



Canadian International
Development Agency

Agence canadienne de
développement international

THE AGENCY ACCOUNTABILITY FRAMEWORK

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Canada 

1.0 INTRODUCTION

The objective of this Agency Accountability Framework is to articulate CIDA's accountabilities as a federal government department. The framework serves two purposes. First and foremost, it identifies CIDA's accountabilities at the overall agency level so that CIDA staff and external stakeholders may understand the accountabilities of CIDA under the leadership of the Minister and the President. Second, it articulates the accountability principles and management conditions to help define the accountabilities of the President, branch heads, and managers in key positions in the individual branches of the organization.

This framework does not detail the Minister's accountabilities other than the fact that it is the Minister who is ultimately accountable for CIDA's overall performance in fulfilling its mandate to the Canadian public through Parliament in accordance with the authorities provided in the *Department of External Affairs Act*, the *Annual Appropriation Act*, and the *International Development (Financial Institutions) Assistance Act*.

The framework is a key component of the results-based management approach practised in CIDA. It is also consistent with the substantive content of the Planning, Reporting and Accountability Structure (PRAS) and the Report on Plans and Priorities. Along with these documents, it supports the management of CIDA's operations and must remain current and relevant as CIDA continues to evolve in terms of priority setting, resource allocation, organizational growth and application of results-based management.

1.1 Context

CIDA's accountability must be viewed in the context of its partnership with developing countries and Canadian and international partners. These partners play a vital role in the development of policy and in the planning and delivery of Canada's Official Development Assistance (ODA). The role of developing countries is central, as they devote most of the efforts and resources invested in their development. Local ownership is therefore critical to the success of all development initiatives. The concepts of partnership and local ownership are fundamental to the nature of CIDA's accountability for development results.

CIDA's approach to development is also reflected in the development strategy of the OECD, "*Shaping the 21st Century: The Contribution of Development Co-operation*", which emphasizes that the management of global issues in the 21st century will require the active participation of all members of the international community, that developing countries must be part of a shared vision for this new century, and that effective partnerships will be more significant than ever.

1.2 Definition

Accountability refers to the situation of stewardship in which the steward must demonstrate results in the fulfillment of a given mandate and the wise use of resources put in his or her trust.

This basic definition of accountability obliges CIDA to determine its objectives, demonstrate how the resources allocated to CIDA for international development purposes are managed in achieving intended development results, and report the results achieved to Parliament and the Canadian public.

This framework refers generically to "CIDA's accountability" at the level of the institution. This accountability resides in the Minister and the President, and in the managers and staff of the Agency, as demonstrated in the Annex.

1.3 Framework Elements

CIDA's accountability framework consists of five elements. Figure 1 shows how they interact. The fundamental principles which they represent and the way in which CIDA applies them form the core of the Agency Accountability Framework. The five elements are:

- a) a clear articulation of CIDA's mission, objectives and expected results¹, which specify the context and parameters of CIDA's accountabilities;
- b) a strong commitment to CIDA values, which enables CIDA's staff to accept their accountabilities;
- c) appropriate capabilities, to equip CIDA staff to assume accountabilities;
- d) monitoring and learning to improve effectiveness and to promote self-correction in support of the accountabilities of CIDA's staff; and
- e) clear roles, responsibilities and accountabilities, along with matching authorities, to provide a structure that would strengthen accountabilities at all levels of the Agency.

2.0 MISSION AND OBJECTIVES

CIDA's mandate supports the foreign policy objectives articulated in "*Canada in the World*", which include promoting prosperity and employment; protecting our security; and furthering Canadian values and culture. The Government of Canada has clearly articulated its objectives for the international development assistance mandate.

2.1 Mission

2.1.1 The purpose of Canada's Official Development Assistance (ODA) is to support sustainable development in developing countries in order to reduce poverty and to contribute to a more secure, equitable and prosperous world.

2.1.2 The mission of the non-ODA programs is to support democratic development and economic liberalization in Central and Eastern Europe (CEE) and the Newly Independent States by building mutually beneficial partnerships.

¹ A result is a describable or measurable change in state that is derived from a cause and effect relationship. (Policy Statement on Results-Based Management, March, 5, 1996.)

2.2 Objectives

2.2.1 For ODA programs, the Government has established six program priorities. These are: basic human needs; women in development; infrastructure services; human rights, democracy and good governance; private sector development; and the environment.

2.2.2 For non-ODA programs in CEE, the objectives include: assisting the transition to market-based economies; facilitating Canadian trade and investment links with the region; encouraging good governance, democracy, political pluralism, the rule of the law and adherence to international norms and standards; enhancing nuclear safety; and promoting the global interests and security of Canada.

2.2.3 Expected results related to CIDA's priorities and objectives are identified on an annual basis for a three-year horizon in the Report on Plans and Priorities.

3.0 COMMITMENT TO VALUES

Accountability starts with the commitment of individual staff members to CIDA's values, which include respect for others; integrity, equity and transparency; full expression of staff potential; and quality service. These values have been fostered by human resource policies and practices that are consistent with the mission and objectives of CIDA. They will be further reinforced by the clear definition of accountabilities, and by the strengthening of mutual trust at all levels of CIDA through its on-going efforts to learn and to improve.

4.0 CAPABILITIES

CIDA's capabilities encompass the competencies and facilities - of both the organization and its individual staff members - to take the appropriate decisions and actions in pursuit of development objectives. These capabilities determine the quality of decisions and actions taken by CIDA staff to achieve development objectives. They also enable CIDA staff to accept accountability for their decisions and actions. The capabilities that are prerequisite to CIDA's success in achieving its objectives include:

- } necessary knowledge, skills (including leadership) and tools;
 - } authorities well-aligned with roles and responsibilities;
 - } availability of relevant, timely, accurate and adequate information;
 - } ability to coordinate decisions and actions within CIDA effectively and efficiently;
 - } integration of control activities within the Agency; and
 - } ability to foster and maintain real and effective partnerships.
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Within the context of development assistance, these capabilities, in various combinations, determine CIDA's ability to carry out its development initiatives and communications and corporate support functions in the fulfillment of its mandate. The leadership and partnership capabilities are central to pursuing and maintaining CIDA's achievement of results.

4.1 Development Initiatives

4.1.1 Geographically-focused Initiatives

The geographic programs involve direct contacts between CIDA and recipient countries and are developed through consultation and co-operation with partners in these countries. These initiatives include various types of country and regional programs, projects and development activities managed by the Geographic Branches. The funding approach is one of cost sharing between CIDA and the recipient governments or institutions. As the geographic programs evolve, Canadian non-governmental partners are beginning to invest their own resources in partnership with CIDA and the recipient partners. Policy dialogue at the country or regional level is carried out to effect change in the policy environment.

4.1.2 Initiatives in Countries in Transition in Central and Eastern Europe

These initiatives are designed to assist countries in this region during a critical time of transition; they are highly responsive and mostly non-ODA. They are delivered in partnership with the private sector, NGOs, academia, ethnic communities and other levels of government. While the funding approach is predominantly cost sharing, CIDA does provide program funding to the international financial institutions involved in the development of these countries. Policy dialogue and advice also complement CIDA's programming efforts.

4.1.3 Initiatives with Multilateral Institutions

The multilateral programs support the mandate, objectives and capacity of multilateral organizations in delivering development initiatives which are important to realizing CIDA's objectives. The funding approach is predominantly one of core funding, which supports multilateral institutions and their programs in general. CIDA funds are not directed specifically to any particular activities or recipients. In some cases, funds are earmarked for specific programs or activities in specific countries in partnership with a particular multilateral organization or institution, and the funding approach becomes cost sharing. In addition, CIDA seeks to effect change in the policies and practices of the multilateral organizations and institutions to maximize the effectiveness of their programs and operations.

4.1.4 Initiatives with Canadian Non-Governmental Partners

These initiatives involve a very diverse range of non-governmental partners in the Canadian not-for-profit and for-profit sectors. Canadian organizations, in cooperation with their local partners, identify, plan and implement broad programs or specific projects to which CIDA contributes financial support on a cost-shared basis. Policy dialogue is also carried out with partners to effect change in the developmental conditions in recipient countries.

4.1.5 Policy, Advice, and Dialogue Initiatives

CIDA's policy base is developed and maintained within the context of the ODA purpose and priorities and Canada's broader foreign policy objectives and interests. The management of the International Assistance Envelope and allocations, and databases on development assistance support these initiatives. CIDA's cadre of sectoral and technical specialists contributes in significant fashion to the development of policy as well as to other development initiatives.

Policy, advice and dialogue initiatives include the conduct of policy dialogue and the exercise of influence by CIDA to stimulate changes in specific development conditions at various levels, such as global (e.g., Tidewater, Development Assistance Committee (DAC)) and priority/sectoral (e.g., the environment). These initiatives involve formulating development assistance policies, scientific and technical advice, and Canadian positions on development issues to support policy dialogue and opportunities for influence, as well as promoting the international assistance agenda within Canada and contributing to policy development at the federal level.

4.2 Communications

Core functions include: provision of communications advice and support to the Minister, the President and the branches in the form of strategic advice, media relations and analysis, events planning and organization, public opinion research, spokespersons support, and printed and audio-visual materials; and development of specific communication programs to inform Parliamentarians and the Canadian public about development programs and issues, and the important contributions Canadians make in developing countries.

4.3 Corporate Services

The core functions of the Agency Executive Services include: support to the Minister's Office, management of specific issues of concern to the Government, Minister and Agency; parliamentary relations, executive correspondence, management of access to information and privacy, and support to Agency committees.

The core functions of Human Resources and Corporate Services include: development, implementation and monitoring of tools, mechanisms and support services essential to organizational effectiveness and the optimal management of CIDA resources; development of strategies and provision of advice, programs and policies in the areas of human resources, administration and security, finance, contracts and procurement, information and technology, and legal services; and provision of direct services to employees mainly in the areas of career management, counseling, compensation and benefits, workplace health and safety, and redress mechanisms.

Performance review functions include the provision of assurance, independent and objective information and advice to management, through internal audit and evaluation activities, on the continued relevance, success and cost-effectiveness of key CIDA policies, programs and projects, and on the effectiveness of the management systems, processes and practices. They also include the provision of methodological support to branches on performance measurement, and the development of results-based management and assistance in its implementation.

5.0 MONITORING AND LEARNING

Monitoring and learning is critical to informing appropriate decisions and actions necessary to achieve development results in the inherently high risk environment of development assistance. Monitoring yields knowledge on whether an activity continues to be relevant and whether objectives are being achieved. This information constitutes the basis for decisions on improved performance and corrective actions. Learning through monitoring (and evaluation) involves the continuous process of assimilating relevant information and lessons, and transforming them into knowledge useful to conducting CIDA's business. Monitoring and learning thus contribute to increased effectiveness in the delivery of development assistance, and promote self-correction in direct support of the accountabilities assumed by CIDA staff.

CIDA has developed monitoring and learning systems across the organization. A performance review policy and related instruments have been put in place, and further progress in the implementation of results-based management will strengthen the following aspects of monitoring and learning:

- } monitoring the achievement of expected results through the use of performance indicators;
- } monitoring external environments as they relate to assumptions and risk;
- } monitoring internal management processes and organizational controls;
- } timely feedback and communication within CIDA;
- } implementation of follow-up for corrective actions;
- } identifying information needs as changes occur; and
- } recognition of successes.

6.0 ROLES, RESPONSIBILITIES AND ACCOUNTABILITIES

This Agency Accountability Framework outlines the accountability principles for the Agency and the various accountabilities of CIDA staff including the President, the Vice-Presidents and staff in key positions in the branches.

The President of CIDA is accountable to the Minister for:

- } the actual development results achieved, in conjunction with partners;
- } the decisions and actions taken in achieving the objectives established by CIDA within its mandate; and
- } the use of resources allocated to CIDA for international development assistance purposes.

In general terms, the President is responsible for setting the strategic direction of the Agency through broad policy formulation and long-range planning, and determining the context within which development initiatives can be pursued effectively.

In addition, the President is accountable under various statutes. For example, the President is accountable to Treasury Board and the Public Service Commission for personnel matters under the *Financial Administration Act* and the *Public Service Employment Act*, and to the Minister of Foreign Affairs for matters under the *Privacy Act* and the *Access to Information Act*.

CIDA's internal accountability regime follows the existing organizational lines as articulated in the PRAS, in which CIDA's Vice-Presidents and Branch Heads are accountable for the achievement of development results and the effectiveness in the management of corporate support functions. This regime includes a delegation of financial authorities and accountabilities related to grants and contributions in accordance with the *Financial Administration Act (FAA)*.

As an integral part of the Agency Accountability Framework, the accountabilities associated with selected positions within the branches are provided in the Annex.

7.0 ACCOUNTABILITY FOR RESULTS

Accountability for results is defined at two levels:

- } accountability for development results - that is, for actual development results achieved, defined in terms of actual changes made to human development through CIDA's development initiatives; these results reflect the extent to which CIDA's objectives are met;
- } accountability for operational results - that is, for the administration and management of allocated resources (financial, human, physical and organizational) aimed at achieving development results through decisions and actions taken by CIDA staff which will ultimately determine the effectiveness and efficiency of CIDA as an organization and its capacity to achieve its objectives in fulfilling its mandate.

These two levels of results are inextricably linked, as operational results engender the actual production of development results and determine the quality of development results achieved and the extent to which CIDA's objectives are met. They must therefore be considered together when explaining CIDA's accountabilities. (See Figure 2).

7.1 Accountability for Development Results

CIDA is accountable for achieving the objectives it sets for itself in fulfilling the mandate given by the Government and for the use of resources allocated to CIDA for international development assistance purposes. It is therefore accountable for actual development results.

CIDA has put in place a Results-Based Management Policy which identifies three kinds of development results: outputs, outcomes and impacts. These are the actual changes expected in human development resulting from a CIDA investment; they relate to the output, purpose and goal of a development initiative. Outputs are the immediate, observable or tangible consequences of the initiative's inputs; they occur throughout the life of the initiative. Outcomes are the consequences of achieving a combination of outputs; they occur mostly in the final stages of the implementation of the initiative and reflect the real benefits accrued to the targeted population. Impacts are the long-term socio-economic consequences,

at the societal level, of achieving a combination of outputs and outcomes. They occur mostly after the recipient partner has taken full ownership of the initiative and may take 10 to 20 years or longer after the termination of the CIDA initiative.

CIDA's accountability for development results must be put within the context of its all-encompassing mode of operation, that of partnership.

7.1.1 Partnership and Accountability

The view that CIDA is accountable for actual development results achieved only when it possesses full control of the planning and implementation of the development initiative and the levers of action, does not recognize that CIDA is in partnership with a wide range of development partners who also contribute real resources in pursuit of the partnership's development objectives. In international development assistance, partnership is both a necessary and optimal mode of operation.

The notion that "money power" enables one partner (i.e., the principal funding partner) to impose conditions on the planning and implementation of a development activity contradicts the very essence of partnership for development and the common interest in maximizing development results. As local ownership through partnerships emerges as one of the most important success factors in international development assistance, shared accountability with the local partners will strengthen local ownership, as accountability and ownership reinforce each other significantly.

CIDA holds shared accountability for development results within the context of the interdependent partnerships with recipient governments and Canadian, international and local partners. CIDA's shared accountabilities for development results begin when it makes the decision to engage in a partnership for development. Partnership starts with shared commitments, continues with shared control and management, and leads eventually to shared accountability for development results. The extent to which CIDA shares in the partnership's accountability is a function of three factors, each of which relates to the degree of involvement and control which CIDA exercises within the partnership:

- } the funding approach taken by CIDA: cost sharing, or program or core funding;
- } the number of partners involved; and
- } the degree of CIDA involvement in the selection, planning and implementation of the initiative in relation to the involvement of the other partners.

7.1.2 Shared Accountability for Outputs and Outcomes of Development Initiatives

Geographically-focused Initiatives

- } CIDA has shared accountability with the recipient governments and local institutions for the initiatives' outputs and outcomes.
 - } The funding of these initiatives is generally shared by two partners on a government-to-government basis and CIDA is actively involved in the identification, selection, planning and implementation of the initiative. CIDA's shared accountabilities for development results, in these instances, are highest relative to other initiatives.
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- } Bilateral programs usually involve a Canadian Executing Agency (CEA) as the implementor of the initiative. The CEA is a contractor to CIDA. CIDA has complete control of how the resources are used within the context of the contractual arrangement and is therefore fully accountable for the selection of the contractor and the management of the contract, that is, for the operational results related to the decisions and actions taken in the management of its contractors.

The CEA is fully accountable for meeting its contractual obligations, which are intended to achieve the development results sought by CIDA. The CEA, by virtue of its commitment to development and its actions and decisions aimed at producing development results, shares accountability for the overall development results of the initiative with CIDA and the recipient partners.

In situations where Canadian organizations function in greater partnership with CIDA in the design, planning and implementation, such as in iteratively planned or responsive initiatives (with unsolicited proposals), their shared accountability increases, approximating that of CIDA.

- } CIDA is fully accountable for the policies, advice, and positions formulated and advanced in effecting change to the policy conditions and developmental situation in a region or a country with recipient governments and institutions as its principal dialogue partners.

Initiatives in Countries in Transition in Central and Eastern Europe

- } CIDA shares accountability for outputs and outcomes of these initiatives with its partners in cost sharing. These initiatives involve principally a very limited number of partners, with distinct responsibilities assigned to CIDA and to the Canadian and recipient partners. The level of CIDA involvement is limited, as the planning and implementation of the initiative is mostly carried out by the Canadian and recipient partners.
- } There is also limited non-ODA program funding of multilateral institutions involved in the development of these countries in transition. The extent of CIDA's shared accountabilities with its partners is similar to that in the ODA core funding of initiatives with multilateral institutions (see below).
- } As is the case with geographically-focused programs, CIDA is accountable for the policies, advice and positions formulated and advanced in dialogue with the recipient governments and partners.

Initiatives with Multilateral Institutions

- } CIDA shares accountability with all partners involved (the authorities of these institutions, the contributing members and the recipient partners) for the development outputs and outcomes.
 - } Core funding is the most dominant funding approach used with multilateral institutions. In this case, CIDA's accountabilities are shared with many partners, sometimes more than a
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hundred. CIDA's shared accountability with other partners is more diffuse than in other initiatives, given the large number of partners involved and the extremely limited CIDA involvement in the identification, planning and implementation of the institutions' specific development initiatives.

- } Cost sharing, in the form of grants and contributions, also applies to some multilateral development initiatives. In these, CIDA also shares accountability with its partners in a limited way.
- } The accountability that CIDA shares with its partners for core-funded and cost-shared initiatives, as ascribed by this framework, exceeds that required by the FAA for grants and contributions related to core funding and cost sharing, and reflects actual CIDA practice within these initiatives.
- } In cost sharing or program funding with multilateral initiatives (e.g., country-specific trust funds with International Financial Institutions), CIDA's accountability is limited, since its involvement in the actual selection, planning and implementation of the partnership initiative is also limited.
- } CIDA has full accountability for the Canadian positions developed, advanced and promoted with its institutional partners with respect to the governance and policies of these institutions (e.g., management systems and processes, development program policy frameworks, institutional strategic frameworks, monitoring and evaluation). In cases where these are developed jointly with other Canadian government departments, CIDA has shared accountability with them.

Initiatives with Canadian Non-Governmental Partners

- } CIDA shares accountability with the Canadian and the recipient partners for the outputs and outcomes of these development initiatives.
 - } All initiatives with non-governmental partners are cost shared, except when the non-governmental partners function as CEAs on contract to CIDA. The extent of CIDA's shared accountability is somewhere between that of cost sharing in government-to-government initiatives and core funding of initiatives with multilateral institutions. The number of partners involved in a program-funding partnership is generally small, but CIDA's involvement in the actual selection, planning and implementation of the partnership's specific initiatives is very limited.
 - } In the case of cost sharing of project funding with CIDA's partners (both the for-profit and the not-for-profit sectors), the extent of CIDA's shared accountability is more akin to, but less intense than that of government-to-government initiatives, given the lesser degree of CIDA's involvement in the planning and implementation of the development initiatives.
 - } In the case of policy dialogue with international non-governmental partners, CIDA is fully accountable for its policies, advice and positions formulated and advanced on global, national and sectoral issues.
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Policies, Advice and Dialogue Initiatives

- } CIDA has full accountability for the policies and advice formulated, advanced and promoted with its partners or the targeted audience through policy dialogue or other activities (e.g., building of strategic alliances on a development issue) that would permit the exercise of influence concerning the domestic and international agenda of international development assistance at the global and sectoral levels.
- } CIDA also has full accountability for the Agency-wide development policies, guidelines, and positions on development issues formulated within the context of the ODA purpose and priorities and Canada's broader foreign policy objectives and interests.
- } When CIDA participates in the development of Canadian policies and positions with other federal government departments, it shares accountability with these departments.

7.1.3 Shared Accountability for Impacts

CIDA shares with its partners not only the accountability for actual outputs and outcomes achieved but also the accountability for impacts, albeit to a much lesser extent. Impacts which reflect the extent to which the goal of a development initiative is achieved incorporate outputs and outcomes. However, the extent of CIDA's shared accountabilities is very limited since in the interim between the attainment of outputs and outcomes and the achievement of impacts there are many intervening variables (social, cultural, political, economic and environmental factors) in the recipient country interacting over a long period of time, that could affect the achievement of intended impacts. As well, the transfer of ownership to the recipient partner will have taken place and the levers of action at the impact stage will rest exclusively with the recipient partner. It is therefore the recipient partner who will bear most of the accountability for the impacts of the development initiative.

7.2 Accountability for Operational Results

The effective and efficient management of the resources allocated for development assistance purposes is prerequisite to achieving development results. CIDA is therefore accountable for achieving operational results, the quality of these being measured by their degree of effectiveness, efficiency, probity, prudence, and transparency. It also means that CIDA is fully accountable for the setting of objectives, formulating policies, selection of development initiatives, allocation of resources, and the monitoring of selected initiatives.

Operational results are produced by CIDA staff in the management of the development initiatives and corporate support functions within CIDA. This implies that CIDA is fully accountable for the decisions and actions taken in the management of the development initiatives as well as the corporate support functions. Accountability for operational results must be consistent with results-based management principles.

The internal accountability framework at the branch level annexed to this document supports the capacity of CIDA to make decisions and take appropriate actions toward the realization of operational results in support of development results. Accountabilities and the chain of accountability are clearly defined and there is no sharing of accountabilities in the internal accountability regime.

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- } CIDA is fully accountable for policy frameworks and institutional strategic frameworks and strategies, selection of projects, identification of relevant partners, formation of development partnerships and development of strategies for achieving development results. This involves various forms of analysis (developmental, institutional, financial), identification of expected results, assessment of related risks, performance assessment (e.g., monitoring and operational reviews) and the exertion of influence through policies, advice and dialogue in effecting changes to the conditions important to the development of a region, a country or an institution.
 - } CIDA is fully accountable for value-for-money calculations (e.g., CEA selection), the management of contractors who carry out tasks on behalf of CIDA, and for taking corrective actions related to the management of development initiatives.
 - } CIDA is fully accountable for decisions and actions taken in carrying out the corporate support functions (detailed earlier in the document) critical to the successful delivery of development initiatives.
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Figure 1. Agency Accountability Framework

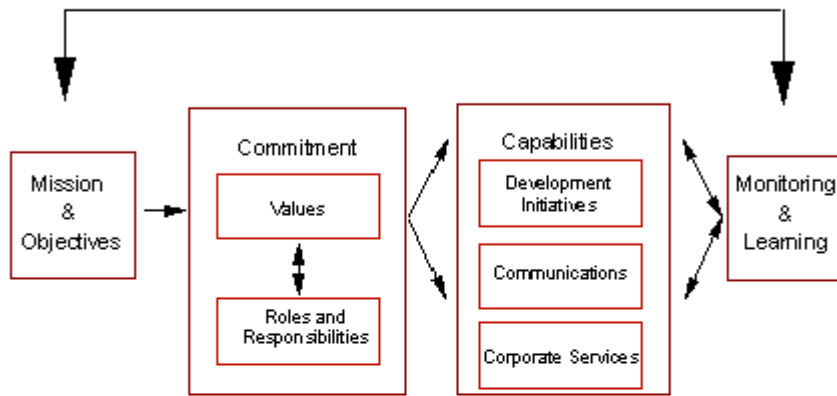
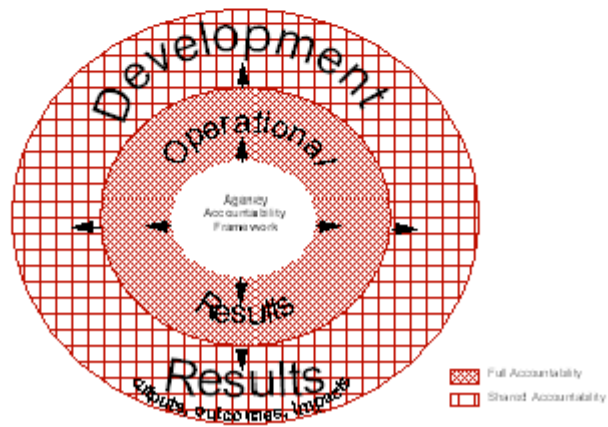


Figure 2. CIDA's Accountability For Results



ANNEX A

ACCOUNTABILITY STATEMENTS FOR SELECTED POSITIONS IN CIDA

The statements in this annex are intended to describe, within the context of the overall Agency Accountability Framework, the specific accountabilities associated with selected positions in each of CIDA's Branches, with the objective of demonstrating the usefulness, in management terms, of clearly defined accountabilities.

The key considerations in applying the branch accountability frameworks are:

- } The accountabilities listed relate to both development and operational results. The accountability for development results varies according to the nature of functions.
- } The concept of "shared" accountability applies. It has been fully detailed in the Agency framework, and will not be covered in this annex.
- } Accountability for the management of human, financial, technical, information and contractual resources applies to each position, in accordance with the resources entrusted to that position. The general management of resources and activities in a branch has been listed only for the branch head.
- } In addition to the selected branch positions included in this annex, the accountabilities for the remaining positions will be developed by individual branches, and accountabilities for all positions will be kept current through an annual corporate review.

This annex includes:

- a) Geographic Branches
 - b) Multilateral Programmes Branch
 - c) Canadian Partnership Branch
 - d) Heads of Aid
 - e) Policy Branch
 - f) Communications Branch
 - g) Agency Executive
 - h) Human Resources and Corporate Services Branch
 - i) Performance Review Branch
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Geographic Branches (Africa and Middle East, Americas, Asia, Central and Eastern Europe)

Vice-Presidents

The Vice-Presidents of the Geographic Branches are accountable to the President, in the context of Canadian ODA policies, for the implementation of development programs in specific regions and countries, in support of sustainable development and poverty reduction.

Their specific accountabilities are the following:

- } Development results, consistent with the Agency policy framework and Branch policy frameworks and statements of expected results, in conjunction with partners.
- } Branch strategies, policies and programs to achieve Agency objectives.
- } Advice and support to the President, the Minister and the other Vice-Presidents on strategy and policy.
- } Communication of strategic directions to Branch staff.
- } Reporting on Branch performance.
- } Policy and program coordination and coherence, in conjunction with other branch heads.
- } Communication of intended results and results achieved, within the Agency as well as to partners and the public.
- } Management of Branch resources and programs.

Directors General, Regional Directors, and Directors²

Directors General, Regional Directors and Directors are accountable to the Vice-Presidents for the management of regional or country programs.

Their specific accountabilities are the following:

- } Development results, as specified in programming frameworks, in conjunction with partners.
- } Programming frameworks, including the identification of intended results.
- } Policy, strategic and operational guidance to the Heads of Aid.
- } Reporting on program performance.

² There are variations in organizational structure among the branches with respect to country and regional managers. In particular, in CEE, country Program Managers have similar accountabilities, for which they are accountable to the director or director general level.

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- } Communication of intended results and results achieved, within the Agency as well as to partners and the public.
 - } Policy dialogue, consultation and involvement of recipient countries and/or partners, consultation with Canadian partners and coordination with other delivery channels in the Agency and other donors.

Directors General of Policies, Planning and Management

The Directors General of Policies, Planning and Management are accountable to the Vice-Presidents for the development and co-ordination of Branch policies, planning, management and reporting.

Their accountabilities include :

- } Management and coordination of Branch policy, planning, management and reporting frameworks, and of policies, systems, standards and procedures to support Branch operations and activities, including information management and results-based management standards and procedures.

Project Managers

Project managers are accountable to Directors General, Regional Directors or Directors for the management of projects.³

Their accountabilities are the following:

- } Development results, as defined in project approval documents, in conjunction with partners.
- } Management of projects, including definition of intended results, teamwork and obtaining appropriate expertise.
- } Monitoring and reporting on project performance.
- } Communication of intended results and achieved results, within the Agency as well as to partners and the public, as delegated from the DG/director level.

³ In CEE, project managers are accountable to the country Program Managers.

Analysts

Analysts are accountable to the Directors General, Regional Directors or Directors for assuring an adequate level of knowledge of the countries/regions concerned.

Their specific accountabilities are the following:

- } Maintenance of a sufficient level of knowledge of the countries/regions in question.
- } Advice to Directors General (or Regional Directors or Directors) on the preparation of programming frameworks and for policy dialogue.
- } Advice to Directors General (or Regional Directors or Directors) on the coherence of Branch strategies with Agency priorities, and on strengthening the linkage between project and program results.

Scientific and Technical Specialists

Scientific and technical specialists are accountable to the Directors General (or Regional Directors or Directors) for providing technical advice and services in the development of Agency programs and projects, and strategic, coherent and integrated sectoral policy directions.

Specific accountabilities include:

- } Advice in the development and implementation of coherent and integrated Agency sectoral policies, guidelines, strategies, programs and projects, as well as on the availability of Canadian resources.
- } Advancement of Canadian policy positions at interdepartmental, national and international fora.⁴
- } Adequate level of scientific and technical knowledge in their respective areas.
- } Direction of sectoral networks.
- } Management of projects, as delegated.

⁴ This role usually applies to Senior Scientific and Technical Specialists.

Financial Advisors

Financial advisors are accountable to the Directors General of Policies, Planning and Management for the provision of financial advice to the Branches.

Their specific accountabilities are the following:

- } Advice to Vice-Presidents and program managers on the prudent and correct use of funds, according to sound practices of financial management; on the allocation of funds; and any other project financial questions.
- } Monitoring of disbursements throughout the year.

Contract Officers

Contract officers are accountable to the Directors General of Policy, Planning and Management for ensuring the integrity of the contractual process.

They are accountable for:

- } Advice to project managers to ensure that contracts are well defined and consistent with Government of Canada and CIDA policies, directives and procedures.
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Multilateral Programmes Branch

Vice-President

The Vice-President of Multilateral Programmes Branch is accountable to the President, in the context of Canadian ODA policies, for promoting and supporting an effective multilateral development system, and ensuring that Canadian humanitarian assistance and food aid to developing countries are appropriate, timely and effective.

Specific accountabilities are the following:

- } Results of the Branch's development and humanitarian assistance programs, consistent with the Agency policy framework, in conjunction with partners.
- } Branch strategies, policies and programs to achieve Agency and Canadian foreign policy objectives.
- } Advice to the President, the Minister and other Vice-Presidents on strategy and policy.
- } Program budgetary allocations.
- } Policy and strategic guidance to the Branch.
- } Reporting on Branch performance.
- } Policy and program coordination and coherence with other branch heads and senior managers in other departments.
- } Communication of intended results and results achieved, within the Agency as well as to partners and the public.
- } Management of Branch resources and programs.

Directors General of Multilateral Programmes⁵

The Directors General of Multilateral Programmes are accountable to the Vice-President for the management of their programs.

Specific accountabilities are:

- } Development, institutional and humanitarian assistance results, in conjunction with partners.
- } Branch policies and strategies; development of partner funding policies.

⁵ Food Aid Centre, International Financial Institutions, International Humanitarian Assistance, United Nations and Commonwealth Programs.

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- } Coordination with other branches, departments and donors.
 - } Policy, strategic and operational guidance to the Heads of Aid.
 - } Reporting of results and lessons learned.
 - } Communication of intended results and results achieved, within the Agency as well as to partners and the public.

Director of Policy, Planning and Management

The Director of Policy, Planning and Management is accountable to the Vice-President for development and co-ordination of Branch policies, planning, management and reporting.

Specific accountabilities are:

- } Management and coordination of Branch policy, planning, management and reporting frameworks, and of policies, systems, standards and procedures to support Branch operations and activities, including information management and results-based management standards and procedures.

Development and Humanitarian Officers - for Institutions, Projects and Programs

Officers are accountable to the Directors General of programs for management of specific projects/programs and of the relationship with the multilateral institutions or other partners within their mandate.

Specific accountabilities are:

- } Definition of results and monitoring of actual performance against Branch, institutional or project/program intended results.
 - } Reporting on results; and application of monitoring and evaluation findings to current operations and institutional management.
 - } Communication of intended results and results achieved, within the Agency as well as to partners and the public, as delegated from the Director General level.
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Canadian Representatives at Multilateral Missions⁶

Representatives are accountable to the Heads of Missions and to the Vice-President for representing Canadian policies and positions in multilateral institutions.

Specific accountabilities are:

- } Monitoring the performance of multilateral institutions.
- } Advancement of Canadian positions on the policies and operations of the institutions.
- } Reporting on results to headquarters.

Scientific and Technical Specialists and Policy Analysts

Specialists and analysts are accountable to their Directors General for the provision of technical and policy advice on multilateral programs, food aid and nutrition, and humanitarian assistance.

Specific accountabilities are:

- } Advice and services to the Vice-President, Directors General and program/institutional officers related to relevant policies, strategies, and program and project planning and implementation.
- } Advice in the development and implementation of coherent and integrated Agency sectoral policies, guidelines, strategies, programs and projects, as well as on the availability of Canadian resources.
- } Advancement of Canadian policy positions at interdepartmental, national and international fora.
- } Adequate level of scientific, technical and development/institutional knowledge in their respective areas.
- } Direction of sectoral networks.
- } Preparation of Agency corporate plans and reports, in conjunction with staff of other branches.
- } Maintenance of a Canadian resource pool for development assignments at CIDA and abroad.

⁶ Geneva, New York and Rome.

Financial Advisors

Financial advisors are accountable to the Vice-President for the provision of financial advice to the managers of multilateral programs.

Specific accountabilities are:

- } Advice to Branch managers on the prudent and correct use of funds, according to sound practices of financial management; on the allocation of funds; and any other financial questions concerning institutions, programs and projects.
- } Monitoring of disbursements throughout the year.

Contract Officers

The contract officers are accountable to the Director General of the Food Aid Centre to assure the integrity of all contractual processes.

Their specific accountability is: Advice to Branch managers to ensure that contracts are well defined and consistent with Government of Canada and CIDA policies, directives and procedures.

Canadian Partnership Branch

Vice-President

The Vice-President of the Canadian Partnership Branch is accountable to the President, in the context of Canadian ODA policies, for selecting sustainable development initiatives of Canadian partners in the not-for-profit and for-profit sectors.

Specifically, the Vice-President is accountable for:

- } Development results, consistent with the Agency policy framework and Branch policies, in conjunction with partners.
- } Branch strategies, policies and programs to achieve Agency objectives.
- } Advice to the President, the Minister and other Vice-Presidents on strategy and policy.
- } Advice on the capabilities and performance of Canadian and international partner organizations.
- } Management of the relations between the Agency and the Canadian private sector and civil society, including the regime for consulting these partners.
- } Communication of strategic directions to Branch staff.
- } Reporting on Branch performance.
- } Policy and program coordination and coherence, in conjunction with other branch heads.
- } Communication of intended results and results achieved, within the Agency as well as to partners and the public.
- } Management of Branch resources and programs.

Directors General of Partnership Programs⁷

The Directors General of Partnership Programs are accountable to the Vice-President for the overall management and direction of their respective programs.

Specific accountabilities are the following:

- } Development results associated with their respective programs, in conjunction with partners.
- } Division policies, strategies and programs.

⁷ Industrial Cooperation; Institutional Cooperation; Non-Governmental Organizations; International NGOs and Volunteer Senders; Youth Internships.

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- } Policy, strategic and operational guidance to the Heads of Aid.
 - } Management of a knowledge base on Canadian and international partners.
 - } Reporting on program performance.
 - } Management of the relations and consultations between the respective programs and partners.
 - } Communication of intended results and results achieved, within the Agency as well as to partners and the public.

Director General of Policy, Strategic Planning and Operations

The Director General of Policy, Strategic Planning and Operations is accountable to the Vice-President for the development and coordination of Branch policies, planning, management and reporting.

Specific accountabilities are the following:

- } Management and coordination of Branch policy, planning, management and reporting frameworks, and of policies, systems, standards and procedures to support Branch operations and activities, including information management and results-based management standards and procedures.
- } Management of consultations with the Canadian private sector and civil society on development policies and programs.
- } Scientific and technical services to Branch staff.

Directors of Partnership Programs

The Directors of Partnership Programs are accountable to their respective Directors General for the effective and efficient delivery and management of their programs.

Their specific accountabilities are the following:

- } Development results associated with their respective programs, in conjunction with partners.
 - } Performance information on partner organizations.
 - } Dialogue with Canadian and international partners.
 - } Reporting on program performance.
 - } Communication of intended results and results achieved, within the Agency as well as to partners and the public.
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Program Managers of Partnership Programs

The Program Managers of Partnership Programs are accountable to their respective Directors for the efficient management of their programs.

Their specific accountabilities are the following:

- } Development results associated with their respective programs, in conjunction with partners.
- } Dialogue with partner organizations.
- } Monitoring and reporting on the results of partners' programs/projects, including assessment of the soundness of the financial, managerial and technical components of the partner organizations.
- } Communication of intended results and achieved results, within the Agency as well as to partners and the public, as delegated from the director general/director level.

Scientific and Technical Specialists

Scientific and technical specialists are accountable, to the Director General of Policy, Strategic Planning and Operations for providing technical advice and services to Branch staff.

Specific accountabilities are:

- } Advice in the development and implementation of coherent and integrated Agency sectoral policies, guidelines, strategies, programs and projects, as well as on the availability of Canadian resources.
- } Advancement of Canadian policy positions at interdepartmental, national and international fora.⁸
- } Adequate level of scientific and technical knowledge in their respective areas.
- } Direction of sectoral networks.

Financial Advisors

The Financial Management Advisors are accountable to the Director General of Policy, Strategic Planning and Operations for providing financial advice to the Branch.

Specific accountabilities are:

- } Advice on the prudent and correct use of funds, according to sound practices of financial management; on the allocation of funds; and on any other financial questions.
- } Monitoring of disbursements throughout the year.
- } Monitoring key financial information from all partners to ensure compliance with sound management policies.

⁸ This role usually applies to Senior Scientific and Technical Specialists.

Heads of Aid

The Heads of Aid are accountable to the Heads of Missions in relation to overall representation of Canada abroad. They are accountable on program related matters to the relevant Directors General or Directors within CIDA's Geographic, Multilateral or Partnership Branches.

Their specific accountabilities are the following:

- } Coordination with other donors, monitoring of development activities, policy dialogue in the field, and knowledge/analysis of host countries.
 - } Advice on the planning, management and monitoring of projects and programs.
 - } Management of the aid sections; management of local costs channeled through the missions; and project management of the Field/Program Support Units.
 - } Advice on the identification of emergency situations, assessment of needs, and collaboration on humanitarian appeals.
 - } Reporting on humanitarian and food aid operations.
 - } Monitoring the performance of major Multilateral Development Institutions.
 - } Advice to Canadian Partnership Branch staff and to partners on host country partners and capacities, locally-identified development needs and emerging issues; advice to CPB staff on potential new development partners.
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Policy Branch

Vice-President

The Vice-President of Policy Branch is accountable to the President for providing advice and options to the President, the Minister and the Government on a range of broad corporate, strategic issues, as well as for providing leadership within the Agency on policy issues.

The specific accountabilities of the Vice-President are:

- } Development of international assistance policies, consistent with the Government's overall domestic and international policy framework.
- } Elaboration of Official Development Assistance (ODA) priorities, as enunciated in the Government's foreign policy statement, based on sound scientific/technical knowledge and best practices.
- } Strategic plans for the allocation of the Canadian Development Cooperation Program budget and the management of the International Assistance Envelope.
- } Reports on Canada's ODA expenditures and on international environmental commitments and corporate-level compliance with the *Canadian Environmental Assessment Act*.
- } Overall management of the science and technology (S&T) cadre of the Agency.
- } Policy and program coordination and coherence, in conjunction with other branch heads and senior managers in other departments.
- } Management of Branch resources and activities.

Director General, Policy

The Director General, Policy, is accountable to the Vice-President for formulating and guiding the development of the Agency strategic planning.

Specific accountabilities are the following:

- } Management of the ODA strategic plan for CIDA's development cooperation program.
 - } Allocation priorities related to the overall aid budget.
 - } External relations with the Canadian government, the OECD Development Assistance Committee, other donors and the international community.
 - } International Development Information Centre.
 - } Coordination of horizontal policy issues with other government departments.
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- } Coherence among Agency policies and plans and Branch plans, programming frameworks and country (or regional) policy frameworks, in conjunction with managers of other branches.

Director General, Scientific and Technical Cadre

The Director General is accountable to the Vice-President for the management of the scientific and technical (S&T) *cadre* within the Agency, and for maintaining active networks outside of CIDA.

The specific accountabilities are:

- } Representation of the *cadre* within CIDA, across government, and with national and international partners.
- } Development of S&T human resources.
- } Development and implementation of performance measures.
- } Deployment of S&T personnel in conjunction with other branches to ensure their most effective and efficient use, and ensuring the availability of appropriate financial resources.
- } Integration of the work of scientific and technical specialists with Agency policies and programs.
- } Advancement of best practices within the *cadre*.

Directors of Policy⁹

The Directors of Policy are accountable to the Vice-President for the development of policies and coordination of their implementation with other branches.

Specifically, they are accountable for:

- } Development of coherent and integrated policies, positions and strategies across the Agency, and advancement of these within the Agency and with partners.
- } Preparation of Agency corporate plans and reports, in conjunction with staff of other branches.
- } Advice and services to Agency staff related to relevant policies, strategies, and program planning and implementation.
- } Maintenance of a Canadian resource pool for development assignments at CIDA and abroad.
- } Advice on CIDA policy positions within the Government of Canada.

⁹ Strategic Planning, Policy Coordination, Women in Development and Gender Equity, Economic Development and Poverty Reduction, Political and Social Policies, and Environment and Natural Resources.

Director, Management and Planning

The Director, Management and Planning is accountable to the Vice-President for the development and coordination of Branch planning, management and reporting.

Specific accountabilities are:

- } Management and coordination of Branch planning, management and reporting frameworks, and of policies, systems, standards and procedures to support Branch operations and activities, including information management and results-based management standards and procedures.

Director, International Development Information Centre (IDIC)

The Director of the International Development Information Centre is accountable to the Director General, Policy for the management of all aspects of the Centre.

Specific accountabilities include:

- } IDIC objectives, priorities and results according to the corporate, external and public information requirements.
- } IDIC information management standards, policies, systems, processes and procedures, and promotion of these within the Agency.
- } Management of corporate databases and information systems, and the integrity of aggregate corporate data.
- } Analysis of statistical data and preparation of the Agency's response to national and international reporting requirements.

Senior Scientific and Technical Specialists

Senior scientific and technical specialists are accountable to the Vice-President for providing technical advice and services in the development of Agency programs and projects, and strategic, coherent and integrated sectoral policy directions.

Specific accountabilities include:

- } Advice in the development and implementation of coherent and integrated Agency sectoral policies, guidelines, strategies, programs and projects, as well as on the availability of Canadian resources.
 - } Advancement of Canadian policy positions at interdepartmental, national and international fora.
 - } Adequate level of scientific and technical knowledge in their respective areas.
 - } Direction of sectoral networks.
-

Communications Branch

Director General

The Director General of Communications Branch is accountable to the President for the promotion of increased awareness, interest, understanding and support for international cooperation, Canada's role and CIDA's activities.

The specific accountabilities of the Director General are:

- } Advice to the Minister, Secretaries of State, President and senior officials on issues management, public and media relations, and marketing and communications in general.
- } Advice to CIDA managers on public concerns and interests as a contribution to the formulation and implementation of CIDA policies and programs and in targeting communications activities.
- } Corporate communications policies, strategies and plans for both internal and external communications, based on a corporate vision and direction.
- } Communications services to the Minister, her representatives, the President and the Agency.
- } Campaigns, national and international initiatives, to promote the international cooperation work of Canada.
- } Management of Branch resources and activities.

Director, Operations

The Director of Operations is accountable to the Director General for the management of the communications planning and operations of the Branch.

Specific accountabilities are:

- } Consultation with CIDA managers, the Minister's and President's staffs on the Agency's communications plans, priorities, needs and opportunities.
 - } Advice and services to CIDA managers and the Minister's and President's staffs on communications issues.
 - } Advice on the consistency of all Agency communications plans and initiatives with CIDA's corporate strategic vision.
 - } Advice to CIDA and its partners on engaging Canadians in international development.
 - } Agency internal communications.
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Managers of Creative Services and Corporate Communications Services

These Managers are accountable to the Director of Operations for the provision of service and advice to the Minister, the President and CIDA branches.

Their specific accountabilities are:

- } Annual communications strategies and plans.
- } Management of communications projects.
- } Monitoring communications products and services, including the development of standards and processes.

Manager of Research and Strategic Planning

The Manager of Research and Strategic Planning is accountable to the Director General for the provision of service and advice to the Minister, the President and CIDA branches.

Specific accountabilities are:

- } Annual communications strategies and plans.
- } Management of public opinion research projects on behalf of CIDA branches.
- } Monitoring communications products and services, including the development of standards and processes.

Manager of Management Services and Public Information

The Manager of Management Services and Public Information is accountable to the Director General for the administration of and support to the Branch's financial, human, physical and organizational resources.

Specific accountabilities are:

- } Advice to Communications Branch managers on matters pertaining to human and financial resources and administration services, including policies, regulations and guidelines.
 - } Management of information for the Branch, and management of IM and EDP systems and services.
 - } Direction of the Services to the Public Unit (comprising reception, public enquiries, publications distribution and mailing lists), the Agency Photo Library, and Internet-based customer services.
 - } Management services to the Branch, including staffing, classification, acquisition of goods and equipment, accommodation, benefits and travel.
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Manager, Development Information Program (DIP)

The Manager of the Development Information Program is accountable to the Director of Operations for all aspects of the management of the Development Information Program.

Specific accountabilities are:

- } Management of the Development Information Program (DIP).
- } Management of tendering processes and partnerships with NGOs, NGIs, universities, media groups, producers and associations to implement DIP information and public outreach initiatives.

Communications Advisors

The Communications Advisors are accountable to the Director of Operations for the provision of advice and services to the staff of their host branches, the President and the Minister.

Specific accountabilities are:

- } Advice to the host branch Vice-President on the branch's communication priorities, needs and opportunities.
 - } Communications products and events in collaboration with the host branches and their partners.
-

Agency Executive

Corporate Secretary

The Corporate Secretary is accountable to the President for effective and timely support to corporate decision-making.

Specific accountabilities are:

- } Management and quality control of information to the President and the Minister from all parts of the Agency and from the public.
- } Liaison and communication between the President's Office and senior management in the Agency, senior officials in central agencies and other federal and provincial departments and agencies, Members of Parliament, the media and the public.
- } Monitoring of international issues and the concerns of international bodies, interest groups and the public; and of the scientific, technical, economic and management aspects of the Agency.
- } Strategic plans for the President's Office to facilitate the decision-making process and achieve departmental objectives.
- } Policies, procedures and services associated with committees and correspondence, access to information, Cabinet liaison, Parliamentary relations and resource management.
- } Management of the resources and activities within the Secretariat.

Chief, Cabinet Liaison

The Chief of Cabinet Liaison is accountable to the Corporate Secretary for the provision of intelligence and advisory services to the Minister and the President in support of Cabinet duties and responsibilities.

Specific accountabilities include:

- } Analysis and intelligence on government-wide Cabinet issues for the Agency and related portfolio partners and ministerial staff.
 - } Advice on the preparation and handling of Cabinet documents for the Minister's presentation.
 - } Coordination and preparation of précis/ briefing material for the Minister on items discussed by Cabinet and Cabinet committees.
 - } Management and control of all Cabinet documents in the Agency.
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Coordinator, Access to Information and Privacy

The Coordinator of the Access to Information and Privacy Unit is accountable to the Corporate Secretary for the planning, direction, implementation and administration of the Access to Information and Privacy Acts (ATIP) program.

Specific accountabilities are:

- } CIDA's Annual Report to Parliament on ATIP activities and compliance.
- } Services to provide public access to Agency information while ensuring the protection of sensitive and personal information.
- } Management of procedures for the application of Treasury Board policies on information collection and security, such as registration of personal data banks, statistics and Info Source.
- } Advice to Agency staff on the protection of information within the Agency.
- } Liaison and consultation with other government departments, central agencies, private sector, the ATIP community, the Minister's Office and the President.

Chief, Parliamentary Relations

The Chief of Parliamentary Relations is accountable to the Corporate Secretary for the development of policies and procedures associated with Agency's parliamentary relations.

Specific accountabilities include:

- } Advice to Ministerial staff on CIDA mandate and activities.
- } Management of CIDA activities and responsibilities with respect to parliamentary committee business.
- } Management of information, to enhance the knowledge of Members of Parliament on international development, and to maintain liaison with other government departments.

Chief, Committees and Correspondence

The Chief of the Committees and Correspondence Unit is accountable to the Corporate Secretary for providing and directing a service to assist the President in the management and coordination of Agency executive level committees, and ministerial and presidential correspondence.

Specific accountabilities are:

- } Coordination of the logistics for responses to all correspondence addressed to the Minister and the President.
- } Quality control of all memoranda to the Minister and all documents for the President, and advice to Agency staff on all matters related to producing documents for the Minister and the President.
- } Secretariat services for Executive Committee, Policy Committee, Evaluation Review Board (for contracts) and Management Committee.

Chief, Resources Management

The Chief of Resources Management is accountable to the Corporate Secretary for the effective and efficient management of the resources of the Corporate Secretariat.

Specific accountabilities are:

- } Administrative services, advice and support in the areas of human resources, finance and budgeting, materiel management, records and information management, and monitoring of effectiveness of services provided.
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Human Resources and Corporate Services Branch

Vice-President

The Vice-President and Corporate Services Branch is accountable to the President for the development, implementation and monitoring of corporate service tools, mechanisms and practices for optimal management of CIDA's resources.

The Vice-President's specific accountabilities include:

- } Strategies, advice, programs and policies in the areas of: human resources, finance, contracting, administration and security, legal services, and information management and technology.
- } Adoption of best practices and quality service within the Agency in accordance with Treasury Board requirements.
- } Advice, guidance and corporate services to the President and other members of the Executive Committee on issues related to corporate functions.
- } Management of Branch resources and activities.

Director General of Finance

The Director General of Finance is accountable to the Vice-President for the overall quality and effectiveness of the Agency's financial functions.

Specific accountabilities are the following:

- } Management of a system of financial administration that will remain strategically linked to achieving Agency objectives and that will lay the foundations for good comptrollership.
 - } Advice, services and functional direction to Agency staff with respect to budget preparation, financial management practices and controls, accounting and financial reporting to ensure that financial responsibilities are properly exercised.
 - } Delivery of client-oriented services in the management of the financial components of operational initiatives undertaken by the Branch or at a corporate level.
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Director General of Contracting Management

The Director General of Contracting Management is accountable to the Vice-President for the management of contracting management policies and procedures within the Agency.

Specific accountabilities for this position are:

- } Policy and operational framework of CIDA's procurement function to meet the Agency's objectives.
- } Advice to the Minister, the President and the Privy Council Office on Agency procurement issues.
- } Advice and services to Agency staff on contract management.
- } Compilation and analysis of contractual information and statistics.
- } Services at point of entry for both the for-profit and not-for-profit sectors on how to do business with CIDA.
- } Contractual services to Agency branches that do not have contract officers.

Director General of Information Management and Technology

The Director General of Information Management and Technology (IMT) is accountable to the Vice-President for the management of information and technology in the Agency.

Specific accountabilities are:

- } Management of a dynamic, results-based IMT organization capable of responding to the Agency's corporate and operational IMT-related needs in the most effective, efficient and economic manner.
- } Advancement of the role of information and information technology as an integral component of Agency management.

Director General, Human Resources

The Director General, Human Resources is accountable to the Vice-President for the management of the Human Resources policies, practices and support services within the Agency.

Specific accountabilities are:

- } Management of the Agency's Human Resource Strategy, the HR policy framework, programs and services.
 - } Advice to Agency management and staff on human resource management issues/questions.
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Director, Administration and Security

The Director of Administration and Security is accountable to the Vice-President for management of administrative and security services and systems within the Agency.

Specific accountabilities include:

- } Management of corporate administration and security strategies, policies and operational framework.
- } Advice and services to Agency staff in the areas of accommodation; telecommunications; space and facilities management; asset management; physical, personnel and information security; and document and mail management.
- } Management of Agency audio-visual, graphic arts and editing services and support of internal communication mechanisms.
- } Information management advice and services within the Branch.

Legal Counsel

The Legal Counsel provides legal services according to CIDA's priorities and objectives, as defined in the Client Driven Services (CDS) Framework Agreement between the President of CIDA and the Deputy Minister of Justice.

Director, Coordination and Support Services

The Director of Coordination and Support Services is accountable to the Vice-President for the coordination and monitoring of Branch activities.

Specific accountabilities are:

- } Coordination and advice in support of Branch strategic planning, administration, general management and internal communications.
 - } Direction of Agency quality service initiatives.
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Performance Review Branch

Director General

The Director General of Performance Review Branch is accountable to the President for ensuring that the Agency develops and maintains the capacity to determine the effectiveness and efficiency of Agency policies, programs and operations, according to federal government policies and standards.

Specific accountabilities are the following:

- } Advice to the President and senior management with respect to assurance against risk, through independent and objective assessment of the Agency's policies, programs and operations.
- } Information and advice on the relevance, success and cost-effectiveness of the Agency's policies, programs and operations.
- } Methodological support provided to branches on performance measurement.
- } Policy approach to results-based management and assistance to branches in its implementation.
- } Strategic direction for audit, evaluation, performance review, performance measurement and results-based management; and its communication to the Agency.
- } Operational policy advice to the President and senior management in the areas of audit, evaluation, performance measurement and results-based management.
- } Management of Branch resources and functions.

Director of Evaluation

The Director of Evaluation is accountable to the Director General for the effective and efficient management of the functions of evaluation and performance review, and related methodological support to performance measurement in the Agency.

Specific accountabilities are:

- } Evaluations and performance reviews on key Agency policies, programs and projects with respect to their relevance, success and cost-effectiveness, and communication of the findings and conclusions to the President and senior management.
 - } Follow-up on the implementation of the recommendations from studies and reviews.
 - } Advice and methodological support provided to the Agency with respect to tools for monitoring, evaluation and performance measurement.
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- } Management of a Canadian resource pool for evaluation and performance review assignments.

Director of Internal Audit

The Director of Internal Audit is accountable to the Director General for the effective and efficient management of the functions of internal audit and special investigations in the Agency.

Specific accountabilities are:

- } Internal audits of the cost-effectiveness, reliability and integrity of information, prudence and probity, and compliance with statutes and policies of programs and operations in areas of significance or risk, and communication of the findings, conclusions and recommendations to the President and senior management.
- } Special investigations, as requested by senior management.
- } Follow-up on the implementation of the recommendations of internal audits.
- } Advice provided to the Agency with respect to internal control and risk management, internal audit and special investigation.
- } Management of a Canadian resource pool for audit assignments.

Director of Results-Based Management (RBM)

The Director of Results-Based Management is accountable to the Director General for the functional leadership in the implementation of the Results-Based Management policy.

Specific accountabilities are:

- } Advice provided to the Agency with respect to RBM.
- } RBM methods, techniques, tools and corporate training programs.

Performance Review Managers

Performance Review Managers are accountable to the Director of Evaluation for the conduct of evaluations and performance reviews of Agency policies, programs and operations.

Specific accountabilities include:

- } Sectoral or thematic performance reviews, evaluations and individual studies, and other evaluation products.
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- } CIDA's positions provided to the Agency, other government departments, and domestic and international partners, with respect to evaluation and performance review practice and results.

Internal Audit Managers

Internal Audit Managers are accountable to the Director of Internal Audit for the conduct of internal audits of Agency policies, programs and operations.

Specific accountabilities include:

- } Internal audits.
 - } CIDA's positions provided to the Agency, other government departments and domestic and international partners, with respect to internal audit practice and results.
 - } Advice to senior management on the results of special investigations requested.
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