALIZACIÓN (PROTOTIPOS, PATENTES, ETC.) – ECONOMÍA-RENTABILIDAD

**BORRADOR
FORMATO EN LINEA**

- **PLAN DE TRABAJO**

- 1- AÑO DETALLADO
- DURACIÓN DEL PROYECTO – GENERAL
- ESPECIFICIDADES ACERCA DE
COMO/CUANDO/QUIEN LA
COMERCIALIZACIÓN OCURRIRÁ

- **COMPROMISO DE LOS ACTORES**

- PLAN COMPLETO
 - COMO SELECCIONARLOS
 - NIVEL DE PARTICIPACIÓN
 - ROLES & RESPONSABILIDADES
 - PLAN DE COMPROMISO
 - COMPARTIR CONOCIMIENTO

**BORRADOR
FORMATO EN LINEA**

- **SEGUIMIENTO & EVALUACION**

- ESTRUCTURA DE GERENCIA (PMF-CIDA)
- INDICADORES (A TODOS LOS NIVELES DE RESULTADOS)
- PLAN DE MONITOREO (QUIEN/QUE/CUANDO/POR QUÉ)
- PLAN DE EVALUACIÓN (QUIEN/QUE/CUANDO/POR QUÉ)

- **PLAN DE GERENCIA DEL PROYECTO**

- COMITÉS REQUERIDOS (PMC, TAC, SDC, ...)
- QUIEN-CUANDO-DONDE-PRODUCTOS-FECHAS

**BORRADOR
FORMATO EN LINEA**

- **DIVULGACIÓN**

- CONTEXTO DE ACTORES
- BASADO EN LOS GRANDES OBJETIVOS
- QUIEN/CUANDO/DONDE
- QUE MEDIOS –
(PUBS/NOTICIAS/CARTAS/REUNIONES/...)
- CUAL ES LA AUDIENCIA

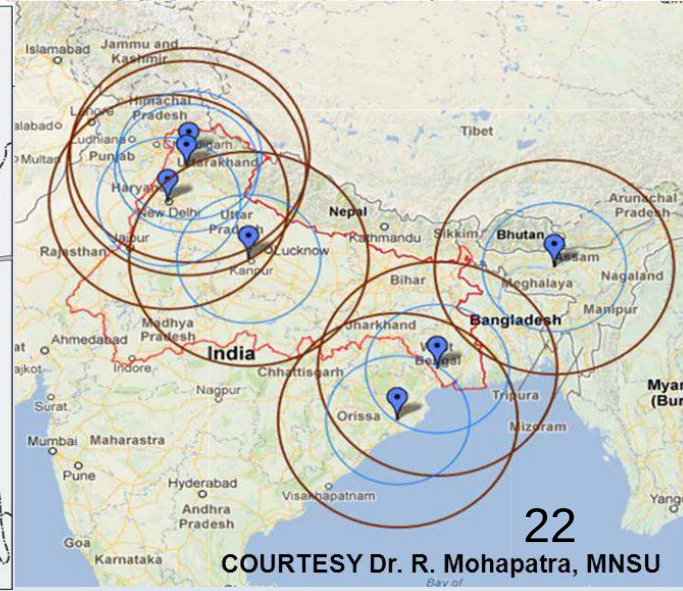
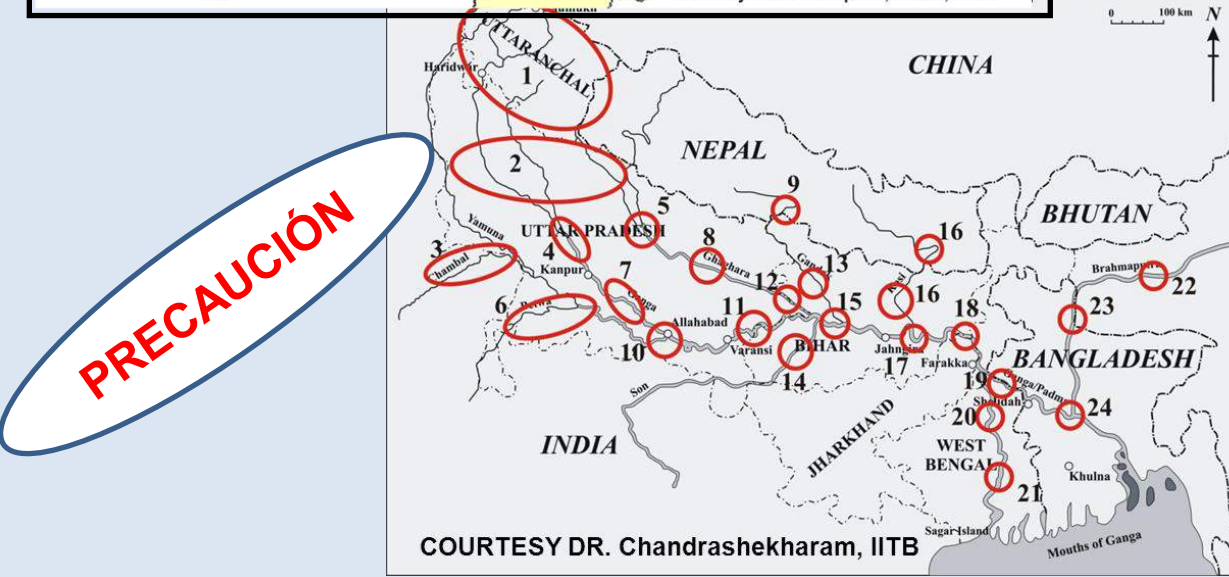
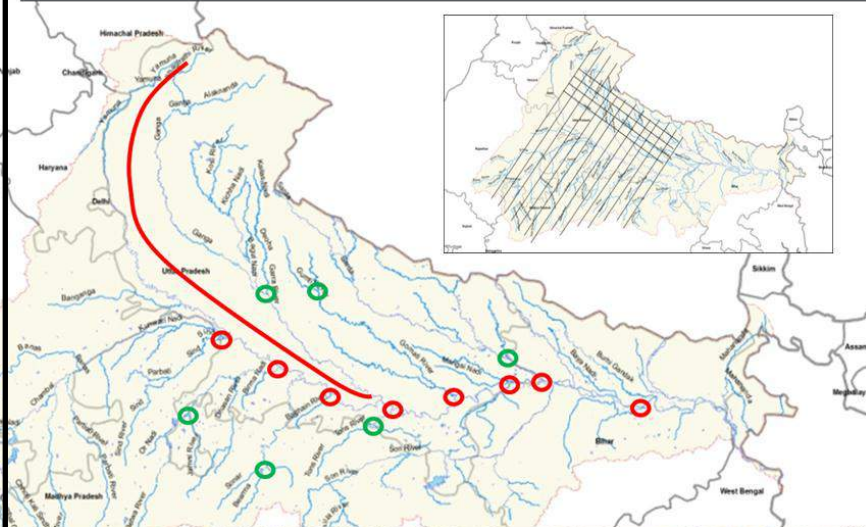
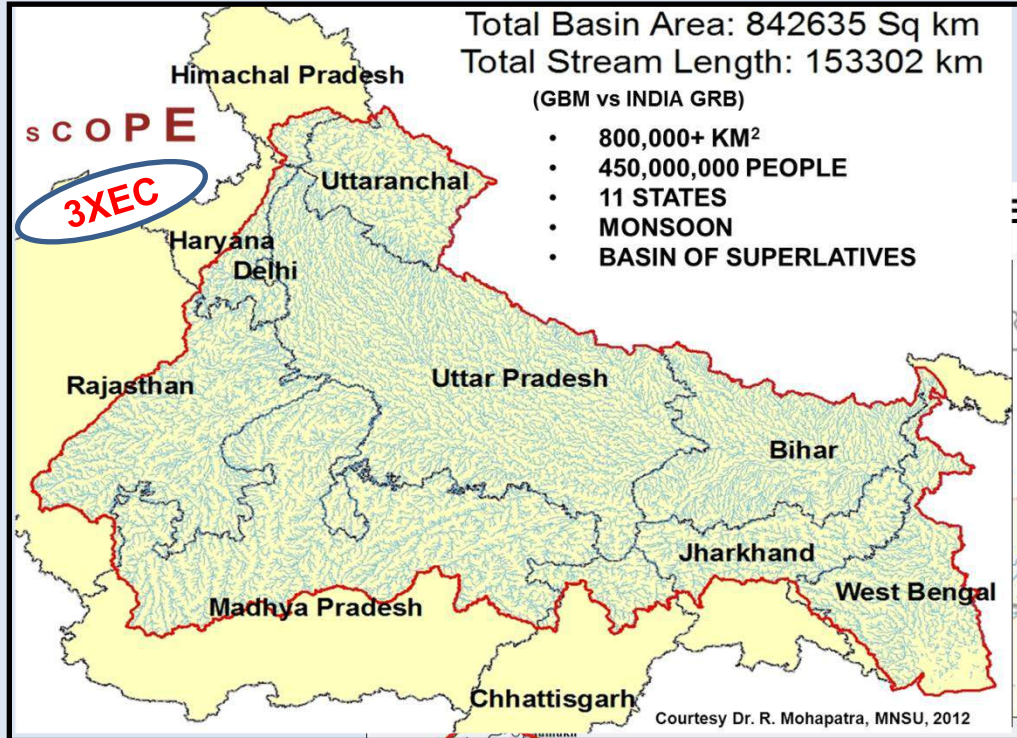
- **PRESUPUESTO (VER LAS SIGUIENTES LAMINAS)**

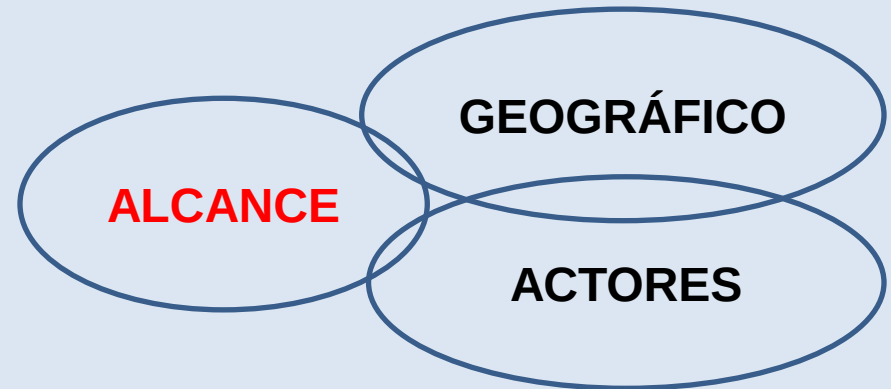
- BASADO EN RESULTADOS (**NO** EN ACTIVIDAD)

**LIMITE DE PAGINAS – LA LONGITUD DE LA SECCIÓN
DEPENDE EN LA PERCEPCIÓN**

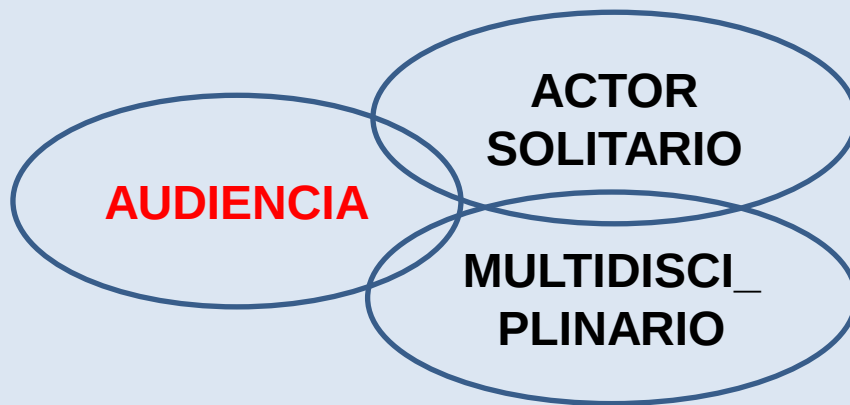
OBJETIVO

- “IMPORTANTE”
- **ACTORES**
- **ORG. FINANCIADORES**
- **CONTEXTO - BV**





EVIDENCIA



ESCALA - ALCANCE

**RESULTADO
ULTIMO**

PROYECTO

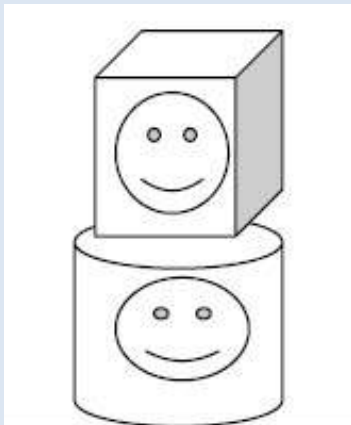
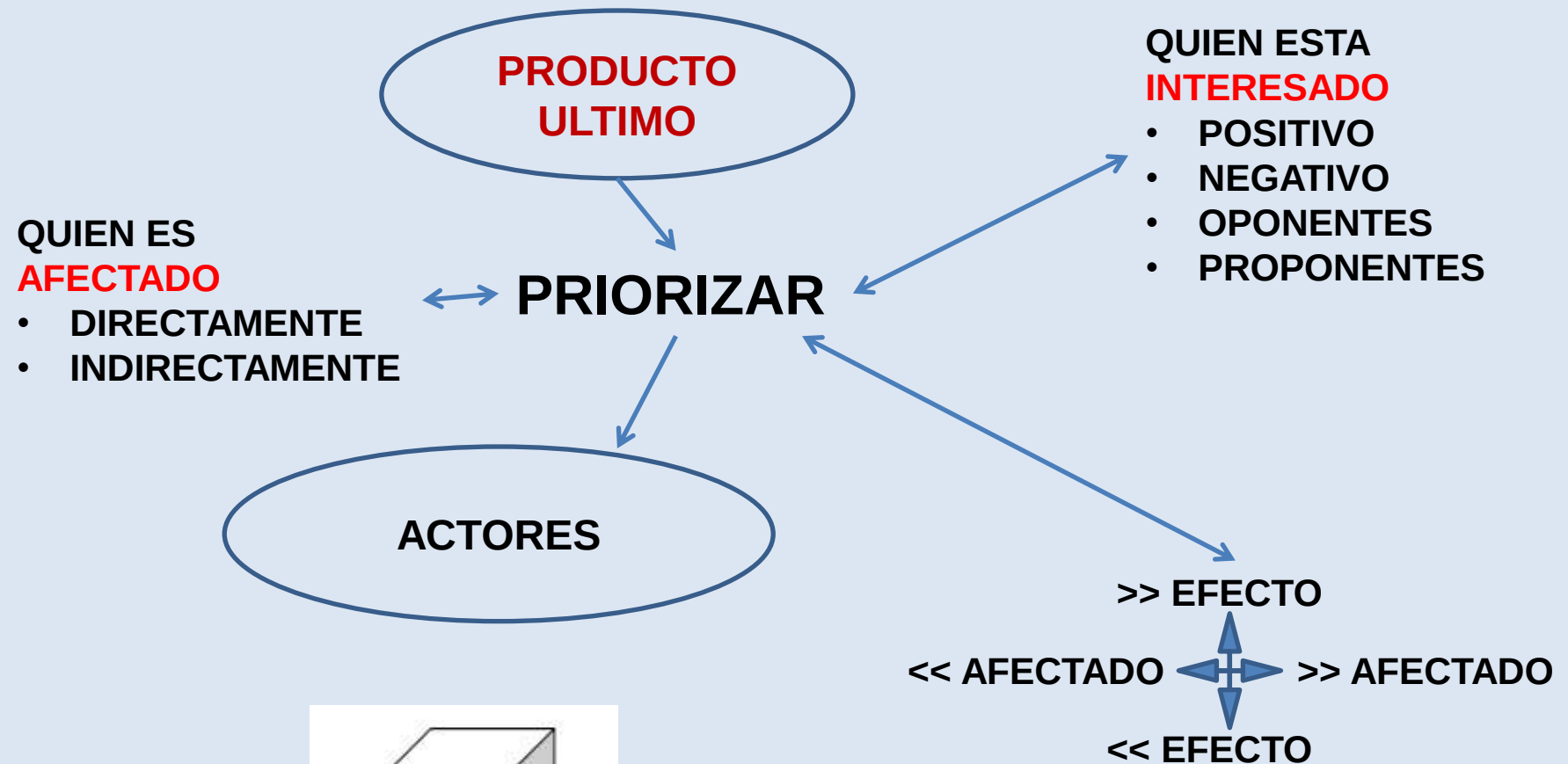
- CORTA DURACIÓN
- SITIO ESPECIFICO (LOCAL)
- OBJETIVOS FÁCILMENTE IDENTIFICABLES
- CON OTROS PROYECTOS = PROGRAMA

PROGRAMA

- RESULTADOS MAS GENERALES
- DURACIÓN MAS LARGA (?)
- INFLUENCIA MAS "ANCHA"
- IMPACTAR EN LA TOMA DE DECISIONES

POLITICA

- SIN LIMITE DE TIEMPO
- PUEDE INCLUIR MÚLTIPLE PROGRAMAS
- UNA BASE MAS AMPLIA
- RESULTADOS GENERALES



EVALUAR TUS ACTORES

COMPROMISO = COOPERACION

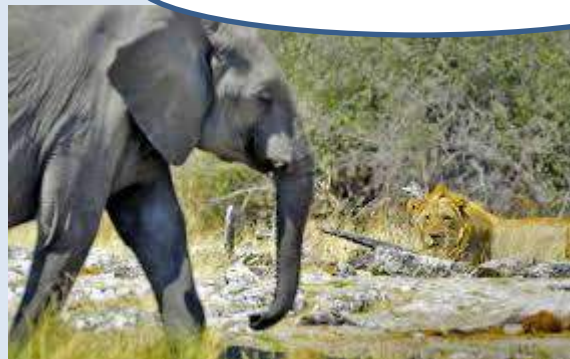


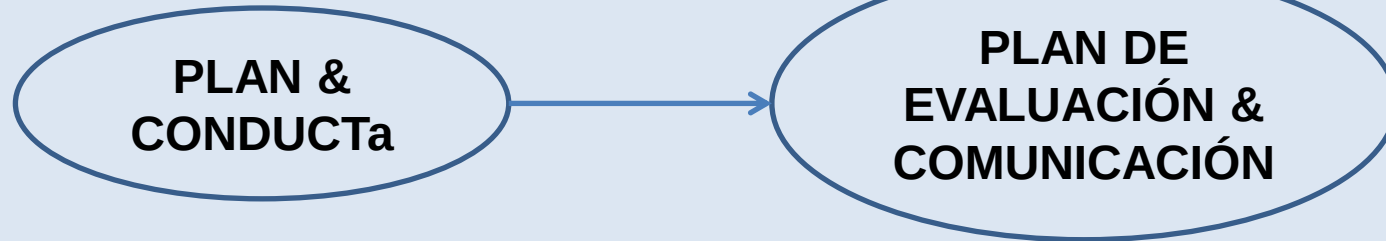
CUENCA HIDROELÉCTRICA
BATERÍA COMPAÑÍA DE PETRÓLEO

CON HAMBRE?

**LA POSICIÓN PUEDE
CAMBIAR**

- **TIEMPO**
- **PROPIOS INTERESES**
- **POLÍTICA**
- **GOBIERNO**
- **GERENCIA**

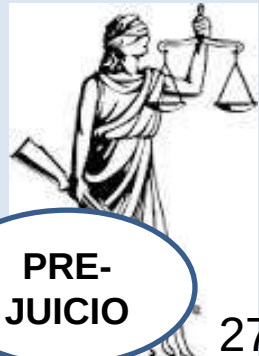




NIVEL DE COMPROMISO



AGENDA



**PRE-
JUICIO**

A QUIEN SE **DEBE** INCLUIR

MULTIDISCIPLINARIO

NIVEL ACTIVO - BV

SECRETARÍA

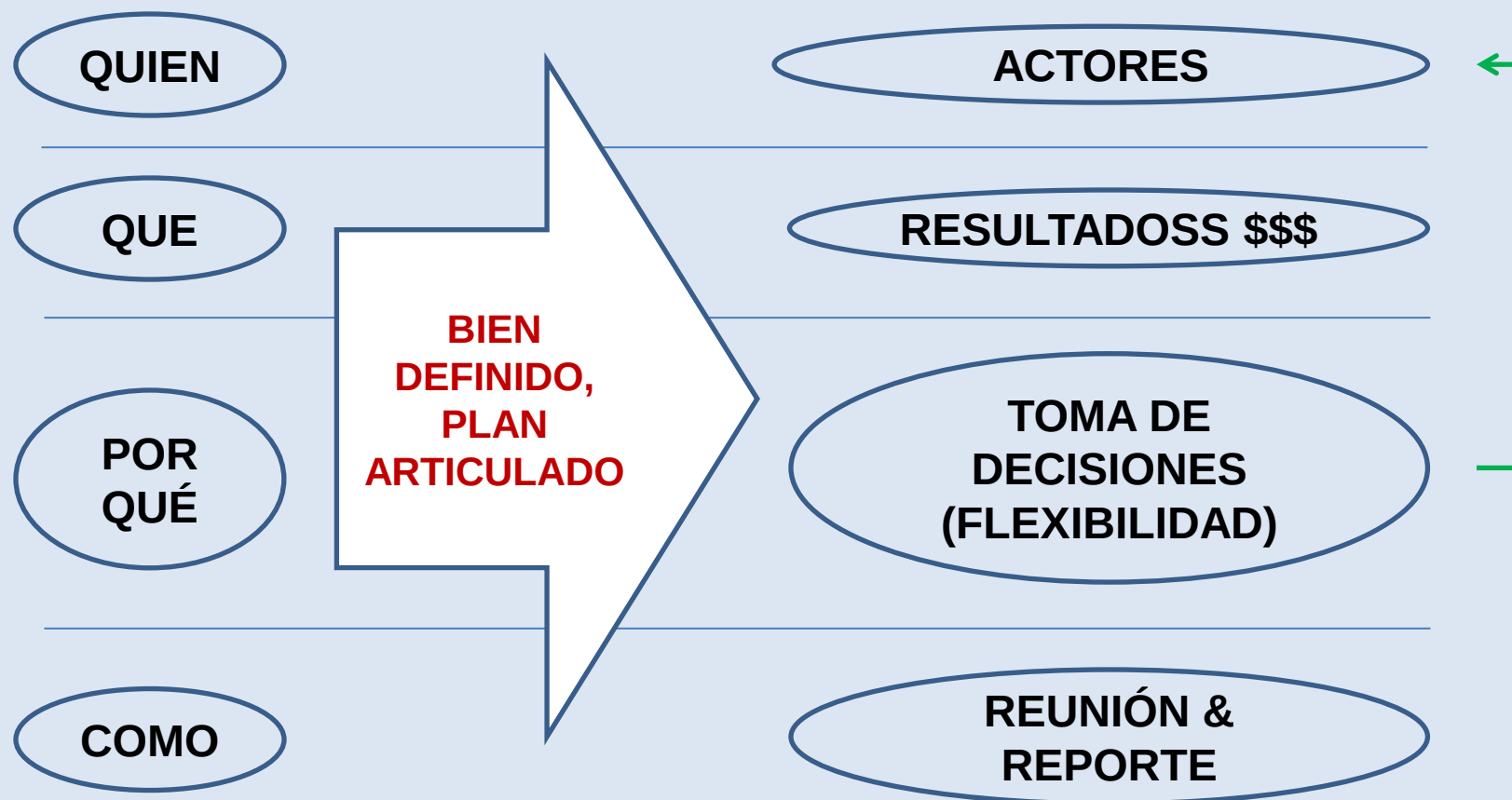
SEA CREATIVO

BUEN VIVIR (COMPILED) AREA OF INVESTIGATION	OBJECTIVE										
	1	2	3	4	5	6	7	8	9	10	11
Arts & Humanities				X							
Business								X		X	X
Development					X						
Economics		X	X				X		X		
Education		X	X	X	X	X			X		
Energy							X				X
Environment			X				X				
Film					X						
Finance					X			X		X	
Government	X			X		X		X			
Health		X							X	X	
Indigenous	X				X						
IT				X							X
Jobs									X	X	
Law	X	X		X		X	X				
Medicine			X				X				X
Natural Science		X	X		X	X	X			X	X
Political Science	X					X					
Private Sector											X
Productive Sector										X	
Public Sector	X	X		X							
Resource Extration							X				X
Social Science	X	X	X	X	X	X	X	X		X	
Technology Development										X	
Transportation			X			X					

**PRINCIPALMENTE PARA ASEGURAR
TRANSPARENCIA:**

- **USADO POR LA GERENCIA INTERNA**
- **PARTE DE EJECUCIÓN – INTERNO & ARTICULADO**

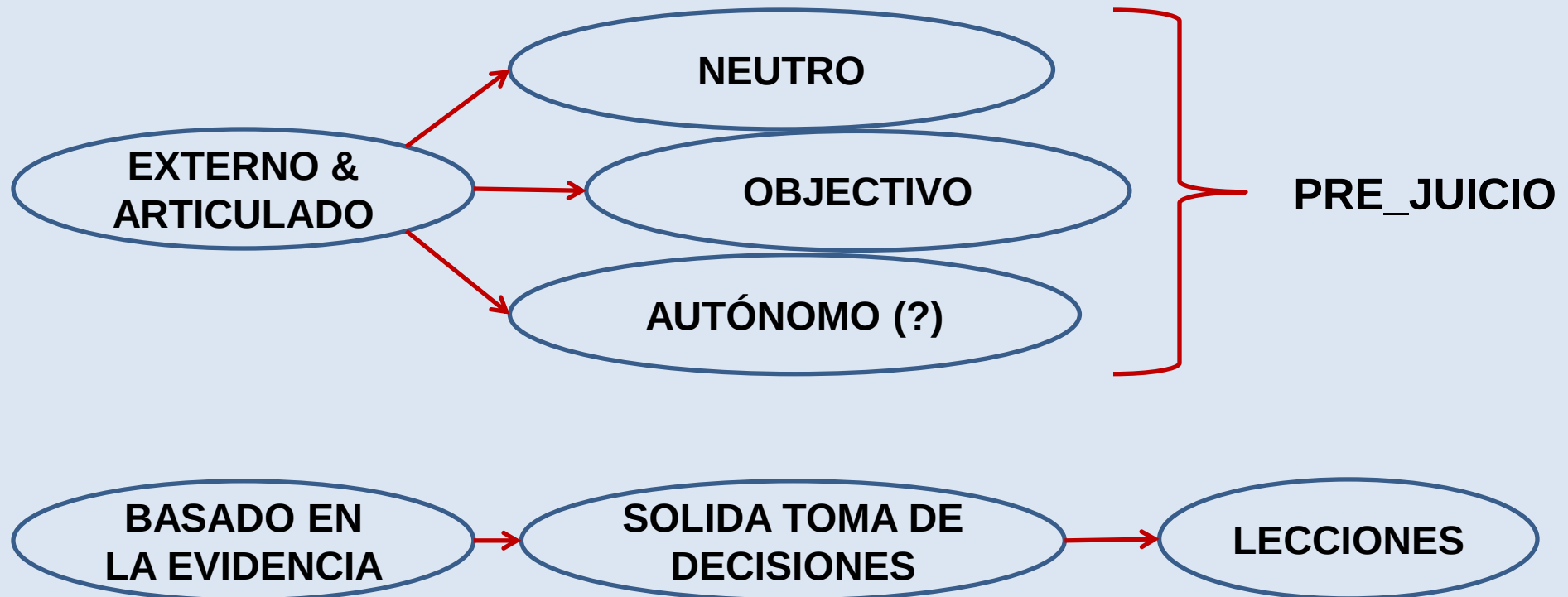
MONITORING →

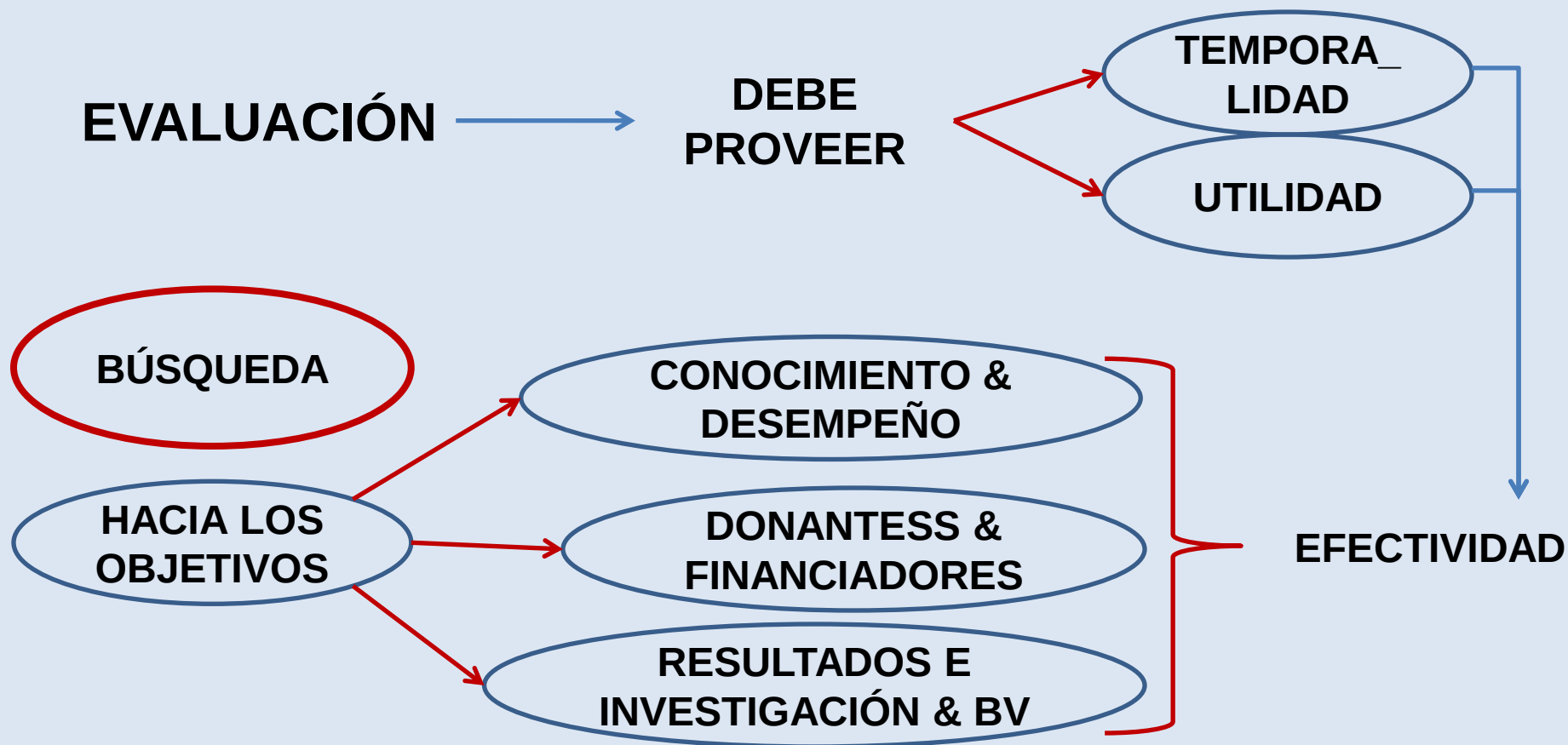


EVALUACIÓN



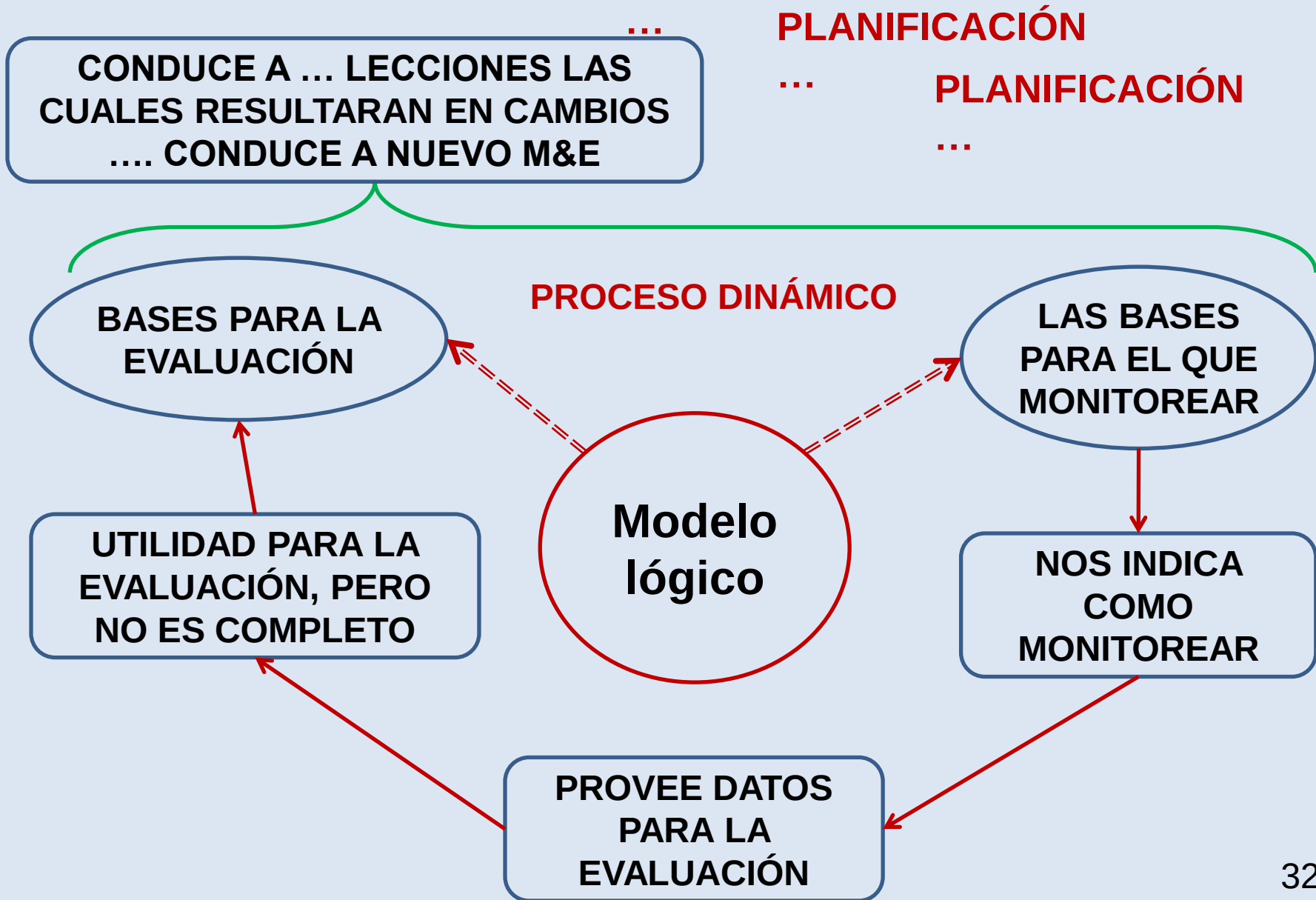
**ANTICIPADO VS RESULTADOS
ALCANZADOS (PRODUCTO – RESULTADO)**





planificación - MONITOREO & EVALUACIÓN (4)

PLANIFICACIÓN



Note: 1) All activities must have an indicator; Outputs should have at least 2 (or more, but not too many) activities, 2) add sheets to this workbook as required until all potential results level components are covered (Outputs, Immediate Outcomes and Intermediate Outcomes)

**MEDIR
DESEMPEÑO**

Outcome or Output level Statement & Number	List of Activities (for Outputs) or Outputs (for Outcomes)	Indicators ¹	Baseline ²	Target ³	Deadline for completion

¹Please refer to the "Guide to Strategic Planning for Results" (link on website). "Indicators" define what is to be measured, but they do not specify the vector or weight; they do not carry units

²"Baseline" is the state that existed prior to project interventions and may not always be "0"; for example, a project may strive to "increase" the level of a condition from its current state of "50%" to a better level of "75%" - 50% is the baseline

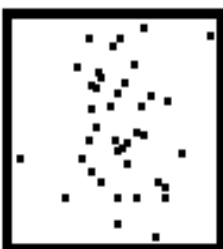
QUE ES LO QUE DEFINE A UN “BUEN” INDICADOR? (1)



UNDP

SPECIFIC(ESPECIFICO) – LIGADO A UN OBJETIVO DADO
MEASURABLE(MEDIBLE) –VERIFICABLE
ACHIEVABLE(ALCANZABLE) –REALÍSTICO
RELEVANT(RELEVANTE) –APROPIADO(PROBLEMA)
TIMELY(TEMPORALIDAD) – DENTRO DEL TIEMPO DE EJECUCIÓN DEL PROYECTO

M & E



$r=0$



$r=.28$



$r=.42$



$r=.55$

RELEVANCIA ...



$r=.67$



$r=.86$



$r=-.55$



$r=-.85$

CIDA

VALID(VALIDO) – A UN RESULTADO DADO (MEDIBLE)
RELIABLE(CONFIABLE) – RELEVANTE EN EL TIEMPO (CAMBIO)
SENSITIVE(SENSIBLE) – A CAMBIOS EN EL TIEMPO
UTILITY(UTILIDAD) – PROVEE EVIDENCIA A INFORMAR
AFFORTABLE(ASEQUIBLE) - \$\$\$

- COMO LOS RESULTADOS SON MEDIDIOS VIA PRODUCCION DE **EVIDENCIA**
- COMO SABEMOS QUE LOS RESULTADOS SE ESTÁN LOGRANDO
- COMO RACIONALIZAMOS GASTOS CONTRA ACTIVIDADES
- ESPECIFICO A UN RESULTADO DADO
- NO - VECTOR OR PESO (NOT, “%”, “#”)
- SI – “PROPORCIÓN”

QUE

- COMO LA PARTICIPACIÓN ES DOCUMENTADA
- COMO Y QUE ES EVALUADO
- MEDICIÓN HACIA RESULTADOS
- PROBLEMAS & SOLUCIONES
- CAMBIO REQUERIDO – FLEXIBILIDAD

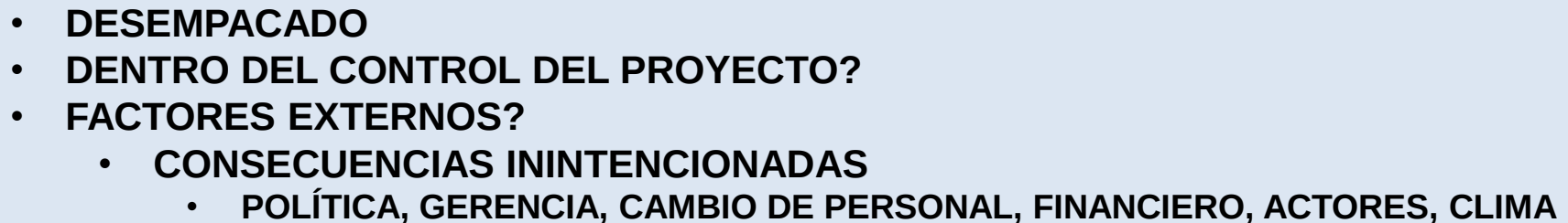
IMPORTANCIA

- PROCESOS: EJECUCIÓN DE MEDIDAS/ACTIVIDADES (# DE ARBOLES PLANTADOS:
- RESULTADO : MEDIDA DEL NIVEL DE RESULTADOS HACIA EL PROYECTO /ULTIMA META DEL PROGRAMA (# & MASA DE LOS ARBOLES SOBREVIVIENTES, CAMBIO EN EL ESTADO ECONÓMICO DEBIDO A LA INTERVENCIÓN)

TIPOS

COMPRENDIENDO (DESCRIPCIÓN/MENTAL) DE QUE PRECONDICIONES DEBEN SER SATISFECHAS (REQUERIDO, NECESARIO, PRERREQUISITO) DENTRO DE UNA SECUENCIA DE EVENTOS IN ORDEN PARA UNA RELACIÓN CAUSAL DEL MODELO LÓGICO (ML) A SER EVALUADO (VERDAD)





**COMO TODOS LOS “PLANES”, DIVULGACIÓN
DEBE TENER CIERTOS COMPONENTES**

- OBJETIVO
- AUDIENCIA
- MÉTODO
- FINANCIAMIENTO
- TIEMPO DE EJECUCIÓN
- RESPONSABILIDAD

**COMIENZA EN
EL PRINCIPIO**

ACTORES

QUIEN SE BENEFICIARÁ

**QUIEN LLEVARA EL
CONOCIMIENTO A LA
ACCIÓN**

**DETALLADO EN LA
PROPUESTA –
DESCRITO EN LA NOTA
CONCEPTUAL
ESPECIFICA!!!**



OBJETIVO:

- POR QUÉ
- META



CRONOLOGÍA:

- APROPIADA A LOS NIVELES DE RESULTADOS
- POST-PROYECTO
- CALENDARIO EN EL PLAN DE TRABAJO



QUIEN PARA:

- INCLUSIVO
- USO DE LOS DESCUBRIMIENTOS REQUERIDOS - \$\$\$
- RESULTADOS ... ACCIÓN



RECURSOS:

- REALÍSTICO
- DENTRO DEL PRESUPUESTO
- ORIGEN DEL \$\$\$
- DIRECCIÓN DENTRO DEL EQUIPO

COMPARTIR CONOCIMIENTO

MÉTODO:

- PUBLICACIONES
 - CONFERENCIAS
 - MULTIMEDIA
 - REUNIONES
 - REPORTES
 - EN LÍNEA
 - NOTICIAS
- (APROPIADO PARA CADA AUDIENCIA & COMPARTIR EN DOS VÍAS)

RESPONSABILIDAD :

- PERSONAL
- PARTE DEL PLAN DE GESTIÓN O GERENCIA
- COMO SE EVALUARA EL ÉXITO DEL PLAN

QUIEN Y CUANDO

"PMS"

- EN PRESUPUESTO \$\$\$
- DEPENDE DEL PROYECTO
DEPENDS ON PROJECT
- SIEMPRE "PMC"
- O EL COMITE DE MANEJO
 - "TAC" ALGUNAS VECES
 - "SDC" ALGUNAS VECES

Social and Ecological Impacts of Sludge Utilization in Northern India: Intervention and Training - <u>Project Management Summary</u>			
Planned Management Activity	Planned Completion	Actual	Variance
Meetings with CIDA PO	Semi-annual		
Annual Workplan	30 days prior to submission of annual report		
Semi-annual Progress Report	Within 30 days of the end of the reporting period		
Annual Progress Report	Within 30 days of the end of the reporting period		
Report of the PMC	15 days after annual meeting		
Report of the SDC	15 days after semi-annual meeting		
Report of the TAC	15 days after annual meeting		
Semi-annual reports from UWO and Guelph on technical results to CEA, Indian Dir.	15 days after the end of the reporting period		
Quarterly group meetings with NGOs at Project Headquarters	To be held on the first day of April, July, October and January		
Semi-annual reports from all NGOs	7 days after the end of the reporting period		
Quarterly visits by CEA, Indian Director to study sites.	To be determined by CEA, Indian Director		
Semi-annual report from Indian Partner Organizations	7 days after the end of the reporting period		

QUIEN ...
QUÉ ...
CUANDO
...

COMITÉ DE GERENCIA DEL PROYECTO (PMC – MANEJO)**PMC MIEMBROS:**

- EQUIPO DE INVESTIGACIÓN
- DONADOR/FINANCIADOR
- ESTRATEGIA (ACTIVO-SOCIO) ACTOR
- SOCIEDAD CIVIL
-

PMC ROL:

- Seguimiento del plan estratégico – modelo lógico
- Evaluación anticipada vs resultados alcanzados
- Asegurar implementación correcta – ejecución
 - Reportar a actores
 - Sugerir cambios
 - Revisar conflictos

**COMITE CONSULTIVO TECNICO (TECHNICAL ADVISORY
COMMITTEE (TAC))**

? OTRO ...
“SDC”

ROL DEL TAC :

- **MIEMBROS – ALTA HABILIDAD TÉCNICA EN EL CAMPO DE LA INVESTIGACIÓN**
- **FUENTE DE HABILIDAD TÉCNICA ADICIONAL DENTRO DEL PROYECTO**
- **FUERA DEL PROYECTO – SIN PREJUICIO**
- **ASEGURAR ALTA CALIDAD – MERITO**
- **DILIGENCIA A TODA PRUEBA**
- **REPORTAR A PMC**

HERRAMIENTAS
DOCUMENTOS PARA AYUDAR CON LA
PLANIFICACIÓN DEL PROYECTO, IMPLEMENTACIÓN
Y REPORTE

LM NIVEL ...

PLANIFICACIÓN
...

PRESUPUESTAN_
DO ...

REPORTANDO ...

PROPÓSITO

- **USO INTERNO**
- **REQUERIDO EN ENVIO DEL REPORTE**

NIVEL

- **PRINCIPIANTE**
- **APROPIADO A TODOS LOS NIVELES**

MODELO LÓGICO ... NOMBRAMIENTO ...
SUBACTIVIDAD/ACTIVIDAD/PRODUCTO ...
WORKPLAN DE TRABAJO ... M&E/INDICADORES
... PRESUPUESTO

MODELO LÓGICO
COMPONENTES
SIMPLE PERO ELEGANTE ...

“-ENTRADA (ALIMENTO & UTENSILIOS & CARRO &)

- actividad (ir por una comida)
- producto (comer la comida)

**MISMO ...
DIFERENTE ...
DIFUSO**

IMMEDIATo

...

INTERMEDIo

DE VIDA)”

-RESULTADO (SENTIR MENOS HAMBRE)

-IMPACTO (MANTENER LA SALUD Y LA CALIDAD

SUB-ACTIVIDAD VS ACTIVIDAD VS PRODUCTO

LM – REGLA GENERAL

ENTRADA

ESPECIFICO!!!

ACTIVIDAD

PRODUCTO

RESULTADO

RESULTADO
ULTIMO -
IMPACTO

- QUE ES NECESARIO PARA REALIZAR LAS ACTIVIDADES
- MUCHAS FUENTES
- H.R., \$\$\$, LITERATURA, CONOCIMIENTO ...
- ACCIONES REQUERIDAS PARA LOGRAR LAS METAS DEL PROYECTO– INICIAL
- QUE ES LO QUE ESTA HECHO
- RESULTADO EN EL TIEMPO MAS CORTO – BASADO EN ACTIVIDADES
- QUE FUE HECHO
- BASADO EN PRE-CONDICIONES DE MAS BAJO NIVEL (SI ... ENTONCES)
- DIFERENCIA HECHA POR ESFUERZOS
- TERMINO MEDIO Y LARGO
- CONECTADO A LA META FINAL (RESULTADO)
- FUERA DEL PROYECTO – PROGRAMA ALCANZADO
- CAMBIO DE ESTADO
- PUEDE REQUERIR MÚLTIPLES PROYECTOS O PROGRAMAS JUNTOS

Work Breakdown Structure (WBS) for the project: “Social and Ecological Impacts of Sludge Utilization in Northern India: Intervention and Training”

Outcome 100: Quantity and quality of sludge analyzed to assess potential environmental, agricultural and human health benefits/problems associated with its use.

Output 110: Producers and users of sludge identified and linkages with all partners established.

- Activity 111: Headquarters established by Canadian Proj. team
- Activity 112: Office equipment purchased and operational
- Activity 113: Reconnaissance field work to identify sludge facilities
- Activity 114: Identify and establish relations with farmers using sludge
- Activity 115: Determine demographics of villages using sludge
- Activity 116: Contact with local NGOs and finalize MOU's
- Activity 117: Identify and enlist support of all potential partners and strike committees

Output 120: 20 Treatment facilities selected and volume of available sludge determined.

- Activity 121: treatment facilities selected for study
- Activity 122: Collection of sludge from all sites

Output 130: Chemistry, microbiology and toxicology of sewage sludge for agricultural usage evaluated.

- Activity 131: Lab protocols established
- Activity 132: Samples prepared and split for various analytical methods
- Activity 133: Representative samples sent to appropriate labs
- Activity 134: Data compiled, reduced, evaluated
- Activity 135: Indian staff trained in appropriate lab techniques
- Activity 136: Application rates determined

**MODELO
LÓGICO**

**GRUPOS DE
ACTIVIDADES**

**COMO
LLEGAR
AQUÍ???**

Mejorar las condiciones económicas de los campesinos en la india rural VIA la venta de NTFP

RESULTADO INTERMEDIO	INCREMENTO DEL VOLUMEN DE PRODUCTOS NTFP PARA LA VENTA EN EL MERCADO		MEJORAR LA DISPONIBILIDAD Y ACEPTACIÓN EN EL MERCADO		
			ASUNCIONES (UC)		
RESULTADO INMEDIATO	INCREMENTAR EL ACCESO DE MADERA Y NTFP	INCREMENTAR EL RENDIMIENTO DEBIDO A SUELOS MAS SALUDABLES	INCREMENTAR LA CAPACIDAD PARA PRODUCIR PRODUCTOS PARA EL MERCADO BASADO EN NTFP DE ALTA CALIDAD		MEJORAR LA HABILIDAD DE MERCADEO
			ASUNCIONES (UC)		
PRODUCTO(S) • (COMO INDICADORES – USANDO LENGUAJE MIXTO)	1.# ARBOLES PLANTADOS 2.% DE LOTES DE MADERA COMPLETADOS	1.RESULTADOS ANALITICOS OBTENIDOS 2.FERT. VELOCIDAD CALC HECHOS	1.# DE PERSONAS PARTICIPANDO 2.# DE CAMPESINOS PARTICIPANDO	1.# DE UNIDADES COMPRADAS 2.# DE PP QUIEN PUEDE OPP. UNIDADES	1.# DE COOPS FORMADAS 2.# CAMPES. 3.# DE PERSONAS QUE COMPRENDE N FIN
	ASUCIONES (UC)				
DRUPO DE ACTIVIDADES (ESTRATEGIA)	• PLANTAR DE LOTES 10 • PLANTAR 100 ARBOLES POR LOTE • ENTRENAR PP RE PROTECCION & MANT.	• COLECTAR 20 MUESTRAS DE SUELO POR LOTE • ANALIZAR 200 MUESTRAS DE SUELO	• ENTRENAR 10 PP CADA. PUEBLO RE CALIDAD • ENTRENAR 5 CAMPESINOS	• COMPRAR 5 UNIDADES PARA HACER NTFP • ENTRENAR 10 PP CADA EN 5 PUEBLOS PARA USAR EQUIPO	• FORMAR 1 COOP CADA. PARA 5 PUEBLOS • ENTRENAR 10 PP CADA PUEBLO
SI ... ENTONCES			ASUNCIONES (UC)		

**THIS IS AN EXAMPLE OF THE NOMENCLATURE AND
HEIRARCHY FOR THE LOGIC MODEL:**

USE THIS EXAMPLE FOR NAMING AND NUMBERING ALL COMPONENTS OF THE LOGIC MODEL (RESULTS CHAIN) IN ALL PROJECT DOCUMENTS. THIS IS AN EXAMPLE FOR A PROJECT WITH 3 OUTCOMES THAT HAVE 2 OUTPUTS EACH WITH 2 ACTIVITIES PER OUTPUT AND 3 SUBACTIVITIES PER ACTIVITY. THE NUMBERS OF EACH COMPONENT (EXCEPT ULTIMATE OUTCOME) WILL DIFFER FOR EACH PROJECT

Project name:					
Reporting Period:					
		Results Chain component numbering format			
Numbering order and significance	X000	XX00	XXX0	XXXX	
	X000	0X00	00X0	000X	
Ultimate Outcome	Outcome Level (Immediate or	Output	Activity	Sub-activity	
Ultimate Outcome statement (taken from Logic Model)	1000 Immediate or Intermediate Outcome	1100 Output	1110 Activity	1111	
				1112	
			1120 Activity	1113	
				1121	
				1122	
				1123	
		1200 Output	1210 Activity	1211	
				1212	
			1220 Activity	1213	
				1221	
				1222	
				1223	
	2000 Immediate or Intermediate Outcome	2100 Output	2110 Activity	2111	
				2112	
			2120 Activity	2113	
				2121	
				2122	
				2123	
		2200 Output	2210 Activity	2211	
				2212	
			2220 Activity	2213	
				2221	
				2222	
				2223	
3000 Immediate or Intermediate Outcome	3100 Output	3110 Activity	3111		
			3112		
		3120 Activity	3113		
			3121		
			3122		
			3123		
	3200 Output	3210 Activity	3211		
			3212		
		3220 Activity	3213		
			3221		
			3222		
			3223		

**CONSISTENCIA
A LO LARGO
DEL
PROYECTO**

**BASADO EN EL
MODELO
LÓGICO**

**USADO PARA
TODOS LOS
DOCUMENTOS
& PARA
REPORTAR**

THIS WORKSHEET IS PROVIDED FOR INTERNAL USE BY PROJECT STAFF IN ORDER TO CALCULATE TOTAL COSTS FOR EACH ACTIVITY; THE TOTAL FROM THIS SHEET CAN BE USED WHERE REQUIRED IN THE PROPOSAL DOCUMENTS TO CALCULATE THE TOTAL OUTPUT BUDGET

Project name:				
Output Number:				
Subactivities Worksheet:		Please put only one Output on each sheet and duplicate the sheet for the number of Outputs in the Logic Model		
Output Statement & Number	Activity	No.	Sub-activity	Cost (\$)
XX00 Output statement (taken from Logic Model)	XXX0 Activity statement (taken from Logic Model)	XXX1		
		XXX2		
		XXX3		
		XXX4		
		XXX5		
		XXX6		
		XXX7		
		XXX8		
		XXX9		
		XXX10		
		XXX11		
		XXX12		
		XXX13		
		XXX14		
		XXX15		
		XXX16		
		XXX17		
		XXX18		
		XXX19		
		XXX20		
		XXX21		
		XXX22		
		XXX23		
		XXX24		
		XXX25		
TOTAL COST OF ALL SUBACTIVITIES FOR THIS ACTIVITY TOWARDS OUTPUT RESULTS				

**THIS WORKSHEET IS PROVIDED FOR INTERNAL USE
BY PROJECT STAFF TO CALCULATE TOTAL COSTS**

Project name:

Output Number:

**Outcome
Level**

**Output
Level**

NO.

Activity*

**Activity
Cost (\$)**

**Outcome Level (Immediate, Intermediate) Statement &
Number**

**X1XX Output Statement and Number
(taken from Logic Model)**

XX1

XX2

XX3

XX4

XX5

XX6

XX7

XX8

XX9

XX10

XX11

XX12

XX13

XX14

XX15

XX16

XX17

XX18

XX19

XX20

XX21

XX22

XX23

XX24

XX25

TOTAL COST FOR ALL ACTIVITIES



CALENDARIO DE ACTIVIDADES

			5 YEAR IMPLEMENTATION SCHEDULE														
			Year 1			Year 2			Year 3			Year 4			Year 5		
			AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND	JFM	AMJ	JAS	OND
Outcome 100: Quantity and quality of sludge analyzed to assess potential environmental, agricultural and human health benefits/problems associated with its use.	Output 110: Producers and users of sludge identified and linkages with all partners established	111	Headquarters established by Canadian Proj. team	X	X												
		112	Office equipment purchased and operational	X	X												
		113	Reconnaissance field work to identify sludge facilities	X	X	X	X										
		114	Identify and establish relations with farmers using sludge	X	X	X	X										
		115	Determine demographics of villages using sludge		X	X	X	X									
		116	Contact with local NGOs and finalize MOU's		X	X	X	X									
		117	Identify and enlist support of all potential partners		X	X	X	X									
	Output 120: Treatment facilities selected and volume of available sludge determined.	121	20 facilities selected for study		X	X	X										
		122	Collection of sludge from all sites			X	X	X		X	X		X	X			
	Output 130: Chemistry, microbiology and toxicology of sewage sludge for agricultural usage evaluated.	131	Lab protocols established		X	X	X										
		132	Samples prepared and split for various analytical methods			X	X	X		X	X		X	X			
		133	Representative samples sent to appropriate labs			X	X			X			X				
		134	Data compiled, reduced, evaluated					X	X	X	X	X	X	X	X	X	X
		135	Indian staff trained in appropriate lab techniques			X	X	X	X								
		136	Application rates determined		X	X											
		137	Application rates determined		X	X											
Outcome 200: Quantity and quality of land and vegetation affected by and vegetation amended prior sludge amendments	Output 210: Location, quality and extent of land receiving	211	Select farms at each site for study	X	X	X	X										
		212	Determine the quantity of land receiving sludge	X	X	X	X										
		213	Collect soil samples from test and control farms				X	X	X		X	X		X	X		
		214	Collect vegetation samples from test and control farms					X	X		X	X		X	X		
	Output 220: Analyses performed to determine the effects of sludge on	221	Soil samples prepared/split for analyses				X	X	X	X	X	X	X	X	X	X	
		222	Vegetation samples prepared for analyses				X	X	X	X	X	X	X	X	X	X	
		223	Samples sent to various labs for analyses					X			X			X			
		224	Data compiled, reduced, evaluated							X	X	X	X	X	X	X	X
		225	Extent of damage to test farms evaluated							X	X	X	X	X	X	X	X
		226	Recommendations formulated for dissemination													X	X

HOJA DE TRABAJO DE INDICADORES

THIS WORKSHEET IS PROVIDED FOR INTERNAL USE BY PROJECT STAFF TO DETERMINE PERFORMANCE INDICATORS THAT WILL MEASURE PROGRESS TOWARDS RESULTS. THIS INFORMATION WILL BE REQUIRED ON OTHER PARTS OF THE APPLICATION

Note: 1) All activities must have an indicator; Outputs should have at least 2 (or more, but not too many) activities, 2) add sheets to this workbook as required until all potential results level components are covered (Outputs, Immediate Outcomes and Intermediate Outcomes)

Outcome or Output level Statement & Number	List of Activities (for Outputs) or Outputs (for Outcomes)	Indicators ¹	Baseline ²	Target ³	Deadline for completion

¹Please refer to the "Guide to Strategic Planning for Results" (link on website). "Indicators" define what is to be measured, but they do not specify the vector or weight; they do not carry units

²"Baseline" is the state that existed prior to project interventions and may not always be "0"; for example, a project may strive to "increase" the level of a condition from its current state of "50%" to a better level of "75%" - 50% is the baseline

³"Target" is the vector and weight that will be measured in order to assess if the "indicator" has been accomplished; for example, "increase the current state of the condition by 20%"

ENCABEZADOS DEL PRESUPUESTO (BORRADOR(D-R-A-F-T))

**ESTAS SON LAS LÍNEAS
EN UN PRESUPUESTO
TÍPICO, PERO NO LO
QUE ES COLOCADO EN
LA DECLARACIÓN DE
PRODUCTOS DEL
PRESUPUESTO**

USADO ACTUALMENTE

Human Resources
Technical Travel
Teaching
Equipment
Literature and Software
Materials and Supplies
Dissemination of Results
Subcontracting and Servi

- **Salarios**
 - Investigadores & Estudiantes Graduados
 - Personal/oficina
- **Viajes y Viáticos (campo, conferencias, entrenamiento)**
 - Aire
 - Tierra
 - logística
- **Equipos**
 - Consumibles
- **Materiales & abastecimiento (investigación)**
 - Comunicación (teléfono, internet)
 - Pagos
 - Publicación
- **Capacitación (entrenamiento, talleres, seminarios)**
- **Divulgación**
 - Publicaciones
 - Relacionado a la red (Web)
 - Medios
- **Gerencia o Gestión**
 - M&E
 - Divulgación
 - Compromiso
- **Costos Indirectos**
- **Subcontratos y Servicios**
 - Consultoría

EJEMPLOS DE HOJAS DE TRABAJO REALES

SUMMARY INFORMATION FOR CALCULATING VARIANCE

REPORTING PERIOD

PART 2

OUTPUT

TO DATE	1100	1200	2100	2200	2300	3100	3200	3300	SUB-T
Salaries									
Travel and Subsistence									
Research									
Equipment									
Analytical									
Material & Supplies									
Capacity building									
Dissemination									
Indirect Costs									
Subcontracting and Services									

To date total by output

XXX XXX XXX XXX XXX XXX XXX XXX XXX

Salaries
Travel and Subsistence
Research
Equipment
Analytical
Material & Supplies
Capacity building
Dissemination
Indirect Costs
Subcontracting and Services

5 year total by output

XXX XXX XXX XXX XXX XXX XXX XXX XXX

Variance by Output

-0.28 -0.30 -0.30 -0.43 -0.30 -0.30 -0.30 -0.30

56

-0.30

RBM Example of Output bases budget

Typical budget lines	Salaries	Travel and Subsistence (field, conferences, training)	Material & Supplies (research)	Capacity building (training, workshops)	Dissemination	Indirect Costs	Subcontracting and Services						
Item	% Tot. time	Category	% for category	1100	1200	2100	2200	2300	3100	3200	3300	Tot.	Sal. (% of time)
Salaries													
Researcher 1	If more than one country ...	Proj. Mgmt.	0.30		0.10		0.10		0.10			0.30	0.30
Theses		0.15			0.05					0.10		0.15	0.15
Analytical		0.15	0.15									0.15	0.15
Reporting		0.10										0.00	0.10
Research		0.20										0.00	0.20
Publish		0.10										0.00	0.10
			1.00										0.70
Researcher 2		Proj. Mgmt	0.20									0.00	0.20
		Theses	0.10									0.00	0.10
		Analytical	0.40									0.00	0.40
		Reporting	0.15									0.00	0.15
		Research	0.15									0.00	0.15
			1.00										0.70
Travel		Intern.	0.25									0.00	0.25
		National	0.50									0.00	0.50
		Regional	0.2									0.00	0.20
		Local	0.05									0.00	0.05
			1.00										0.70
Analytical		Inst. #1	0.50									0.00	0.50
		Inst. #2	0.25									0.00	0.25
		Inst. #3	0.25									0.00	0.25
			1.00										0.70
Equipment		Inst. #1	0.75	1.00								1.00	1.75
		Inst. #2	0.25						1.00			1.00	1.25
			1.00										0.70
Material & Supplies													
Capacity building													
Dissemination													
Indirect Costs													
Subcontracting and Services													

TIME SPENT (OUTPUT) VARIES

55

TIME SPENT (OUTPUT) VARIES

PART 1

BUDGET #1

OUTCOME LEVEL	NARRATIVE STATEMENT	OUTPUT	EXPECTED RESULTS OVER THE LIFE OF THE PROJECT	PROGRESS TOWARD RESULTS TO DATE	VARIANCE	ACTIVITY	REPORTING PERIOD	PLANNED	ACHIEVED	VAR.	TOTAL ACHIEVED TO LAST PERIOD	PLANNED	ACHIEVED	VAR.
110 TECHNICAL BASELINE DATA COLLECTED	14 tree sites (total of 289 Ha) are planned in 5 states with varying agroclimatic and soil conditions. UP, 1 site, 57 Ha; HP, 5 sites, 107 Ha; RA, 1 site, 100 Ha; OR, 3 sites, 100 Ha; KA, 1 site, 35 Ha. In addition, 1 edible crop sites are planned: UA, 1 site, 1 Ha; KA, 1 site, 1 Ha; VB, 1 site, 1 Ha.	110	110	110	110	110	110	110	110	110	110	110	110	110
111 PRE-PLANTATION ACTIVITIES	None	None	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
112 TECHNICAL BASELINE DATA COLLECTED	None	None	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
114 TREE PLANTATIONS ESTABLISHED	20 Ha (OR), 30 Ha (RA)	20 Ha (OR), 30 Ha (RA)	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%	40%
115 CROP TRIALS MAINTAINED	14 tree sites	12 tree sites	-7%	12 tree sites	14 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites
116 TECHNICAL MONITORING	12 tree sites	12 tree sites	0%	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites	12 tree sites
121 STUDY OF FINANCIAL FEASIBILITY IN PRIVATE SECTOR	1 (KITPLY)	1 (KITPLY)	0%	1	0	0	0	0	0	0	0	0	0	0
122 ECON. COST-BEN. ANAL. OF WASTE AND RECLAMATION	1	0	-100%	0	1	0	0	0	0	0	0	0	0	0
123 POLICY INPUTS ON WASTE UTIL. FOR WASTE LAND DEV.	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative
124 FORM. OF DIS. COMM. PLAN BY EXT. CONS.	1	1	0%	0	1	1	0%	0	1	1	0%	0	1	0%
125 NATIONAL WORKSHOPS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
130 OUTREACH BY PARTNER NGOs	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative	See Narrative
134 CONFERENCES, PROCEEDINGS, MEETINGS	Scientific: 1	Scientific: 1	0%	Scientific: 12	General (India): 2	0	17	NA	0	17	NA	0	17	NA
135 PREPARATION OF PUBLICATIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0

55

SENESCYT ES UN ACTOR!!!

- APOYA CON LA PLANIFICACIÓN DEL PROYECTO Y EN LA ESCRITURA DE LA PROPUESTA (FORMATO, NO CONTENIDO)
 - EN SITIO & EN CASA

- **CURVA DE APRENDIZAJE –
TODOS INVOLUCRADOS !!!**
 - SOLUCIONANDO
PROBLEMAS
 - COOPERACIÓN

GRACIAS

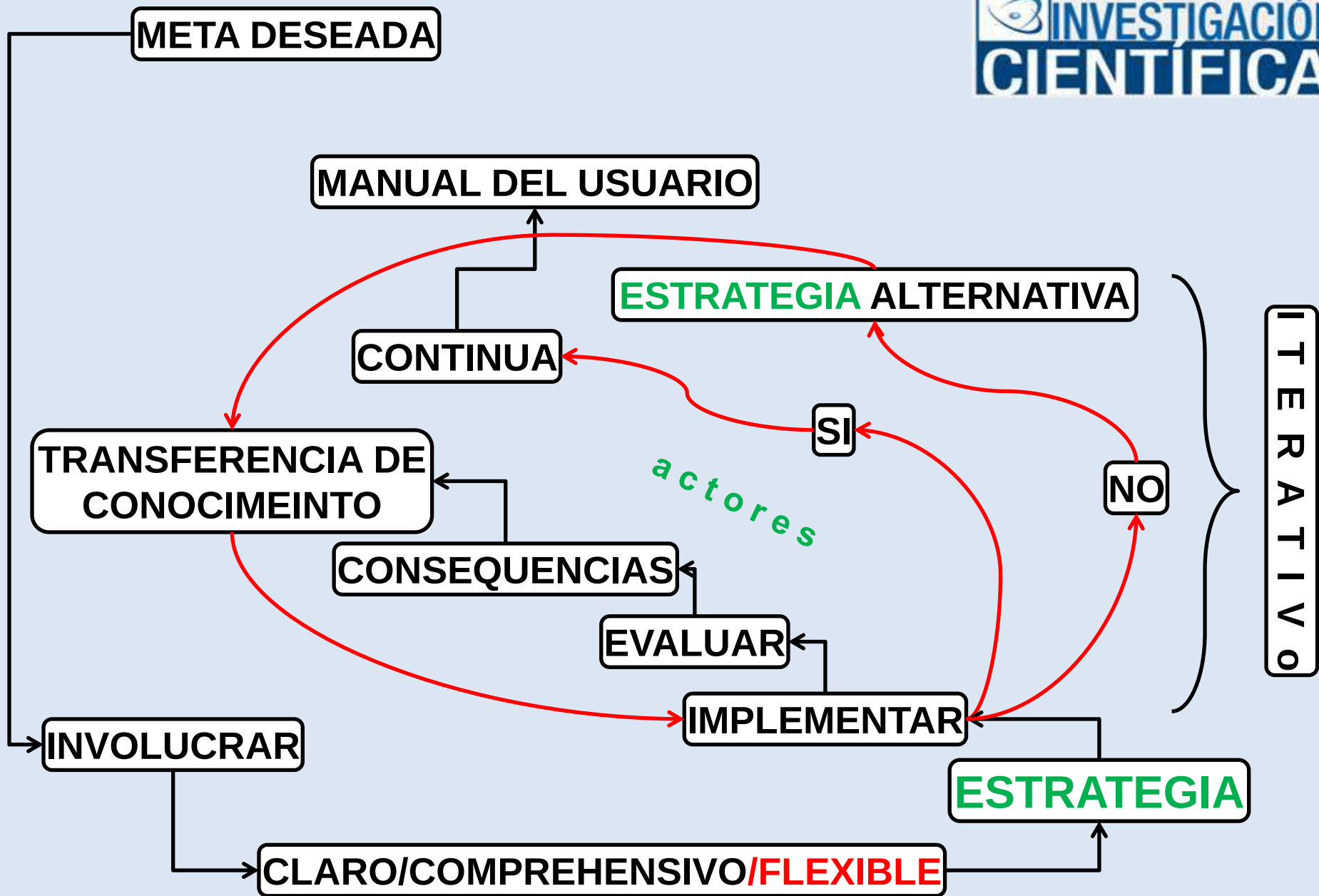
MPOWELL@SENESCYT.GOB.EC
CRODAS@SENESCYT.GOB.EC

TÓPICOS ADICIONALES TIEMPO

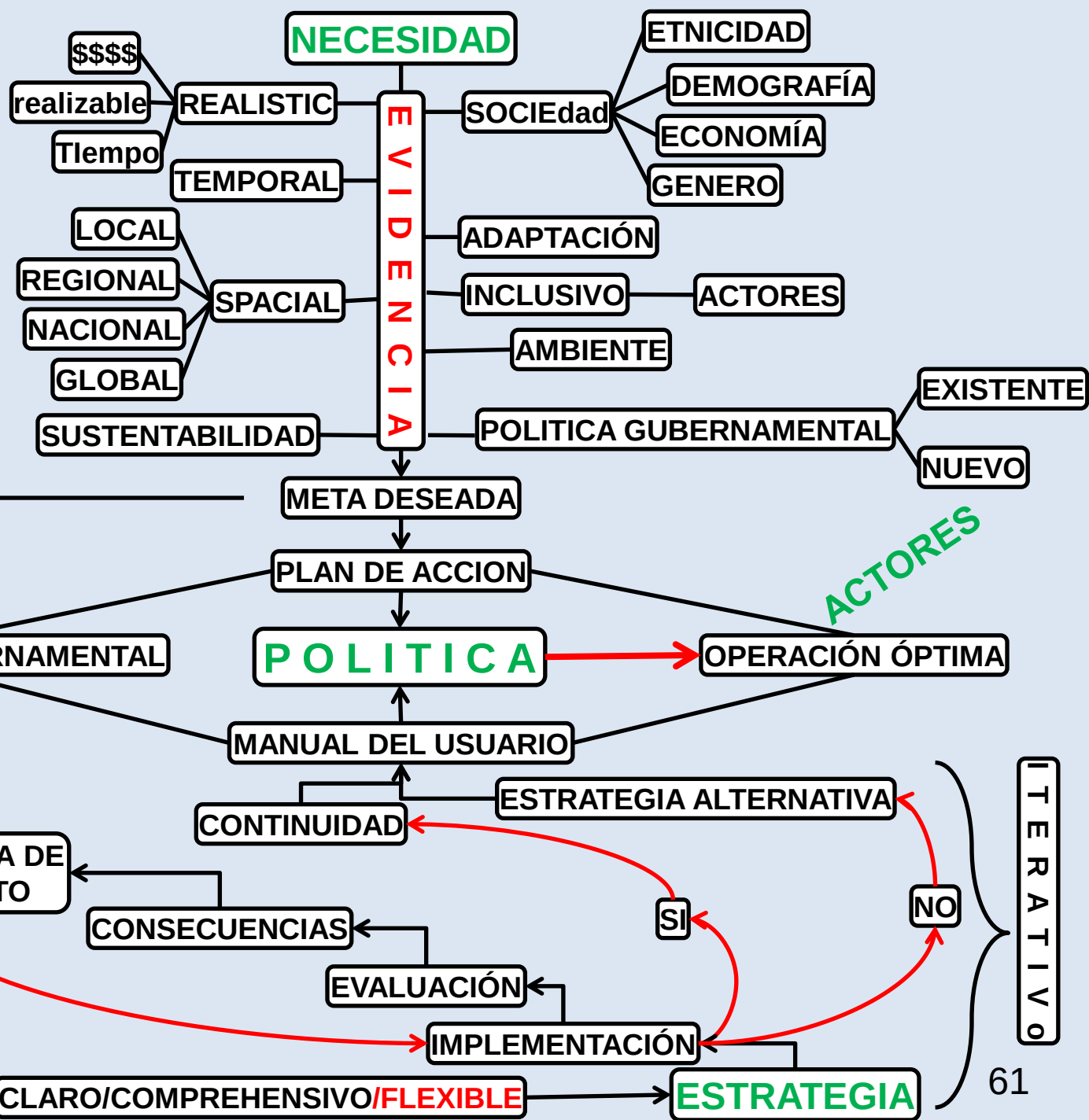
LA POLÍTICA DEL PROCESO

EL ...





COMO LLEGAR ALLÁ



**LÍNEAS DE
PRESUPUEST
O DESDE LA
APLICACIÓN**

PARTE 1

PRESUPUESTO #1

RBM Example of Output bases budget													
Typical budget lines	Salaries						Material & Supplies (research)						
	Travel and Subsistence (field, conferences, training)						Capacity building (training, workshops)						
	Research						Dissemination						
	Equipment						Indirect Costs						
	Analytical						Subcontracting and Services						
Item	OUTPUT												
	% Tot. time	Category	% for category	1100	1200	2100	2200	2300	3100	3200	3300	Tot.	Tot. Sal. (% of time)
Salaries													
Researcher 1	If more than one country ...	Proj. Mgmt.	0.30		0.10		0.10		0.10			0.30	0.30
		Theses	0.15			0.05				0.10		0.15	0.15
		Analytical	0.15	0.15								0.15	0.05
		Reporting	0.10									0.00	0.10
		Research	0.20									0.00	0.15
		Publish	0.10									0.00	0.10
			1.00										0.10
Researcher 2		Proj. Mgmt	0.20									0.00	0.05
		Theses	0.10									0.00	1.00
		Analytical	0.40									0.00	
		Reporting	0.15									0.00	
		Research	0.15									0.00	
			1.00										
Travel		Intern.	0.25									0.00	
		National	0.50									0.00	
		Regional	0.2									0.00	
		Local	0.05									0.00	
			1.00										
Analytical		Inst. #1	0.50									0.00	
		Inst. #2	0.25									0.00	
		Inst. #3	0.25									0.00	
			1.00										
Equipment		Inst. #1	0.75	1.00								1.00	
		Inst. #2	0.25						1.00			1.00	
			1.00										
Material & Supplies													
Capacity building													
Dissemination													
Indirect Costs													
Subcontracting and Services													
													62

SUMMARY INFORMATION FOR CALCULATING VARIANCE

REPORTING PERIOD

OUTPUT

TO DATE	PARTE 2	1100	1200	2100	2200	2300	3100	3200	3300	SUB-T
Salaries										
Travel and Subsistence										
Research										
Equipment										
Analytical										
Material & Supplies										
Capacity building										
Dissemination										
Indirect Costs										
Subcontracting and Services										

To date total by output		xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
--------------------------------	--	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

Salaries										
Travel and Subsistence										
Research										
Equipment										
Analytical										
Material & Supplies										
Capacity building										
Dissemination										
Indirect Costs										
Subcontracting and Services										

5 year total by output		xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
-------------------------------	--	-----	-----	-----	-----	-----	-----	-----	-----	-----	-----

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Variance by Output		-0.28	-0.30	-0.30	-0.43	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30
---------------------------	--	-------	-------	-------	-------	-------	-------	-------	-------	-------	-------

RBM Example of Output bases budget													
Typical budget lines	Salaries												
	Travel and Subsistence (field, conferences, training)												
	Research												
	Equipment												
	Analytical												
	Material & Supplies (research)												
	Capacity building (training, workshops, seminars)												
	Dissemination												
	Indirect Costs												
	Subcontracting and Services												

Item						OUTPUT								
	% Tot. time	Category	% for category	1100	###	2100	2200	2300	3100	3200	3300	Tot.	Tot. Sal. (% of time)	
Salaries														
Researcher 1	If more than one country ...	Proj. Mgmt.	0.30		0.10		0.10		0.10			0.30	0.30	
		Theses	0.15			0.05				0.10		0.15	0.15	
		Analytical	0.15	0.15								0.15	0.05	
		Reporting	0.10									0.00	0.10	
		Research	0.20									0.00	0.15	
		Publish	0.10									0.00	0.10	
			1.00										0.10	
Researcher 2		Proj. Mgmt	0.20									0.00	0.05	
		Theses	0.10									0.00	1.00	
		Analytical	0.40									0.00		
		Reporting	0.15									0.00		
		Research	0.15									0.00		
			1.00											
Travel														
		Intern.	0.25									0.00		
		National	0.50									0.00		
		Regional	0.2									0.00		
		Local	0.05									0.00		
			1.00											
Analytical														
		Inst. #1	0.50									0.00		
		Inst. #2	0.25									0.00		
		Inst. #3	0.25									0.00		
			1.00											
Equipment														
		Inst. #1	0.75	1.00								1.00		
		Inst. #2	0.25							1.00		1.00		
			1.00											
Material & Supplies														
Capacity building														
Dissemination														
Indirect Costs														
Subcontracting and Services														

PARTE 1

TODO ES CALCULADO AUTOMÁTICAMENTE

PARTE 2

SUMMARY INFORMATION FOR CALCULATING VARIANCE														
REPORTING PERIOD						OUTPUT								
TO DATE						1100	###	2100	2200	2300	3100	3200	3300	SUB-TOTAL
Salaries														
Travel and Subsistence														
Research														
Equipment														
Analytical														
Material & Supplies														
Capacity building														
Dissemination														
Indirect Costs														
Subcontracting and Services														
To date total by output						xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
Salaries														
Travel and Subsistence														
Research														
Equipment														
Analytical														
Material & Supplies														
Capacity building														
Dissemination														
Indirect Costs														
Subcontracting and Services														
5 year total by output						xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
Variance by Output						-0.28	###	-0.30	-0.43	-0.30	-0.30	-0.30		-0.30

THIS WORKSHEET IS PROVIDED FOR INTERNAL USE BY PROJECT STAFF TO CALCULATE RESULTS AND BUDGET VARIANCE FOR EACH OUTPUT FOR USE AS REQUIRED IN OTHER REPORTING DOCUMENTS

Project Name:													
Outcome #:													
Output #:													
Activity #:													
Reporting Period:													
Output Budget (\$) ¹	Activity as Weighted Fraction of Total Output ²	Reporting Period Anticipated Result (Activity) ³	Reporting Period Achieved Result (Activity)	Planned Activity Budget (\$)	Spent Activity Budget (\$)	Weighted Fraction of Activity Achieved for Reporting Period	Weighted Fraction of Output Achieved for Reportig Period	Fraction of Output Achieved to Last Reporting Period	Fraction of Output Achieved to date	Fraction of Output Budget Spent for Reporting Period	Output Budget Spent to Last Reporting Period	Output Budget Variance to Date	
100	0.2	20	10	20	10	0.10	0.25	0.25	0.50	0.5	0.25	0.75	
	0.2	10	2	20	10	0.04							
	0.2	5	1	20	10	0.04							
	0.2	2	0	20	10	0.00							
	0.2	15	5	20	10	0.07							

¹ From Sheet "OOA1-output-final"

²xx

³From Sheet "OOA1-activity-final"

THIS WORKSHEET IS PROVIDED FOR INTERNAL USE BY PROJECT STAFF TO CALCULATE RESULTS AND BUDGET VARIANCE FOR EACH OUTCOME FOR USE AS REQUIRED IN OTHER REPORTING DOCUMENTS

Project Name:													
Outcome #:													
Reporting Period:													
Outcome Budget (\$) ¹	Output as Weighted Fraction of Total Outcome ²	Reporting Period Anticipied Output Result ³	Reporting Period Achieved Output Result	Planned Outcome Budget (\$)	Spent Outcome Budget (\$)	Weighted Fraction of Outcome Achieved for Reporting Period	Weighted Fraction of Outcome Achieved for Reportig Period	Fraction of Outcome Achieved to Last Reporting Period	Fraction of Outcome Achieved to date	Fraction of Outcome Budget Spent for Reporting Period	Outcome Budget Spent to Last Reporting Period	Outcome Budget Variance to Date	
						#DIV/0!	#DIV/0!		#DIV/0!	#DIV/0!		#DIV/0!	
						#DIV/0!							
						#DIV/0!							
						#DIV/0!							
						#DIV/0!							

1

2

3

LAND RESTORATION THROUGH WASTE MANAGEMENT (IIT-ICEF) AND MULTIPURPOSE WASTE RECYCLING (UWO-CID)						LAND RESTORATION THROUGH WASTE MANAGEMENT (IIT-ICEF) AND MULTIPURPOSE WASTE RECYCLING (UWO-CIDA)							
LFA BASED JOINT TECHNICAL REPORTING FORMAT						LFA BASED JOINT TECHNICAL REPORTING FORMAT							
OUTCOME NUMBER:		#100				OUTCOME NUMBER:		#100					
REPORTING PERIOD:		MAR/01-SEPT/01				REPORTING PERIOD:		MAR/01-SEPT/01					
OUTCOME LEVEL		OUTPUT LEVEL				OUTPUT LEVEL		UWO/IIT - JOINT ACTIVITIES					
NARRATIVE STATEMENT	OUTPUT	EXPECTED RESULTS OVER THE LIFE OF THE PROJECT	PROGRESS TOWARDS RESULTS TO DATE	VARIANCE		ACTIVITY	REPORTING PERIOD			TOTAL ACHIEVED TO LAST PERIOD	TO DATE		
							PLANNED	ACHIEVED	VAR.		PLANNED	ACHIEVED	VAR.
100 FEASIBILITY OF TECHNOLOGY DEMONSTRATED The feasibility of the technology has been demonstrated on 362 Ha of trees. An additional 3 Ha of edible crop trials have been established. The trees planted in the mixtures are producing more biomass than the controls, the survival rate is considerably higher than traditional methods (90+% vs 40%, in sojme cases) and the local enviroins withing plantations (between trees) are showing marked improvements (grasses). Large volumes of fuelwood and fodder are being supplied at some plantation sites. Two private sector organizations (MP and AP) have adopted some part the technology on their own after either hearing about or seeing project work. The Govt. of Orissa, City of Cuttack, has entered into an agreement to implement the work at shared cost with the project - they are supplying land, seedlings, sludge and ash for approx. 100 Ha. The Govt. of Rajasthan has issued an order to try the	110 TECHNICAL FEASIBILITY DEMONSTRATED IN FOUR AGRO-CLIMATIC ZONES	14 tree sites (total of 399 Ha) are planned in 5 states with varying agroclimatic and soil conditions: UP, 2 sites, 57 Ha; MP, 5 sites, 107 Ha; AP, 3 sites, 100 Ha; OR, 3 sites, 100 Ha; RA, 1 site, 35 Ha. In addition, 3 edible crop sites are planned: MA, 1 site, 1 Ha; KA, 1 site, 1 Ha; WB, 1 site, 1 Ha.	A total of 392 Ha are established as follows: UP, 50 Ha; MP, 107 Ha; AP, 90 Ha; RA, 5 Ha; OR 140 Ha. It is unlikely that the remaining 7 Ha in UP will be completed. The RA government has been given approval to complete the additional 30 Ha, funds have been given for the work, but the plantations have not been completed. Please note that in the activity sheet the additional 40 Ha. plantation in OR practically offsets the 30 Ha (RA) and 7 Ha (UP) not achieved	Tree sites, -1% Edible sites, 0%	OUTPUT 110	111 PRE-PLANTATION ACTIVITIES	None	None	0%	362 Ha trees; 3 Ha edible	399 Ha trees; 3 Ha edible	392 Ha trees; 3 Ha edible	-1%
						112 TECHNICAL BASELINE DATA COLLECTED	None	None	0%	399 Ha trees; 3 Ha edible	399 Ha trees; 3 Ha edible	392 Ha trees; 3 Ha edible	-1%
						113 PLANTATIONS ESTABLISHED	30 Ha (OR), 30 Ha (RA)	30 Ha (OR)	-50%	362 Ha	399 Ha trees; 3 Ha edible	392 Ha tree: 3 Ha edible	Tree, -1% edible, -0%
						114 TREE PLANTAIONS MAINTAINED	14 tree sites	13 tree sites	-7%	13 tree sites	14 tree sites	13 tree sites	Tree, -7%
						115 CROP TRIALS MAINTAINED	3 crop sites	3 crop sites	0%	3 crop sites	3 crop sites	3 crop sites	0%
						116 TECHNICAL MONITORING	13 tree sites	13 tree sites	0%	13 tree sites, 3 edible	14 tree sites, 3 edible	13 tree sites, 3 edible	Tree, -7, edible, 0%
	120 ECONOMIC AND FINANCIAL FEASIBILITY DEMONSTRATED	The cost of using the technology is more expensive than "traditional" methods. Demonstrating to the private and public sectors that using the technology adds value to waste materials is key to replication.	Predictive models of long term biomass production require approx. 4 years of growth. However, field observations and discussions with local farmers and experts indicate that the experimental trees are growing at about twice the rate as those planted by traditional methods. KITPLY has done it's own financial study that shows that the technology is financially feasible. Private consultants have been hired to conduct cost benefic analyses but they have not been completed.	Estimat ed, -65%	OUTPUT 120	121 STUDY OF FINAN. FEAS. IN PRIV. SECTOR	1 (KITPLY)	1 (KITPLY)	0%	1	0	0	NA
						122 ECON. COST-BEN. ANAL. OF WASTELAND RECLAMATION	1	0	-100%	0	1	0	-100%
						123 POLICY INPUTS ON WASTE UTIL. FOR WASTELAND DEV.	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	NA
	130 TECHNOLOGY DISSEMINATED AND PROMOTED TO ALL SECTORS	A dissemination plan, and course of action, were discussed during the MTPA, March/2000. There was no formal/written plan included in the project until that time. The plan will be formulated by consultants in India and will include a plan to disseminate information (mailings, etc.), 1 national workshop, 2-3 regional workwhops (information sessions) and outreach meetings by partner NGO's. The dissemination plan (by consultants) is expected to be completed in the 2nd quarter, 2000; workshops are planned for the 2nd and 3rd quarters, 2001. Meetings/conferences will be attended by project staff when possible	A dissemination plan has been developed by a private consultant. The plan has been approved and will include a website, mailing of brochures and two workshops to be held in Delhi and Bhubaneswar in 2002. Two national meeting have been attended in Delhi to publisize the technology. Approximately 17 publications (abstracts/talks) have been produced. Outreach meetings have been conducted at Nellore and Medak. Two Ph.D. theses have been completed at UWO.	Estim ated, -60%	OUTPUT 130	131 FORM. OF DISS./COMM. PLAN BY EXT. CONS.	1	1	0%	0	1	1	0%
						132 NATIONAL WORKSHOPS	0	0	0	0	2	0	-100%
						133 OUTREACH BY PARTNER NGO'S	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	NA
						134 CONFERENCES, PROCEEDINGS, MEETINGS	Scientific: 1	Scientific: 1	0%	Scientific: 12. General (India) 2	0	17	NA
135 PREPARATION OF PUBLICATIONS						0	0	0	0	0	0	NA	

LAND RESTORATION THROUGH WASTE MANAGEMENT (IIT-ICEF) AND MULTIPURPOSE WASTE							
LFA BASED JOINT TECHNICAL REPORTING FORMAT							
OUTCOME NUMBER: #100							
REPORTING PERIOD: SEPT/00-MAR/01							
SUMMARY							
	UWO/IIT JOINT BUDGET						TO DATE ACTIVITY
	AS END OF LAST REPORT (SEPT/00)			TO DATE			
		SPENT	TO DATE VAR.	ALLOC. (5-Year)	SPENT	VAR.	VARIANCE
OUTPUT 110		709177	-28%	982452	773797	-21%	Tree, -7% Edible, 0%
OUTPUT		18651	-30%	26618	26618	-20%	Estimated - 75%
OUTPUT 130		101520	-30%	146037	116239	-20%	Estimated - 80% 67

Annexure 5.A							
India Sludge Project: Summary of Planned Results for the Project and First Period (2002/2003)							
Expected Results of Outcome # 100: 20 sewage treatment facilities inventoried for volume of sludge produced; volume of sludge supplied to local farmers determined; chemical/physical properties of sludge determined at all facilities							
			Expected Results for Life of Project	Results Planned for Upcoming Period	Actual Results	Variance of Planned to Actual	Progress Towards Results to Date
Activity as % of Total Output	Portion of Activity Completed during period	% of Output Completed	Planned Output # 110: Producers and Users of Sludge Identifies and Linkages with all Partners Established	85% of weighted activities completed			
3	1	3	Planned Activity #111: Establish headquarters of Canadian Proj. team	Headquarters established			
2	1	2	Planned Activity #112: Purchase and install all office equipment	Equipment purchased, installed and operational			
20	1	20	Planned Activity #113: Undertake reconnaissance field work to identify sludge facilities	20 Treatment plants selected for study			
25	0.44	11	Planned Activity #114: Identify and establish relations with farmers using sludge at the 20 study sites	All users identified at 20 sites and relationships established with 50%			
5	0.88	4.4	Planned Activity #115: Determine demographics of villages using sludge	Complete demographic surveys for 50% of identified users			
30	1	30	Planned Activity #116: Contact local NGOs and finalize MOU's	All NGOs identified and MOUs established with as many as possible			
15	1	15	Planned Activity #117: Identify and enlist support of all potential partners	All partners contacted and informed of project activities			

			India Sludge Project: Summary of Planned Results for the Project and First Period (2002/2003)				
			Expected Results of Outcome # 100: 20 sewage treatment facilities inventoried for volume of sludge produced; volume of sludge supplied to local farmers determined; chemical/physical properties of sludge determined at all facilities				
			Expected Results for Life of Project	Results Planned for Upcoming Period	Actual Results	Variance of Planned to Actual	Progress Towards Results to Date
Activity as % of Total Output	Portion of Activity Completed during period	% of Output Completed	Planned Output # 120: Select 20 Appropriate sewage treatment facilities and determine volumes of sludge.	90% of weighted activities completed			
75	1	75	Planned Activity 121: Select 20 treatment facilities	20 treatment facilities selected			
25	0.67	16.75	Planned Activity 122: Collect sludge from 20 treatment facilities	13 treatment facilities sampled			
100	1.67	91.75					

LAND RESTORATION THROUGH WASTE MANAGEMENT (IIT-ICEF) AND MULTIPURPOSE WASTE RECYCLING (UWO-CIDA)								
LFA BASED JOINT TECHNICAL REPORTING FORMAT								
OUTCOME NUMBER: #100								
REPORTING PERIOD: SEPT/00-MAR/01								
OUTPUT LEVEL		UWO/IIT - JOINT ACTIVITIES						
	ACTIVITY	REPORTING PERIOD		VAR.	TOTAL ACHIEVED TO	PLANNED	TO DATE	
		PLANNED	ACHIEVED				ACHIEVED	VAR.
OUTPUT 110	111 PRE-PLANTATION ACTIVITIES	None	None	0%	399 Ha trees; 3 Ha edible	399 Ha trees; 3 Ha edible	399 Ha trees; 3 Ha edible	0%
	112 TECHNICAL BASELINE DATA COLLECTED	Baseline tree sites - soil samples, sludge and ash: OR, 2 sites (110 Ha); UP, 1 site (7 Ha)	OR: 110 Ha collected. UP: included in previous samples	0%	399 Ha trees; 3 Ha edible	399 Ha trees; 3 Ha edible	399 Ha trees; 3 Ha edible	0%
	113 PLANTATIONS ESTABLISHED	0	0	0%	372 Ha tree: 3 Ha edible	399 Ha trees; 3 Ha edible	372 Ha tree: 3 Ha edible	Tree, -7% edible, -0%
	114 TREE PLANTAIONS MAINTAINED	14 tree sites	13 tree sites	-7%	13 tree sites	14 tree sites	13 tree sites	Tree, -7%
	115 CROP TRIALS MAINTAINED	3 crop sites	3 crop sites	0%	3 crop sites	3 crop sites	3 crop sites	0%
	116 TECHNICAL MONITORING	13 tree sites	13 tree sites	0%	13 tree sites, 3 edible	14 tree sites, 3 edible	13 tree sites, 3 edible	Tree, -7, edible, 0%
OUTPUT 120	121 STUDY OF FINAN. FEAS. IN PRIV. SECTOR	1 (KITPLY)	1 (KITPLY)	0%	1	0	0	NA
	122 ECON. COST-BEN. ANAL. OF WASTELAND RECLAMATION	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	NA
	123 POLICY INPUTS ON WASTE UTIL. FOR WASTELAND DEV.	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	NA
OUTPUT 130	131 FORM. OF DISS./COMM. PLAN BY EXT. CONS.	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	NA
	132 NATIONAL WORKSHOPS	0	0	NA	0	3	0	-100%
	133 OUTREACH BY PARTNER NGO'S	See Narrative	See Narrative	NA	See Narrative	See Narrative	See Narrative	NA
	134 CONFERENCES, PROCEEDINGS, MEETINGS	Scientific: 3	Scientific: 3	0%	Scientific: 8. General (India) 2	0	13	NA
	135 PREPARATION OF PUBLICATIONS	0	0	NA	0	0	0	NA

OTRO EJEMPLO

LAND RESTORATION THROUGH WASTE MANAGEMENT (IIT-ICEF) AND MULTIPURPOSE WASTE RECYCLING (UWO-CIDA)								
LFA BASED JOINT TECHNICAL REPORTING FORMAT								
OUTCOME NUMB #100				NOTE: ALL BUDGET SHEETS CONTAIN BUDGET INFORMATION FROM <u>UWO ONLY</u> BUT VARIANCE IS UWO+IIT COMBINED				
REPORTING PERI SEPT/00-MAR/01								
SUMMARY								
UWO/IIT JOINT BUDGET								
AS END OF LAST REPORT (SEPT/00)				TO DATE				
SPENT		TO DATE VAR.		ALLOC. (5-Year)		VAR.		TO DATE ACTIVITY VARIANCE
OUTPUT 110		709177	-28%		982452	773797	-21%	Tree, -7% Edible, 0%
OUTPUT 120		18651	-30%		26618	26618	-20%	Estimated - 75%
OUTPUT 130		101520	-30%		146037	116239	-20%	Estimated - 80%
71								

NOTE: ALL BUDGET SHEETS CONTAIN
BUDGET INFORMATION FROM UWO ONLY
BUT VARIANCE IS UWO+IIT COMBINED

OTRO EJEMPLO,
CONTINUACIÓN