Canadian International Development Agency

Agence canadienne de développement international

Performance Report

for the period ending
March 31, 2001

Canada

ESTIMATES

Canadian International
Development Agency

Performance Report

For the period ending
March 31, 2001

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Improved Reporting to Parliament
Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document "Results for Canadians: A Management Framework for the Government of Canada". This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a "citizen focus" shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department's performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

Canadian International Development Agency

Departmental Performance Report 2001

For the
period ending
March 31, 2001

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Minister for International Co-operation

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Acronyms and Abbreviations

AIS . . . . Agency Information System
CIO . . . . Chief Information Officer
AMEB . . . . . Africa and Middle East Branch
BHN . . . . . . Basic Human Needs
CDF . . . . Comprehensive Development Framework
CEE . . . . Central and Eastern Europe
CIDA . . . . . . Canadian International Development Agency
CIT . . . . Countries in Transition
CPB . . . . Canadian Partnership Branch
DAC . . . . . . Development Assistance Committee (of OECD)
DFAIT . . . . . Department of Foreign Affairs and International Trade
DID . . . . Développement international Desjardins
DPR . . . . Departmental Performance Report
FIS . . . . Financial Information Strategy
GE . . . . Gender Equality
GOL . . . . . . Government on Line
HIPC . . . . . . Highly Indebted Poor Country
HRDGG . . . Human Rights, Democracy, Good Governance
IAE . . . . International Assistance Envelope
ICHRDD . . . International Centre for Human Rights and Democratic Development
IFIs . . . . International Financial Institutions
IMF . . . . International Monetary Fund
IMTB . . . . . Information Management and Technology Branch
INC . . . . Industrial Co-operation Division
KMI . . . . Knowledge Management Initiative
KRC . . . . . . Key Results Commitments
LLDCs . . . . Least Developed Countries
MEA . . . . . . Multilateral Environmental Agreement
MPB . . . . . . Multilateral Programs Branch
NATO . . . . . North Atlantic Treaty Organization
NGO . . . . . . Non-Governmental Organization
OAS . . . . . . Organization of American States
ODA . . . . . . Official Development Assistance
OECD . . . . . Organization for Economic Co-operation and Development
POPs . . . . . . Persistent Organic Pollutants
PRB . . . . Performance Review Branch
PRSPs . . . . . Poverty Reduction Strategy Papers
PSD . . . . Private-Sector Development
RBM . . . . . . Results-Based Management
RPP . . . . Report on Plans and Priorities
SDS . . . . Sustainable Development Strategy
SIMP . . . . . . Strategic Information Management Program
STD . . . . Sexually Transmitted Disease
SWAps . . . . Sector-Wide Approaches
UCS . . . . Universal Classification System
UNDP . . . . . United Nations Development Program
UNFCC . . . . United Nations Framework Convention on Climate Change
UNFPA . . . . United Nations Population Fund
UNICEF . . . United Nations Children's Fund
UNIFEM . . . United Nations Development Fund for Women
WTO . . . . . . World Trade Organization

Executive Summary

Canada enters the 21st century aware of the pace of globalization which is not confined to economics, finance and technology but encompasses as well the socio-cultural domain. Globalization has introduced many positive changes. However, evidence that the fruits of that success have been unevenly shared can be seen from the growing gap between the rich and the poor. This includes the gap in digital, genetic and molecular resources and capabilities which has implications for countries' ability to improve health and nutrition, expand knowledge, stimulate economic growth and empower people to participate in their communities. Today, about 1.5 billion people live in absolute poverty, meaning on less than US$1.00 a day. CIDA's mandate -- one of enduring relevance and validity -- provides the Agency with a great opportunity to contribute to such development in the future as it has in the past. The Agency's pursuit of the challenging but crucial objective of co-operative effort among countries and institutions engaged in international development enhances the value of that contribution. Important in this regard are the International Development Targets, set out in *Shaping the 21st Century: The Contribution of Development Co-operation*, for reducing poverty and accelerating the development progress of recent decades. Canadians continue to support -- and be proud of -- CIDA's contribution as steward of Canada's international development endeavours. They do so not only because of the resulting beneficial impact on Canada but principally out of a strong belief in fairness, equality and justice.

CIDA's performance reports are based on information from a variety of sources, including monitoring and evaluation systems within the Agency and data supplied by partner agencies. This year's report signals a change in the way CIDA accounts for its stewardship. The new set of objectives, results and actions outlined in *An Agenda for Change*, CIDA's second Sustainable Development Strategy (SDS), will provide the framework for ensuring that the Agency reports comprehensively on its activities. The new SDS is consistent with previous commitments and builds on lessons learned, both within the Agency and at the wider Government of Canada level, about sustainable development. Sustainable development has been part of the CIDA mandate since 1991. The new SDS is also consistent with CIDA's Key Results Commitment (KRC). The crosswalk on page 7 illustrates the link between the two.

The procedure adopted in this document combines reporting based on the six Official Development Assistance (ODA)[1] program priorities -- Basic Human Needs; Gender Equality; Infrastructure Services; Human Rights, Democracy, Good Governance; Private-Sector Development; and Environment -- with information on activities based on new approaches introduced during or just before the period under review. Using concrete project and program examples -- as well as case studies demonstrating CIDA's bilateral contribution to three countries' development endeavours -- the report shows how, at a corporate level, CIDA continues to design, modify where necessary and implement results-based development programs in support of the six priorities.

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[1] ODA accounts for 96% of the International Assistance Envelope (IAE), which was introduced in the February 1991 budget. The remaining 4% is Official Assistance (OA) to the countries of Central and Eastern Europe.

In September 2000, the Minister launched *CIDA's Social Development Priorities: A Framework for Action*. The Social Development Priorities give focus to CIDA's poverty-reduction efforts by concentrating on four areas -- health and nutrition, basic education, HIV/AIDS and child protection. This report illustrates -- again with concrete examples -- how the visions and principles of SDPs are being translated into achievable action plans and how these targets are being met and even exceeded.

Initial results of CIDA's efforts at "new programming for effective development co-operation" are included in the report. These results illustrate how lessons learned from piloting new programming frameworks and approaches within the priorities of developing countries and Countries in Transition (CITs) have been translated into improved programming approaches for effective development co-operation throughout the Agency.

The report adds a section highlighting examples of "learning and sharing". This addition is in keeping with CIDA's determination to be more focussed on learning, using and adapting lessons learned and sharing knowledge with developing-country partners.

A number of activities aim to improve the quality of CIDA's reporting and accountability. "Integrated planning, budgeting and reporting" demonstrates how corporate frameworks, guidelines and tools have been developed to facilitate planning, budgeting, monitoring and reporting at the branch, program and project levels. Through "better financial accountability", the Agency defines and implements internal and operational control in support of good financial management and accountability. Moreover, efforts and preparations were on target to ensure that the Agency had complied, by April 2001, with Government's Financial Information Strategy which is an aspect of the modernization of the comptrollership function.

Through a country profile on Poland and concrete examples from a number of countries, the report illustrates how CIDA continues to design, modify where necessary and implement results-based development programs and projects in support of the Agency's four priorities for countries in transition. These priorities are: to assist the transition to a market economy; to encourage good governance, democracy, political pluralism, the rule of law and adherence to international norms and standards; to facilitate Canadian trade and investment links with the region; and to assist international efforts to reduce threats to international security.

In addition to the corporate and CIT sections, the report also provides, in narrative or tabular form, examples of expected and actual results under the Geographic, Countries in Transition, Multilateral and Canadian Partnership business lines, as well as under the three non-program business lines -- Policy, Communications and Corporate Services. The context in which these results have been attained is briefly described.

Section I - Minister's Message

Maria Minna
Minister for International Co-operation

One of the most satisfying things about being Minister for International Co-operation is knowing that fellow Canadians support our efforts to promote sustainable development in order to reduce poverty around the world. Our generosity, our compassion and our desire to make globalization work for everyone, in Canada and abroad, are defining elements of what it means to be Canadian. In September of last year, the Prime Minister reaffirmed Canada's commitment to the International Development Targets agreed to by the international development community. First among these targets is the reduction by half of the proportion of people living in extreme poverty by 2015. Canadians support this endeavour on many grounds. We recognize that helping our global neighbours to secure a prosperous, healthy and stable future for their children is the right thing to do. What's more, we know it is smart because it ensures a healthier, more stable and more prosperous future for our own children.

Yet CIDA, as Canada's lead agency in international development, does not and cannot take that support for granted. Canadians rightfully expect their tax dollars to support the best and most effective approaches to development. Collectively, we have learned a lot about what works best in developing countries and countries in transition, and I am determined to take advantage of those lessons. This is why I have been consulting Canadians throughout the country, from St. John's to Vancouver, to exchange ideas and insights on strengthening aid effectiveness. I was pleased with the support expressed during these discussions for the principles which we at CIDA believe underlie effective development. For example, development strategies are most successful when the recipient countries, including their civil society, embrace them as their own. There should also be co-ordination among donors, and a balance between economic and social approaches. These and other guiding principles will help make our work more effective.

Canada's international development and co-operation programs are already well regarded abroad and at home. Authorities as diverse as UNICEF, the OECD and the Auditor General of Canada have commented favourably, for example, on Canada's contribution to

making the world a better place, on CIDA's innovative approaches to international development and on the Agency's positive steps towards a results-based approach to aid management. What we seek, therefore, is not so much a new path as a more effective pursuit of the present one.

The report you hold in your hands reflects some of the important steps we are taking. For instance, it highlights the initial progress made on CIDA's *Social Development Priorities: A Framework for Action*, which I launched in September 2000. Helping children in Bosnia-Herzegovina cope with the effects of war and preventing 2,500 cases of new HIV infections in Kenya each year are worthy examples of what has been and can be achieved. This report also reflects continued progress of which Canadians have a right to be proud. To give one example, Canada helped save the lives of a million children through one single initiative -- UNICEF's vitamin A supplementation campaign to which we contributed more than a billion capsules. This is how, together, we are working towards the achievement of the International Development Targets.

I invite you to look at these and other important elements of this report. Our mandate is to reduce poverty and promote sustainable development. I ask all Canadians and indeed all citizens of the global village to join me in pursuing this goal.

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Maria Minna
Minister for International Co-operation

Section II - Departmental Performance

2.1 Societal Context

Canada enters the 21st century keenly aware of the pace of globalization in all parts of the world. The forces of globalization have created widespread universal change that reaches beyond the domains of economics, finance and technology to encompass larger cultural and societal concerns.

Much of that change has been for the better, as globalization has helped to expand opportunities for millions of people around the world. This year's United Nations Human Development Report[2] outlines many successes. In the past 30 years, the world has made massive strides in lifting people from misery and giving them longer and healthier lives, better education, higher incomes, cleaner environments and greater democratic freedoms. "A child born today can expect to live eight years longer than one born 30 years ago," the report says. "Many more people can read and write, with the adult literacy rate having increased from an estimated 47% in 1970, to 73% in 1999." The percentage of rural families with access to safe water has grown more than fivefold. As well, many more people can enjoy a decent standard of living, with average incomes in developing countries having almost doubled in real terms between 1975 and 1998, from US$1,300 to US$2,500.

2.1.1 The Development Challenge

The benefits of globalization, however, have been shared unevenly, and many substantial problems remain. Poverty is a persistent and daunting challenge. Overall, about 1.5 billion people now live in absolute poverty - i.e. on less than $1 a day - up from 1.2 billion in 1987. By 2015, that number may reach 1.9 billion. The gap between the rich and the poor has also grown. Today, the richest fifth of the world's population receives 85% of the total world income. The poorest fifth receives just 1.4%. The abuse of human rights and severe environmental degradation also threaten to undermine progress.[3]

The development situation in Africa[4] remains the most challenging, owing to slow economic growth, violent conflict, and the spread of HIV/AIDS. Despite rapid growth in several Asian countries, Asia[5] continues to house half of the world's poor. Latin America and the Caribbean[6] has seen renewed growth after the "lost decade" of the 1980s, but this growth has not been marked by equity. The picture is mixed as well for the transition countries of Central and Eastern Europe[7] and the Former Soviet Union. Several have enjoyed steady economic growth. Others are still hampered by a high degree of state control, weak financial institutions, poor governance and pervasive corruption. In some

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[2] http://www.undp.org/hdro
[3] http://www.Paris21.org/betterworld/home.htm
[4] http://www.acdi-cida.gc.ca/africa-e.htm
[5] http://www.acdi-cida.gc.ca/asia-e.htm
[6] http://www.acdi-cida.gc.ca/americ-e.htm
[7] http://www.acdi-cida.gc.ca/europe-e.htm

countries war and internal strife continue to erode stability, give rise to large numbers of displaced people and create the need for humanitarian assistance, peace building, reconstruction and de-mining.

This gap between the rich and the poor is also mirrored in the new information economy, creating a so-called "digital divide"[8] between North and South. Industrialized economies are moving towards a greater dependence on, and access to, increasingly sophisticated information technologies and are reaping the rewards of digital, genetic and molecular breakthroughs. For these economies, such breakthroughs have positive implications for health and nutrition, enhanced human knowledge and capability, economic growth and empowering people to participate in the life and development of their communities. Yet, more than one-half of humanity has never used a telephone, and there are more phones on the island of Montreal than in all of Bangladesh.

Debt burdens also continue to pose significant obstacles for the poorest countries. In the South, access to private capital flows continues to be limited to a few states.

2.1.2 The Role of International Co-operation

In responding to these complex and diverse challenges, CIDA's fundamental mandate set out in *Canada in the World*[9] remains relevant. This mandate -- which is "to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable and prosperous world" -- is supported by Canadian government funds earmarked as Official Development Assistance (ODA). It is a mandate with firm roots in the Canadian values of social justice and of helping those who are poor, and is set in a context which recognizes that Canadian interests are served by measures that strengthen our global interdependence. In CIDA's *Sustainable Development Strategy 2001-2003: An Agenda for Change*[10], this strong foundation is further elaborated to encapsulate CIDA's mandate in a number of development and management goals.

Working Together

Just as these problems are not isolated to one country or region, neither are the global solutions needed to overcome them. These challenges can only be confronted through increased international co-operation. Canada co-operates with other countries in a number of ways. Institutions such as the United Nations (UN), the World Bank, the International Monetary Fund (IMF) and the regional development banks have important roles to play. Equally vital are Canada's partner countries. International co-operation programs are key instruments as Canada works with institutions and with other countries to address global change. In many situations, policy dialogue and influence are as important as projects and programs.

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[8] http://www.dotforce.org
[9] http://www.dfait-maeci.gc.ca/english/foreignp/cnd-world/menu.htm
[10] http://www.acdi-cida.gc.ca/sds

Canada has adopted, along with other members of the OECD Development Assistance Committee (DAC)[11], a number of International Development Targets for reducing poverty and accelerating the development progress of recent decades. These targets include reducing by half the proportion of people living in extreme poverty and providing universal primary education in all countries by 2015; and implementing national strategies for sustainable development in all countries by 2005.

Canada has done more than set these targets with developing-country partners and other donor nations; it has worked with partners to attain these goals with new methods designed to achieve more effective development results. These new ways of co-operating have placed greater emphasis on adopting a holistic approach to meeting a country's social, economic and other needs, including ensuring donor co-ordination. New ways of working with developing-country partners mean responding to a country's self-identified development priorities and placing the developing country, rather than the donor, at the centre of the international development enterprise. Efforts are now being made by some bilateral donors, UN agencies and international financial institutions (IFIs) to put this new thinking into practice within their project portfolios, as well as through a number of new program approaches such as Comprehensive Development Frameworks (CDFs)[12], Poverty Reduction Strategy Papers (PRSPs)[13] and Sector-Wide Approaches (SWAps).

Of course, working together towards common goals in international development presents some challenges. One such challenge is achieving consensus amongst a variety of stakeholders, including national governments in developing nations, international institutions and civil society representatives, in both the North and the South. An even greater challenge is the issue of attribution. For example, in major international efforts it is often difficult to trace Canadian resources and contributions from their source to the point of impact. CIDA is cognizant of the need to provide clear accountability to Canadians with respect to the expenditure of Canadian funds. The Agency is working, therefore, to create effective partnership arrangements that optimize the use of Canadian resources and to demonstrate to Canadians how their money is making a difference.

2.2 Benefits to Canadians

Canadians have a strong belief in fairness, equality and justice. This strong conviction demands that Canada as a nation do something about extreme poverty, and its consequences, in the world. The work of CIDA translates these beliefs into actions that reflect Canadian values. Additionally, globalization is making the world increasingly interdependent. A multitude of challenges exist that do not recognize international borders, such as disease, environmental degradation, international organized crime and economic crisis. Canadians want to partake of the advantages of globalization without being exposed to the pressures and problems which can threaten their country's peace and security. It is in Canada's own long-term interest to contribute to the building of a world

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[11] http://www.oecd.org/dac/
[12] http://www.worldbank.org/cdf/
[13] http://www.worldbank.org/poverty/strategies/index.htm

that is more secure and prosperous, and it is especially advantageous to do so in a manner that ensures that Canada's perspectives and values are considered favourably within the international community.

Finally, global solutions require the co-operation of developing countries. However, this co-operation would only be assured if their more urgent problems, such as extreme poverty, were first addressed. Canadians have much to share with, and learn from, their global neighbours.

Canadian Awareness

More than 90% of the 294 individuals randomly surveyed at the Central Canada Exhibition, held August 20-27, 2000, agreed that their awareness of international development had increased after they had visited the "Putting Kids First" exhibit sponsored by CIDA. Moreover, most respondents indicated that they left the exhibit with a greater understanding of what Canada is doing in developing countries as well as with a greater sense of pride.

2.3 Performance Results

2.3.1 How CIDA Reports

Through this Departmental Performance Report, CIDA is signalling a change in the way the Agency reports. CIDA currently has an approved set of Key Results Commitments (KRC) against which it has been planning and reporting since 1996. The KRC table can be found in CIDA's *Report on Plans and Priorities 2000-2001*, Section III (pages 10 and 11). In February 2001, CIDA tabled its second *Sustainable Development Strategy* (SDS). This new Strategy provides a new set of objectives, results and actions relating to policies, programs, management systems and structures. The Agency has undertaken the revision of the Key Results Commitments Table to ensure consistency with the objectives of the SDS. In the meantime, given that this is a transitional report, a chart is provided below to demonstrate the links between the current Key Results Commitments and the evolving Sustainable Development Strategy. It should be understood that the objectives of the SDS may change (in view of the findings from the current *Strengthening Aid Effectiveness*[14] consultation and review).

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[14] http://www.acdi-cida.gc.ca/aideffectiveness

Chart 1: Crosswalk from Key Results Commitments to Sustainable Development Strategy

**SUSTAINABLE DEVELOPMENT
STRATEGY (SDS)**

1. Continue to design, modify where necessary and implement results-based development programs and projects in support of CIDA's six ODA program priorities (Basic Human Needs; Gender Equality; Infrastructure Services; Human Rights, Democracy, Good Governance; Private-Sector Development; and Environment) which take a broad-based approach, taking full account of a country's political, economic, social, environmental and cultural infrastructure, address both a country's macro and micro policies, address the soundness of its governance regime, constructively engage its civil society and build capacity within the country.

2. The vision and principles of CIDA's Social Development Priorities are translated into achievable action plans.

3. Lessons learned from piloting new programming frameworks and approaches within developing-country and CIT priorities are translated into improved program approaches for effective development co-operation throughout Agency programming.

4. CIDA is more focussed on learning, using, and adapting lessons learned, and sharing with developing-country partners.

5. Corporate frameworks, guidelines, and tools to facilitate branch, program, and project planning, budgeting, monitoring, and reporting are developed and implemented.

6. Operational controls are defined and implemented in support of good financial management and accountability.

**KEY RESULTS
COMMITMENTS**

BASIC HUMAN NEEDS

- improved access for the poor to health, education, shelter, food and nutrition, sanitation and pure-water-supply services

- improved in-country institutional capacity for human sustainable development

- improved ability of vulnerable groups to increase their productive activities to meet their basic human needs

- timely, effective and appropriate emergency assistance

- improved in-country capacities to mitigate disaster impacts

GENDER EQUALITY

INFRASTRUCTURE SERVICES

HUMAN RIGHTS, DEMOCRACY, GOOD GOVERNANCE

PRIVATE-SECTOR DEVELOPMENT

ENVIRONMENT

2.3.2 CIDA's Sustainable Development Strategy

Since 1991, sustainable development has been part of CIDA's mandate. In 1997, in keeping with a Government commitment, all Federal departments and Agencies were required to develop Sustainable Development Strategies.[15] CIDA's Strategy, *Our Commitment to Sustainable Development*[16], explained the Agency's mandate and efforts to help reduce global poverty. CIDA's annual Departmental Performance Report (DPR) made reference to progress against the objectives in CIDA's first Sustainable Development Strategy. However, the link between our Official Development Assistance programs and the objectives of the first SDS was not spelled out. CIDA's second SDS is now the business plan for the Agency, enabling CIDA to articulate clearly its progress towards an integrated set of corporate goals and objectives.

There is consistency between the commitments made in CIDA's first SDS and those in the second, *An Agenda for Change*. The issues to which CIDA committed itself remain relevant, while the Agency's accomplishments in these areas have resulted in a deeper understanding of what is needed to achieve success. For instance, in the first SDS, CIDA committed itself to better knowledge-management practices and the sharing of knowledge with partners. Actions such as the creation of knowledge networks and the Knowledge Management Initiative have addressed this objective. However, CIDA now wants to expand this concept and become a knowledge-based organization, adopting continual performance improvement as an organizational goal and formalizing the integration of lessons learned into project and program management.

In the first SDS, CIDA pledged to improve the local "ownership" and capacity development content of its programming. These are two of the major principles of the new programming models -- including CDFs, SWAps and CIDA's own pilot projects -- that have emerged during the past few years. In developing its second SDS, CIDA built upon lessons learned through the Agency's own undertaking, and also benefited from inputs from the Commissioner of the Environment and Sustainable Development.

The key programming and policy goals in the SDS are to support sustainable development in developing countries in order to reduce poverty and to support democratic development and economic liberalization in Central and Eastern Europe, the Caucasus and Central Asia. A major change in this SDS is the inclusion of a management goal, which is to "apply a management-system approach based on continual improvement". By working towards this goal, CIDA aims to become an organization able to implement its activities consistently under programing and policy goals. This type of internal effort was not previously captured in either the Report on Plans and Priorities (RPP) or the annual DPR. The new SDS will ensure that CIDA reports comprehensively on its activities.

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[15] http://www.oag-bvg.gc.ca/domino/cesd_cedd.nsf/html/menu_e.html
[16] http://www.acdi-cida.gc.ca/sds

2.3.3 Methodology

Given the co-operative nature of CIDA's work, the information that the Agency uses to report comes from a variety of channels. CIDA's Canadian partners, such as Canadian Executing Agencies, non-governmental organizations and the Agency's multilateral partners, submit project and program reports to CIDA which meet CIDA's financial and accountability standards. This level of trust is heightened through the use of overall institutional assessments that guide the Agency's engagement with its partners. Additionally, CIDA has its own project and program monitoring systems. For example, the Annual Project Performance Reports bring together information on progress against planned results and permit the Agency and its partners to learn valuable lessons. Internal audits and performance reviews are used to confirm and complement this information.

2.4 Corporate Results

2.4.1 Country-level reporting

CIDA currently reports its achievements based on its project activities. As noted above, CIDA is in the process of revising its Key Results Commitments to better reflect all the work that the Agency does. In future, more reporting will be done at the country or institutional level that will illustrate more clearly the overall impact of CIDA's efforts and will demonstrate more clearly how CIDA's projects work in concert with one another to address complex situations and problems. As well, reporting at the country and institutional level will demonstrate the value of CIDA's co-operative work within the multilateral system, with other donors and with partner governments.

In this Performance Report, reporting under the Key Results Commitments continues to be at the project level, and examples of notable projects and their impact are included. However, in order to demonstrate the work that CIDA does at the country level, three country profiles are provided. These profiles -- on Sri Lanka, Guyana and Mali -- reflect the bilateral aspect of CIDA's development co-operation with those countries, undertaken through the Asia, Americas and Africa and Middle East Branches respectively.

Country profile: SRI LANKA[17]

Canada has provided aid to Sri Lanka since 1950.[18]
Population: 19 238 575 (2000 estimate)[19]
GDP per capita: $2 600 US (1999 estimate)[20]

In June 1990, the Canadian Foreign Policy framework for Sri Lanka was modified to reflect the realities of an unstable political situation, continuing serious human rights abuses by military and paramilitary forces, inter- and intra-group conflict, growing disrespect for the rule of law and weakening democratic institutions. The deteriorating situation in Sri Lanka led to a new type of relationship between Canada and Sri Lanka which included a shift away from large bilateral projects and greater emphasis on the promotion of long-term political stability and economic growth.

In light of the present conflict, Canada's assistance to Sri Lanka is channelled primarily through NGOs and institutions that can address the political, social and economic causes of the conflict. CIDA has carefully crafted a program which attempts to address the underlying causes of the conflict and ensure that all communities benefit from Canadian assistance, but with a focus on areas bordering the conflict zone.

Initiatives funded under CIDA's Bilateral program, including CARE Food Security Project in the war-affected area of Vanni, have contributed significantly towards improving the economic status and food-crop production in conflict areas through the availability of water for crop irrigation, drinking and general use; the cultivation of rice and vegetables has helped the nutritional status of families caught in the conflict. The project has benefited 26,241 farm households and returned 7,766 acreage made available for agricultural production.

The Rehabilitation Through Education and Training - Phase III Project**,** has provided assistance to families affected by the war through vocational training, including an enhancement of the vocational level among disadvantaged women and youth in skills which are consistent with local job-market opportunities. This project has become one of CIDA's most effective mechanisms for making a positive contribution to the mitigation of the human tragedy in Sri Lanka today.

With a specific focus on human rights and democratic development, the Human Rights Phase III Project has been supporting governmental and non-governmental institutions in

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[17] http://www.odci.gov/cia/publications/factbook/geos/ce.html
[18] CIDA Corporate memory
[19] http://www.odci.gov/cia/publications/factbook/indexgeo.html
[20] http://www.odci.gov/cia/publications/factbook/indexgeo.html

an effective manner by promoting information on violations; access to justice for victims of abuse; and increased protection for the human rights of civilians. The project, while sensitizing the armed forces and police to the value of human rights education, has created an environment than enables the pursuit of such education among law-enforcement officers and senior officers in the armed forces.

Through the Peace Fund, NGOs have been able to integrate peace education in their regular programming. As a result, the commitment to peace has strengthened through: conflict-resolution training for Buddhist clergy; an eastern and southern regional exchange program; and women's groups advocating for a peaceful negotiated settlement of the conflict.

Nevertheless, the unresolved ethnic conflict continues to be the single most important obstacle to Sri Lanka's long-term sustainable human development. The uncertainty which prevails in the country renders the implementation of certain activities practically impossible. For example, the Governance and Institutional Strengthening project experienced serious problems, owing to a number of factors including the lack of commitment from the Government of Sri Lanka, although the situation showed signs of improvement towards the end of fiscal year 2000-01. Also, despite media publicity, the agreement between the Government and donors for the operation of the Ombudsman's Office has not yet been renewed. Police/military training was not realized owing to the lack of a conducive environment. As a result, the initiative was cancelled.

Though not much can be done directly to mitigate the conflict in Sri Lanka, CIDA's assistance through NGO channels is one way of responding to the challenges of providing development assistance in an environment of civil conflict. The use of the Peace Fund as a way to channel assistance has provided proactive and responsive support to strategic initiatives which have enabled Canada to enhance its profile and have helped create a platform for peace.

Country profile: GUYANA[21]

Canada has provided aid to Guyana since 1959.[22]
Population: 697 286 (2000 estimate)[23]
GDP per capita: $2, 500 US (1999)[24]

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[21] http://www.odci.gov/cia/publications/factbook/geos/gy.html
[22] CIDA Corporate memory
[23] http://www.odci.gov/cia/publications/factbook/indexgeo.html
[24] http://www.odci.gov/cia/publications/factbook/indexgeo.html

Guyana, like most small states having little access to commercial lenders, depends heavily on official development assistance to finance its development activities. Development assistance accounts for 80-90% of Guyana's annual capital expenditure. Canada has supported development in Guyana since 1959, focusing primarily on the establishment of vocational/technical training systems and improvements in the proper exploitation and management of natural resources, particularly forestry and artisanal fisheries. After Guyana adopted its Economic Reform Program in 1988, Canada played a key role in the Donor Support Group and as an important provider of new grant funds. Since 1990, CIDA has spent over $60 million on more than a dozen interventions to build Guyana's economy and institutional infrastructure.

Analysis of program results were carried out in 1998 to obtain an indication of the impact and outcomes achieved by the CIDA program in Guyana. Interviews and consultations with a broad range of partners plus the findings of project and corporate evaluations were used to assess the program. CIDA support to the forestry and fishery sectors from mid-1980 to mid-1990 was very important for Guyana's economic renewal. From these initiatives, and other bilateral support through the Guyana Economic Management and the Business Advisory projects, people working in those sectors experienced increased food security and elevated employment and income levels through further support to small- and micro-enterprises. The Guyana Future Funds, which directly supported community-based organizations, financed the reconstruction of basic social infrastructure services from the different levels of government as well as a significant pool of community-based organizations and NGOs with training and hands-on experience in carrying out successful development projects. In the case of Guyana, Canada has been seen as a leader among donors in adopting participatory approaches to community development.

Non-project activities undertaken by Canada, whether as an active participant in the Donor Support Group or, more recently, by playing a supportive role in discussions with IFIs in the Highly-Indebted Poor Countries Initiative (HIPC),[25] have had a tremendous impact on Guyana's development and have helped to create and sustain an environment more conducive to successful project interventions. Government of Guyana efforts towards HIPC, such as the Poverty Reduction Strategy Paper, are reference points for CIDA in developing a framework for Guyana while continuing to support the country in debt-relief and poverty-reduction efforts.

Since the mid-1990s, CIDA has implemented capacity-development projects to meet poverty-reduction goals. The Social Investment Project that focused on the rehabilitation of social infrastructure and on good-governance projects was introduced in 1995 to improve the efficiency and effectiveness of public-sector management. Capacity building in civil society is pursued through the Building Community Capacity Project . Through the Gender Fund, support was provided to increase attention to gender in the Constitutional Reform and National Development Strategy processes. The Guyana Basic Education Teacher Training Project had the objective of training and qualifying 1,000

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[25] http://www.worldbank.org/hipc/

primary teachers in rural and hinterland areas. Since 1990, Canada has contributed to the significant financial resources invested in basic human needs to combat poverty.

Country Profile: MALI[26]

Canada has provided aid to Mali since 1961.[27]
Population: 10 685 286 (2000 estimate)[28]
GDP per capita: $820 US[29]

Before 1996, Canada's co-operation program with Mali was characterized by a rather incoherent approach to assistance activities, many of which were designed and implemented to meet Canadian concerns. In 1996, CIDA finalized a new co-operation program with Mali that would better reflect Mali's needs and circumstances.

This new co-operation program focused on three issues: economic growth; social development; and democratic development and good governance. In 1999, CIDA examined the directions of its co-operation program. The assessment concluded that economic-development activities increased household income. In the area of democratic development and good governance, the assessment concluded that CIDA support had helped to launch a justice-reform process on a participatory basis, but the size of the overall project exceeded Canadian means. The assessment was unable to show that public administration improvements translated into better community services. The assessment highlighted the innovative nature of the iterative approach chosen, but concluded that it would be desirable to strengthen Mali's participation in planning future development activities, and to improve the results-based management mechanism.

As a result of this assessment, a new Canada-Mali bilateral co-operation program was established in November 2000. This co-operation program is entirely consistent with the Poverty Reduction Strategy Paper that Mali developed in 2000. In this context, co-operation activities in education and health are developed according to multi-partner program approaches, where Mali takes the lead and CIDA seeks to integrate its future resource transfers with the Government of Mali's expenditure management system. CIDA's support for the Program of Medium-Term Investment in Education is consistent with the monitoring mechanisms of the Plan of Sectoral Investment in Education, whose implementation is being led by Mali and supported by technical and financial partners, including the World Bank, France and the Netherlands. In the health sector, the degree of

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[26] http://www.odci.gov/cia/publications/factbook/geos/ml.html
[27] CIDA Corporate memory
[28] http://www.odci.gov/cia/publications/factbook/indexgeo.html
[29] http://www.odci.gov/cia/publications/factbook/indexgeo.html

ownership of reforms by the Ministry of Health and the Ministry of Social Development still seems low. CIDA wishes to seize the opportunity provided by its activities in the reproductive-health sector to build the capacities of these ministries.

2.4.2 Reporting on Corporate Results

The three country examples presented above provide an opportunity to see how a range of activities across sectors contribute to a comprehensive development approach within a country. In contrast, the following sections use projects and programs to outline how CIDA works in support of its objectives.

2.4.3 Programming in support of the ODA priorities[30]

Continue to design, modify where necessary and implement results-based development programs and projects in support of CIDA's six ODA program priorities -- Basic Human Needs; Gender Equality; Infrastructure Services; Human Rights, Democracy, Good Governance; Private-Sector Development; and Environment. *These six priorities adopt a broad-based approach, taking full account of a country's political, economic, social, environmental and cultural infrastructure; address both macro and micro policies as well as the soundness of the governance regime; constructively engage the country's civil society; and build capacity within the country.*

The six ODA priorities are set out in *Canada in the World* as CIDA's broadly defined results areas against which projects and programs are planned.

Chart 2: Five-year Trend of ODA Program Priority Disbursements
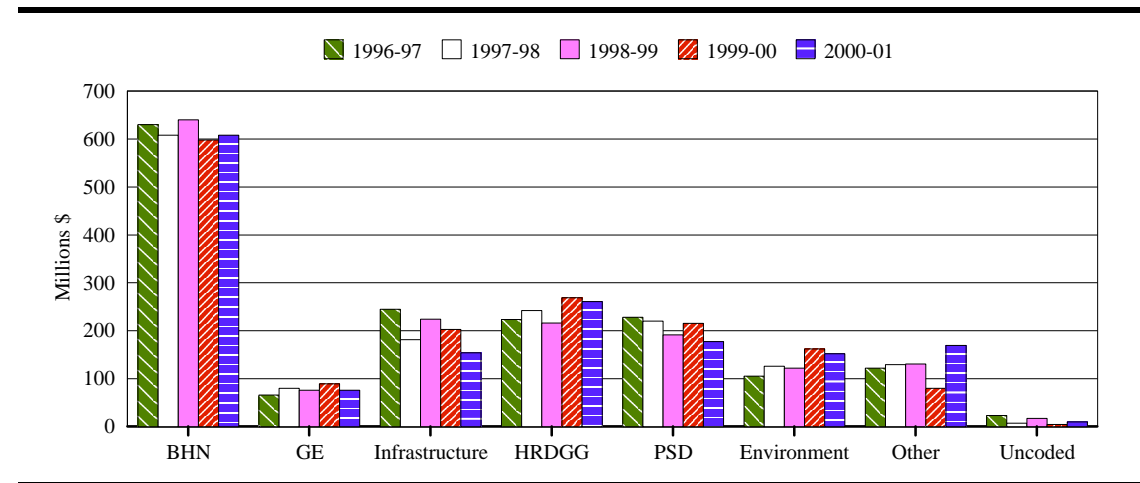
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Reflecting Canada's foreign policy, as well as CIDA's new focus on the Social Development Priorities, Basic Human Needs continues to receive the majority of CIDA's ODA disbursements, showing a modest increase in disbursements in 2000-2001. Disbursements for the other ODA priorities remained relatively constant, with a decrease in Infrastructure Services reflecting continuing trends regarding relative disbursement levels among the six priorities.

Chart 3 demonstrates the value and percentage of CIDA Spending by ODA Priority.

Chart 3: 2000-01 ODA Program Disbursements by ODA Priority

Total $1,607.9 million*
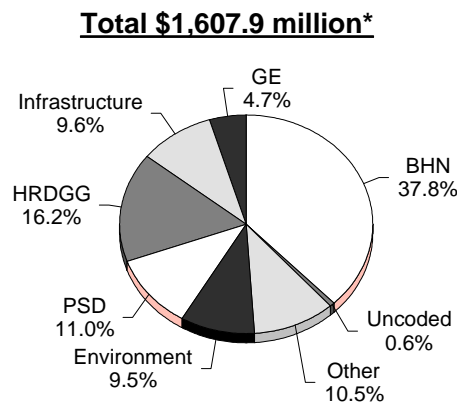
* Includes grants, contributions and issuance of notes, but not encashments

Basic Human Needs

CIDA's Basic Human Needs Policy[31] focuses on the provision of basic health care, basic education, nutrition, water and sanitation, and shelter. The fulfillment of basic human needs is an essential element of human development and poverty reduction, and is often called for in humanitarian crises. Without education, health, nutrition, shelter, and water and sanitation, citizens of the developing world will not be able to participate fully in the development process. The Social Development Priorities (see section 2.4.4) strengthens CIDA's commitment to four program priorities: basic education, health and nutrition, HIV/AIDS and child protection, with gender equality as an integral part of all CIDA programming.

In 2000-2001, CIDA disbursed $608 million (37.8% of ODA program disbursements) for Basic Human Needs programming. Of this, $341 million (56%) was spent through Multilateral Programs, $176 million (29%) through Geographic Programs, $69 million (11.4%) through Partnership Programs and $20 million (3.4%) through CEE.

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[31] http://www.acdi-cida.gc.ca/cida_ind.nsf/vLUallDocByIDEn/57BCC6A3A52B339B85256484006187C5?OpenDocument

Total $608.2 million

CEE
3.4%

Asia
7.8%

CPB
11.4%

Africa & M.E.
15.3%

Americas
6.1%

Multi. Programs
56.0%
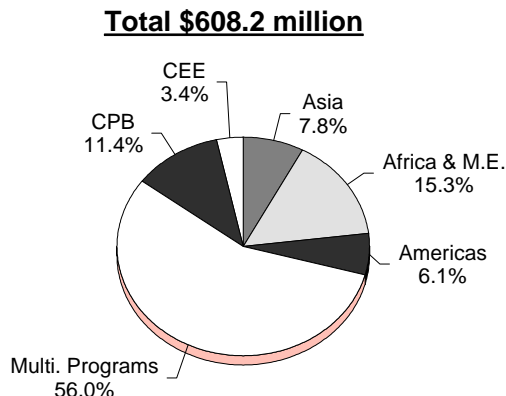
The purpose of the East Africa Cereals projects, an **Africa and Middle East Branch** initiative, is to equip national programs with improved capacity and with varieties of maize and wheat that are better adapted to farmers' particular circumstances. Researchers do on-farm research with men and women farmers and extension personnel, government or NGOs, with the objective of helping farmers improve both their yields and their crop-management practices. A total of 28 improved maize and wheat varieties have been released to farmers and a regional steering committee has been established.

Following severe flooding in Mozambique and Zimbabwe, **Africa and Middle East Branch** provided emergency assistance to reconstruct schools, houses, latrines and drainage systems. In total, CIDA provided $383,000 in emergency assistance to help build: 30 houses (with another 135 under construction), 128 latrines (toilet facilities), and four boreholes (with 11 others being rehabilitated). These activities have had a positive impact on some 2,380 families in the districts of Chipinge, Matobo and Insiza.

Asia Branch's Hazara Integrated Rural Development Project in Pakistan provides support in the area of health and nutrition, family planning, improved sanitation and freer access to safe drinking water. In its family planning component, the project made special efforts to ensure that training for male participants addressed women-specific problems, while promoting interspousal communication and shared decision-making on family planning matters. The number of young children receiving vaccinations is increasing. The incidence of diarrheal diseases is decreasing. The percentage of men and women contacting family-planning services and adopting family planning methods is growing. And water and sanitation projects have benefited more than 41,000 families.

In Haiti, an **Americas Branch** project improved the quality of basic education and governance in 30 schools. About 20,000 persons, mostly from rural areas, are directly affected by the project. Of these, 16,000 are children, with about an equal number of boys and girls.

In response to Hurricane Mitch (Autumn, 1998), an **Americas Branch** project in Nicaragua improved the living conditions of local communities by rehabilitating the water and sanitation infrastructure and building houses. In all, 15 water systems and 249 latrines were constructed and 24 water committees were organized and trained; 62 homes were rehabilitated or improved and 39 constructed; 118 poultry and 45 pork farms were established; and 46 micro-businesses were reactivated. These activities benefited about 17,000 persons in the rural areas of the country.

Multilateral Programs Branch helped channel Canada's significant support in response to a series of natural disasters occurring in the past fiscal year, particularly the drought in the Horn/East Africa, and major earthquakes in El Salvador and in Gujurat, India. Canadian relief flowed through a mix of multilateral organizations and Canadian NGOs, reaching an estimated 10.8 million people in conjunction with help from other donors. This assistance focussed initially on water, sanitation and health, and co-ordination in the case of the drought, and shelter, health, water and other essential items in the case of the earthquakes. In East Africa, subsequent programming focussed on the seeds and tools needed to re-start agricultural production.

International co-operation addresses Basic Human Needs

Partners in the Vitamin A Global Initiative[32] -- CIDA, the CIDA-funded Micronutrient Initiative, the World Health Organization, UNICEF, the Department for International Development (United Kingdom) and USAID -- are working with local governments to integrate vitamin A supplementation into immunization and other public-health campaigns. This has proven to be a highly effective approach both in terms of coverage and relative cost. Vitamin A plays a vital role in the proper functioning of the body's immune system, and a deficiency of this nutrient is responsible for an estimated one-quarter of child deaths in many developing countries. CIDA has donated more than a billion vitamin A capsules to UNICEF's supplementation campaigns since 1998. As a result, a million child deaths have been prevented. As noted by UNICEF Executive Director Carol Bellamy in a May 2001 letter to Prime Minister Jean Chrétien, both in providing capsules and in other initiatives to promote the sustainable elimination off vitamin A deficiency, "Canada has been a world leader in this effort."

Nine out of ten of the projects undertaken by **Canadian Partnership Branch** built partner capacity to support sustainable development and of these, Basic Human Needs accounted for 28.6% of disbursements. In Africa, a three-year project by the Canadian Organization for Development through Education, ending this year, provided 780,000 children with access to text books and literature in their local languages. In Senegal, a project by Branch partner World Vision has resulted in the establishment of 40 local committees that manage community wells and water supplies.

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[32] http://www.unicef.org/vitamina/

Gender Equality

CIDA's Policy on Gender Equality[33] seeks to support the achievement of equality between women and men to ensure sustainable development. It seeks to advance women's equal participation with men as decision makers in shaping the sustainable development of their societies; to support women and girls in the realization of their full human rights; and to reduce gender inequalities in access to and control over the resources and benefits of development. The integration of a gender perspective in all planning and implementation activities continues to be an Agency priority as well as a challenge.

Chart 5: 2000-01 ODA Program Disbursements - Gender Equality

Total $76.0 million

CEE
0.4%

Asia
26.8%

CPB
27.6%

Multi. Programs
11.7%

Americas
9.6%

Africa & M.E.
23.8%
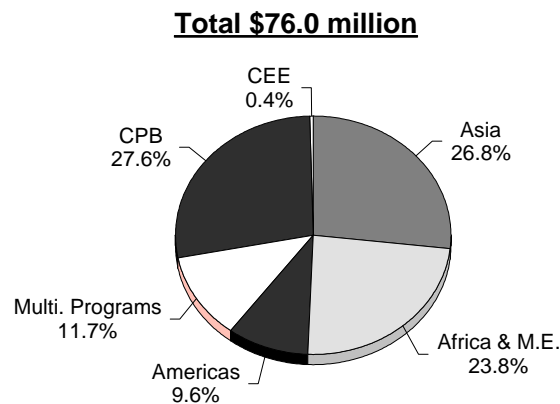
CIDA supports activities that are directly linked to Gender Equality. In 2000-01, CIDA spent $76 million on direct Gender Equality activities (4.7% of ODA program disbursements), including $45 million (59%) through Geographic programs, $21 million through Partnership Programs (27.6%), $8 million through Multilateral Programs (11.7%) and $286 000 (0.4%) through CEE. In addition to being one of CIDA's programming priorities, Gender Equality is also a cross-cutting goal. This means that it is considered as an integral part of all CIDA policies, programs, and projects.

Through support to three credit unions for women entrepreneurs working in small-scale enterprises, **Africa and Middle East Branch** demonstrated the feasibility of financing mechanisms targeted to the needs of women entrepreneurs - a first for Cameroon. Involvement with these financial institutions has increased the access of poor women to productive financial resources and has enabled women increasingly to assume positions of responsibility and decision-making in these institutions. Some 4,500 women in Cameroon have been affected.

In **Asia Branch**, two projects funded by the Bangladesh Country Programme, the BRAC's Rural Development Program and the Rural Maintenance Program III, have worked synergistically to lift destitute women out of poverty, increase female access to

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[33] http://www.acdi-cida.gc.ca/cida_ind.nsf/vLUallDocByIDEn/6F0D1A14114696288525672900660DE5?OpenDocument

education and change broader societal ideas about gender norms. The two programs, which work with 40,000 women over a four-year period, have achieved progress in gender relations at the broader societal level by using women as agents of change. Of the women involved, 79% have been removed from conditions of extreme poverty, 98% live in their own homes and 87% now visit banks and government offices to request and use services. These programs ensure that almost 100% of teachers in non-formal primary schools are poor women from local villages. In these ways, CIDA has provided thousands of women all over Bangladesh with key elements of empowerment--employment, visibility, prestige and mobility-- and has therefore helped to elevate their status in their communities. Through programs such as the Women's Initiatives Fund in Malaysia, **Asia Branch** received confirmation of an important lesson: that in order to bring about lasting change in gender relations and gender equality, gender projects must include men as well as women as targets and beneficiaries, especially when dealing with gender sensitization and gender mainstreaming.

Addressing Gender Equality in Central America

An Americas Branch project in Central America contributed to gender equality. The project, involving $1.1 million in CIDA disbursements, has increased the institutional capacity of 46 NGOs and three governmental institutions working on institutionalizing gender equality in all five countries. Additionally, the project has increased women's knowledge of human rights, as well as the leadership and political participation of non-indigenous and indigenous women in urban and rural environments. In El Salvador, Honduras and Nicaragua, the project has offered initial support to gender mainstreaming at the macro level amongst governmental and non-governmental institutions. In Costa Rica, the program integrated Violence Against Women programming in primary and secondary education involving students, parents and communities through the Education Ministry, while in Honduras and Nicaragua, gender equality integration was strengthened in national mixed NGOs . Finally, this initiative also supported the integration of profitable productive projects that incorporate women's perspectives in agricultural and marketing co-operatives and an increase in the number of women with access to micro-credit and technical assistance to improve productive activities.

In Burkina Faso, a project supported by UNIFEM (a **Multilateral Programs Branch** partner) and targeting rural women involved in shea butter production has increased the quantity and improved the quality of the butter and strengthened producers' skills. So far, 25 associations and 300 women have been trained in improved production techniques in order to meet the quality standards required by international markets. The women producers have negotiated 50 to 60 tons of shea butter sales contracts.

A project supported by **Canadian Partnership Branch** and involving the International Centre of Worker Solidarity and a Mexican partner has provided training and support for hundreds of women workers in the areas of worker's rights and civil-society involvement. The women who have received this training would now like to organize themselves into co-operatives.
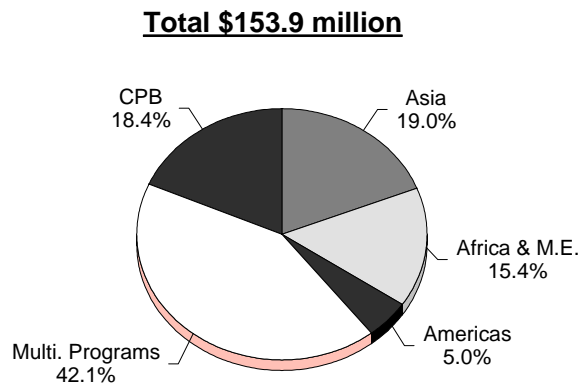
In this past year, the Director of **Policy Branch's** Gender Equality and Child Protection Division was re-elected as Chair of the Working Party on Gender Equality of the OECD's Development Assistance Committee.[34] This type of activity ensures that Canada's experience in policy and programming in this area is shared with partners and other donor countries. The Gender Equality and Child Protection Division also participated in preparations for the Five-Year Review of the 1995 Fourth World Conference on Women in Beijing and for the United Nations Special Session for an overall review and appraisal of the implementation of the Habitat Agenda.

Canada is the only international donor in Russia to address gender issues specifically. Through the Gender Equality Fund, started in 1999 by the **Central and Eastern Europe Branch**, over 7,000 people have increased their awareness and attention to gender-equality issues by participating in workshops, conferences and legal-aid clinics. Funding has facilitated networking and collaboration among local organizations and resulted in the creation of women's commissions in trade unions and in organizations in the education, legal and communication sectors. Media coverage (radio, television, print) has increased. In some regions, federal and regional government authorities are beginning to fund projects addressing women's issues. A similar fund to address gender-equality issues was recently launched in Ukraine.

Infrastructure Services

CIDA's policy is to help developing countries deliver environmentally sound infrastructure services, with an emphasis on poorer groups and capacity-building. The focus is on the services provided by physical infrastructure - transportation, energy, information and telecommunications, and access to clean and affordable water and sanitation.

Chart 6: 2000-01 ODA Program Disbursements - Infrastructure Services

Total $153.9 million

CPB
18.4%

Asia
19.0%

Africa & M.E.
15.4%

Americas
5.0%

Multi. Programs
42.1%

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[34] http://www.oecd.org/dac/Gender/index.htm

CIDA disbursed $153.9 million on projects and programs supporting infrastructure services, or 9.6% of ODA program disbursements. These expenditures were made through Multilateral Programs - $65 million (42%); Geographic Programs - $60 million (39%); Canadian Partnership Programs - $28 million (18%); and CEE - $18,529.

In India, the Kerela State Electricity Board (KSEB) System Improvement Project has significantly enhanced the safety, efficiency, pollution monitoring and systems maintenance capacity of KSEB. This **Asia Branch** project has resulted in a 25% increase in power supply in the area and improved voltage noticeably. These developments have contributed to the reduction in power cuts and have made lighting with fluorescent tubes much more reliable, thereby making it easier for students to study in the evening.

Infrastructure services were also supported by **Africa and Middle East Branch** through the Tanzanian locomotive maintenance project, which aimed to increase access of the poor, especially poor women, to transportation. The project has successfully improved the fleet's condition and, as a result, has increased traffic volumes. Overall freight tonnage has improved in the region by 50% from 800,000 to 1,200,000 tons. Additionally, the improved service resulting from the increased availability and reliability of the locomotive fleet has enabled better movement of goods and people -- including women, who are the main traders of food and other products -- between towns and villages throughout the country.

The Institut national de la recherche scientifique program, supported by **Canadian Partnership Branch,** is designed to offer academic training in urban development adapted to the needs of local communities in Central America and the Caribbean. Infrastructure rehabilitation, development and maintenance are impossible without the local resources required to manage them. To date, 214 students from developing countries have been trained. Ninety-four or 44% are women. Also 97 students have assisted in research as part of their training (38 from developed countries, 59 from developing countries) and 24 papers outlining research findings have been published.

Performance Review Branch is nearing the completion of the Infrastructure Services Review involving 22 sub-studies covering 39 investments worth $660 million in transportation, energy, telecommunications and water in 14 countries. Preliminary findings from these sub-studies indicate that sustainable infrastructure was established, the capacity of institutions was strengthened, and the poor (many of whom are women) benefited in terms of access to clean water, electricity, telephone, and health and education services. The recommendations from these reviews will contribute to improved design and implementation of the Agency's programming in these sectors. The findings are also intended to enhance learning through the dissemination of best practices and lessons.

Human Rights, Democracy, Good Governance

CIDA's policy[35] is to enhance the will and capacity of developing countries to respect the rights of children, women and men, and to govern effectively and in a democratic manner. CIDA's objectives are to help strengthen the role and capacity of civil society, to increase popular participation in decision making, to strengthen democratic institutions and increase public-sector competence as well as to strengthen the capacity of organizations that protect and promote human rights. These objectives support all three Canadian foreign policy priorities: peace and security, employment and prosperity, and Canadian values.

Chart 7: 2000-01 ODA Program Disbursements - Human Rights, Democracy, Good Governance
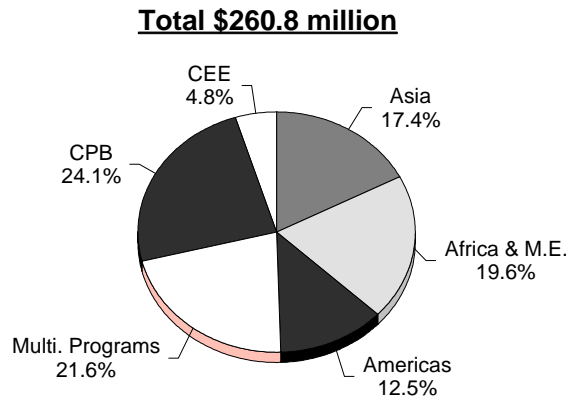
Total $260.8 million

CIDA's disbursements on HRDGG in 2000-01 totalled $260.8 million, or 16.2% of ODA disbursements. HRDGG disbursements were made through the following channels: Geographic Programs, $129 million (49.5%); Canadian Partnership Programs, $65.7 million (24.1%); Multilateral Programs, $56 million (21.6%); and CEE $12 million (4.8%).

In Rwanda, **Africa and Middle East Branch** succeeded in strengthening the institutional capacities of NGOs and government institutions that work for the protection of human rights, in order to promote a more efficient and independent system of courts and tribunals, and to give to civil society the opportunity to participate actively in democratization and good governance. Projects also trained and sensitized elected officials, judges, lawyers and the general population on existing human-rights violations against women and on methods of redress.

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[35] http://www.acdi-cida.gc.ca/
cida_ind.nsf/852562900065549c8525624c0055bafb/498e7f0a30827528852563ff00611f10?OpenDocument

Canada supports human-rights reform in South Africa

Canada is recognized as one of the leaders in constitutional and legal reform and, as such, governance programming continues to be a strong focus of the South Africa program. Phase II of the Constitutional and Legal Development project assists the Legal Resources Centre to continue to promote a culture of respect for human rights in the Southern African region, directly in South Africa and indirectly in other countries of the region, through capacity building of regional NGOs to raise constitutional awareness and practice in their respective countries. The results of this Africa and Middle East Branch project include amendments to legislation and a number of interpretations on constitutional matters that have created precedents for supporting the rights of minorities, the underprivileged and the poor. One example of a landmark case in this respect is the Grootboom case, which deals with the right to housing. The court granted an order to the government to provide shelter to children and, on a derivative basis, to their parents with regards to a group of 900 homeless adults and children that had been evicted from municipal land. This case is now the benchmark for further cases on the enforcement of socio-economic rights.

An **Asia Branch** project in the Philippines, the Policy, Training and Technical Assistance Facility Phase II, beginning in 1998, has promoted several accountability and transparency measures for more effective government. An Interagency Anti-Graft Coordinating Council was created. All public enterprises must now use the E-Procurement System (developed with Canadian support) as the government portal for all bid/procurement. The procurement process for goods and services has improved substantially with delivery time reduced from 82 days to 11. In addition, the responsibility for international borrowing was moved from the Department of Finance to the Bureau of Treasury, which also controls domestic borrowing, thus allowing for more efficient and effective debt management.

Several **Americas Branch** projects relate to elections support and have provided technical assistance to strengthen legislative structures and voting procedures in Guyana, Haiti and Peru. In Guyana, for instance, CIDA financed the supply of elections materials (paper for the voters lists, ballot boxes, Canadian paper and printing services for the production of the ballots). Short-term Canadian advisors on media relations were provided to the Guyana Elections Commission. An Organization of American States (OAS) elections observation mission was fielded with CIDA support. Also an external media monitoring panel was created.

A **Canadian Partnership Branch** partner, the International Centre for Criminal Law Reform and Criminal Justice Policy, is assisting the Centre for Criminal Law and Justice of the China University of Political Science and Law to prepare recommendations for the ratification and implementation of two International Human Rights Covenants in China. Results achieved to date in this three-year project (to be completed March 2002) include the publication of six articles and a 480-page compendium on international human rights instruments. Also three seminars were held for over 500 officials, lawyers and law students.

Private-sector development

CIDA's support for private-sector development aims at increasing developing countries' access to investment capital and reinforcing capacity building by making available Canadian technology, and managerial, entrepreneurial and technical expertise. This includes supporting micro-finance projects that make capital available to the poor, and often target women. From small initiatives to larger ones, CIDA's activities in this area help open markets to the global economy.

Chart 8: 2000-01 ODA Program Disbursements - Private-Sector Development

Total $177.4 million

CEE
3.1%

Asia
16.2%

CPB
32.3%

Africa & M.E.
27.4%

Multi. Programs
12.7%

Americas
8.4%
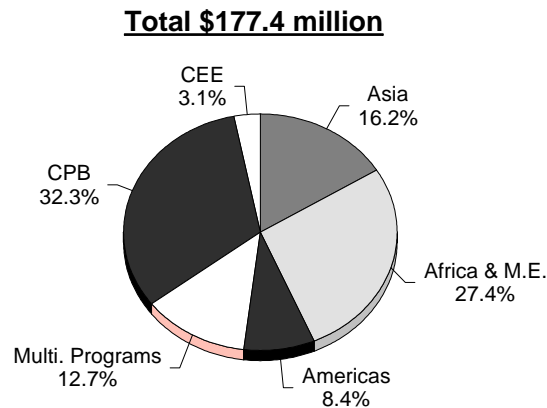
In 2000-01, CIDA disbursed $177.4 million on Private-Sector Development (11% of total ODA spending) Of this amount, $92 million (52%) was spent through Geographic Programs; $57 million (32.3%) was spent through Canadian Partnership Programs; $22 million (12.7%) was spent through Multilateral Programs; and $5 million (3.1%) was spent through CEE.

Through **Africa and Middle East Branch**, the Tanzanian Micro-entreprise Business Development Project supported over 3,000 active clients helped create 704 jobs. Through this project, the management capacity is in place to run micro-finance facilities to support the development and growth of micro-entreprises and small businesses in two regions. Additionally, a highly successful project designed to build Ghanaian capacity to advise local small and medium businesses succeeded in raising sales of 22 firms and net profits of 11 enterprises, creating 330 jobs and training 82 local business consultants and 494 clients. The model will be used in other parts of Africa. The project demonstrated the value of business consulting to Ghanaian companies the leaders of which saw the benefit of paying for such services.

Through the development of financially sustainable rural credit systems geared to the needs of poor people in Sri Lanka, **Asia Branch's** SFLC Micro-Finance Project has helped raise the general welfare of rural households. With the aid of its Village

Sarvodaya Societies, the project has created over 7,000 self-employment opportunities over the past decade.

Americas Branch was involved with over 30 projects which improved capacities of the private sector. In Peru, savings and credit unions receive various types of support. Financial management training has had an impact on improving the management of eight co-operatives in terms of the growth of financial products, mobilization of savings and the number of members. Management tools, including an operations manual, and newly installed computer systems, have been developed and put to use. In Haiti, a project to strengthen about 60 savings and credit unions has directly benefited 100,000 members (56% men, 44% women).

In Costa Rica, **Multilateral Programs Branch** partner the Global Environmental Facility (GEF)[36] supported a wind-turbine project that promoted the removal of non-financial barriers through the creation of an appropriate regulatory framework, which in turn led to the creation of a private market for wind-turbine electricity.

Policy Branch, in co-operation with other branches and government departments, was able to establish a Canadian representative in the World Trade Organization (WTO),[37] resulting in greater Canadian influence in international trade and development. In 2001 an agreement was negotiated within the DAC to increase the untied portion of Official Development Assistance provided to Least Developed Countries (LLDCs). The change will help to increase the effectiveness of assistance provided by all OECD countries to the LLDCs, by enabling the LLDCs to acquire goods and services at the lowest possible cost. The Working Party in which the discussions took place was chaired by CIDA.

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[36] www.gefweb.org/
[37] http://www.wto.org/

Partners in Private-Sector Development

Développement international Desjardins (DID) has been a major partner of CIDA's Partnership Branch since 1980. CIDA's average annual disbursements to DID over the past three years have totalled about $14 million, including $4 million from Canadian Partnership Branch.

Active in developing community finances, DID concentrates its activities in the financial sector, primarily savings and credit unions at the local, regional and national levels, including the areas of microfinance, the development of community-owned financial institutions, and legal and regulatory frameworks for financial operators.

Over the past two years, DID has seen most of the institutions and networks of partner financial co-operatives become more self-financing and self-sufficient. Membership in partner networks grows by an average of nearly 50% annually. In terms of gender equality, given its field of endeavour, DID addresses both practical needs and strategic interests; 38% of the clients of supported networks are women, 34% of network managers are women, and 56.5% of credit is extended to women.

In recent years, moreover, DID has played a strategic role in defining the legal and regulatory environment of financial co-operatives in Vietnam, the Philippines, the West African Economic and Monetary Union, Mexico and Lithuania.

DID's experience has demonstrated the importance of sound structural and administrative practices. It was often challenging during times of rapid expansion to ensure financial accountability and organizational coherence and DID has learned that it is particularly important at these points to ensure consistent follow-up. As well, it is important to recruit exceptional staff, as their image is linked with that of the co-operative.

Environment

CIDA's objective[38] is to help developing countries protect their environment through a two-pronged approach. As with Gender Equality, Environment is treated as a crosscutting theme. So environmental considerations are integrated into all Agency decision-making and activities. Environment is also treated as a programming channel with projects specifically targeting environmental issues.

In 2000-01, CIDA directly disbursed $152.3 million (9.5% of total ODA spending) on Environment activities. Of this amount, $73 million (48%) was spent through Multilateral Programs; $60 million (40%) was spent through Geographic Programs; $17.9 million (11.8%) was spent through Canadian Partnership Programs; and $331.838 million (0.2%) was spent through CEE.

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[38] http://www.acdi-cida.gc.ca/cida_ind.nsf/852562900065549c8525624c0055bafb/
8d822748c6f30b31852565450065e876?OpenDocument

Chart 9: 2000-01 ODA Program Disbursements - Environment

Total $152.3 million
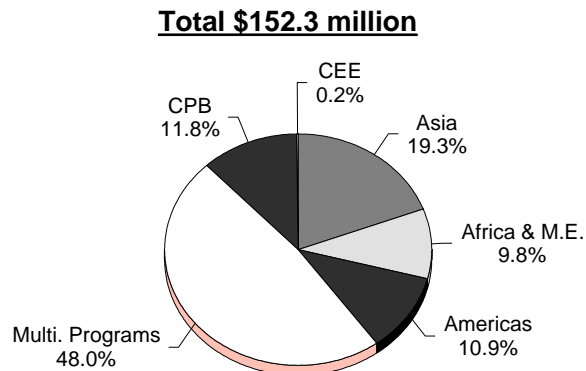
Africa and Middle East Branch support to sustainable management of forests in Cameroon has helped the government to develop the systems necessary to manage and control the commercial exploitation of that country's forest resources. Through the program, personnel were trained at the central level and in two provinces; the population of around 60 villages were informed about the existence of two provisions in the Forestry Law designated for their benefit; a management plan for a communal forest was approved and completed; and 44 "jardins de case" (kitchen gardens) were tested as possible sustainable forestry and agroforestry practices. While Cameroon still has much work to do to ensure the sustainability of its large forest resources, it is far ahead of its neighbours in terms of forestry legislation and control systems.

Community-based development for environmental sustainability

Within the India-Canada Environment Facility (ICEF) project restoration, afforestation and regeneration measures have been undertaken for environmental improvement. All of the community projects have established community organizations (farm forest co-operatives, village environment committees, water-user groups, etc). Through a number of initiatives supported under this Asia Branch program, many villagers/farmers are recognizing the need for community-driven, environmentally sensitive development initiatives and are providing financial contributions to support activities such as water harvesting innovation and the renovation of water tanks. The ICEF approach to community-based development is being replicated both within and outside the sub-project area and other donors have expressed interest in the model.

Through **Multilateral Programs Branch**, Canada, together with other donors, successfully advocated a significant addition to the responsibilities of the Global Environment Facility that will help developing countries to prepare inventories of Persistent Organic Pollutants (POPs)[39] and to better manage these toxic substances which are transmitted globally through the atmosphere. This is a prime example of a global

[39] http://irptc.unep.ch/pops/

environmental problem which does not respect national boundaries. As a country adversely affected by these substances, Canada was one of the first donors to commit new resources ($20 million) for action on POPs last year. Through the United Nations Development Program (UNDP), local Agenda 21/environmental action plans and national biodiversity action plans have been completed or are under way in 15 and 32 countries respectively. These action plans will guide developing countries' actions to protect the environment.

This past year, the Environment Division in **Policy Branch** was restructured to include a new Multilateral Environmental Agreement (MEA) Unit, strengthening CIDA's role in the negotiation and implementation of MEAs, including the Stockholm Convention on Persistent Organic Pollutants. Canada was the first country in the world to sign and ratify the Convention at the Diplomatic Conference in May, 2001. The Convention is the global agreement that will dramatically reduce or eliminate emissions of twelve toxic substances including PCBs, DDT, dioxins and furans. Policy Branch also houses the Canadian Climate Change Development Fund Secretariat, that, along with other branches, received and evaluated over 100 proposals for projects in the past fiscal year. The goal of this four-year $100-million program is to promote activities to combat the causes and effects of climate change in developing countries, while helping to reduce poverty and promote sustainable development.

2.4.4 Social Development Priorities

The vision and principles of CIDA's Social Development Priorities are translated into achievable action plans.

In September 2000, the Minister for International Cooperation, the Honourable Maria Minna, launched *CIDA's Social Development Priorities: A Framework for Action*. This new policy framework, which highlights the value of a strategic focussing of investment on selected areas in order to intensify CIDA's poverty-reduction efforts, provides for a strengthening of resources devoted to four program priorities. The four are basic education, health and nutrition, HIV/AIDS and child protection, with gender equality as an integral part of all these priority areas. The Social Development Priorities is founded on the premise that healthy, well-nourished and educated people are the basis of prosperous economies and stable societies. Without this element, development is impossible. The Social Development Priorities supports CIDA's current ODA mandate, but brings greater focus to these four priorities, recognizing that in these areas, CIDA's assistance can make the greatest difference for some of the poorest and most marginalized people in the world. To this end, some $2.8 billion will be allocated from existing budgets for programming over five years to the priority areas of social development. Most programs within the geographic branches already had an important focus on the priority sectors identified in The Social Development Priorities. Nonetheless, these

priorities were strengthened over the past year. For instance, through **Africa and Middle East Branch**, the support for Educational Materials project in Mozambique has been instrumental in creating a 1 to 1 student/book ratio for 95% of students in grades 1-7, thus contributing to increased access to, and improved quality of, basic education.

Asia Branch has been active in the fight against HIV/AIDS, in particular through the World Vision HIV/AIDS project in Cambodia - a country which has seen a rapid increase in HIV infection over the past few years. The results of this project address significant needs in Cambodia in prevention education, HIV testing, counselling and especially home-care provision where the project is pioneering new methodologies. All in all, the project is helping 250 HIV/AIDS patients directly; providing 1,590 community members with home-based care and counseling services; and reaching 8,000 people with information and education about the spread of HIV.

In order to improve basic health, **Americas Branch** has contributed to a Pan American Health Organization project which aims to strengthen the capacity for surveillance of vaccine-preventable diseases and to eradicate indigenous measles transmission in Central and South America. The project has led to the development of a sentinel hospital surveillance system which covers several diseases and in which all Central and South American countries now participate. Also, laboratory methodologies have been standardized and a laboratory quality-control system has been established.

Building Bridges is an example of a **Central and Eastern Europe Branch** project which contributes to the child protection priority. Under Phase I of the project, the International Children's Institute, in partnership with the Pedagogical Academy of Sarajevo in Bosnia - Herzegovina, developed training methods and tool kits for teachers to strengthen their capacity to help children cope with war-related and other traumatic stresses. The training program was based on extensive consultations with community organizations, focus groups and pilot sessions with 3,500 school children. Under Phase II of the project, a training centre has been renovated and 144 teachers from 36 elementary schools in Sarajevo Canton have received training and are helping to improve the coping skills of children in their classrooms.

HIV prevention is the centrepiece of the battle of the UN Population Fund (UNFPA) against the disease and it is being integrated into reproductive health programs around the world. In Cambodia, government leaders and policy-makers were the focus of a joint UNFPA-UNAIDS project to expand the national HIV/AIDS program for women. As a result of the project, the Ministry of Women's and Veterans' Affairs played a key role in drafting a National AIDS Law in 2000. Canada, through **Multilateral Programs Branch**, has been supporting the UNFPA's overall efforts in the global fight against HIV/AIDS, providing $900,000 (in addition to $9.1 million in regular core funding) for the provision of contraceptives, including condoms, to developing countries with the greatest needs.

In the area of child protection, **Multilateral Programs Branch's** Peacebuilding Fund helped the Sierra Leone Child Soldier Reintegration Program provide psycho-social

programs and vocational skills training to approximately 1,000 war-affected children and vocational skills training to approximately 1,000 amputees and war wounded. Through the Program, local government and communities were sensitized to the needs of war wounded/amputees and former child soldiers and to the importance of accepting their reintegration into the community.

A UNICEF measles immunization program in the war-ravaged Democratic Republic of Congo, funded by CIDA **(Multilateral Programs Branch),** provided 4.7 million doses of measles vaccines, reaching 80-90% of targeted children and covering 298 of 307 health zones.

Club 2/3 activities **(Canadian Partnership Branch)** in Haiti between 1999 and 2001 have ensured that thousands of young Haitians have had access to basic education. Two teacher's training schools have been opened in order to ensure the quality of this education. Canadian Partnership Branch's partners were informed of this new programming approach so that future programming would be developed in these areas. Many of these partners have indicated their support for the four SDPs.

Policy Branch, working with the Department of Foreign Affairs and International Trade, organized the International Conference on War-Affected Children, which was convened in Winnipeg, Manitoba in September 2000. This conference brought together Cabinet Ministers, young people, NGOs, civil society, representatives of the UN system and regional organizations as well as the corporate sector. The meeting produced several significant outcomes. First, it set a precedent for integrating youth into expert and ministerial meetings as full participants, thus providing a possible model for youth engagement in other international conferences. Second, it produced a summary report of the experts meeting under the title *Caught in the Crossfire No More*. This document makes substantive recommendations to further protect war-affected children. Third, the 132 governments represented adopted an Agenda for War-Affected Children, which set out a framework for international action. Fourth, governments agreed to establish a Steering Committee, chaired by Canada and comprising, as well, Ghana, UNICEF and the UN Special Representative of the Secretary General for Children and Armed Conflict. The Steering Committee will monitor, and follow-up on, commitments made in Winnipeg. Fifth, effective youth participation resulted in a Youth Statement and agreement to form a network with war-affected young people.

HIV/AIDS Action Plan

The HIV/AIDS Action Plan, developed by Policy Branch, outlines Canada's past, current and future approaches to dealing with this growing pandemic. The Action Plan, like the other Social Development Priorities action plans being developed, allows CIDA as an organization to share best practices and to focus as an organization on integrating work in this area throughout the Agency.

AIDS is already killing more people than any other infectious disease. Some 95% of the 33 million people infected world-wide are in developing countries. Global engagement to combat this challenge is essential. Inequities between the rich and poor of the world are exemplified through the experience of lack of access to health services in many of the nations who have been hit the hardest by this disease. However, the costs are not only to nations affected in such a way. The virus is spreading fast in most developing regions, reversing hard-won gains of development. It is reducing life expectancy and growing rapidly among youth.

Canadians have considerable experience in training and capacity-building across a wide range of issues and geographical areas. CIDA's HIV/AIDS programming in Africa illustrates this point, in areas including STD management, stigma reduction, and the involvement of NGOs in programs and policies. In Kenya, to date, in the two project districts, a sustained decline in gonorrhea and antenatal syphilis has been noted, and HIV prevalence appears to have stabilized. In Kenya alone, an estimated 2,500 new HIV infections are prevented annually.

2.4.5 New programming for effective development co-operation

Lessons learned from piloting new programming frameworks and approaches within developing-country and CIT priorities are translated into improved program for effective development co-operation in all areas of Agency programming.

There is a growing international consensus that effective development co-operation implies development that is country-driven, that emphasizes donor co-ordination and that involves priorities and strategies embraced by the countries concerned. Sector Wide Approaches (SWAps) provide a comprehensive approach to development programming and policies, which address a specific sector, for example health sector or education sector, within a country. Comprehensive Development Frameworks (CDFs) help focus development strategy by emphasizing the interdependence of structural, social, human, institutional and macroeconomic variables within a country. Poverty Reduction Strategy Papers (PRSPs) describe a country's macroeconomic, structural and social environment and identify policies and programs to promote economic growth and reduce poverty.

The Framework for Poverty Analysis, a holistic approach for analyzing and understanding the problem of poverty and for designing poverty reduction projects, was tested on a project in China by **Asia Branch** in July 2000. The *Case Study of the Integrated Rural Development Poverty Reduction Project* yielded many findings and lessons: "The main

finding of the case study is that although effective poverty reduction requires a holistic understanding of poverty processes and dynamics, this need not translate into multi-sectoral and integrated poverty-reduction projects. Although such projects may be appealing because of their comprehensive nature, implementing them effectively is extremely difficult. "Additional case studies are being planned to acquire further experience on how to use the Framework to contribute to more effective poverty projects in Asia and elsewhere.

A Comprehensive Development Framework (CDF) is being followed in Vietnam with **Asia Branch** participation. This has taken the form of sharing of country experiences on various themes through multilateral working groups. CIDA is currently participating in 11 of 25 such working groups, and is supporting the process by providing an officer to serve as Partnership Co-ordinator and Manager of the Vietnam Development Information Centre. The Agency has been an extremely active participant in the multilateral dialogue on key issues and, increasingly, in complementary and joint programming.

Americas Branch has developed a country-level risk assessment methodology, which is used to identify risks confronting CIDA's country program objectives and provide decision-makers with detailed information that indicates the relative likelihood that identified risks could have an impact on CIDA's programming. In this past year, the methodology was tested in Haiti, specifically in governance and basic human needs sectors, and proved to be helpful for programming in those sectors. In Jamaica, the results of the assessment provided a better knowledge of the local conditions that will be very useful in the development of the Country Development Programming Framework.

A program in support of efforts by the four Visegrad countries (Poland, Czech Republic, Slovakia and Hungary) to build effective and sustainable long-term ODA programs (a requirement for membership of OECD) is being developed by the **Central and Eastern Europe Branch**. The Overseas Development Assistance in Central Europe Project will include trilateral co-operation projects with developing countries, in Central and Eastern Europe, the Caucasus and Central Asia, and elsewhere. Activities are likely to include: parliamentary exchanges, technical assistance, comprehensive training, and study tours in Canada and in the region. This innovative approach will provide a knowledge opportunity for CIDA and will serve as a model for lessons learned for programming in other countries approaching graduation from Canadian technical co-operation.

This past year, **Multilateral Programs Branch** played a key role in an Agency task force established to streamline and increase the efficiency and effectiveness of CIDA's relationship with UNICEF. The Agency now will be providing grant funding to UNICEF, rather than using the more cumbersome contribution agreement; annual reporting will be at the program, not project level; and the issue of attribution is being addressed. The impact of these changes on the Agency is expected to be: a more strategic and corporate approach; greater emphasis on dialogue on development results for children and less on administrative issues; and a way of doing business with UNICEF which is standard for all of CIDA -- resulting in a reduction from 18 different CIDA/UNICEF

arrangements in the 1999-00 financial year to one proposed standard arrangement in 2001-02. It is also expected that this simplified and standardized way of funding and annual results reporting will serve as a model for UNICEF in its efforts to streamline its reporting to over 120 donors.

In October, **Policy Branch**, in conjunction with Multilateral Programs Branch and UNFPA, organized a two-day workshop on SWAps in New York. The President's Forum on SWAps, which preceded the workshop, highlighted selected international experiences to date with SWAps (including CIDA's) and considered issues arising for donor agencies. A SWAps Network has been created through the Knowledge Management Initiative (KMI).

Strengthening Aid Effectiveness: New Approaches to Canada's International Assistance Program, a policy paper developed by **Policy Branch** over the past year, looks at alternative ways to increase CIDA's impact in development programming. *Strengthening Aid Effectiveness* is intended to guide CIDA's actions and influence the Agency's decision-making by identifying the key policy, program and institutional changes CIDA must make to meet evolving development changes. *Strengthening Aid Effectiveness* has stimulated considerable discussion about development issues within the Agency and is expected to generate even more discussion within Canada's development community before the policy paper is finalized.

Ghana Food Security Program

Through Africa and Middle East Branch, Ghana's Food Security program (a SWAp initiative) has - with the strong participation of local human resources - developed several projects oriented at improving relevant research to improve practical food security measures in the north, through supporting both government research and extension institutions and farmer-based organizations. The program, only in its beginning stages, allows for rapid transfer of ownership to the Ghanaian management of the entire process of project implementation, monitoring and evaluation. The improvement of the co-operation process resulting from a shift of ownership is in itself a positive result. The new working relationships between Ghanaians and Canadians will strengthen the basis for sustainability. The design of this new program has taken longer than would have been the case in order to ensure full participation and agreement of all the parties. Ghana's Food Security Strategy for Northern Ghana 1999/00 - 2004/05 has been applauded by the Government of Ghana for supporting Ghana's Agricultural Sector Investment Program.

Performance Review Branch produced a series of evaluation and results-based management tools to assist program branches improve the design and implementation of project/program initiatives as well as project and program evaluations. In addition, the Branch provided technical assistance to a number of teams within the Agency on projects.

Information Management and Technology Branch produced Results-Based Management enhancements to the AIS Project Support module that allows project and

program officers to track results directly, on a single system, helping them to manage risks and demonstrate achievements. It also facilitates the integration of financial and operational information, which in turn improves information access and consistency across the Agency.

2.4.6 Learning and Sharing

CIDA is more focussed on learning, using, and adapting lessons learned, and sharing with developing-country partners.

CIDA has begun to evolve into a learning organization that encourages the creation and exchange of knowledge and lessons learned, both internally and externally. The use of teams and knowledge networks, which include CIDA's partners, has helped expand the Agency's capacities and effectiveness in meeting its mandate of sustainable development and poverty reduction.

In order to strengthen the public sector in the Organization of Eastern Caribbean States, an **Americas Branch** project helps build the capacity of key national and regional institutions in public-sector expenditure, generates revenue and improves fiscal policy. Results include the production of a financial policy manual. Organization and management focussing on best Treasury practice and including the preparation of a Treasury Procedures manual was fully implemented in all six countries.   Also budget reform -- including strengthening the budget cycle, introducing a new Chart of Accounts, implementing a new Public Sector Investment Program and introducing program budgeting in line ministries (usually education and health) -- was fully implemented in five countries. This project was praised by the World Bank and IMF as innovative capacity development and was replicated in other jurisdictions.

Canadian Partnership Branch established the Civil Society Network to serve as a discussion space where CIDA and its partners can discuss the role of civil society in development. The Branch manages a conference secretariat. During the 2000-01 fiscal year, the Secretariat received over 100 conference applications with objectives that were supportive of CIDA's priorities. Canadian Partnership Branch also revised its Public Consultation Policy. This new policy will improve the usage of partner-country and civil-society knowledge, and will in the long term ensure that the needs of developing nations are better incorporated into CIDA's programs.

In **Policy Branch**, the Knowledge Management Initiative (KMI) has sought to establish knowledge management as a priority within CIDA. A knowledge management approach was produced and approved, allowing an integrated approach to this issue to guide future initiatives. Branches have responded to this initiative with various knowledge management activities of their own, which will ensure that the entire Agency is involved.

The KMI has also provided financial and organizational support to the Agency networks which provide a discussion space to share knowledge, both within CIDA and externally. Network membership and effective management of the networks (e.g., adoption of work plans) have increased due to this initiative.

The **Performance Review Branch** helped the knowledge networks to establish targets and monitoring systems to help focus their development. A series of evaluation and results-based-management tools were also developed and disseminated to help program branches improve the design and implementation of project/program initiatives as well as evaluations. For example, the Framework of Results and Key Success Factors was revised to strengthen incorporation of the Gender Equality and risk dimensions. Also a Guide for developing Project Implementation Plans and a Handbook on developing Results Chains (with 100 examples) proved to be in high demand among CIDA staff, as well as among Canadian partners.

Overcoming the Digital Divide

The Sixth annual Strategic Information Management Program (SIMP), sponsored by IMTB, convened 24 delegates from 17 countries for the three-week event. Delegates brought action plans for specific information-management projects. Working with the resources provided through SIMP — public- and private-sector mentors, information from the Canadian experience, and foundation knowledge such as IM/IT theory — delegates returned home ready to implement their action plans. The approach was a success: many of these action plans are already producing results. The program helps address the "digital divide" between developed and developing nations, and helps other governments identify paths and pitfalls on the road to sharing knowledge with their citizens.

2.4.7 Integrated planning, budgeting and reporting

Corporate frameworks, guidelines, and tools to facilitate branch, program, and project planning, budgeting, monitoring, and reporting are developed and implemented.

CIDA's integration of its planning, budgeting and reporting processes has been undertaken to improve aid effectiveness, at both the policy and program-delivery levels. The refinement of CIDA's management systems and structures has demanded the creation and use of frameworks, guidelines and tools so that activities clearly link with and support CIDA's strategic vision. The establishment of an integrated model of planning, budgeting and reporting remains a work in progress for the Agency, and will, in the long run, help CIDA maintain an Agency-wide perspective on continual improvement.

During 2000, **Central and Eastern Europe Branch** developed a climate-change framework designed to support Canada's commitments to the United Nation Frameworks Convention on Climate Change (UNFCC). This framework includes guidance to staff on how to assess projects for the potential to integrate climate-change considerations into project design. This framework complements ongoing projects developed to build the capacity of partner countries in meeting their commitments to UNFCC.

Multilateral Programs Branch has developed a Results Framework to strengthen the results-approach in Branch programming, budgeting and reporting. This Framework aligns Branch initiatives with Canada's commitment to helping achieve the international development goals and CIDA's corporate priorities, strategies and approaches as outlined in the *Sustainable Development Strategy 2001-03*. In the long-term, this initiative should contribute to aid effectiveness. The Framework will also help the Branch in its efforts to strengthen the use of the results approach within the multilateral system.

An Agenda for Change

Policy Branch developed CIDA's Sustainable Development Strategy, 2001-2003: An Agenda for Change (SDS) which integrates CIDA's various initiatives into a framework that provides the Agency with a consistent set of objectives, strategies and actions. The SDS, which was developed by an Agency-wide Task Force, encapsulates two essential principles: (i) strengthened integration and co-ordination by building strong partnerships and improving internal processes and capacities; and (ii) continuous learning based on innovative methods of knowledge-sharing and management. The SDS is now recognized as the business plan for CIDA and the foundation for a strengthening of the Agency's planning, budgeting, programming, monitoring and reporting processes.

Information Management and Technology Branch undertook or completed several initiatives which contributed to organizational coherence in planning, budgeting and reporting. These include the integration of a human-resources-management module into the SAP system, the establishment of an Agency IMIT governance structure and strategy, and the creation of the Corporate Reporting Access Facility, which is essentially a data warehouse where historical information is combined with regular updates from the operational system. As well, IMTB led the CIDA effort to achieve Tier 1 of Government on Line (GOL), which will provide knowledge and services on-line, and create a new channel for government service delivery. **Communications Branch** revised the CIDA website to meet GOL requirements and to ensure that Canadians have access to clear and consistent information sources about Canada's aid program.

2.4.8 Better Financial Accountability

Operational controls are defined and implemented in support of good financial management and accountability.

In addition to better planning, budgeting and reporting as described above, CIDA has also undertaken action to ensure that its financial management and accountability systems are equally effective.

The monitoring of overall budget contributions from CIDA and partner governments, which was an issue raised by the Office of the Auditor General of Canada in its latest report, was also a focus of the China Program (**Asia Branch**) in the past year. The program is now developing projects which provide CIDA with an enhanced capacity to monitor all project contributions, including those of the host country. The most recent example of this effort is the Basic Human Needs in Tibet Autonomous Region Project which is establishing a fully transparent unified project budgetary process combining the contributions of both Canada and China. This will permit the two partner countries to track each other's financial contributions to the project. Decisions pertaining to the overall budget will be made jointly through the Joint Project Steering Committee mechanism.

Performance Review Branch undertook 10 project audits in areas such as Y2K readiness, Private-Sector Development, Community Health, Education, Canada Funds for Local Initiatives, and Implementation of the Canadian Environmental Assessment Act. Among the lessons learned from these audits were that risk management could improve long-term aid and resources could be better managed by introducing better cost-management practices.

Modernization of the comptrollership function: the Financial Information Strategy (FIS)

Efforts and preparations by Human Resources and Corporate Services Branch were on target to ensure that the Agency was FIS-compliant by April 2001. The implementation of this government-wide initiative represents a revamping of the way CIDA does business. This approach will enhance decision-making and accountability and improve organizational performance through the strategic use of financial and non-financial performance information. The FIS will become an important part of the work life of CIDA staff who have anything to do with spending or resource management. At the end of January 2001, TBS evaluated CIDA readiness indicators as 100% in all three aspects of the project: people, systems and policies. CIDA was totally compliant with regards to FIS by April 1, 2001.

2.5 Countries in Transition

Canada's Countries in Transition (CIT) Program supports the countries of Central and Eastern Europe (CEE) in their reform towards market economies and democratic political systems. The bulk of this program is funded by Official Assistance (non-ODA). The program is flexible and responsive, allowing Canada to adapt to a wide spectrum of conditions in CEE countries, while promoting Canadian priorities and interests in the region. A profile on Poland, based on the bilateral aspect of CIDA's co-operation carried out through the Countries in Transition Program, is provided below.

Country Profile: POLAND
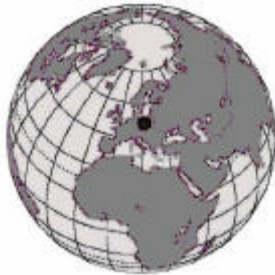
Canada has provided aid to Poland since 1989.[40]
Population: 38 646 023 (2000 estimate)[41]
GDP per capita: $7 200 US (1999 estimate)[42]

Canada's program of technical co-operation with Poland began with the fall of the Berlin Wall in November 1989 when Poland became one of the first countries in Central Europe (along with Hungary) to shed the mantle of communism and to embrace the principles of a democratic political system and market economy. The program, initially administered by the Department of Foreign Affairs and International Trade then transferred to CIDA in 1995, has undertaken more than 220 projects at a total value of $63M. For more than a decade this program has transferred Canadian values and expertise in the public and private sectors to the Polish Government, business leaders and local organizations. The provision of volunteers (through the Canadian Executive Services Overseas and youth exchanges (with Canada World Youth) have been important features of the program.

With CIDA funding, Canadian federal and provincial public services, working with Poland's National School of Public Administration and the Office of the Civil Service, developed the capacity of leaders to manage a modern public service. Canada assisted with the reform of Polish public broadcasting (through Polskie Radio) by helping to develop a more transparent and professional media, which is critical to a well-functioning democratic society. Through partnerships of Canadian companies with Poland, environmental technologies (such as composting/recycling) and sustainable urban development have been adopted with great success. Canadian remote sensing technologies allowed Poland to better assess the impact of natural disasters (such as floods) on agricultural production and to better plan mitigation strategies. CIDA funding

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[40] CIDA Corporate memory
[41] http://www.odci.gov/cia/publications/factbook/indexgeo.html
[42] http://www.odci.gov/cia/publications/factbook/indexgeo.html

for the development of a multi-year socioeconomic plan for the Odra River Basin Program, helped Poland to meet the demanding criteria of international financial institutions for financing of projects.

CIDA supported the development of small and medium-sized businesses by providing loans and technical assistance through the Canada Poland Entrepreneurs Fund. Joint ventures with Canada have been undertaken. In particular, there have been joint ventures in the construction and building industries and for project-preparation assignments through the Canadian Technical Co-operation Funds at the World Bank and the European Bank for Economic Reconstruction and Development.

With the support of Canada and other donors, Poland has made significant advances, as evidenced by its membership in the OECD and the World Trade Organization (WTO), and its entry into the NATO in March 1999. Accession to the European Union is expected within the next few years. Given such achievements and the solid relationship with Poland which Canada has been able to maintain and enhance, Poland graduated from bilateral assistance programming in March 2001. Graduation from bilateral assistance is a milestone on the path of transition and marks a relationship increasingly based on diplomacy, trade and common political and social interests.

CIDA is currently developing a program, Overseas Development Assistance in Central Europe, to support Poland and other countries in transition in developing their own aid programs as they prepare for their future status as aid donors. Thus CIDA's relationship continues as Canada prepares to welcome that country as a fellow aid donor.

2.5.1 CIT Priorities

Continue to design, modify where necessary and implement results-based development programs and projects in support of CIDA's four priorities for countries in transition -- to assist the transition to a market economy; to encourage good governance, democracy, political pluralism, the rule of law and adherence to international norms and standards; to facilitate Canadian trade and investment links with the region; and to assist international efforts to reduce threats to international and Canadian security.

2.5.2 To assist the transition to a market economy

The Schulich School of Business at York University helped the Higher School of Economics in Russia to develop curriculum and teaching materials for regulators, business executives and students on corporate governance practices of a market economy. In 2000-01, 60 Russian academics and directors were trained. The training program is considered by domestic and international organizations working in the field of corporate governance and by Russian government institutions, such as the Ministry of Development

and Trade and the Federal Securities Commission, to be effective and relevant to the Russian context.

Phase II of the Credit Union Network Strengthening Project in Lithuania ended in March 2001. The project supported the development of a credit union network in Lithuania, and the establishment of a national Association of Credit Unions. The project was aimed at providing citizens with secure credit by amending the legal framework for the formation and operation of credit unions. Twenty eight credit unions were established with $1M in capitalization and 10,000 members from the capital Vilnius and from rural areas. Over 4,300 Lithuanian financial professionals were trained in credit union management. The Association of Credit Unions was formally accepted as a player in government working groups on micro-finance. The restoration of a legal environment enables fair competition with banks and increased confidence in the financial sector. Similar projects have been undertaken in Latvia, Russia and Ukraine.

2.5.3 To encourage good governance, democracy, political pluralism, the rule of law and adherence to international norms and standards

The Local Initiative Program in the Balkans was introduced in 1999-00 to allow CIDA to respond quickly and effectively to the ever-changing situation in the region. In 2000-01, the $5 million-plus spent on projects under this Program supported the Canadian Government program of co-operation to promote peace, prosperity and democratic government in the Balkans. In the case of Serbia, the Program was used to support local efforts to bring about democratic change.

Under the Estonian Language Immersion project, the Toronto District School Board is assessing the implementation of a language immersion program. At least 125 teachers, trainers and managers are being trained to plan and implement immersion programs. The project provides a vehicle for integrating Estonia's sizeable non-Estonian speaking populations. The strong demand from Russian-speaking parents for immersion programs ensures the relevance of this project and enhances the capacity and willingness for social integration.

The Local Initiative Program in Serbia

In Serbia, the Local Initiative Program was used to support local efforts to bring about democratic change and is credited (by the people of Serbia and other donors) with having made an important contribution to the peaceful removal of Slobodan Milosevic from office in December 2000. The Program supported some 70 projects in a number of key areas including: a) support to the independent media, the only source of objective (domestic and foreign) news available to the people of the Federal Republic of Yugoslavia; b) local electoral assistance programs aimed at raising the public's awareness of the principles and practices of free and fair elections, encouraging people to exercise their right to vote and, by providing checks and balances of the ballot-counting process, ensuring that the democratic will of the citizenry was respected; c) humanitarian assistance to people at risk in Yugoslavia, particularly minority groups and victims of racial and gender-based discrimination. A recent evaluation emphasized the relevance and effectiveness of the Program in being able to respond quickly to a post-conflict situation where needs are rapidly evolving. The evaluation also recommended improvements to the management conditions and procedures of the program, which are now being implemented.

2.5.4 To facilitate Canadian trade and investment links with the region

A Canadian firm working with the World Bank under the Solid Waste Management Project in Latvia increased the capacity of strategic players who will be responsible for the design, operation and management of landfill sites. The Latvian partners have become the experts in the country on solid-waste management. Landfill gases will be used to generate electricity which will provide revenue and jobs. The project will also lead to a decrease in pollution. The electricity-generation element will contribute to Latvian efforts to reduce greenhouse gas emissions. The Canadian partner continues to support the Latvian partner in overall project, contract-management and construction co-ordination.

2.5.5 To assist international efforts to reduce threats to international and Canadian security

Canada's significant contribution to the Chernobyl Shelter Implementation Plan, along with other donors, mostly from G7 countries and Europe, has yielded a major result: the permanent closure of the Chernobyl Nuclear Power Plant in December 2000. The majority of CIDA's funds for nuclear safety have been earmarked for the closure of Chernobyl, following an agreement signed between Ukraine and the G7 / European Union when Canada was chair of the G7 in 1995. The Shelter Implementation Plan is managed by the European Bank for Reconstruction and Development on behalf of donors. It began in 1998 and will continue until 2007. Urgent stabilization measures have been completed and risks of collapse eliminated. Preliminary design and approval of a new confinement structure has been approved and construction will begin in 2001.

Queen's University under phase II of the Family Medicine project in Bosnia - Herzegovina is continuing to help develop family medicine as the foundation of the health care system in the region. This project's strength is its sustainability focus and its

direct contribution to peacebuilding by promoting inter-entity co-operation. Queen's University Department of Family Medicine is working with the Ministries of Health in the Federation of Bosnia-Herzegovina and in Republika Srpska to reform health policy and with the Faculties of Medicine at four universities (Sarajevo, Tuzla, Banja Luka and Mostar) to develop educational programs in family medicine. The previous system of health care in Bosnia-Herzegovina was based on large institutions, indiscriminate use of technology and care by specialists. It was unsustainable and undesired by both national governments. Through this project Queen's University has exemplified the Canadian health-care system by placing family medicine at the centre of the strategy for health care reform in Bosnia-Herzegovina. The project ensures that family medicine programs provide maximum benefit for the citizens of the region.

Section III - Business Lines

3.1 Geographic Programs

Objective

To support sustainable development and poverty reduction by undertaking development programs in specific countries, in keeping with their needs, the purpose and priorities of the ODA programs, and Canada's foreign policy interests.

Three Geographic Programs -- country-to-country programs in Africa and the Middle East, Asia and Americas -- enable the Government of Canada to plan and execute international co-operation activities through direct links with governments and organizations in developing countries. This is the main channel through which the Canadian government makes long-term investments in areas critical to sustainable development. Geographic Programs account for about a third of Canada's International Assistance budget.

The needs of developing countries are the primary consideration in determining the selection and nature of Geographic Programs. The programs also reflect Canada's capacity to meet such needs. The prime responsibility for national development rests with the countries and peoples themselves. Accordingly, consultation and co-operation with governments are crucial in developing and implementing programs.

With few exceptions, Geographic Programs are delivered in kind rather than cash. They are delivered by CIDA with the help of Canadian suppliers and executing agents or are procured in the developing countries or regions concerned.

3.1.1 Africa and Middle East

Africa and the Middle East is a vast region with enormous resources and potential. Its land offers many opportunities, but the region also has the highest population growth rate of all the major world regions. Although most Middle Eastern and African countries have experienced a positive economic growth rate since the mid-1990s (as a result of multi-year economic reforms), there are still wide disparities in daily incomes.

The development context in North Africa and the Middle East, as well as in Southern Africa, is more favourable than in the rest of the sub-Saharan region, as income levels and institutional and human developments are comparatively more advanced. However, in the region as a whole, the average citizen lives on less than US$2 a day; in many sub-Saharan countries, the daily income per person averages less than $1. Overall, the Africa and the Middle East region continues to experience one of the highest levels of poverty, illiteracy, health problems, child mortality, social upheavals, political uncertainties and conflicts.

Dealing with conflicts and post-conflict situations is a significant challenge for the region. Examples are those in the Middle East, the Horn of Africa, West Africa, Central Africa and the Great Lakes. Also of growing concern are the severe human and economic consequences of the HIV/AIDS pandemic. About 25.7 million people in Africa were living with HIV/AIDS in December 2000. For the first time, there are signs that HIV incidence – the annual number of new infections – may have stabilized in sub-Saharan Africa. New infections in 2000 totaled an estimated 3.8 million, as opposed to a total of 4.0 million in 1999. About 16.5 million Africans have died of the disease since the start of the pandemic, including 2.4 million in 2000.

Africa region is particularly targeted by the international dialogue on improving aid effectiveness, with an emphasis on the adoption of new aid modalities, Poverty Reduction Strategy Papers (PRSPs), Sector-Wide Approaches (SWAps), harmonized donors procedures, more effective transfer mechanisms and better aid co-ordination. In that context, the Africa and the Middle East program is seeking to widen the use of SWAps to better co-ordinate development efforts among stakeholders and make development co-operation more effective.

The regional dimensions of poverty reduction and related regional co-operation and integration are gaining new momentum. In that context, African partnership initiatives are being developed at the continental level to increase the impact of efforts aimed at reducing poverty in the region.

Chart 10: 2000-01 ODA Program Disbursements - Africa and the Middle East

Total $262.3 million
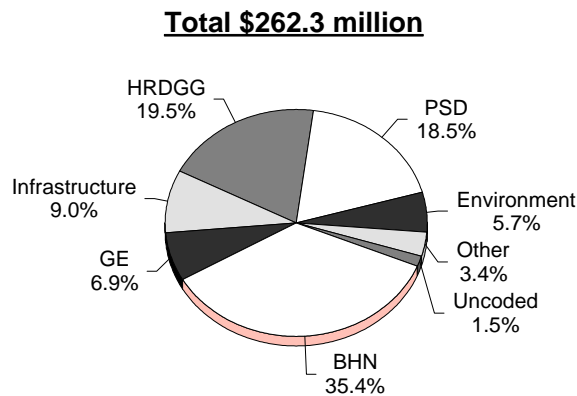
Africa and Middle East Branch (AMEB) has two main program objectives: reducing poverty and promoting peace and security. In 2000-01, the program pursued results in the following areas: helping to fulfill basic human needs (health, nutrition, education, population, water and shelter); promoting human rights, democracy, good governance; supporting private-sector development (with a focus on micro finance); promoting gender equality; and protecting the environment (including initiatives related to climate change, combating desertification and a sound management of natural resources). With the

introduction of the corporate Social Development Priorities framework in September 2000, the Africa and Middle East program has started to concentrate on basic education, health, HIV/AIDS and child protection. The equivalent of 50% of the Branch's 2000-01 budget is expected to be allocated to these programming priorities by 2005-06. One of AMEB's key challenges lies with adapting to all the changes taking place internally and in the region, in order to maintain a strong presence and influence in leveraging development.

3.1.2 Asia

During the Year of the Dragon (2000-01), CIDA was an active participant in the fight against poverty in Asia through the planning and implementation of projects within the framework of a dozen major country programs, supplemented by three regional programs in South Asia, South-East Asia and the Pacific.

The year saw moderate economic growth in the region, still recovering from the debilitating effects of the recent Asian economic crisis (1997-99). Hopes for significant progress in the areas of equitable prosperity and democratic reforms in many countries have yet to be fulfilled. On the contrary, in many parts of Asia, democracy and equity had to struggle to maintain their footholds. Prolonged political instability (Indonesia, Philippines, Sri Lanka), high-level corruption (Bangladesh, India, Thailand), routine human rights violations (China, Vietnam, Sri Lanka) and a renewed arms race (India, Pakistan, China) were some of the factors that affected CIDA's programming and frustrated the development efforts of many in Asia.

Chart 11: 2000-01 ODA Program Disbursements - Asia

Total $218.8 million
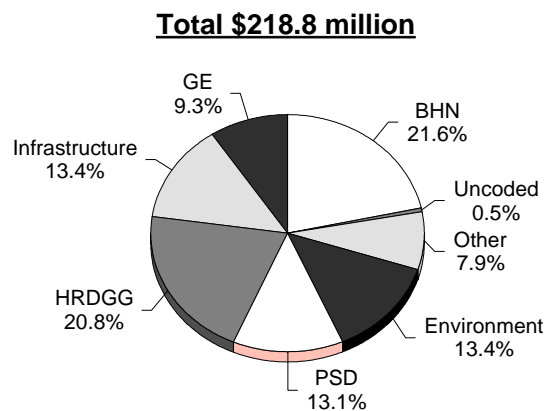
Asia Branch contributed to CIDA's mandate of sustainable development by consolidating its programs within a strategy leading to the goal of *Growth with Equity* for its Asian partners. The strategy is supported by three inter-related objectives which provide practical guidance in the selection of projects for the various programs: *contributing to poverty reduction, strengthening the bases for prosperity*, and *promoting security against*

internal and external threats. Within this strategy, the Branch effectively addressed all of the Agency's six ODA priorities, but with a strong emphasis on human rights, democracy, good governance (23% of all project disbursements), and basic human needs (18% of all disbursements). From a regional perspective, South Asia concentrated on basic human needs, North Asia on the environment, while South-East Asia focused on human rights, democracy, good governance.

In the past year, Asia Branch moved to translate CIDA's new commitment to the *Social Development Priorities* into specific guidelines for budget allocation and project selection. Year-end disbursement figures show that Asia Branch met its target of 20% of overall expenditures in this first year of a four-year plan. Of the four areas of The Social Development Priorities, health and nutrition, and basic education received the most attention in the past year. HIV/AIDS programming is increasing albeit from a relatively limited base while Child Protection is a very small component: both will need to be expanded in the future. The big test, however, is expected to come when the targets for The Social Development Priorities disbursements are to be raised from 20% to 40% overall by 2004-05.

Many lessons have been identified on a variety of topics, including the need to maintain tight focus on projects and programs, to invest in the development of local capacities and to pay close attention to making projects sustainable. Finding ways to apply these lessons and to share them effectively within CIDA, and especially with the Agency's Asian partners, will be a continual challenge for the Branch. The past year also saw much effort being devoted to the development and testing of new tools intended to help the staff understand and work more effectively with poverty (e.g. Framework for Poverty Analysis), share project information broadly (e.g. Asia Information Resource Centre), improve project design and quality (e.g. Quality at Entry) and control project and program budgets (several initiatives).

Analysis of project difficulties encountered in the past year pointed to a number of limiting factors. The results of this analysis will be useful to Asia Branch in its efforts to increase the success and impact of its projects in future. While some of these factors are external to CIDA (e.g., civil conflict and war) others are within CIDA's control (for instance, project spread or lack of focus) or at least within its influence (e.g., capacity and commitment of the host government).

3.1.3 Americas

Latin America and the Caribbean is one of the most dynamic developing regions of the world. Democratization has been nearly universally embraced, though it remains fragile and imperfect. With a notable improvement in the quality of economic leadership, the region has moved decisively towards a market-oriented economy and growth rates have increased. Trade, investment and information flows have irrevocably changed the depth and breadth of linkages between the region and the rest of the world. Inter-American co-operation has been strengthened both at the sub-regional level (Mercosur, Andean

Community, Caribbean Community and Common Market, Central American Common Market, Association of Caribbean States), and at the hemispheric level (Free Trade Area of the Americas, Summit of the Americas process).

Despite this remarkable progress, poverty remains persistently high, and inequality levels are the highest in the world. Small states are encountering difficulty managing rapid change, particularly as preferential market access ends and competitive pressures emerge. Climatic change has led to an increased intensity and frequency of severe weather events. Both overt and simmering conflicts are having regional implications and could intensify. Education systems in the region remain weak both in their breadth of coverage and in their quality and efficiency. Fundamental institutions, such as judicial systems, legislatures, election commissions, and political parties remain weak. Finally, poverty, inequality and marginalization are leading to increased levels of violence and popular discontent in many countries.

Chart 12: 2000-01 ODA Program Disbursements - Americas

Total $133.6 million
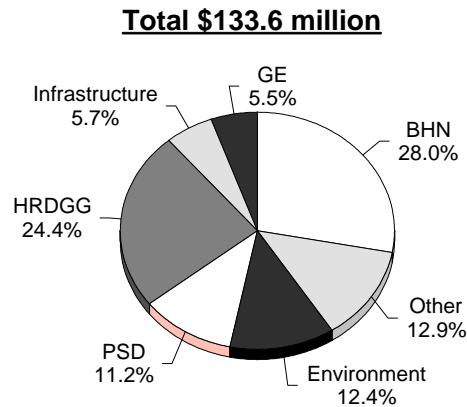
Despite this varied performance, the Americas Branch, with an expenditure of close to $134 million in fiscal year 2000-01, has contributed to the achievement of development results and has made an impact with the implementation of its assistance program. In countries with lower levels of development and high poverty rates, the programming, mainly oriented towards basic human needs, produced results that helped make a difference in day-to-day life by improving health systems and services, increasing access to basic education and providing access to clean water and sanitation services. At the other end of the development spectrum, in countries with more established governance systems, transfer of technology and public-sector-reform projects were implemented to strengthen institutions and to develop human resources capital. These projects were successful in reinforcing the capacity of local institutions and governments to maintain a solid base upon which to improve their levels of development.

The Branch co-ordinated CIDA's participation in the year-long preparation led by DFAIT in advance of the Third Summit of the Americas held in Quebec City in April 2001. As a

participant in the multilateral negotiation process, the Branch ensured that attention was paid to issues dealing with poverty reduction, health and education, gender equality, human rights and the International Development Targets. This was a major effort linking all parts of the Agency and building upon CIDA's policy, program, and communications expertise to underline the need to support sustainable development in the hemisphere. The recently completed strategy for CIDA in the Americas provides a programming tool for activities which are consistent with the key role which CIDA is expected to play in the follow-up to the Summit. The implementation of the strategy, through various channels and mechanisms, will reflect commitments made in Quebec and in other fora by the heads of states of the countries in the hemisphere and will ensure that the different parts of CIDA pursue the same goals, objectives and vision for the region. The Branch has delivered results in support of the Social Development Priorities and, based on its past experience, will be in a position to increase its investment in the coming years. The Branch has entered into new programming approaches and has begun to change the way it operates.

Branch	Expected Results	Actual Results
Africa and Middle East Branch	The six ODA priorities, with emphasis placed on basic human needs, including health, education and HIV/AIDS; and human rights, democracy, good governance (HRDGG), including peace-building and conflict resolution.	See section 2.4.3
Asia Branch	The six ODA priorities with a programming focus on poverty reduction with emphasis on governance, gender equality and the environment. Within its basic human needs programming, the Asia Branch will pay attention to basic education, health, and child protection.	See section 2.4.3
Americas Branch	The six ODA priorities with emphasis on basic human needs, gender equality, private-sector development and human rights, democracy, good governance.	See section 2.4.3

3.2 Countries in Transition

Objective

To support democratic development and economic liberalization in Central and Eastern Europe (CEE), to facilitate Canadian trade and investment links in the region, and to assist international efforts to reduce threats to international and Canadian security.

The Countries in Transition (CIT) program supports 28 countries in Central and Eastern Europe (CEE), the Caucasus and Central Asia in their political and economic transition towards market economies and democratic processes and systems. The program is based on the understanding that a prosperous, stable and peaceful CEE region brings important political, security and economic benefits to Canada and to the world. The CIT program is guided by four priorities: i) transition to a market economy; ii) good governance, democracy, political pluralism, the rule of law and adherence to international norms and standards; iii) Canadian trade and investment links with the region; and iv) global interests and Canadian security.

Programming is primarily responsive and flexible, allowing Canada to adapt to a wide spectrum of conditions in the countries of the region, while promoting Canadian values and expertise. The largest component of the CIT program is technical co-operation which focuses on policy, regulation, institutional, professional and legal reform in key sectors by building capacity and knowledge of country governments and organizations. Projects are proposed and managed by Canadian firms, non-governmental organizations (NGOs), business and trade associations, government departments, labour groups, educational institutions and international and multilateral organizations. Projects are developed in consultation and partnership with country governments and organizations. Canadian delivery agencies contribute to the cost of technical co-operation projects.

Chart 13: 2000-01 ODA Program Disbursements - Central and Eastern Europe

Total $43.7 million
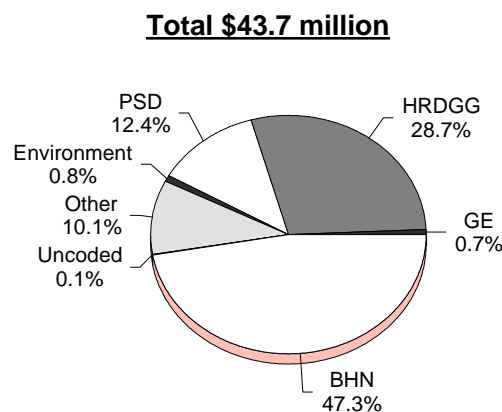
In 2000-01, the CIT Program disbursed over $128M, of which $43.7 million was ODA, including additional funds received for peacekeeping efforts in the Balkans and for climate change initiatives. The majority of funding supported initiatives in the areas of good governance and transition to market economies. The countries receiving the greatest proportion of the budget included Russia, Ukraine and the Federal Republic of Yugoslavia.

Progress in the political and economic transition of former communist countries in the region to market economies remains uneven. Accession to the European Union provides both a framework and a strong impetus for reform. The Czech Republic, Hungary and Poland, the front runners in reform, graduated from direct bilateral technical assistance from CIDA in March 2001.

Programming has evolved over the years in response to the circumstances of the countries and lessons learned. Increased emphasis is being placed on addressing the social impact of transition with the understanding that rebuilding social services is important for the long-term political and economic future of the countries. Experience gained from the graduation of the three CIT countries will contribute to CIDA's strategy for exiting countries from bilateral programming. In the future, programming will be more strategically focused (more proactive and less responsive programming, increased programming at the country/regional and institutional levels, fewer projects) in line with the Agency's SDS and long-term review on aid effectiveness.

Expected Results	*Actual Results*
Economic transition: Improvements to the investment and business environment. Increased capacity of public and private institutions/businesses to function in a market-based economy.	See section 2.5.2
Democratic development: Increased promotion and protection of human rights. More effective, equitable and accountable service delivery by all levels of government. Increased popular participation in decision-making in society.	See section 2.5.3
Trade and investment links with Canada: Joint ventures and investment opportunities created. Canadian commercial benefits.	See section 2.5.4
Global interests and Canadian security: Enhanced peace and security, stability, prosperity and regional co-operation. Enhanced nuclear safety. Reduced human suffering resulting from emergency situations.	See section 2.5.5

3.3 Multilateral Programs

Canada's support for a global multilateral development system rests on the recognition that industrialized and developing countries are interdependent and must work together to promote a world free from poverty, disease and conflict, a world which is not depleting the resources of the future in order to meet the needs of the present.

The multilateral development system comprises: international humanitarian organizations; international financial institutions; UN and other development organizations; multi-donor thematic groups focused on key development challenges such as agricultural research and micro-credit; and specialized facilities such as the Global Environment Facility.

Canada works with the multilateral development institutions because they are often the best or only way of addressing key development challenges and because these institutions have a moral authority and legitimacy which others lack. Multilateral institutions are key to sustainable development. They help forge consensus on key global issues, co-ordinate international responses and share lessons learned on important issues. They are also on the cutting edge of much of the thinking on global development. Canada's approach is reinforced by a deep-rooted Canadian commitment to multilateral solutions to global problems.

Canada has been a credible and influential force in shaping a multilateral system capable of responding to global issues affecting the poorest, while enabling Canada to address its foreign policy goals in areas such as peace and conflict prevention, and development policy goals including child protection, health and nutrition, HIV/AIDS, and basic education. Nonetheless, Canada's reduced financial contribution to the multilateral system has eroded the country's position. As a result, exercising the usual level of leadership and influencing policy and programming directions are becoming increasingly difficult.

Chart 14: 2000-01 ODA Program Disbursements - Multilateral Programs

Total $672.4 million

- PSD 3.3%
- Environment 10.9%
- HRDGG 8.4%
- Other 15.0%
- Infrastructure 9.6%
- Uncoded 0.7%
- GE 1.3%
- BHN 50.8%
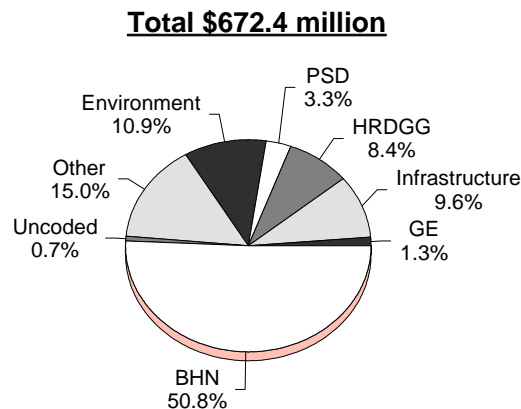
Multilateral Programs Branch (MPB) is CIDA's window on global programs. The Branch manages Canada's core financial participation in multilateral development institutions -- generally 3-5% of their resources -- and is responsible for the provision of policy guidance to them. The Branch is also a window into Canada for these institutions and facilitates a two-way sharing of information and knowledge. The Branch is able to complement direct financial support to multilateral institutions by direct programming, within the global system, in areas such as food aid and humanitarian assistance, in addition to managing Agency funds for peacebuilding and mine action.

The issues which the multilateral system addresses, and even the way in which the issues are posed, have changed. New partnerships and approaches are emerging, often to deal with issues not on the agenda a decade ago. The Canadian environment is changing as well. A broader range of departments are involved in international co-operation, the private sector is becoming increasingly active, and civil society has emerged as a powerful voice. A blurring of the distinction between domestic and foreign policy objectives is driving an emerging rationale for aid that, while deeply rooted in a humanitarian tradition, has a strong element of enlightened self interest. All of this is happening at the same time that the influential role that Canada has played has been eroded by successive budget cuts.

The Branch is modifying its strategic approach to address these new realities. It is strengthening its policy orientation, with a view to enhancing its influence on key policy directions within CIDA, interdepartmentally and within the multilateral system as a whole. It is broadening its strategic partnerships, developing action plans focused on specific social-development objectives, promoting knowledge-sharing initiatives, improving its humanitarian responsiveness, and working to engage Canadians more fully in the multilateral system.

Expected Results	Actual Results
A more effective and efficient multilateral development system.	Continued efforts to enhance co-ordination and collaboration: • The IMF and World Bank work together under a Joint Implementation Committee to implement PRSPs and Heavily Indebted Poor Countries Initiative. • MOU signed between World Bank and Inter-American Development Bank. • IADB and the Global Environment Facility signed an agreement to collaborate on critical environmental issues. • Common Country Assessments and UN Development Assistance Frameworks are under way in 66 UNDP program countries and have been drafted in 24 others. Continued focus on results and accountability: • The UNDP has recently produced its first Results-Oriented Annual Report within a formal multi-year funding framework. • Improved transparency at World Bank: launching of public consultation process; disclosure of PRSPs, Interim PRSPs, Joint Staff Assessments, as well as the Chairman's Summaries of PRSP/Interim PRSP and HIPC discussions by the Board.
Sustainable development enhanced, poverty reduced, human security improved, and international prosperity increased and more widely shared.	See Section 2.4.3
Lives saved and human suffering and malnutrition reduced, through emergency assistance and development food aid.	See Section 2.4.3
Human suffering reduced and human security and prosperity enhanced through mine-action initiatives.	Multilateral Branch is working closely with Africa Branch and the Department of National Defence to provide a multi-faceted Canadian package in support of the 2000 ceasefire agreement between Ethiopia and Eritrea, and to provide reconstruction assistance. For the first time, a civilian peacebuilding advisor funded by the Branch has been placed with Canadian peacekeepers (the 450-person Canadian contingent is part of the 4,000-person UN force), in order to identify areas of possible CIDA peacebuilding action, with initiatives supported through a reconstruction and rehabilitation fund put in place by Africa Branch. Multilateral Branch has complemented this support with funding for emergency mine action (including surveys, demining and mine awareness campaigns) in the Temporary Security Zone and neighbouring regions of the two countries.
Peace prospects enhanced	See above, as well as Section 2.4.3

3.4 Canadian Partnership

In 2000-01, Canadian Partnership Branch (CPB) worked with 750 Canadian partners who created, submitted and implemented more than 1300 programs or projects that were developed with their developing-country partners. These Canadian partners included private businesses, business associations, non-governmental organizations, volunteer organizations, municipalities, professional associations, co-operatives and unions. The projects and programs that they worked on with their developing-country partners emphasized the development of the skills and abilities of the people, institutions, civil-society organizations and governments in developing countries to support their own sustainable development. Youth remain an important focus of Canadian Partnership's activities: 322 students received scholarships from various funds, and 384 young Canadians participated in international internships (financed in part by Human Resources Development Canada).

The Canadian Partnership program allows Canadian partners and their developing-country counterparts to apply their development knowledge and expertise. This partnership combines CIDA funding with funding from Canadian partners, as well as partners in developing countries. This approach increases the impact of CIDA's contribution, mobilizing all stakeholders and creating a shared accountability for results.

Implementing *CIDA's Social Development Priorities: A Framework for Action* has greatly influenced Canadian Partnership Branch's work. Thanks to its partners' enthusiasm and experience in these areas, CPB has far exceeded its objectives in terms of disbursements for 2000-01. A major challenge now is to ensure that programming in these areas is continually enhanced. An additional challenge will involve permitting greater access to new partners which have special expertise in any of the four social priorities -- particularly AIDS/HIV and child protection -- but which lack international experience or which do not currently do business with CIDA. At the same time, room must be made for activities focusing on other priorities that are most likely to support and complement social development objectives.

To achieve this, however, CPB can capitalize on a growing number of developing-country partners that are stronger and increasingly self-confident. More and more Canadian partners are leaving the delivery and management of development activities to their developing-country partners, to focus instead on building the capacities of these partners to be more strategic, to influence their governments, and to target issues and activities properly for more effective aid performance.

Total $277.2 million
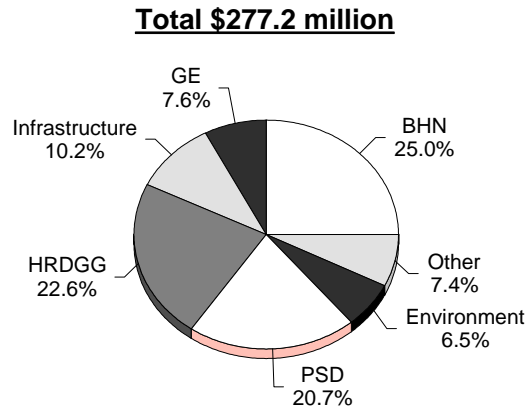
In addition to changes being seen in Canadian and overseas partners, CIDA is seriously re-examining its strategic direction. CPB is thus wondering how to increase effectiveness, capitalize on the knowledge of its staff and partners, and support Canadian partners better in achieving development results. Simplifying procedures was one of the first steps in this direction; some measures have now been implemented, such as extending certain contribution agreements to five years instead of two. Through the creation of a document on the role of civil society, that explores the role of civil society in Canada's assistance program, CPB demonstrates its determination to think about and provide significant input to CIDA's long-term review. Finally, a systematic review of CPB's programming model is under way that could result in a model that is better suited to the changing development field and CIDA's new direction.

Expected Results	*Actual Results*
Basic Human Needs: Strengthened institutional capacity of developing-country partners organizations and institutions in policy development, program planning and delivery and accountability in such areas as health, nutrition and basic education.	See Section 2.4.3
Gender Equality: Increased capacity of developing-country organizations to ensure gender equality in development activities and decision-making.	See Section 2.4.3
Infrastructure Services: Support for sustainable infrastructure services and the participation of Canadian firms in private infrastructure in developing countries.	See Section 2.4.3
Human Rights, Democracy, Good Governance: Increased capacity of developing-country organizations and institutions to influence processes which define, promote and protect human rights, advance democratic reforms and lead to improved governance.	See Section 2.4.3

Expected Results	Actual Results
Private-Sector Development: Sustainable Canadian private-sector investment in developing countries and effective technology transfer. Increased capacity of developing-country partner organizations to support sustainable private-sector development.	A field assessment done by the Industrial Co-operation Division (INC) of Canadian Partnership Branch follow-up team on Colombia Chrome's joint-venture factory in Thailand (supported by INC ten years ago) revealed that workplace safety and environmental standards had been maintained. The early adoption of such standards helped the enterprise when Thailand recently strengthened its environmental legislation.
Environment: Increased capacity of developing-country partner organizations and institutions to plan, implement and manage specific environmental programs and projects as well as to ensure that all development projects are environmentally sound.	All partners of Canadian Partnership Branch are encouraged to integrate an environmental perspective into their planning and implementation. A specific example of this is Terre sans Frontière, an organization that has developed its environmental policy with the help of Partnership Branch. This policy will work towards awareness building with the organization's developing-country partners.

3.5 Policy

Policy Branch is committed to providing policy-driven development assistance for developing countries. In maintaining this objective, the Branch focusses its strategic analysis and policy development efforts at four levels: strategy setting (i.e., the game you decide to play); policy level (i.e., how to play the game, the game plan); program operations (the way we design our play book); and communications (ensuring that everything that is done is well understood by all relevant audiences).

Over the past fiscal year, Policy Branch has been hard at work in order to further strengthen its strategic planning capacity within the Agency. Specifically, three new strategy-setting pieces have emerged in order to provide more consistent and coherent policy and program direction for CIDA: the *Social Development Priorities;* the *Sustainable Development Strategy, 2001-03 (SDS);* and *Strengthening Aid Effectiveness*. The Social Development Priorities strengthens resources devoted to four specific program priorities: basic education, health and nutrition, HIV/AIDS and child protection. The SDS, in contrast, is the umbrella business plan of the Agency, providing it with an integrated set of objectives, strategies and actions. It is the foundation for the strengthening of the Agency's planning, budgeting, programming, monitoring and reporting processes. Finally, *Strengthening Aid Effectiveness* is a policy paper looking at alternative ways to increase CIDA's impact in development programming.

Additionally, the Branch's expansion and reorganization have been undertaken to strengthen CIDA's development effectiveness by enhancing the Agency's analytical capability, increasing its linkages and influence with other government departments, increasing its ability to implement strategic initiatives across CIDA branches, and refocusing and reinforcing its scientific and technical expertise. The restructuring of the Branch allows it to play an even more central role in creating, articulating and refining the policy framework within which CIDA's programs will be developed.

Expected Results	*Actual Results*
Advice and information: Development of timely and accurate policy, scientific and technical advice and information on integrative approaches to complex international assistance issues for the Government, Minister, CIDA and other departments	• Briefings to Minister and President • UN Millennium Summit: Policy Branch ensured CIDA's views on development issues were reflected in the briefing material and speech prepared for the Prime Minister. The Prime Minister was also accompanied and briefed by the VP/Policy Branch in bilateral meetings with his counterparts from Indonesia, Mexico, Senegal and Venezuela.
Strategic guidance and management: Strategic planning guidance and effective management of the International Assistance Envelope to align CIDA programs with government legislation and priorities.	• Social Development Priorities (see Section 2.4.4) • Sustainable Development Strategy (see Sections 2.3.2 and 2.4.7) • Strengthening Aid Effectiveness (see Section 2.3.1)

Expected Results	Actual Results
Influence: Canadian government positions and CIDA policies on international assistance influence the domestic and international agenda.	• OECD Development Assistance Committee (see Section 2.4.3) • Creation of Multilateral Environmental Agreements Division (see Section 2.4.3)
Reporting: Comprehensive and timely reporting on policy activities carried out within the IAE.	• Production of DPR; alignment of Agency reporting with Sustainable Development Strategy, Strengthening Aid Effectiveness
Transfer of knowledge and expertise: New forms of programming based on principles of strengthened local ownership and enhanced aid co-ordination through policy guidance, knowledge and expertise to developing-country partners.	• SWAps conference (see Section 2.4.5) • World Bank Development Gateway (see Section 2.4.3)

3.6 Communications

CIDA's efforts to improve Canadians' awareness and understanding of and support for Canada's international development assistance and co-operation programs continued to produce significant results.

The launching of the Social Development Priorities during the reporting period provided an exciting new focus for CIDA's communications programs and activities. A number of high-profile international events related to these priorities occurred during the year, offering opportunities for Canada to showcase its successes to date and its future intentions in the areas of health, education, HIV/AIDS and child protection.

More generally, CIDA boosted its efforts to reach youth and families during the past year, using traditional channels as well as newer, more interactive approaches.

CIDA was among the first federal departments to conform to the new "Government on line" initiative. The Agency's web site passed with top marks for its design and accessibility for persons with visual disabilities.

The Development Information Program is estimated to have reached almost 20 million Canadians during the reporting period through TV, radio, print and other projects with partners valued at more than $38 million in total -- significant leverage for an investment of $4.8 million. Among the top projects of the past year were a series of initiatives featuring the life of Dr. Lucille Teasdale, an extraordinary Canadian figure in medicine and international development.

Preparations for the 2001 Summit of the Americas mobilized considerable resources in the Agency's Communications Branch during the reporting period, as corporate programs and products were refocused in the months leading up to the Summit to highlight the results of CIDA-funded projects in the Americas. The ultimate result of these efforts was that the Government of Canada was able to provide an effective counterbalance to rhetoric surrounding that Summit, by showcasing Canada's development and foreign policy agendas in the hemisphere.

Communications work has always relied on networking. Communications Branch has continued to initiate discussions with other key players in government and international development, to ensure that CIDA's communications efforts were most strategically aligned.

Expected Results	Actual Results
To increase the number of individuals from selected target audiences who understand development and co-operation issues	• More than 20 million Canadians were reached by radio, television, magazine, video, exhibit and other media projects sponsored through CIDA's Development Information Program. • 16% increase in number of high-profile, public events over last year; 140 briefing books and 160 speeches. • Number of visitors to the CIDA website: 66,000 in January 2001 (average was 34,000 hits per month in the previous period) 90,000 inquiries received by Public Inquiries Unit during the reporting period; 4,900 individual mail-outs, 1,800 kits, and 86,000 copies of CIDA publications were distributed.
To realize a significant improvement in the level and extent of support demonstrated by key audiences for Canada's development assistance program	• See Section 2.2 Benefits to Canadian
To realize a significant improvement in the extent to which key target audiences understand and comment favorably on CIDA, its program and its efficiency and effectiveness in delivering the aid and co-operation program.	• The video montages on CIDA's projects in the Americas, prepared for the Summit of the Americas conference (April 2001) resulted in significant pickup by media.
To realize an increase in the number of "ambassadors" who are communicating effectively and engaging target audiences about development and co-operation issues.	• 15 regional events with support of individual Members of Parliament, (a 13 % increase from last year); 5 issues of *Developments* newsletter were written and distributed to parliamentarians, for their use in communicating with constituents about the results of Canada's aid program • Lt.-Gen. (ret'd.) Roméo Dallaire, appointed Special Advisor to the Minister on war-affected children; 200 MPs, Senators and staff attended a speaking event on Parliament Hill during International Development Week in February, 2001. There was positive response to the event, which included a presentation by Gen. Dallaire on child protection. • International award-winning photographer Roger LeMoyne[43] was interviewed by French and English media about his work photographing children in war zones for CIDA, UNICEF and other international organizations as part of the promotion surrounding the Winnipeg Conference on War-affected Children.
To increase the number of CIDA employees contributing to communications and engagement activities.	• 50% increase (from 20 last year to 30 this year) in the number of CIDA managers who received training as media spokespersons • 130 individual employees enrolled in Speaker's Program; 75 CIDA staff spoke at 150 public events.

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[43] http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUImages/Publications/$file/FALL_EN.pdf

3.7 Corporate Services

3.7.1 Human Resources and Corporate Services Branch

The principal human resources issues for the Agency continue to include the renewal of its workforce and the promotion of the well-being of staff within their environment. Preparation of a CIDA-wide human resource strategy for 2001-04 is well advanced and recruitment of new personnel has continued throughout the year. CIDA has also put in place a number of initiatives in the Employment Equity area and obtained from the Canadian Human Rights Commission a report indicating that the Agency is in full compliance with the Government's Employment Equity Act and Regulations. CIDA's *Employment Equity Program* played an important role in the Agency's various recruitment exercises as the Agency sought to boost the diversity of CIDA's workforce to make it more representative of Canadian society. Revamping of the Continuous Learning Program and renewal of the Scientific and Technical personnel in the Agency assumed particular importance in view of the shift towards a continuous-learning knowledge-based organization.

The newly-created, dedicated Universal Classification Standard (UCS) project team, combined with the Human Resources classification unit, helped to ensure results-based implementation of, and the application of a corporate approach to, UCS at CIDA. CIDA has invested in finalizing work descriptions for unique types of jobs and decided to go with a generic approach to cover 70% of its positions. Interdepartmental relativity checks are still being conducted to further ensure the universality of positions across the Public Service. A group of "champions" has been established to help the Agency champion the cause of implementation of UCS. Change-management sessions have been developed to prepare staff and management for the cultural and organizational changes that will result from the conversion to UCS. The first series of training has been offered to managers at the EX level to provide them with the necessary tools to lead this change.

The Human Resources and Corporate Services Branch will continue efforts towards modernization of the comptrollership function and financial management practices. The Branch will build on the successful implementation of the Financial Information Strategy (FIS) on April 1, 2001, based on the Treasury Board's core financial-reporting module. After many years of effort, new financial and contractual Delegated Authorities and a single set of Terms and Conditions for the aid program were approved. New salary management and travel management systems have been developed for integration into the Agency Information System.

The Agency is moving ahead on the simplification of various internal processes. The development of an "evergreen" plan, known as Track 3A, identifies an array of issues to be reviewed over the next few years. The majority of processes identified to date with regard to contracting and administration issues have been reviewed and simplified. Work on simplifying the contracting process as a whole continues: during the past year, the

Agency worked closely with the Department of Justice and as a result, CIDA will be the first federal department to implement a dispute-resolution mechanism for contracts.

Expected Results	Actual Results
Processes: Standardization of documents related to contractual processes. Contracting for results to tie into CIDA's progress in results-based management.	• A set of specific terms and conditions was developed for CIDA. Minister Robillard has referred to these terms and conditions as best practices. • CIDA Policy on PSUs updated and standardization of accounting procedures contributed significantly to the production of each program's financial report on its PSUs - This issue will be a priority in coming months as some concerns need to be addressed (liability, status, etc) • The selection and contracting authorities were incorporated into the new financial delegation instrument for the first time in CIDA. • A contribution was made to the efforts of the Treasury Board committee on the harmonization of standards and directives for ACANs [Advance Contract Award Notices]. • A standard contribution agreement was designed for geographic branches, replacing the many existing agreements. • A new contract clause was developed to meet the requirements of the new legal framework for intellectual property, including the aspect of copyright. • CIDA eliminated its ownership eligibility requirement in accordance with the practices of other federal departments. • CIDA is the first federal department to implement a contracting dispute resolution mechanism.
Human resources: Implementation of the Action Plan to improve the representation in CIDA of women, visible minorities, Native Canadians and persons with disabilities. Continued preparation for the realities of an aging workforce by further recruitment and training of entry-level development officers.	• The representation rate for members of visible minorities increased from 6.5% to 7.3%. • Action Plan being pursued: anti-harassment awareness sessions offered to all Agency staff. • Guidelines developed and budget identified to cover overtime requirements for the program branches • Recruitment activities continued (PM recruitment campaign - FORD [Financial Officer Recruitment and Development] program and management trainee program) - Several promotion competitions were held, as well as many deployment activities (at Headquarters and in the field).
Information Management: Implementation of the new federal government Financial Information System (FIS) scheduled for 2000-01. Meeting reporting requirements to both external and internal users, including requests from Ministers and Members of Parliament mostly for statistical information and analyses on contracts.	• Contracting and financial modules were stabilized. Agency Information System (AIS) practices were standardized, such as the table of sectoral codes for standing offers. • Three new products were developed for SAP: human resources management, salary forecasting management, and travel management. • CIDA fully complied with FIS [Financial Information Strategy] requirements by April 1, 2001.

3.7.2 Performance Review Branch

The Performance Review Branch (PRB) assists the Agency to continuously learn from, and maximize the effectiveness of, its investment efforts in support of poverty reduction and sustainable development. The Branch provides: advice to Program Branches on the application of Results-Based Management (RBM) principles; tools for monitoring and performance measurements; independent and objective information on the continued relevance, success and cost-effectiveness of key CIDA policies, programs, partnership arrangements and delivery mechanisms; assurances on the performance of the management framework, the integrity of performance information; probity and diligence in the use of public funds; and liaison and co-ordination on audits initiated by the Office of the Auditor-General and Treasury Board Secretariat.

Based on the audit program of the Office of the Auditor General, the Branch conducted a self-assessment of the Agency's first sustainable development strategy in order to assess its implementation as part of CIDA's development programs and operations. The findings informed the development of the Agency's new Sustainable Development Strategy (SDS).

As the Agency continues its transition to a learning organization, program branches need to integrate lessons learned into future programming. PRB will continue to provide advice on developing results statements and tracking mechanisms. The degree of success will depend on the extent to which program branches apply lessons learned. Lessons learned from completed initiatives are dependent on the reliability and validity of the data and information on which they are based. CIDA has addressed this issue and continues to improve the quality and reliability of the corporate databases.

In support of the SDS, the Branch will assist in the development of performance frameworks, results statements and indicators. PRB will also provide advice on the design and implementation of an integrated results-based corporate planning, budgeting and reporting framework. With the introduction of the new policies for Internal Audit and Evaluation by the Treasury Board, the Branch will undergo changes in its methods of doing business.

Under the new policy, the Internal Audit function will be required to provide assurance to CIDA management on: risk management; strategies and practices; management-control frameworks and practices; and, information used for decision making and reporting.

As the Agency moves towards greater participation in policy dialogue initiatives, better donor co-ordination and innovative programming, it will need to adapt to the new trends in development co-operation. In order to generate more strategic information to support this shift, the Evaluation function will entail participation in more joint reviews and evaluations at the recipient-country and sectoral levels with other donors, international organizations, host governments and local institutions.

Expected Results	Actual Results
Increased identification of lessons learned and improvement in the dissemination of such lessons and their adoption by Agency staff into CIDA-funded operations.	Conducted a self-assessment of Agency's first sustainable development strategy; this information was used in the development of the new Sustainable Development Strategy, 2001-03. Also see Section 2.4.6
Improved external reporting on the performance of CIDA's operations and easier, more user-friendly access to lessons learned.	No activities completed in this area in this fiscal year. This a is a long-term objective.
Greater consensus on, and harmonization of, RBM techniques used by CIDA staff, partners, executing agencies and beneficiaries with a view to increased awareness, knowledge and ability to utilize RBM approaches and tools in planning and implementing projects more efficiently and effectively.	See Section 2.4.5

3.7.3 Information Management and Technology Branch

The Information Management and Technology Branch (IMTB) was established in June of 2000. It is headed by a Chief Information Officer (CIO). The creation of the new Branch brought together, under a single management, the former Information Management and Technology Division (IMTD), the Phoenix Project and the International Development Information Centre (IDIC). IMTB provides corporate support in the areas of information management, information technology and office automation. The Branch also helps CIDA identify and integrate valuable emerging technologies with information management strategies. As with most organizations today, informatics represents a significant strategic investment for CIDA in its internal, domestic and international operations.

IMTB planning takes place in the context of a rapidly changing landscape: i) an evolving Agency renewal process; ii) challenging requirements presented by central-agency direction, e.g., Government On Line; iii) significant changes in the global ODA delivery environment; and iv) the extremely rapid convergence of information technologies. Any one of these presents a significant challenge to the task of defining prospective directions and future information and technology requirements for the Agency. When they are combined, the task becomes even more complex. In addition, IMTB was reminded of the importance of providing more support (e.g. handouts) to facilitate the sharing of IM/IT information with staff in the User Branches - this in spite of the fact that Branch managers themselves feel more informed about information technology changes that have occurred in the Agency. Other significant lessons of the past year included the importance of establishing formal user sign-off on functional specifications and of testing to ensure that products meet the expectations of clients, meaning all stakeholders.

IMTB's major accomplishments in fiscal year 2000-01 include the following:

- the Branch organization structure was established and approved after extensive consultation. Resourcing/staffing activity is continuing;

- a comprehensive IM/IT Strategic Plan, *Enabling CIDA's Business*, was released in January 2001. This includes a new Agency wide IM/IT governance structure and will guide the management of IM/IT in the Agency for the next several years;

- the Adaptive Computer Technology Centre was established in May 2000. The centre significantly reduces technological barriers for individuals with long- and short-term disabilities;

- completion of Government On-Line Tier I in December 2000. This included on-line information about key services, downloadable forms for key services, auto-response to e-mail inquiries, and compliance with common "look and feel" guidelines;

- launch of the Corporate Reporting Access Facility (CRAFT) in July 2000. This facility provides significant improvements to the Agency's capacity to access and report upon its project, financial, historical, purchase-order and other data;

- roll-out of new Agency Information System modules and functionality, e.g., Results-Based Management enhancements, Human Resources system, centralized ad-hoc reporting, etc.;

- other systems and process improvements, e.g., Lotus Notes upgrade to Release 5, introduction of IMTB Direct (a monthly electronic newsletter), revision of the Remote Access policy and successful sponsorship of the sixth annual Strategic Information Management Program (SIMP) for international delegates.

The Branch's primary directions for the future include:

- full implementation of Government On-Line Tier 2 by 2004, including on-line financial services, on-line program submissions, management and reporting, E-Procurement and contracting, interactive consultation, access to multiple information sources, and value-added collaboration with international organizations and networks;

- implementation of several IM/IT Strategy initiatives such as improved information capture and reuse, improved access to information for all Agency staff regardless of work location, implementation of a comprehensive document-management capability, implementation of a subject portal environment, and implementation of a number of internal infrastructure initiatives; and

- support to SDS objectives and implementation of the SDS action plan.

Annex I - Financial Performance

Financial Summary Tables

The summary financial information provided in the following tables is intended to show:

- what the plan was at the beginning of the year;
- what additional spending Parliament has approved through Supplementary Estimates to reflect changing priorities and unforeseen events (Total Authorities); and
- what was actually spent (2000-01 Actuals as presented in Public Accounts).

Table 1: Summary of Voted Appropriations

Vote	(thousands of dollars)	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
	Canadian International Development Agency			
	Budgetary			
20a	Operating expenditures	106,403	147,104	141,428
25a	Grants and contributions	1,537,439	1,569,543	1,568,449
(S)	Minister for International Co-operation - Salary and motor car allowances	52	52	52
(S)	Payments to the International Financial Institution Fund Accounts	317,600	412,060	412,060
(S)	Contributions to employee benefit plans	14,066	15,570	15,570
(S)	Spending of proceeds from the disposal of surplus Crown assets	0	22	0
(S)	Loss for Revaluation year end	0	3,040	3,040
	Total Budgetary	1,975,560	2,147,391	2,140,598
	Non-budgetary			
L30a	Issuance of notes to the International Financial Institution Fund Accounts	0	148,900	148,900
L35a	Payment and issuance of notes to International Financial Institutions - Capital Subscriptions	0	4,451	4,451
(S)	Payments to International Financial Institutions - Capital Subscriptions	16,735	3,982	3,982
	Total Non-budgetary	16,735	157,333	157,333
	Total Agency	1,992,295	2,304,724	2,297,931

Table 2: Comparison of Total Planned to Actual Spending in 2000-01

(millions of dollars)	FTEs	Operating	Capital	Voted Grants & Contributions	Subtotal: Gross Voted Expenditures	Other Transfer Payments	Total Gross Expenditures	Less: Respendable Revenue (1)	Total Net Expenditures
Business Lines									
Geographic Programs	525	44.0	0.0	682.2	726.1	0.0	726.1	0.0	726.1
(Total Authorities)	*531*	*48.1*	*0.0*	*633.6*	*681.8*	*0.0*	*681.8*	*0.0*	*681.8*
(Actuals)	**527**	**48.1**	**0.0**	**632.6**	**680.7**	**0.0**	**680.7**	**0.0**	**680.7**
Multilateral Programs	55	5.4	0.0	425.7	431.1	317.6	748.7	0.0	748.7
(Total Authorities)	*66*	*9.2*	*0.0*	*526.1*	*535.3*	*412.1*	*947.4*	*0.0*	*947.4*
(Actuals)	**65**	**9.2**	**0.0**	**526.1**	**535.3**	**412.1**	**947.4**	**0.0**	**947.4**
Canadian Partnership	145	11.4	0.0	261.1	272.5	0.0	272.5	0.0	272.5
(Total Authorities)	*146*	*12.0*	*0.0*	*277.4*	*289.4*	*0.0*	*289.4*	*0.0*	*289.4*
(Actuals)	**149**	**11.9**	**0.0**	**277.4**	**289.3**	**0.0**	**289.3**	**0.0**	**289.3**
Countries in Transition	95	8.3	0.0	163.4	171.8	0.0	171.8	0.0	171.8
(Total Authorities)	*92*	*9.0*	*0.0*	*128.6*	*137.7*	*0.0*	*137.7*	*0.0*	*137.7*
(Actuals)	**92**	**8.6**	**0.0**	**128.6**	**137.2**	**0.0**	**137.2**	**0.0**	**137.2**
Communications	38	6.7	0.0	5.0	11.7	0.0	11.7	0.0	11.7
(Total Authorities)	*39*	*6.9*	*0.0*	*3.8*	*10.6*	*0.0*	*10.6*	*0.0*	*10.6*
(Actuals)	**39**	**6.7**	**0.0**	**3.8**	**10.5**	**0.0**	**10.5**	**0.0**	**10.5**
Policy	83	8.5	0.0	0.0	8.5	0.0	8.5	0.0	8.5
(Total Authorities)	*101*	*10.4*	*0.0*	*0.0*	*10.4*	*0.0*	*10.4*	*0.0*	*10.4*
(Actuals)	**102**	**10.3**	**0.0**	**0.0**	**10.3**	**0.0**	**10.3**	**0.0**	**10.3**
Corporate Services	298	36.3	0.0	0.0	36.3	0.0	36.3	0.0	36.3
(Total Authorities)	*314*	*70.2*	*0.0*	*0.0*	*70.2*	*0.0*	*70.2*	*0.0*	*70.2*
(Actuals)	**319**	**65.3**	**0.0**	**0.0**	**65.3**	**0.0**	**65.3**	**0.0**	**65.3**
Total (Budgetary)	1,239	120.5	0.0	1,537.4	1,658.0	317.6	1,975.6	0.0	1,975.6
(Total Authorities)	*1,289*	*165.8*	*0.0*	*1,569.5*	*1,735.3*	*412.1*	*2,147.4*	*0.0*	*2,147.4*
(Actuals)	**1,293**	**160.1**	**0.0**	**1,568.5**	**1,728.5**	**412.1**	**2,140.6**	**0.0**	**2,140.6**

Other Revenues and Expenditures

Non-Respendable Revenues (2)									0.0
(Total Authorities)									*0.0*
(Actuals)									**95.4**
Cost of services provided by other departments									15.0
(Total Authorities)									*15.8*
(Actuals)									**15.8**

Net Cost of Program									1,990.6
(Total Authorities)									*2,163.2*
(Actuals)									**2,251.8**

1. These revenues were formerly called "Revenues Credited to the Vote".
2. These revenues were formerly called "Revenues Credited to the Consolidated Revenue Fund".

Table 3: Historical Comparison of Total Planned to Actual Spending

(millions of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Budgetary					
Geographic Programs	715.8	711.1	726.1	681.8	680.7
Multilateral Programs	703.0	665.3	748.7	947.4	947.4
Canadian Partnership	272.2	283.9	272.5	289.4	289.3
Countries in Transition	96.1	124.3	171.8	137.7	137.2
Communications	9.0	12.0	11.7	10.6	10.5
Policy	8.2	8.9	8.5	10.4	10.3
Corporate Services	53.9	56.9	36.3	70.2	65.3
Total Budgetary	1,858.3	1,862.4	1,975.6	2,147.4	2,140.6
Non-budgetary					
Multilateral Programs (1)	11.8	10.6	16.7	8.4	8.4
Total Agency	1,870.1	1,873.0	1,992.3	2,155.8	2,149.0

1. Includes payments to International Financial Institutions - Capital Subscriptions only.

Table 4: Resource Requirements by Organization and Business Line in 2000-01

(millions of dollars)	Geographic Programs	Multilateral Programs*	Canadian Partnership	Countries in Transition	Commu-nications	Policy	Corporate Services	Total
CIDA								
VP Africa & Middle East	315.9							315.9
(Total Authorities)	*290.5*							*290.5*
(Actuals)	**290.1**							**290.1**
VP Asia	253.8							253.8
(Total Authorities)	*241.5*							*241.5*
(Actuals)	**241.2**							**241.2**
VP Americas	156.5							156.5
(Total Authorities)	*149.7*							*149.7*
(Actuals)	**149.4**							**149.4**
VP Multilateral Programs		748.7						748.7
(Total Authorities)		*947.4*						*947.4*
(Actuals)		**947.4**						**947.4**
VP Canadian Partnership			272.5					272.5
(Total Authorities)			*289.4*					*289.4*
(Actuals)			**289.3**					**289.3**
VP Central and Eastern Europe				171.8				171.8
(Total Authorities)				*137.7*				*137.7*
(Actuals)				**137.2**				**137.2**
DG Communications					11.7			11.7
(Total Authorities)					*10.6*			*10.6*
(Actuals)					**10.5**			**10.5**
VP Policy						8.5		8.5
(Total Authorities)						*10.4*		*10.4*
(Actuals)						**10.3**		**10.3**
Agency Executive							4.1	4.1
(Total Authorities)							*5.0*	*5.0*
(Actuals)							**4.8**	**4.8**
VP Human Resources and Corporate Services							30.1	30.1
(Total Authorities)							*42.0*	*42.0*
(Actuals)							**37.5**	**37.5**
CIO Information Management & Technology							0.0	0.0
(Total Authorities)							*21.0*	*21.0*
(Actuals)							**20.9**	**20.9**
DG Performance Review							2.0	2.0
(Total Authorities)							*2.2*	*2.2*
(Actuals)							**2.1**	**2.1**
Total	726.1	748.7	272.5	171.8	11.7	8.5	36.3	1,975.6
(Total Authorities)	*681.8*	*947.4*	*289.4*	*137.7*	*10.6*	*10.4*	*70.2*	*2,147.4*
(Actuals)	**680.7**	**947.4**	**289.3**	**137.2**	**10.5**	**10.3**	**65.3**	**2,140.6**
% of Total (Actuals)	**31.8%**	**44.3%**	**13.5%**	**6.4%**	**0.5%**	**0.5%**	**3.0%**	**100.0%**

* The non-budgetary portion of the Multilateral Programs is not included.

Table 5: Non-Respendable Revenues[1]

(millions of dollars)	Actual 1998-99	Actual 1999-00	Actual 2000-01
Unplanned	11.7	13.7	95.4

1. These revenues were formerly called "Revenues Credited to the Consolidated Revenue Fund".

Table 6: Statutory Payments

(millions of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Multilateral Programs	238.9	247.4	317.6	412.1	412.1

Table 7a: Transfer Payments by Class of Grants and Contributions

CIDA grants, contributions and other transfer payments of $1,980.5 million account for 92.5% of CIDA's total expenditures. Further information is given below.

Details of Transfer Payments

(thousands of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Grants					
Grants for co-operation with countries in transition in Central and Eastern Europe and the former Soviet Union	0	0	250	0	0
Development assistance to international development institutions and organizations for operations and general programs as well as specific programs and projects, to international financial institutions and for special program and project expenses directly related thereto	134,268	100,207	124,170	224,912	224,902
Programming against hunger and malnutrition through international development and nutritional institutions, international non-governmental organizations or the International Development Research Centre for the benefit of recipients in developing countries and for special program and project expenses directly related thereto	110,208	77,133	99,100	107,341	107,341
Humanitarian assistance or disaster preparedness to countries, their agencies and persons in such countries, and to international institutions and Canadian and international non-governmental organizations for operations and general programs and specific programs, projects, activities and appeals and for special program and project expenses directly related thereto	87,913	122,755	101,361	113,052	113,052
Grants to Canadian, international, regional and developing-country institutions, organizations and agencies, developing-country governments, their organizations and agencies, to provincial and municipal governments, their organizations and agencies in support of development co-operation and development education programs and to international non-governmental organizations in support of development assistance programs, projects and activities and for special program and project expenses directly related thereto	62,231	61,234	77,102	45,193	45,193
Development assistance as education and training for individuals and for special program and project expenses directly related thereto	8,273	8,451	8,288	7,720	7,720
Y2K International Initiatives	0	305	0	0	0
Total Grants	402,893	370,085	410,271	498,218	498,208

Details of Transfer Payments (cont'd)

(thousands of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Contributions					
Development assistance, including payments for loan agreements issued under the authority of previous Appropriation Acts, to developing countries and their agencies and institutions in such countries and contributions to Canadian, international and regional institutions, organizations and agencies, to provincial governments, their organizations and agencies, and to Canadian private-sector firms in support of regional and country-specific projects, programs and activities, and for special program and project expenses directly related thereto	635,062	642,999	673,422	614,284	613,285
Contributions for co-operation with countries in transition in Central and Eastern Europe and the former Soviet Union	86,681	113,381	163,173	126,606	126,579
Development assistance to international development institutions and organizations for operations and general programs as well as specific programs and projects, to international financial institutions and for special program and project expenses directly related thereto	754	837	100	739	739
Programming against hunger and malnutrition through international development institutions, international non-governmental organizations or the International Development Research Centre for the benefit of recipients in developing countries and for special program and project expenses directly related thereto	24,057	35,423	100	37,622	37,622
Contribution to the Inter-American Development Bank	1,857	1,426	1,300	1,233	1,233
Programming against hunger and malnutrition through developing countries, their agencies and persons in such countries, Canadian non-governmental organizations or development institutions for the benefit of recipients in developing countries and for special program and project expenses directly related thereto	109,540	79,112	108,243	51,422	51,422
Humanitarian assistance or disaster preparedness to countries, their agencies and persons in such countries, and to international institutions and Canadian and international non-governmental organizations for operations and general programs and specific programs, projects, activities, and appeals and for special program and project expenses directly related thereto	6,884	6,304	100	9,490	9,464
Contributions to Canadian, international, regional and developing-country institutions, organizations and agencies, developing-country governments, their organizations and agencies, to provincial and municipal governments, their organizations and agencies in support of development co-operation and development education programs and to international non-governmental organizations in support of development assistance programs, projects and activities and for special program and project expenses directly related thereto	140,872	155,653	115,653	179,479	179,468

Details of Transfer Payments (cont'd)

(thousands of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Incentives to Canadian, international and developing-country private investors, institutions, organizations, and governments in support of industrial co-operation programs, projects and activities as well as special program and project expenses directly related thereto	46,945	43,206	60,096	47,142	47,142
Contributions to Canadian or international communications organizations, other federal, provincial or municipal governments, broadcasters and producers, other donor governments and institutions in support of the development information program involving the production and dissemination of development information, educational materials and related activities	3,075	4,627	4,981	3,308	3,308
Total Contributions	1,055,727	1,082,968	1,127,168	1,071,325	1,070,262
Other Transfer Payments					
(S) Encashment of notes issued to the development assistance funds of the international financial institutions in accordance with the *International Development (Financial Institutions) Assistance Act*	238,956	247,355	317,600	412,060	412,060
Total Other Transfer Payments	238,956	247,355	317,600	412,060	412,060
Items not Required					
Grant to the International Centre for Human Rights and Democratic Development (ICHRDD)	4,359	4,359	0	0	0
Total Items not Required	4,359	4,359	0	0	0
Total	1,701,935	1,704,767	1,855,039	1,981,603	1,980,530

Table 7b: Transfer Payments by Activity

(millions of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Grants:					
Geographic Programs	11.3	6.7	8.7	14.4	14.4
Multilateral Programs	321.1	293.7	315.9	430.3	430.3
Canadian Partnership	71.5	74.0	85.4	53.3	53.3
Countries in Transition	0.0	0.0	0.3	0.3	0.3
Corporate Services	4.4	0.0	0.0	0.0	0.0
Total Grants	408.2	374.4	410.3	498.2	498.2
Contributions:					
Geographic Programs	636.0	645.0	673.4	619.2	618.2
Multilateral Programs	137.8	118.7	109.8	95.9	95.9
Canadian Partnership	189.3	197.7	175.7	224.1	224.1
Countries in Transition	89.2	116.4	163.2	128.4	128.4
Communications	3.5	5.1	5.0	3.8	3.8
Total Contributions	1,055.7	1,082.9	1,127.2	1,071.3	1,070.3
Other Transfer Payments:					
(S) Multilateral Programs	239.0	247.4	317.6	412.1	412.1
Total Other Transfer Payments	239.0	247.4	317.6	412.1	412.1
Total Transfer Payments	1,702.9	1,704.7	1,855.0	1,981.6	1,980.5

Table 8: Capital Spending by Business Line

(millions of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Corporate Services:					
New Informatic System (S-EPA)	18.1	19.8	0.0	0.0	0.0

Table 9: Loans, Investments and Advances

(millions of dollars)	Actual 1998-99	Actual 1999-00	Planned Spending 2000-01	Total Authorities 2000-01	Actual 2000-01
Multilateral Programs:					
Payments to International Financial Institutions - Capital Subscriptions (L35)	3.3	4.6	0.0	4.5	4.5

Table 10: Contingent Liabilities

(thousands of dollars)	Amount of Contingent Liability		
	March 31 1999	March 31 2000	Current as of March 31 2001
Claims for damages			
- Perera R.	1,300	2,800	3,000
Contract claims			
- Amtron Construction International Inc. (El Azab)	50		
- Barber Water Products	325		
Claims for breach of contract			
- Canadian Ocean Research Associates (CORA)			2,950
- Jangor Corporation			164
Claim for general average			
- Prekookeanska Plovidba	749	749	
Claim for negligence and breach of fiduciary duties			
- L. Larose and P. Hurd and D. Pankhurst	1,200	1,200	
Total Contingent Liabilities	3,624	4,749	6,114

Annex II - Consolidated Reporting

Procurement and Contracting

1. Role played by procurement and contracting in delivering programs.

Procurement and contracting play an important role in helping to fulfil CIDA's mandate as the lead federal government agency responsible for delivering Canada's Official Development Assistance. The mandate involves support for sustainable development in developing countries in order to reduce poverty and to contribute to a secure, prosperous and equitable world. There are two main programming mechanisms used to deliver assistance: the directive mechanism initiated by CIDA and the responsive mechanism initiated by development partners. Assistance is provided in the form of goods delivered to developing countries through contracts and in the form of services provided through contribution and grant agreements and through contracts.

2. Department's audits and evaluations of procurement practices.

CIDA's Internal Audit Division will be conducting a follow-up audit on competitive contracting to the major review conducted in 2000 by the Office of the Auditor General. The CIDA audit is planned to be completed by the summer, 2002.

3. Progress and new initiatives enabling effective and efficient procurement practices.

- Identification and training of the Agency groups who will be participating in the Contracting Dispute Resolution Pilot Project;

- Continued participation in the Government-on-Line project "Electronic Supply Chain" which seeks to provide an electronic goods and services procurement mechanism; and

- Introduction of a standardized model contribution agreement for the Geographic Program.

4. Internet links and/or Web site addresses.

The following Internet addresses provide further information about CIDA's procurement and contracting regime:

- Your Guide to Working with CIDA (http://www.acdi-cida.gc.ca/contractinginfo.htm) assists in the identification of opportunities to work with CIDA. It also provides an overview and useful links relating to CIDA's contracting regime, as well as information on CIDA's unsolicited proposal mechanism and funding programs such as the Industrial Co-operation Program and the Renaissance Program, Central and

Eastern Europe. Also included is information on access to opportunities from multilateral organizations. Specific links for contracting are as follows:

i. *Contracting Information* (http://www.acdi-cida.gc.ca/contractinginfo.htm) on CIDA's procurement and contract management policies and processes

ii. *Current Opportunities* (http://www.acdi-cida.gc.ca/currentopportunities.htm) for contracting. Information provided includes:

   a. Projects at the planning stage ("pipeline") - advance information on projects at the concept stage for which most likely proposals will be called;

   b. link to MERX - where contracting opportunities will be posted;

   c. a guide to Standing Offer Arrangement; and

   d. the annual document, "Service Contracts and Lines of Credit" - a listing and short description of projects, contact points of contractors and percentage of undisbursed funds. These are useful in the exploration of subcontracting opportunities.

Annex III - Other information

Web Sites and Contacts for Further Information

For additional information about CIDA's programs, activities and operations, please visit our Internet site at the following address: **http://www.acdi-cida.gc.ca/index.htm**

or contact:

Public Inquiries
Canadian International Development Agency
Communications Branch, 5th Floor
200 Promenade du Portage
Hull, Quebec
Canada K1A 0G4

Telephone: 1-819-997-5006
Toll free: 1-800-230-6349

Telecommunications Device for the Hearing and Speech Impaired: 1-819-953-5023
Toll free: 1-800-331-5018

Fax: 1-819-953-6088

E-mail: . . . . info@acdi-cida.gc.ca

Legislation Administered

CIDA is designated as a department for the purposes of the *Financial Administration Act* by *Order-in-Council P.C. 1968-923* of May 8, 1968 and *P.C. 1968-1760* of September 12, 1968. The authority for the CIDA program and related purposes is found in the *Department of Foreign Affairs and International Trade Act*, in the *Annual Appropriations Act* and in the *International Development (Financial Institutions) Assistance Act*. CIDA is the lead government organization responsible for Canada's ODA.