Canadian International Development Agency
Agence canadienne de développement international

CIDA

CIDA's SUSTAINABLE DEVELOPMENT STRATEGY 2001-2003

AN AGENDA FOR CHANGE

Canada

CIDA's Sustainable Development Strategy 2001-2003

An Agenda for Change

"A vision without action is just a dream;
an action without vision just passes time;
a vision with an action changes the world."

—Nelson Mandela

February 2001

Produced by the Canadian International Development Agency (CIDA)

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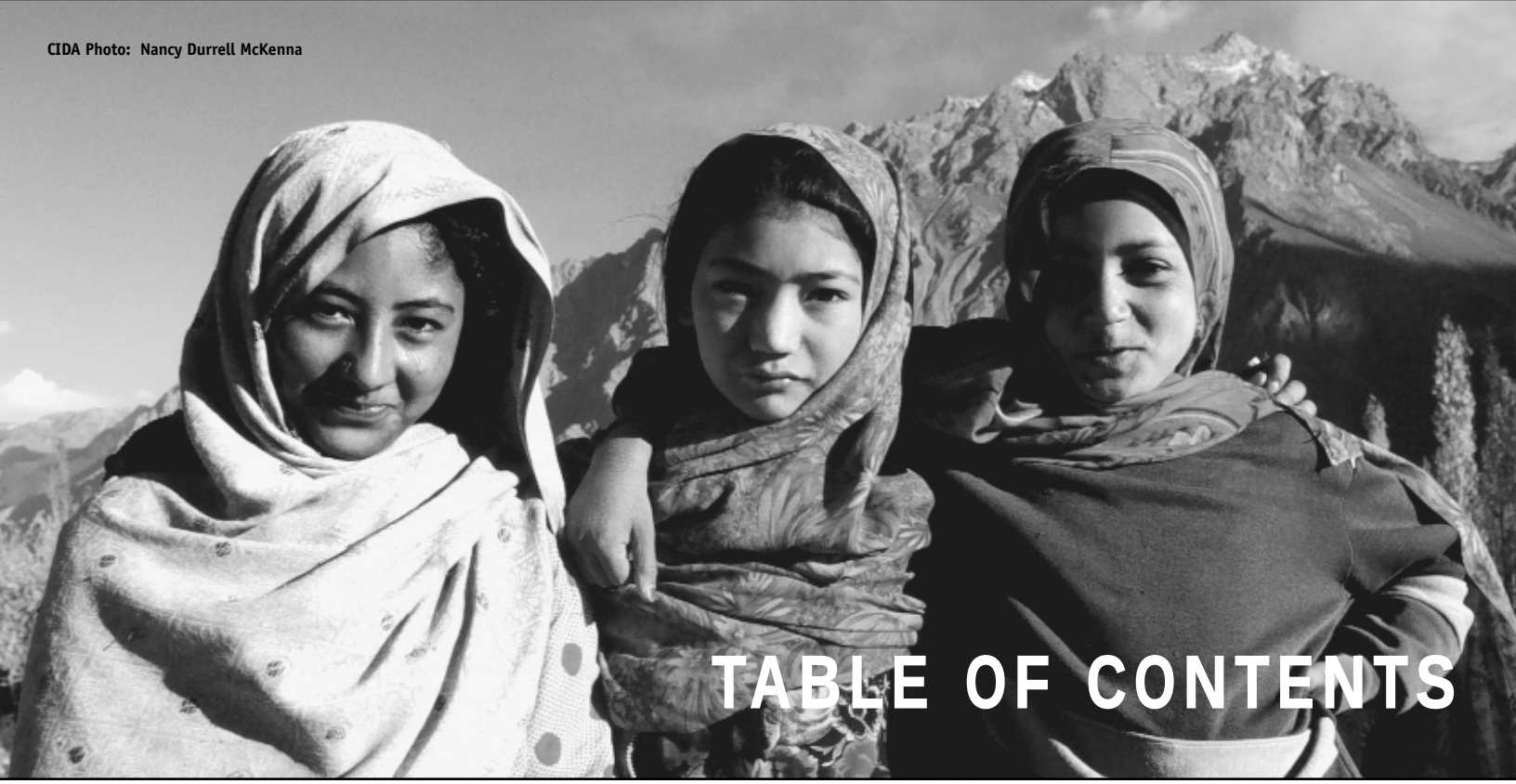

CIDA Photo: Nancy Durrell McKenna

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Minister's message

As Minister for International Cooperation, I am pleased to introduce the 2001-2003 Sustainable Development Strategy for the Canadian International Development Agency (CIDA).

As the Minister of the government organization responsible for delivering most of Canada's official development assistance (ODA), and for our official assistance to countries in transition, I am committed to having CIDA lead by example in its promotion of poverty reduction and sustainable development.

Over the past 50 years, there has been tremendous change in the developing world. Overall, this change has been for the better, and Canadians can be proud of their contribution to it, both through individual involvement and through Canadian organizations like CIDA and its partners.

This half-century of experience has resulted in a broad consensus—unprecedented in the history of development cooperation—on what makes development effective. The consensus embraces a comprehensive approach to sustainable development that recognizes its economic, social, political, environmental, and cultural dimensions. A key element in this consensus is the recognition that developing countries must drive their own development.

CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change builds on this greater understanding of what makes development work and our own processes of change in CIDA, which look forward to new approaches in development programming and which will lead to greater impact and effectiveness.

Canada's foreign policy objectives reflect our potential to influence global change and to benefit from the opportunities offered by this change. International assistance is an investment in prosperity and employment and contributes to global security. Just as importantly, it is one of the clearest expressions of Canadian values and culture—of our desire to help the less fortunate and our strong sense of social justice. Development cooperation is so much more than a helping hand to our global neighbours. It is a dynamic reflection of the deeply intertwined and constantly evolving forces operating among nations and their peoples, and of Canada's role as a responsible member of the world family.

In September 2000, I announced *CIDA's Social Development Priorities: A Framework for Action*. The Framework provides for increased resources devoted to health and nutrition, basic education, HIV/AIDS,

and child protection, with gender equality as an integral part of all these priority areas. These will strengthen CIDA's efforts in our basic human needs priority, and will contribute to Canada's human-rights and human-security agenda.

The Framework for Action is an integral part of CIDA's Sustainable Development Strategy, committing the Agency to an aggressive five-year investment plan for the four priority areas. I believe CIDA's Strategy will make Canada's development cooperation program even more effective in building a better quality of life for some of the poorest and most marginalized people in the world.

Maria Minna
Minister for International Cooperation

President's message

Sustainable development is at the core of CIDA's mandate. *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change* focusses on supporting sustainable development in developing countries and those in transition in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world.

Our Sustainable Development Strategy is important—it is an expression of what lies at the heart of our work in development cooperation. Like its predecessor in 1997, this strategy is firmly rooted in Canadian values such as respect for human rights and gender equality. It has been developed within a context which recognizes that Canadian domestic interests are also served by measures that address our global interdependence.

Our Strategy for 2001-2003 focusses on two main thrusts for CIDA. The first emphasizes strengthened integration and coordination of CIDA's development programming with its sustainable development policy framework. In this respect, the Strategy provides a blueprint for linking and supporting our various initiatives for change, as well as building strong partnerships and improving internal processes and capacities. It will guide our program development and implementation, and our participation in international policy discussion. The Strategy is designed to bolster our efforts in support of the sustainable-development activities in our partner countries, in cooperation with our Canadian partners.

The Strategy's second main thrust aims to establish and ensure the fostering of a regime of continuous learning within the Agency that is based on innovative methods of knowledge-sharing and management. Within the context of both of these principal themes, the Strategy recognizes the importance of achieving our goals through close cooperation and progressive partnerships with both Canadian and international organizations, with developing countries and the governments of countries in transition, as well as with civil society and the private sector, while learning and developing with them.

The Strategy integrates the Agency's major planning initiatives into an overview of CIDA's operational priorities, the management challenges it faces, and further work that needs to be done over the next three years. It serves also as an important foundation for CIDA's future focus and direction that will be articulated through our long-term review. The long-term review will address some important questions related to how CIDA can strengthen the development effectiveness of its policy and program interventions. It will examine both the requirements for more effective development cooperation, as well as

the means for more efficient program support and delivery. The review will guide our actions and influence our decision-making by identifying the key policy, program, and institutional changes CIDA must address to meet evolving development challenges in the new century.

CIDA is working to deliver the kind of international sustainable development cooperation that will be effective and equitable in the 21st century. These initiatives will position Canada as a world leader in addressing the key global challenges of poverty reduction and sustainable development.

Please visit CIDA's Web site at **www.acdi-cida.gc.ca** for more information concerning *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*.

Len Good
President
Canadian International Development Agency

Executive summary

CIDA's *raison d'être* is sustainable development. The Agency's development programs and projects, as well as its participation in multilateral initiatives, all aim to improve sustainably the quality of life for women and men, girls and boys, in the developing countries of Asia, Africa and the Middle East, and Latin America and the Caribbean, as well as in the countries in transition (CITs) of Central and Eastern Europe (CEE).

Canada enters the 21st century keenly aware of the pace of change—much of it shaped by globalization, but also by the need to address issues of poverty and inequity—in nearly every part of the world. Much of the change has been for the better, as globalization has helped to expand opportunities for millions of people around the world. All the main indicators of human well-being—life expectancy, child health, and education—show marked improvement, and there is good reason to believe that this progress will continue over the next decade. Most of this progress has been achieved through the efforts of developing countries and CITs themselves.

At the same time, the benefits of globalization have been shared unevenly, and many substantial challenges remain. Poverty is a persistent and daunting challenge. The widening gap between rich and poor, the abuse of human rights, and severe environmental degradation threaten to undermine progress. The development situation in Africa remains the most challenging, with slow economic growth, brutal conflict, and HIV/AIDS. Despite rapid growth in several Asian countries, Asia continues to house half of the world's poor. Latin America and the Caribbean have seen a return to growth after the "lost decade" of the 1980s, but it has not been growth with equity. The picture is also mixed in the countries of the former Soviet bloc, where some have made good progress in the shift to more democratic forms of government and the transition to market economies, while others remain flashpoints for conflict.

In responding to these complex and diverse challenges, CIDA's fundamental mandate set out in *Canada in the World* remains relevant. It is a mandate with firm roots in Canadians' values of social justice and of helping those who are poor, set in a context which recognizes that Canadian interests are also served by measures that serve our global interdependence. In *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*, we build on this strong foundation.

At the same time, CIDA's programs and policies must continue to evolve to reflect knowledge, accumulated over the last half-century, on how to deliver development assistance more effectively. The challenges posed by globalization and the need to reduce poverty point clearly to the need for more effective international cooperation.

CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change demonstrates the process of change and renewal which we have undertaken—our objectives and the priorities we believe we need to address, as a development agency, to most effectively meet the evolving development challenges in the 21st century. Our Strategy draws on the skills and expertise of many development partners—in Canada, within the international community, and in the developing countries and CITs themselves.

The Strategy has two development policy and program goals, and one management goal:

- to support sustainable development in developing countries in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world;

- to support democratic development and economic liberalization in Central and Eastern Europe by building mutually beneficial partnerships; and
- to apply a management-system approach based on continual improvement in implementing CIDA's sustainable development mandate.

These goals are addressed through a number of policy and program objectives:

- to reinforce CIDA's capacity to contribute to sustainable development in developing countries and CITs;
- to improve programming for poverty reduction;
- to engage developing countries and CITs in global sustainable development challenges;
- to strengthen CIDA's and our partners' policy influence;
- to establish CIDA as a leading sustainable-development, knowledge-based organization; and
- to strengthen Canadians' engagement and support for international assistance.

The following objectives focus on management systems and structures:

- to strengthen strategic planning and integrated decision-making;
- to strengthen accountability and management services in support of CIDA's sustainable development mandate; and
- to strengthen management processes to ensure continued compliance with relevant environmental legislation.

These objectives are elaborated through a set of strategies and priority actions designed to achieve the short-term intermediate results and long-term strategic results presented in our Strategy. The text of the Strategy and the accompanying appendices describe these strategies, actions, and results, which will be used to monitor and report on our progress in achieving them.

CIDA Photo: Pierre St-Jacques

CIDA's Strategy reflects continuing discussions with a wide range of development partners on a number of development issues, as well as views expressed during our consultation specifically addressing *CIDA's Sustainable Development Strategy 2001-2003*. The Strategy was developed by an Agency-wide task force expressly formed for this purpose, and was approved by CIDA's Executive Committee. Task force members contributed thoughtful reflection, insight, and critical analysis to the Strategy's development, as well as energy, enthusiasm, and a profound commitment to developing and implementing a useful and value-added Strategy.

The Agency is committed to working with its Canadian, international, and developing-country and CIT partners in implementing, assessing, and updating, as necessary, *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*, to more effectively deliver Canada's development cooperation program.

CIDA Photo: Cindy Andrew

CIDA's Sustainable Development Strategy 2001-2003

Goals	Objectives	Strategies
To support sustainable development in developing countries in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world. To support democratic development and economic liberalization in Central and Eastern Europe by building mutually beneficial partnerships. To apply a management-system approach based on continual improvement in implementing CIDA's sustainable development mandate.	**1.** To reinforce CIDA's capacity to contribute to equitable and environmentally sustainable growth in developing countries and countries in transition (CITs) which strengthens the economic, political, and socio-cultural capabilities of women and men, girls and boys. **2.** To pursue improved programming approaches to poverty reduction as a concrete expression of Canada's commitment to the developing world's fundamental preoccupation. **3.** To constructively engage developing countries and CITs in addressing key global challenges—a clean environment, human rights and gender equality, economic prosperity, good health and education, and human security. **4.** To strengthen CIDA's policy influence, in Canada and internationally, to bring perspectives gained from working with developing countries and CITs to bear on key global challenges: a clean environment, human rights and gender equality, economic prosperity, good health and education, and human security. **5.** To establish CIDA as a leading sustainable-development, knowledge-based, and continuous-learning organization, in Canada and internationally. **6.** To build on and strengthen public understanding, support, and informed action by Canadians with respect to Canada's international development cooperation program. **7.** To strengthen Agency strategic planning and integrated decision-making. **8.** To strengthen accountability and align corporate services to achieve CIDA's sustainable development mandate. **9.** To strengthen CIDA management processes, ensuring continued compliance with relevant environmental legislation.	**1.** Conduct a long-term review, within the parameters of CIDA's existing mandate, of the key policy, program, and institutional changes which the Agency must address to meet evolving development challenges in the 21st century. **2.1** Translate the vision and principles outlined in *CIDA's Social Development Priorities: A Framework for Action* into an effective program for CIDA action. **2.2** Strengthen the poverty-reduction focus of CIDA policies, programs, and projects in developing countries and CITs (in the context of the CEE mandate) to build their capacity to address poverty and inequity in an environmentally sustainable manner. **3.1** Forge sound, productive partnerships with developing-country and CIT partners. **3.2** Strengthen the capacity of developing countries and CITs to negotiate and implement multilateral trade, human rights, and environmental agreements. **4.1** Strengthen Agency policy and analytical capability so that CIDA, with its partners, can play an effective, informed, and credible role in international policy discussions addressing key global challenges. **4.2** Promote informed positions on key development issues with developing-country and CIT partners, other donors, multilateral organizations and institutions, other government departments, and Canadian stakeholders. **5.** Improve the creation, sharing, and application of knowledge within CIDA and between CIDA and its partners. **6.** Establish a long-term approach to influencing the opinions and attitudes of Canadians pertaining to development by taking advantage of new opportunities arising from CIDA's expanding mandate and Canada's evolving role on the world stage. **7.** Ensure a more coherent and explicit integrated strategic planning and resource allocation process throughout the Agency. **8.1** Incorporate a continual improvement management system approach throughout the Agency: "PLAN - DO - CHECK - LEARN - REVISE." **8.2** Effectively align management and corporate services (human resources, finance, information management and technology, contracting management) to mandate this achievement. **9.1** Ensure Agency adherence to the *Canadian Environmental Assessment Act* (CEAA). **9.2** Strengthen Agency-wide commitment to stewardship and conservation.

Introduction

CIDA's mandate, as the lead organization responsible for Canadian international development cooperation, is sustainable development. In 1997, CIDA's first strategy, *Our Commitment to Sustainable Development*, articulated CIDA's vision for self-sustaining development and committed us to enhancing: our ability to acquire, share, and use knowledge; our working relationships with our partners; our ability to learn from experience; our partners' and our own skills; the coherence of our policies and programs; coordination among donor initiatives; and our ability to demonstrate results.

CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change builds on this legacy. In response to the complex and diverse challenges of globalization, the Strategy also begins to address those changes to our development cooperation program that will enable us to meet most effectively the realities of an increasingly interdependent world.

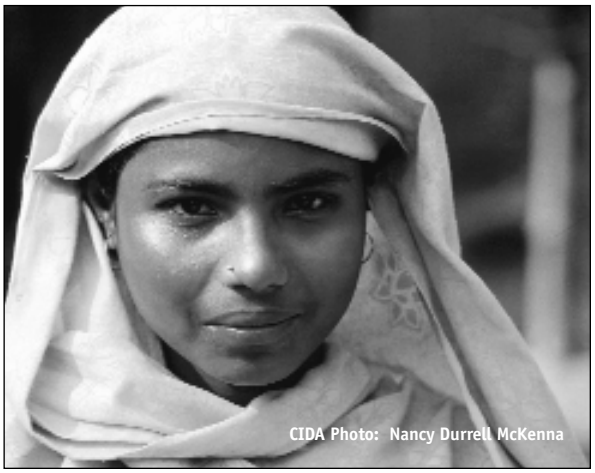
"Sustainable development does not define a particular path for development, but focusses on what would enhance the quality of life. It requires the capacity to adapt to constantly changing conditions, as well as the flexibility to work with uncertainty, and with differences in local conditions and in public expectations shaped by culture, values and experience. Above all, it is participatory, ensuring that local communities and individuals have substantive input into designing and implementing development programs and projects. Only when local people have a sense of ownership and personal investment in their own development will they have a stake in ensuring its long-term sustainability."

***Our Commitment to Sustainable Development,* 1997**

The Strategy shows that our understanding of sustainable development will continue to evolve—our approach to sustainable development is dynamic, and our Strategy, as a living document, reflects this dynamism. Reflecting the centrality of sustainable development in all of CIDA's work, we will be integrating the Strategy into our business cycle. Our Strategy will become the strategic and unifying business plan for the Agency. It is our key means to better align our work with our mandate, as it sets out our short- to medium-term objectives and the results we hope to obtain.

The Strategy is also intended as a platform for review and thoughtful change—it can be refined in response to changing conditions and increasing knowledge. Thus, our Strategy gives us our three-year strategic framework, but we will revisit and revise its actions annually, as experience warrants.

Finally, CIDA's Strategy 2001-2003 sets the foundation for addressing the longer term changes of evolving development challenges in the 21st century.



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CIDA's mandate and policy framework

The foreign-policy context

The Government's foreign policy statement, *Canada in the World*, was tabled in Parliament in February 1995, following a foreign-policy review which involved extensive public consultations. It reflects Canada's potential to influence global change and to benefit from the opportunities offered by this change.

Canada in the World treats foreign policy as an integrated whole, in which international assistance —like trade and diplomacy—is seen as part of a larger policy which seeks to achieve three broad, overarching objectives. International assistance:

- is an investment in **prosperity and employment**. In the long run, international assistance promotes social and economic growth in developing countries and countries in transition (CITs), which contributes to a stronger global economy in which Canadians and other peoples can grow and prosper. It connects the Canadian economy to some of the world's fastest growing markets—the markets of the developing world—and to the transitional economies of Central and Eastern Europe;

- contributes to **global security**, and Canada's long-term security, by tackling many key threats to human security, such as the abuse of human rights, disease, environmental degradation, population growth, and the widening gap between rich and poor. It also supports initiatives aimed at preventing conflict or restoring peace in war-torn societies;

- is one of the clearest international expressions of **Canadian values and culture**—of Canadians' desire to help the less fortunate and of their strong sense of social justice, democratic governance, and participatory government. It is also an effective means of sharing these values with the rest of the world, for example, through CIDA's support for human rights and gender equality. CIDA's support for La Francophonie and the Commonwealth is an expression of Canada's bicultural nature, and the Agency's programming in a very wide range of countries reflects the increasingly multicultural nature of Canadian society.

Finally, international assistance is a source of national pride and a force for national unity. Through the development cooperation program, Canadians reaffirm and reinforce the beliefs they have in common as a society which help bind them together.

International assistance: Mandate and priorities

Canada in the World sets out a clear **mandate** for official development assistance (ODA), and offers a focus by establishing six priorities to guide ODA programming:

The purpose of Canada's official development assistance is to support sustainable development in developing countries, in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world.

Sustainable development has been at the core of CIDA's work for a number of years. The Agency has worked to address the challenges raised by the report of the Brundtland Commission, including the need to support continued growth in developing countries in ways which are more equitable and ecologically sustainable. CIDA has incorporated sustainable development into its policies, based on its substantial experience with integrating the economic, social, political, environmental, and cultural aspects of development.

Based on its sustainable development mandate, CIDA developed a poverty-reduction strategy which commits the Agency to making poverty reduction a key element of each of its six ODA program priorities:

- **basic human needs**, to meet the needs of people living in poverty in primary health care, basic education, family planning, nutrition, water and sanitation, and shelter, as well as to respond to emergencies with humanitarian assistance—*Canada in the World* commits the Government to providing 25 percent of its ODA to basic human needs;
- **gender equality**, to support the achievement of equality between women and men to ensure sustainable development;
- **infrastructure services**, to help developing countries deliver environmentally sound infrastructure services—for example, rural electricity and communications—with an emphasis on poorer groups and on building capacity;
- **human rights, democracy, and good governance**, to increase respect for human rights, including children's rights, to support democracy and responsible government, and to strengthen civil society;
- **private-sector development**, to promote sustained and equitable economic growth by supporting private-sector development in developing countries and organizations which are working in micro-enterprise and small-business development to promote income generation; and
- **environment**, to help developing countries protect their environment and contribute to addressing global and regional environmental issues.

CIDA Photo: Carol Hart

CIDA's mandate also includes working with the countries in transition (CITs) of Central and Eastern Europe (CEE):

To support democratic development and economic liberalization in Central and Eastern Europe and the newly independent states by building mutually beneficial partnerships.

Programming in CEE has the following four priorities:

- to assist in the **transition to market-based economies;**
- 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**.

International development cooperation: Diverse, complex, and connected challenges

Change for the better

Over the past 50 years, there has been tremendous change in the developing world—much of it shaped by globalization. Overall, this change has been for the better. The developing world as a whole enjoys far higher standards of living today than it did a half-century ago. For example:

- life expectancy has jumped from 46 years to 63 years;
- infant mortality has dropped from nearly 150 per 1,000 births to under 60;
- the population with access to safe water rose from 41 percent in 1975 to nearly 70 percent in 1996;
- adult literacy jumped by 50 percent in the last two decades, and primary school enrolments are now at very high levels; and
- birth rates have dropped dramatically in almost every country (from over 6 births per woman in the 1950s to 3.6 births, and still dropping).

A number of developing countries have also made significant progress on the economic front. Some now produce consumer goods that rival those of the industrial world. Overall, per-capita gross domestic product (GDP) in developing countries nearly tripled between 1960 and 1993 (from $330 in the 1960s to $823 in 1993). Developing countries also now account for about 25 percent of world merchandise trade.

This economic progress has been accompanied by a dramatic surge in private capital flows to developing countries, although these flows have been concentrated in just a few. In the 1970s and 1980s, official finance comprised half of all capital going to developing countries. By 1996, this share had fallen to one-quarter, with private flows reaching $250 billion.

There has also been a strong trend towards democratization in the developing world and in Central and Eastern Europe. The fall of communism has led to greater political openness in the former Soviet bloc. The Americas have also seen substantial democratization, with the transition from longstanding dictatorships in the Southern Cone and the gradual emergence from conflict and repression in Central America. There has also been progress in some African countries—most notably in South Africa, with the demise of apartheid—but democracy remains fragile on the continent.

Overall, then, globalization has helped to expand opportunities for millions of people around the world. Some countries that were once poor have become wealthy, and are able to offer their citizens far better standards of living than was the case just 30 years ago. More people live under democracy than ever before, and it is increasingly difficult for repressive regimes to abuse their populations at will, in silence, and without the risk of international sanction. The past 50 years have also seen the establishment of the institutions and rules that will be required for effective global governance in the century ahead.

But the benefits have been shared unevenly and poverty remains

At the same time, the benefits of globalization have been shared unevenly across the developing world, and many substantial challenges remain. Poverty is an ongoing and daunting challenge, particularly for women and girls, due to persistent gender inequalities. Children are often particularly disadvantaged. Although the proportion of people living in poverty is shrinking, population growth in poor countries means the actual number of poor people is rising. Overall, about 1.5 billion people now live in absolute

poverty—on less than US$1 a day—up from 1.2 billion in 1987. By 2015, that number may reach 1.9 billion. The gap between rich and poor has also grown. Today, the richest fifth of the world's population receives 85 percent of total world income. The poorest fifth receives just 1.4 percent of this total.

This gap between rich and poor is also being mirrored in the new information economy. A digital divide is emerging between North and South. Industrialized economies are moving toward greater dependence on increasingly sophisticated information technologies. Yet, more than half of humanity has never used a telephone, and there are more telephones on the island of Montréal than in all of Bangladesh. Debt burden also continue to pose significant obstacles for the poorest countries, and access to private capital flows is limited to a few developing states.

The development situation in Africa remains the most challenging. Many African countries, especially in sub-Saharan Africa, have been burdened with slow economic growth and, in many cases, brutal conflict. HIV/AIDS is having a growing impact on the continent; by 1997, it had resulted in a decline in life expectancy in some countries to pre-1980 levels. In Africa, progress towards resolving these and other challenges is hindered by inadequate capacity, particularly within government, to foster sustainable development.

Many other challenges face other parts of the developing world. Despite rapid growth in several Asian countries, Asia continues to house half of the world's poor women and men. Even its more advanced economies remain vulnerable to economic setbacks, as evidenced in the recent financial crisis. Latin America and the Caribbean have seen a return to growth after the "lost decade" of the 1980s, but it has not been growth with

The development principles underlying the international development goals

The following principles are set out in the Organisation for Economic Co-operation and Development (OECD) document called *Shaping the 21st Century*:

- **Effective partnerships** between partner countries and external partners, through which development programs are delivered, and which clearly reflect partners' shared objectives and respective contributions.
- **Local ownership,** which means that development strategies must be developed by partner countries and reflect their priorities, rather than the priorities of donors. This implies a strong focus, where needed, on strengthening the capacity of developing countries and CITs to plan and manage their own development. Local ownership is seen both as a way to ensure that donor efforts do respond to local priorities, and that programs or initiatives supported through development cooperation programs will be sustainable over time, particularly once donor investments wind down.
- **Improved donor coordination** with partner countries bearing the main responsibility for coordinating their development cooperation, although external partners also have a strong role to play in ensuring their development programs work in complementary fashions. In cases where capacity is weak, donors—bilateral and multilateral—continue to encourage the use of regular fora for coordination and to ensure local participation.
- **A results-based approach** with improved monitoring and evaluation of development programs.
- **Greater coherence** in those "non-aid" policies of industrialized countries that can have profound effects on the developing world; for example, policies on trade, investment, and technology transfer.

equity, and enormous disparities in wealth could undermine the prospects for sustainable growth and continued democratization. Many of the small countries of the Caribbean remain very vulnerable to major global trends, such as the loss of trade preferences, climate change, and international crime, with the potential to undermine democratic governments and increase poverty levels.

The picture is also mixed in the countries of the former Soviet bloc. Some have made good progress in shifting to more democratic forms of government and in the transition to market economies. At the same time, the former Yugoslavia remains a flashpoint for conflict, and trends in Russia point to precipitously declining standards of living and an overall reduction in population.

While the extent of these challenges should not be underestimated, it is also important to bear in mind that the main story for the developing world over the past half-century has been one of progress. Many of the main indicators of human well-being—life expectancy, child health, and education—show improvement, although others, like maternal mortality, do not. There is good reason to think that progress will continue over the next decade. It is worth noting that most of this progress has been achieved through the efforts of developing countries themselves.

Significant learning has taken place

One factor weighing in favour of continuing progress is the significant learning process that has taken place in development thinking and practice. Early development planners had little experience or research to go on, and their efforts were influenced by the inappropriate example of European reconstruction. Today, development agencies have more than 50 years of experience to draw on, and a significant body of research concerning what makes development cooper-

ation effective. Over the past decade, these lessons—accumulated, tested, and adapted—have been drawn together into a comprehensive model of development.

While experience suggests our understanding of development will continue to grow, that there will always be new lessons to learn, and that development remains a long-term process, the comprehensive development model now being explored by donor and recipient countries is grounded in a much more substantial body of evidence than was available to development planners even a decade ago. There is thus good reason to think that it offers developing countries and CITs, and their partners in the developed world, approaches to development that hold out heightened potential for support.

Views are converging on the most effective approaches to development programming, and a consensus was reached on a set of targets for international development and the principles for effective programming. This consensus is set out most clearly in the Organisation for Economic Co-operation and Development (OECD) document called *Shaping the 21st Century: The Contribution of Development Cooperation*, a 1996 document which has been endorsed by the G-7, the United Nations (UN), the World Bank, and the International Monetary Fund (IMF).

The international development goals

The targets that make up one element of this consensus are known as the international development goals, which are set out in *Shaping the 21st Century*. They are:

- a reduction by half in the proportion of people living in extreme poverty between 1990 and 2015;
- universal primary education in all countries by 2015;
- demonstrated progress towards gender equality by eliminating gender disparity in primary and secondary education by 2005;
- a reduction by two-thirds in the mortality rates for infants and children under 5, and a reduction by three-fourths in maternal mortality by 2015;
- access through the primary health-care system to reproductive health services for all individuals of appropriate ages by 2015; and
- the implementation of national strategies for sustainable development by 2005.

Effective development programming approaches

This consensus is supported by a growing convergence of views on the most effective programming approaches for development cooperation. These new approaches are based on a more holistic view of development, which stands in contrast to earlier models that tended to focus on narrower aid strategies:

- **Striking a balance.** A balance must be struck between working at both the macro- and micro-levels. This means, for example, looking at current account balances and trade policies—the macro—while also investing in social services and safety nets—the micro. This has influenced the work of institutions that have traditionally been known for their preoccupation with macro-policies alone. In the case of the IMF, this has meant working not only at the level of policy reform, but looking as well at measures to reduce poverty and ease the burden of adjustment on the poor. This approach is embodied in the approach to poverty reduction set out in the World Bank's *World Development Report 2000/2001: Attacking Poverty,* which notes that societies that discriminate based on gender pay the price with more poverty, slower growth, and a lower quality of life.

- **Timing**. Timing is critical, particularly when change is being fostered in both the political and economic realms. For example, capital account liberalization should not be undertaken in the absence of sound systems for financial regulation. In the political arena, this means that democratization means more than holding elections; it also requires developing the conditions for democracy, such as building the capacity of civil society, the development of rule of law, and respect for human rights.

- **Broad-based approaches**. The comprehensive model recognizes the importance of taking full account of the economic, social, political, environmental, and cultural dimensions of development. This means looking at the economic and physical infrastructure of a country, its social infrastructure—e.g., health, education, social safety nets—and the institutional infrastructure—public service, legal systems, regulatory bodies—using gender analysis.

- **Human rights, democracy, and good governance**. The broad setting for development must be sound. Governance is particularly important; that is, the way a country is governed and the soundness of its laws, regulations, and institutions have a profound effect on development success and the effectiveness of development cooperation investments. The importance of governance to aid success has been demonstrated most compellingly in the World Bank's 1998 research report, *Assessing Aid*, which showed that good governance and a sound policy environment were the most important determinants of aid effectiveness and development progress.

- **Engaging civil society**. This comprehensive model also recognizes the importance of engaging civil society in all aspects of development. One of the clearest lessons of development experience is that participation must be an integral feature of the selection, design, and implementation of development interventions. A healthy civil society helps make informed participation possible, particularly at the local levels. It is also an important element in supporting democratization and improved governance in developing countries, and in those countries in Central and Eastern Europe that are emerging from decades of statism and central planning.

CIDA Photo: Stephanie Colvey

Facing the challenge

For more than three decades, CIDA has pursued a development mandate in countries in Africa and the Middle East, Latin America and the Caribbean, and Asia. More recently, in 1995, it also assumed responsibility for international assistance programs in the countries of the former Soviet bloc—the countries in transition. Over this 30-year period, CIDA established a reputation for excellence in a number of areas, and was viewed by other donor organizations as one of the more innovative development cooperation agencies. It has been recognized for its leadership on gender equality in development, and for involving non-governmental organizations, institutions, and the private sector in its programming. CIDA was also an early advocate of incorporating environmental dimensions in development pro-gramming, and some of its work on environment and development in Southeast Asia in the 1980s and 1990s was seen as state-of-the-art environmental programming and was emulated by other donor agencies.

Today, CIDA is undertaking a process of change and renewal that builds on these strengths, and looks forward to new approaches to development programming that offer the hope of increased impact and effectiveness. As a first step, CIDA released *CIDA's Social Development Priorities: A Framework for Action* in September 2000. This Framework focusses a much greater share of the Agency's resources on four areas fundamental to development progress: health and nutrition, basic education, HIV/AIDS, and child protection, with gender equality as an integral part of all these priority areas. This is an important step in focussing CIDA's efforts on those basic areas of human need where development investments often have the most far-reaching impacts.

CIDA Photo: Roger LeMoyne

CIDA has also initiated a complementary longer term review which explores new approaches that offer ways to increase the effectiveness of Canada's development cooperation program, and ensure its continuing relevance in a world driven by increasing globalization.

Finally, the Agency has developed *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*.

CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change

CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change reflects the emerging consensus on the targets for international development and their underlying principles, as well as the approaches for effective development programming. The Strategy demonstrates the process of change and renewal which we have undertaken—the objectives and priority actions in support of these objectives that we believe we need to address, as a development agency, to most effectively meet the evolving development challenges in the 21st century. We have found that developing our Strategy provided us with a unique opportunity to bring together the various change processes we have in play, in order to have a greater coherence between our mandate and all of our activities. Our Strategy draws on the skills and expertise of many development partners—in Canada within the international community, and in the developing countries and CITs themselves.

The Strategy shows that our understanding of sustainable development will continue to evolve —our approach to sustainable development is dynamic, and our Strategy, as a living document, reflects this dynamism. Reflecting the centrality of sustainable development in all of CIDA's work, we will be integrating the Strategy into our business cycle. *CIDA's Sustainable Development Strategy 2001-2003* will become the Agency's strategic business plan, against which we will report on our progress to Parliament through our annual Departmental Performance Report. In this way, the Strategy gives us our three-year strategic framework, but we will revisit and revise its actions annually, as experience warrants. The Strategy is our key means to better align our work with our mandate—it sets out our short- to medium-term objectives and the results we hope to obtain, and it allows us to identify the coherence gaps that reduce our effectiveness in achieving our objectives. It sets the framework for allocating our resources, and for our accountability through Parliament to Canadians.

Finally, the Strategy provides a framework within which to integrate the results of our long-term review. These results will nourish the next edition of CIDA's Sustainable Development Strategy in 2003, and will identify new approaches to development programming that will further increase its impact and effectiveness.

The goals of CIDA's Strategy

CIDA's mandate, as the lead government organization responsible for Canadian development cooperation, is sustainable development. Precisely because it is our mandate, we chose it and its articulation for countries in transition (CITs) as our two long-term policy and program goals for *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*. In addition, we chose a third long-term goal specifically related to the Agency's management systems and structures. (Please refer to Appendix 1, "Framework for CIDA's Sustainable Development Strategy 2001-2003," for a comprehensive overview of our Strategy.)

The two long-term development **policy and program** goals for the Strategy are:

- **to support sustainable development in developing countries in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world; and**

- **to support democratic development and economic liberalization in Central and Eastern Europe by building mutually beneficial partnerships.**

We chose the following as our long-term goal for **management systems and structures**:

- **to apply a management-system approach based on continual improvement in implementing CIDA's sustainable development mandate.**

These three long-term goals are supported by objectives, strategies, actions, and results, as described in the following sections. Our six policy and program objectives reflect the specific areas in which we believe our development capacity must be strengthened to more effectively achieve our development goals, and for CIDA to remain credible with partner countries, other development agencies, and the Canadian public. Our three management objectives demonstrate our desire to continually improve our performance through new ideas, knowledge, and insights.

Objectives, strategies, actions, and results

***Objective 1*: To reinforce CIDA's capacity to contribute to equitable and environmentally sustainable growth in developing countries and CITs that strengthens the economic, political, and socio-cultural capabilities of women and men, girls and boys.**

Our Strategy earlier presented the diverse, complex, and connected challenges CIDA faces as an international development agency coming into the 21st century. We wish to draw on the lessons of 50 years of development cooperation and the knowledge CIDA has built up over the past 30 years, and take the opportunity to reorient our development cooperation program in ways that will allow us to deliver international assistance more effectively. This includes building on existing approaches proven to be effective, and adopting new approaches that promise increased development effectiveness.

Capacity development for sustainable development

CIDA initiatives are more sustainable when we focus our development cooperation efforts on working with our partner countries to strengthen their own capacities to:

- develop a sound policy framework which encourages stable, growing economies with full scope for a vigorous private sector and an adequate fiscal base;
- invest in social development, especially education, primary health care, and population activities;
- enhance the participation of civil society, and notably women, in economic and political life, and work to reduce social inequalities;
- strengthen good governance and public management, democratic accountability, the protection of human rights, and the rule of law;
- promote sustainable environmental practices; and
- address root causes of potential conflict, limiting military expenditure and targeting reconstruction and peacebuilding efforts toward longer term reconciliation and development.

CIDA has a strong reputation for delivering development cooperation programs in countries throughout the world, and it has been a leader in key areas of development programming—for example, in gender equality and civil-society engagement.

Our fundamental mandate set out in *Canada in the World* remains relevant. It is a mandate with firm roots in Canadians' values, set in a context which recognizes that Canadian interests are also served by measures that address our global interdependence. We will continue to build on this strong and respected foundation.

At the same time, CIDA's programs and policies must continue to evolve to reflect knowledge, accumulated over the last half-century, on how to

deliver aid more effectively. As well, the challenges posed by globalization point clearly to the need for more effective international cooperation and a more focussed sense of Canada's role and interests in the world.

Strategies

- To conduct a long-term review within the parameters of CIDA's existing mandate, in consulta-tion with Canadian partners and stakeholders, of the key policy, program, and institutional changes which the Agency must address to meet evolving development challenges in the 21st century.

Key actions

- Implement the results of CIDA's long-term review, called *Towards a Long-Term Strategy for Canada's International Assistance Program: A Framework for Consultation*.
- Update *CIDA's Sustainable Development Strategy 2001-2003* in light of the conclusions of the long-term review.
- With partners, continue to design, implement, and improve results-based development programs and projects in support of CIDA's international assistance priorities for developing countries and CITs.
- With Canadian partners, define the new and innovative partnership arrangements which will best support the implementation of the conclusions of the long-term review.
- With partners, pilot and replicate innovative, integrative, analytical tools and frameworks throughout CIDA's programs to better translate broad sustainable development concepts into planning and decision-making at the program and project levels.

CIDA Photo: Nancy Durrell McKenna

- Determine realistic and demonstrable CIDA contributions toward meeting the international development goals.

Desired results

Long-term strategic (six years)

- The economic, political, and socio-cultural capabilities of women and men, girls and boys, to meet adequate standards of human well-being are strengthened.

Near-term intermediate (three years)

- CIDA's capacity to contribute to equitable and environmentally sustainable growth in developing countries and CITs is reinforced.

Objective 2: **To pursue improved programming approaches for poverty reduction as a concrete expression of Canada's commitment to the developing world's fundamental need to reduce poverty and inequity.**

For many—though not all—developing countries, reducing poverty is the overriding concern of government. Even in countries where government commitment to poverty reduction is weak, the forces within society working for change—for example, civil society—are likely to focus their efforts on improving the lot of the poor.

Long-term sectoral impact at the country-program level

Substantial and lasting poverty reduction requires systemic change that demands not only well-designed programs but also consistent and sustained commitment and adequate funding. CIDA has been working in Bangladesh since 1975. Twenty-five years have shown the fruits of our long-term commitment and investment, as strong and sustainable development results are being achieved.

The **results we expected** when we entered into partnership with Bangladesh included improved access for the poor to health, education, shelter, food/nutrition, and water; improved institutional capacity for sustainable human development; and the ability of vulnerable groups to increase their productive activities.

The **results we've achieved**: Working closely with our partner, we see that our long-term involve-ment in the provision of basic human needs in Bangladesh continues to bear fruit at the policy, organizational, and individual levels. Twenty-five years of investment and involve-ment in health policy and health-sector reform by CIDA, in concert with other donors, has resulted in Bangladesh being ranked 88th out of 191 countries in terms of health-system performance. This is far above Bangladesh's economic ranking, and is undoubtedly due to the concerted efforts of Bangladesh and its donors. Advances in school enrolment and educational attainment are being achieved by the CIDA-supported Non-Formal Education Project, as more children, especially girls, move into the formal education system. CIDA-supported micro-finance programs have not only increased incomes for large numbers of poor people, but have also moved the sector towards greater overall sustainability and have enhanced the life skills and social standing of borrowers.

The Rural Maintenance Program works with women too poor to be reached by conventional means and, through a five-year program, increases their income-earning opportunities, integration, and social and political status in their communities.

A project with the Unitarian Service Committee of Canada (USC), which works with the poorest of the poor on 'social immunization,' has significantly reduced divorce, abandonment, and family violence. The project is now being replicated by 22 other non-governmental organizations (NGOs), without any financial support from CIDA or USC.

The NGO Policy Education Project was instrumental in drafting new legislative instruments on plant protection and biodiversity, while also working with small farmers to diversify and strengthen their agricultural practices and to increase their incomes.

Poverty reduction is the first of the international development goals. The primacy of poverty reduction to development cooperation and the comprehensive model is also reflected in World Bank and UN statements, and in the approach adopted by a number of other donor agencies.

Micro-finance and micro-enterprise development, poverty reduction, and sustainability

Over the last 15 years, CIDA has supported the development of ongoing **business development service** (BDS) delivery agents. BDS projects focus on establishing or strengthening an existing institution to deliver programs providing support to micro- and small enterprises that want to expand. The assistance can take a variety of forms, including training, technology, marketing assistance, firm-level counseling, or technical support. Its ultimate objective is to assist micro- and small enterprises to expand their revenues and profits and to create jobs. New employment for the poor and increased spending by the micro-enterprises in their communities are the primary links to poverty reduction.

The **Ghana Regional Appropriate Technology Industrial Service (GRATIS)** undertook technology and training support programs with existing firms. This has contributed to the creation of 2,000 direct jobs between 1994 and 1998, primarily in apprenticeships and textile training. The focus in the poorest parts of Ghana was on increasing the role of women in light manufacturing through provision of apprenticeship training—100 percent of women trained found jobs in their field. Average workers' real wages within GRATIS client firms were 1.34 times the national average. GRATIS client firms have improved their profitability, and GRATIS and its network of Intermediate Technology Training Units have steadily increased their reach of micro-, small, and medium enterprises that benefit from its programs.

For example, in its *World Development Report 2000/2001: Attacking Poverty,* the World Bank has again underlined the importance of focussing aid efforts on poverty reduction. Its report also introduces a fuller understanding of the many dimensions of poverty, and highlights the importance of expanding opportunity for the poor, empowering them—both women and men—to shape decisions about their own lives, and helping to improve their security against sickness, economic exclusion, and violence.

Central to Canadians' support for development cooperation is the firm belief that poverty reduction should lie at the heart of our efforts. This conviction is reflected in public expectations that our programs should be geared first and foremost to helping those living in poverty in the developing world.

CIDA's poverty-reduction strategy reflects the primacy of poverty reduction, and commits the Agency to making poverty reduction a key element of each of its six ODA program priorities.

Strategies

- To translate the vision and principles in *CIDA's Social Development Priorities: A Framework for Action* into an effective program for CIDA action.

- To strengthen the poverty-reduction focus of CIDA policies, programs, and projects to build developing-country and CIT capacity to reduce poverty and address inequity in an environmentally sustainable manner.

Key actions

- Develop and implement, in consultation with Canadian partners, the four action plans in support of *CIDA's Social Development Priorities:*

A Framework for Action (i.e., health and nutrition; basic education; HIV/AIDS; and child protection).

- Design and pilot, in select countries, new development programming frameworks and approaches in support of CIDA's ODA and CIT priorities.

- Update and implement CIDA's poverty-reduction strategy in light of developing-country and CIT priorities.

- Design and implement a facility for growth and poverty reduction.

Desired results

Long-term strategic (six years)

- Developing-country and CIT capacity is built to reduce poverty and inequities in an environmentally sustainable manner.

Near-term intermediate (three years)

- The vision and principles of *CIDA's Social Development Priorities: A Framework for Action* are translated into achievable action plans with developmental results and indicators consistent with the OECD's Development Assistance Committee (DAC) and country-specific targets.
- Lessons learned from piloting new development programming frameworks and approaches for poverty reduction are translated into improved program approaches for poverty reduction, as appropriate, throughout Agency programming.

***Objective 3*: To constructively engage developing countries and CITs in addressing key global challenges—a clean environment, human rights and gender equality, economic prosperity, good health and education, and human security.**

CIDA Photo: Nancy Durrell McKenna

Interdependence means that there are common interests among states in a wide array of issues: the environment, peace and security, health and the suppression of disease, economic and financial stability, migration, the reduction in the transmission of communicable diseases, and the control of transnational crime. All states have interests in these issues—which often have a strong values base—and advancing these interests requires, to a growing extent, improved international cooperation and more effective development partnerships.

The growing importance of developing countries and CITs addressing these global issues is also becoming more apparent. However, a number of factors make it difficult to engage developing countries and CITs in this agenda:

- For many—though not all—developing countries, reducing poverty is the overriding concern of government, not developing international laws and institutions on issues that may seem more remote from their priorities.

- Developing countries are often suspicious of the motives of industrialized countries in promoting global agreements and actions. Many developing countries feel that the industrialized world is asking them to live up to obligations they are not prepared to accept, and that their commitments to financing and technology transfer have not been adequately met.

- Market-access issues are a particular sore point with many developing countries. They often feel that the industrialized world preaches the virtues of trade liberalization and integration into the global economy, at the same time as it is reluctant to lower trade barriers, such as those on textiles and clothing, and reduce agricultural subsidies—both areas of vulnerability to the developed world but ones where poorer countries could benefit substantially.

- Both developing countries and CITs have identified their lack of capacity as a major obstacle to implementing multilateral environmental and trade agreements. There are many common elements to this among agreements, such as the lack of regulatory frameworks, scientific expertise, public-participation processes, and technical support. Analysis shows that the underlying problems of capacity relate to broader issues as well, including education, legal and administrative systems, and infrastructure needs.

To constructively engage developing countries and CITs in addressing key global issues, CIDA must develop and engage in ***more effective partnerships***.

Global climate change is one of the greatest environmental challenges of our time. Every individual around the world contributes to climate change and feels the effects of a warmer climate. A higher global temperature means a greater likelihood of more extreme weather, such as droughts, floods, and storms. It can also

CIDA Photo: Roger LeMoyne

increase the spread of certain diseases, disrupt agricultural production, and jeopardize infrastructure. Today, although industrialized countries are primarily responsible for green-house gas emissions, emissions in developing countries such as Brazil, China, and India are increasing, and are likely to surpass those of industrialized countries by 2020 if further action is not taken.

Many developing countries are reliant on agriculture. Food production is dependent on the weather and the fertility of the soil. With rainfall erratic and soil fertility often marginal, food production can become insufficient for a country's growing population. Poor soil management practices, increasing soil erosion, and deforestation further decrease the productive capacity of land that is already overused. An urgent need exists worldwide, but particularly in Africa, to support holistic and integrated approaches to reverse the rapid trend of land and water degradation, and to combat ***desertification***.

Developing countries' and CITs' ***domestic trade capacity*** must be strengthened to enable them to: take full advantage of the benefits offered by trade regimes; reduce poverty and inequity; better articulate and promote their interests in multilateral trade-related fora; and effectively implement existing trade agreements.

Strategies

- To forge sound, productive partnerships with developing-country and CIT partners.

- To strengthen the capacity of developing countries and CITs to negotiate and implement multilateral trade and environmental agreements.

Key actions

- Develop more effective partnerships across the range of CIDA development programs, projects, and initiatives with Canadian organizations and with developing-country and CIT governments, their civil societies, and their private sectors, as well as with other donors—all based on national and local ownership of development strategies, better donor coordination, and long-term commitment.

- Implement the Canada Climate Change Development Fund, in collaboration with other federal government departments (OGDs), aimed at reducing the causes of climate change, and helping developing countries and CITs adapt to the effects of climate change.

- Explore, with OGDs, the possibility of establishing similar capacity-development mechanisms for other global environmental issues, such as desertification and biodiversity.

- Develop, with other donors and in concert with OGDs, effective policy and programming approaches to building developing-country and CIT trade capacity, such as funding trade-related technical assistance projects; considering trade capacity-building in consultative group and other country/donor meetings; and developing coordinated Canadian responses to building trade capacity.

Desired results

Long-term strategic (six years)

- A select number of developing countries and CITs demonstrate capacity to successfully negotiate and implement multilateral trade and environmental agreements.

Near-term intermediate (three years)

- Long-term productive and coordinated development partnerships to address global issues in local and national development strategies are developed between CIDA, developing-country and CIT governments, civil society, and the private sector, in co-operation with other development agencies.
- Development partners and CIDA analyze and agree on priority global challenges to be addressed.

Gender equality policy implementation

In 1984, CIDA issued its first policy on Women in Development (WID) and demonstrated Canada's clear commitment to integrating gender issues in development. Based on a cycle of DO-LEARN-EVALUATE-RETHINK, the Policy has been updated several times since 1984. In 1998, the *WID and Gender Equity 1992-1995 Performance Review Report* concluded that policy implementation had not been sufficiently woven into the "fabric" of CIDA, and that defining results remained a challenge. CIDA's *1999 Assessment of Women in Development and Gender Equity in Evaluations* also concluded that, despite a solid corporate policy environment, the Agency's performance-review policy failed to outline explicit expectations for progress on gender equality.

These findings influenced the 1999 update of CIDA's **gender-equality policy,** which clearly delineates a corporate goal, objectives, and principles, and takes a results-oriented approach. It makes a commitment to develop the Agency's first performance review framework for a corporate policy, a framework for ensuring that Canada's development objectives for gender equality are clearly enunciated and effectively implemented, and that achievements are rigorously assessed.

***Objective 4*: To strengthen CIDA's policy influence, in Canada and internationally, to bring perspectives gained from working with developing countries and CITs to bear on key global challenges—a clean environment, human rights and gender equality, economic prosperity, good health and education, and human security.**

CIDA has a good record of developing innovative policies that have influenced other donors, international institutions, and partner countries. This is particularly the case for our approach to gender equality, where we have had an influence on how other DAC members understand and approach the issue. CIDA's work in the area of micro-finance reform has facilitated the establishment of the Consultative Group to Assist the Poorest (CGAP).

CIDA will build on this legacy to engage more proactively in the development of Canadian policy positions on global challenges.

We believe that CIDA, working with its Canadian partners, has a responsibility to ensure that the decisions of the federal government with respect to global issues are informed by a sound appreciation of the development context. To this end, CIDA and its Canadian partners must continue to invest in the development of their own policy capability and its articulation in a wide range of areas that include, but are not limited to: human rights, including the rights of children; health; human security; and the relationship between trade, finance, and economic growth and between trade, development, and the environment. CIDA and its Canadian partners must also continue to be prepared to intervene more energetically in providing advice on policy issues that may, in the past, have been driven largely by domestic interests. In doing so, CIDA will seek to work more effectively with OGDs that share responsibility for development issues, or that are becoming increasingly involved in the international dimensions of their mandates.

Strategies

- To strengthen Agency policy and analytical capability so that CIDA can plan an effective, informed, and credible role in international policy discussions addressing key global challenges.

- To promote informed positions on key development issues with developing-country and CIT partners, other donors, multilateral organizations and institutions, OGDs, and Canadian stakeholders.

Key actions

- Work with Canadian partners to build expertise in current and new areas reflected in this Strategy.

- Establish a sound policy base for CIDA's approach to human security.

- In collaboration with OGDs and other donors, develop and promote informed and credible policy positions in multilateral fora on health, the environment, trade, human security, and gender equality.

Desired results

Long-term strategic (six years)

- CIDA is recognized in Canada and internationally as an active, articulate, informed, and influential participant in policy discussions on key global challenges.
- CIDA's interlocuters, both domestic and international, demonstrate an awareness and understanding of developing-country and CIT perspectives on key global issues.

CIDA Photo: David Trattles

- Near-term intermediate (three years)
  - The policy and analytical capabilities of CIDA and its partners are enhanced with respect to health and education, human rights and gender equality, economic prosperity, human security, and the environment, from an integrated development perspective.

Objective 5: **To establish CIDA as a leading sustainable-development, knowledge-based, and continuous-learning organization in Canada and internationally.**

Privy Council Office recently tabled a paper which outlines the features of a learning organization:

Global knowledge

The Global Knowledge Partnership (GKP)—established following the Global Knowledge '97 Conference held in Toronto, hosted by Canada and the World Bank—is developing into a major initiative. Implementation of a three-year action plan, approved at the GKP-II Conference in Kuala Lumpur in March 2000, has begun to demonstrate the potential to facilitate the sharing of knowledge about how to use information, without which countries cannot operate effectively in this information age. More than 50 partners from developed countries, developing countries, and CITs—governments, NGOs, multilateral donors such as the World Bank, bilateral donors, academic and research institutions, and private-sector bodies—are already active members of this unique network. GKP is operating on the basis of three tracks: access, empowerment, and transforming governance. CIDA is the lead organization for Canada's participation in GKP, and hopes to improve opportunities to harness knowledge for all partners involved in the development process.

"A learning organization is characterized by its ability to continually improve performance through new ideas, knowledge and insights. It is able to constantly anticipate, innovate and find new and better ways to fulfil its mission. It is continually changing its behaviour to reflect new ideas and insights.

It is built around people. People, their knowledge, know-how and ability to innovate, are at the heart of the learning organization.

It recognizes that learning is a collective undertaking involving the exchange of knowledge and ideas among people working together in teams and networks. Just as the machine in the industrial age expanded our physical capacity, the learning organization relies on teams and networks to expand our intellectual capacity." [1]

These features underlie CIDA's approach to becoming a leading knowledge-based and continuous-learning organization. We will build on our efforts to date to ensure that we:

- are strongly knowledge-based, learn continually from our experience, and use this learning to create better programming;
- intervene at a strategic level to achieve clearly defined objectives over time;
- use projects as a means of making program-level interventions;
- allow implementing agencies to adopt an iterative approach to program and project planning that responds and adjusts efficiently and appropriately to changing circumstances;

1. *A Public Service Learning Organization: Directions for the Future*, Government of Canada, June 2000.

- monitor our activities effectively to identify potential problems without counter-managing;

- work in dynamic partnership with partner countries, other donors, and implementing agencies; and

- have our expertise in development—knowledge of the country, of the development situation and needs, of the desired solutions and how to achieve them—as our true value-added.

Critical for the Agency is to encourage the development of a corporate culture that attaches greater value to learning, knowledge-sharing, innovation, and experimentation.

Strategies

- To improve the creation, sharing, and application of knowledge between CIDA and its partners, and within CIDA.

Key actions

- Refocus and rebuild CIDA's scientific, technical, and advisory expertise (based on a comprehensive Agency and branch needs identification) in areas including, but not limited to: health; population and nutrition; education; gender equality; knowledge management; human rights and governance; natural resources; infrastructure services; social and life sciences; the environment (e.g., climate change); and environmental assessment.

CIDA Photo: Stephanie Colvey

- Work with our Canadian partners to design more effective means of facilitating knowledge creation and sharing in a dynamic and interactive way.

- Design approaches to better capture and share knowledge and expertise with our developing-country and CIT partners.

- Design and implement an Agency-wide Sustainable Development Learning Initiative.

- Improve formal continuous learning processes, including integrating lessons learned from **internal and external** audits and evaluations.

- Implement a multipronged approach to knowledge creation, sharing, and management:
  - test and evaluate corporate horizontal issue-specific networks;
  - identify and facilitate the best knowledge-sharing practices among branches and between headquarters and the field;
  - support the design of pilot programs so that they become genuine laboratories for creating, sharing, and applying knowledge;
  - create favourable conditions and incentives for learning and knowledge creation, including expressly valuing learning and knowledge-sharing in the new human-resources strategy; and
  - ensure coherence between the information-management and knowledge-management processes.

Desired results

Long-term strategic (six years)

- CIDA is recognized and sought after as a leading sustainable-development, knowledge-based, and continuous-learning organization in Canada and internationally.

Near-term intermediate (three years)

- Greater CIDA focus on learning; using and adapting lessons learned and sharing these with developing-country partners.
- Revised and shared vision and understanding of the dimensions and principles underlying sustainable development for CIDA.
- Tools developed and used for integrated decision-making in support of sustainable development.
- Informal learning and coherence is strengthened in the Agency's horizontal technical and thematic networks.
- CIDA has strengthened connections and cross-fertilization with Canadian and international knowledge centres.

***Objective 6*: To build on and strengthen public understanding, support, and informed action by Canadians on international development cooperation.**

The world has changed profoundly since developed countries first began providing development assistance to the developing world. The end of the Cold War has removed a powerful motive for aid-giving, but at the same time the interdependence generated by globalization has added new and persuasive reasons for development cooperation. Globalization and its attendant interdependence mean that public-policy issues are becoming more global in scope, and measures to address them must increasingly involve international cooperation—including development assistance. In this sense, development cooperation, and other forms of international cooperation, are very much an investment in long-term interests that Canada shares with other countries. This rationale for development cooperation does not displace the more traditional values-based support. Poverty reduction, which is the concrete

expression of this values base, remains the central objective for development cooperation. The mutual-interests rationale complements long-standing humanitarian concerns and reflects the increasing importance of international cooperation in an interdependent world. The emergence of an internationally recognized set of human-rights standards has implications for development cooperation, such as the growing recognition that a human-rights approach to development assistance is not just desirable but necessary.

Strategies

- To establish a long-term approach to influencing the opinions and attitudes of Canadians pertaining to development by taking advantage of new opportunities arising from CIDA's expanding mandate and Canada's evolving role on the world stage.

Key actions

- Elaborate a strategic communications approach, based on sustainable development, which defines target audiences using both an interests- and values-based rationale reflecting the evolving rationale for development cooperation, and which identifies programs and initiatives to achieve expected results.

- Employ innovative communications techniques and approaches.

- Implement a strategy for enhancing the presentation, organization, and relevance to Canadians of CIDA's Web site.

- Complete the design and implement two new elements of an expanded Development Information Program outreach program targeting two segments of Canadian society: youth and journalists.

- Continue to implement CIDA's Public Engagement Strategy and Action Plan.

Desired results

Long-term strategic (six years)

- A greater number of Canadians are aware of, and have a heightened understanding of, Canada's international assistance program with developing countries and CITs, especially among the under-30 age group.
- A measurable increase in Canadians' level of support for Canada's international assistance program.

- Near-term intermediate (three years)
  - CIDA is well-positioned to work in concert with OGDs, Canadian partners, and other donors to maximize the visibility (primarily with Canadians) of Canada's role and CIDA's efforts to influence global change in support of sustainable development.
  - More Canadians in the primary target groups (youth and decision-makers) understand the value of development cooperation to the well-being, prosperity, and security of Canadians, in addition to its importance in reflecting the values of human rights and social justice, sharing, generosity, and response to humanitarian needs.

Objective 7: **To strengthen Agency strategic planning and integrated decision-making.**

Consistent with the *Management Framework for the Government of Canada*,[2] CIDA will continue to ensure:

- the delivery of effective, citizen-focussed services and programs to Canadians and all overseas partners;
- improved results-based management practices, including reporting on results to Canadians through Parliament, and engaging Canadians and overseas partners to improve the impact of our development cooperation efforts;
- sound comptrollership practices, e.g., spending funds in a disciplined and responsible manner;
- that decision-making authority is delegated to the right level to achieve results, in a way that ensures clear accountability, due diligence in the management of public funds, and the capacity to report on actual results to Canadians and our overseas partners; and
- that we continue to promote public-service values and the development of an exemplary workplace characterized by support for the employee, encouragement of initiative, trust and communication, and a respect for diversity.

To deliver well on these core management responsibilities, we will, over the period 2001-2003, refine and modify our management systems and structures so they clearly link with and support our policy initiatives and program and project delivery for strengthened development focus and impact, based on continual improvement. A recent self-assessment of the implementation of our first Sustainable Development Strategy in 1997 found that our management systems and structures could be strengthened, especially in the following areas: more strategic, focussed, and integrated corporate approaches to planning, budgeting, programming, and reporting; more streamlined project approval and contracting processes; integrating management lessons learned and best practices; and more direct and clearer alignment of our corporate services with mandate achievement. This Strategy focusses on strengthening these management functions.

CIDA's Sustainable Development Strategy 2001-2003 has been developed to become CIDA's strategic business plan. This will be reflected in corporate reports to Parliament, including, for example, our Report on Plans and Priorities and our Departmental Performance Report.

Lessons learned on results-based management

A results approach to development programming strengthens our ability as an organization to meet our accountability to Parliament and to Canadians. It requires a shared agreement on planned results between all participating partners, and thus strengthens local ownership and accountability for their achievement. Managing for results promotes learning while doing, and continuous and informed adjustment of program strategies and activities. Information gained under a results approach to program implementation supports sound decision-making and the strategic reallocation of resources. A results approach supports long-term sustainability, as strategic sustainability factors are addressed early on in program planning and implementation.

2. Treasury Board, www.tbs-sct.gc.ca/res-can/rc_e.html

CIDA will develop and implement methods and systems to further aggregate and synthesize project-, sector-, and program-level results to aid learning for more effective policy and program delivery at the country, branch, and Agency level. Results-based frameworks are already being developed at the project level, while approaches and methodologies for developing focussed outcomes at the program, branch, and Agency level will be developed. Frameworks and tools to facilitate more strategic corporate planning, budgeting, and reporting will also be developed, building on existing models and approaches. These include, for example, branch strategic plans and performance reviews, regional and country program reviews and frameworks, and country-, branch-, and Agency-level risk assessments.

CIDA has fulfilled some requirements for Level 2 (Control) of the Office of the Auditor General's Financial Capability Model. Progress has been made towards Level 3 (Information), which focusses on managing the efficient and economical use of resources and how they are measured.

Strategies

- Ensure a more coherent and explicit integrated strategic-planning and resource-allocation process throughout the Agency.

Key actions

- Develop and implement an integrated results-based corporate planning, budgeting, and reporting framework and system.
- Integrate, in a phased manner, the goals, objectives, strategies, and actions of *CIDA's Sustainable Development Strategy 2001-2003* with its corporate planning, budgeting, and reporting system, and reflect this in the Agency's Report on Plans and Priorities and its Departmental Performance Report.
- Develop and apply a strategic resource allocation process for the Agency.
- Produce results-based country and institutional program frameworks for major program countries and institutions.
- Refine and update the Agency's information management and technology architecture to support the planning, budgeting, monitoring, and reporting of *CIDA's Sustainable Development Strategy 2001-2003* objectives, strategies, actions, and results.
- Implement comptrollership tools and approaches, including an integrated risk-management framework.
- Develop action plans for meeting Level 2 (Control) of the Financial Capability Model.

Desired results

Long-term strategic (six years)

- A strategic planning, resource allocation, and reporting process is in place and functioning well within CIDA that supports with confidence integrated program and management decision-making throughout the Agency.

Near-term intermediate (three years)

- An integrated, results-based, corporate planning, budgeting, and reporting framework and system is developed and implemented for the Agency.
- Results-based branch plans and performance reports reflect the objectives, strategies, actions, and results of *CIDA's Sustainable Development Strategy 2001-2003*.

- Corporate frameworks, guidelines, and tools to facilitate branch, program, and project planning, budgeting, monitoring, and reporting are developed and implemented.
- CIDA's management information system is updated and revised to permit the corporate roll-up of results from project to program through to branch and Agency levels.
- Internal and operational controls are defined and implemented in support of good financial management and accountability.
- Enhanced financial control and improved financial data management.

Objective 8: **To strengthen accountability and align corporate services to achieve CIDA's sustainable development mandate.**

CIDA's accountability structure is based on managing the design, implementation, monitoring, and evaluation of international cooperation programs and projects. Authority levels have been determined and accountability for financial and human resources has been delegated to specific levels throughout the system, extending outwards into contracts for agencies, bodies, and institutions with whom we design, deliver, and monitor/evaluate our development cooperation program. The current incentive structure and accountability levels will be refined and strengthened to support integrated and innovative management and decision-making at all operational levels. Lessons learned will be routinely integrated into operations and decision-making.

Under CIDA's existing planning, reporting and accountability structure (PRAS), the ***Corporate Services*** business line includes: Human Resources and Corporate Services (Finance, Contracts, Administration, Security, and Legal Services); Performance Review; Information Management Technology; and Agency Executive Services. Corporate Services provides the Agency with support services that are not specific to any individual program delivery channel, but which ensure that the Agency has the necessary support services for the efficient and effective achievement of its international-assistance program objectives within the framework of federal government policies, procedures, and controls. CIDA has recognized the strong need to better align our corporate services with mandate achievement.

External agencies design, implement, monitor, and evaluate CIDA projects. Much operational time is devoted to process management, leaving less and less time to manage substantive policy and program issues. ***Work simplification***, which includes more streamlined project approval and contracting processes, is therefore a priority.

To better facilitate informed decision-making at all levels, a ***human-resource management system*** will be developed that is integrated with financial management, material management, and project management systems.

Information management technology plays a critical role in facilitating the flow of information, knowledge, and lessons learned at headquarters and between headquarters and our missions and partners overseas, as well as with our domestic stakeholders. The recently upgraded Agency financial management reporting system infrastructure will need to be further refined to meet fully the Agency's requirements for timely and useful information. While results-based management information is available at the project level, additional work will be needed to roll up the data at the program, branch, and corporate levels. Some tools developed as part of this system will need to be modified to meet the needs of CIDA's programs, including incorporating logical framework analysis into the planning, monitoring, and evaluation components of the system. E-government is also an area where CIDA plans to put resources and effort.

Strategies

- To incorporate a continual improvement management system approach throughout the Agency: **"PLAN - DO - CHECK - LEARN - REVISE."**
- To better align management and corporate services.

Key actions

- Revise CIDA's planning, reporting, and accountability structure (PRAS) and accountability framework in light of the Agency's continual improvement approach.

- Align the roles and responsibilities of core Agency committees with the revised PRAS and accountability framework.

- Explore the pertinence and value of adopting an internationally accepted quality-control management system for Agency operations.

- Complete work simplification, including simplifying program and project approval and contracting processes and systems.

- Develop a human-resource strategy which reflects and supports the goals, objectives, strategies, and actions of *CIDA's Sustainable Development Strategy 2001-2003*.

- Develop and implement an information management technology action plan that reflects the goals, objectives, and actions of *CIDA's Sustainable Development Strategy 2001-2003*.

Desired results

Long-term strategic (six years)

- CIDA's management and corporate services (human resources, finance, information management and technology, administration and security, contracting management) are clearly and visibly aligned to support the achievement of its mandate.

Near-term intermediate (three years)

- A continual improvement management system approach is adopted and incorporated throughout the Agency: **"PLAN - DO - CHECK - LEARN - REVISE."**
- Programming and management decisions are guided and taken within the Agency's continual improvement system.
- Program and project-delivery systems and procedures and contractual processes are simplified.

Objective 9: **To strengthen CIDA management processes, ensuring continued compliance with relevant environmental legislation.**

For CIDA, environmental management practices and operations refer to a range of activities, including ensuring that all CIDA development programs and projects respect the *Canadian Environmental Assessment Act* (CEAA); procurement under our development programs and projects; procurement of Agency office supplies and equipment; and waste management.

Strategies

- To ensure continued Agency adherence to CEAA.
- To strengthen Agency-wide commitment to stewardship and conservation.

Key actions

- CEAA Coordinating Committee assesses and reports on Agency adherence to CEAA, and ensures that corrective action is taken, where necessary.
- Develop and implement an Agency-level environmental management system (EMS), including measures and indicators of achievement.
- Develop and implement an action plan for the greening of CIDA's headquarters operations, focussing specifically on:
  - solid-waste management
  - information technologies
  - green procurement
  - building management
  - training and awareness

Desired results

- Near-term intermediate (three years)
  - All CIDA programs and projects continue to be compliant with CEAA.
  - CIDA practises sound stewardship and conservation in all of its operations, in Canada and abroad.
  - Improved environmental health of Agency accommodation.
  - Increased recycling and reuse and reduced materials use, including diminished waste, in all Agency operations.
  - Office equipment and supplies and project equipment are procured consistent with nationally recognized green procurement standards.

CIDA Photo: Stephanie Colvey

Monitoring and reporting on our progress

CIDA's Strategy must be viewed in terms of a longer term process of continuous improvement, which is our management goal. Strategy 2001-2003 focusses on the short term—the next three years. In addition to providing an overview of our current and evolving development and management objectives in the short term, it also provides a means of identifying issues that should be assessed and addressed over the next three years in preparation for our Sustainable Development Strategy 2003. Strategy 2001-2003 and the subsequent development of our third Strategy, for the period 2003-2006, will provide us with our longer term framework for planning.

The expected results reflect the fact that, in setting priorities for the next three years, Strategy 2001-2003 focusses on the capacity within developing countries, CITs, and CIDA to support sustainable development. Sustainable development requires that resources are used in ways that do not foreclose future options. This, in turn, requires that developing countries, CITs, and CIDA have the capacity to make and implement such choices in an environment of conflicting demands and normally considerable uncertainty. Development impact can only be measured within a longer time frame, and expected results at that level are set within international agreements and with specific countries. The expected results and performance indicators in Strategy 2001-2003 reflect the shorter term focus on CIDA's capacity to deliver sound development programming, and on improving the development effectiveness of our programs. Our emphasis will shift even more to strengthened developmental results and performance indicators in our next Strategy.

Indicators are being identified for each of the expected results under the policy and program and management objectives. These indicators have the following characteristics: they represent a change in state or behaviour and allow CIDA's commitment to the Strategy to be assessed; they are scoped to reflect what is realistically attainable within the time frame of Strategy 2001-2003; they contain elements that are both quantitative and qualitative; and they provide milestones for clear deliverables. (Please refer to Appendix 2: "Desired Key Results and Indicators".)

CIDA Photo: Cheryl Albuquerque

Conclusion

Sustainable development—development which is equitable and environmentally sustainable, and which strengthens the economic, political, and socio-cultural capabilities of women and men, girls and boys—is at the core of CIDA's work in supporting sustainable development in order to reduce poverty in developing countries, and to support democratic development and economic liberalization in Central and Eastern Europe. *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*, is an essential instrument for CIDA to strengthen its own capacity and to focus its attention on engaging in development cooperation with its Canadian, international, and developing-country and CIT partners in delivering Canada's development cooperation program.

In response to the diverse and complex challenges that Canada's development cooperation program faces as it enters the 21st century, *CIDA's Sustainable Development Strategy 2001-2003* reflects the new directions CIDA will take to more effectively meet the realities of an increasingly interdependent world, and to contribute to sustainable development in developing countries and CITs. In this, CIDA will work toward: improving its understanding and programming for reducing poverty; constructively engaging and helping to build capacity in developing countries and CITs in addressing global sustainable develop-ment challenges; strengthening its own and its partners' policy influence; establishing CIDA as a leading sustainable-development, knowledge-based organization; and strengthening Canadians' engagement and support for international assistance.

CIDA's Strategy has been developed as the strategic planning document that will guide the Agency's decision-making and inform its partners, in Canada and abroad, of its objectives and actions over the next three years in support of sustainable development. It will also provide the basis for monitoring and reporting on progress in meeting these objectives. Within the context of a continuous-improvement management approach, *CIDA's Sustainable Development Strategy 2001-2003* aims to strengthen Agency strategic planning and integrated decision-making; to strengthen accountability and management services in support of CIDA's sustainable development mandate; and strengthen management processes to ensure continued compliance with relevant environmental legislation.

The Strategy sets out CIDA's shorter term, three-year agenda and builds the foundation for longer-term change. Our Strategy 2001-2003 is the first phase of an ongoing process of continuous improvement in the way CIDA works—the shorter term emphasizing the strengthening of Agency capacity in support of increased development effectiveness. CIDA's long-term review will contribute to further evolution, and its Strategy will be updated, as necessary, based on the results of the review. Our next Strategy will consolidate what has been learned in implementing *An Agenda for Change*, and will focus even more strongly on strengthening the capacity of developing countries and CITs. Our Strategy is the framework through which CIDA's forward-looking agenda will be implemented.

CIDA's Strategy has been designed to be integrated with the Agency's Report on Plans and Priorities—the Strategy will become CIDA's strategic corporate business plan. Progress will be reported on in the Agency's annual Departmental Performance Report.

In implementing *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*, CIDA is committed to ongoing dialogue and to working closely with its partners in Canada, in developing countries, and in CITs, in assessing its success in delivering more effective development cooperation, and in thoughtfully refining its Strategy over time to reflect new learning.

Appendix 1: Framework for CIDA's Sustainable Development Strategy

Goals	Objectives	Strategies	Actions
Policy/Program To support sustainable development in developing countries in order to reduce poverty and to contribute to a more secure, equitable, and prosperous world. To support democratic development and economic liberalization in Central and Eastern Europe by building mutually beneficial partnerships.	**1.** To reinforce CIDA's capacity to contribute to equitable and environmentally sustainable growth in developing countries and countries in transition (CITs) which strengthens the economic, political, and socio-cultural capabilities of women and men, girls and boys. **2.** To pursue improved programming approaches for poverty reduction as a concrete expression of Canada's commitment to the developing world's fundamental preoccupation. **3.** To constructively engage developing countries and CITs in addressing key global challenges—a clean environment, human rights and gender equality, economic prosperity, good health and education, and human security. **4.** To strengthen CIDA's policy influence, in Canada and internationally, to bring perspectives gained from working with developing countries and CITs to bear on key global challenges: a clean environment, human rights and gender equality, economic prosperity, good health and education, and human security. **5.** To establish CIDA as a leading sustainable-development, knowledge-based, and continuous-learning organization in Canada and internationally. **6.** To build on and strengthen public understanding, support, and informed action by Canadians with respect to Canada's international development cooperation program.	**1.** Conduct a long-term review, within the parameters of CIDA's existing mandate, of the key policy, program, and institutional changes which the Agency must address to meet evolving develop-ment challenges in the 21st century. **2.1** Translate the vision and principles outlined in ***CIDA's Social Development Priorities: A Framework for Action*** into an effective program for CIDA action. **2.2** Strengthen the poverty-reduction focus of CIDA policies, programs, and projects in developing countries and CITs (in the context of the CEE mandate) to build their capacity to address poverty and inequity in an environmentally sustainable manner. **3.1** Forge sound, productive partnerships with developing-country and CIT partners. **3.2** Strengthen the capacity of developing countries and CITs to negotiate and implement multilateral trade and environmental agreements. **4.1** Strengthen Agency policy and analytical capability so that CIDA, with its partners, can play an effective, informed, and credible role in international policy discussions addressing key global challenges. **4.2** Promote informed positions on key development issues with developing and CIT partners, other donors, multilateral organizations and institutions, other government departments (OGDs), and Canadian stakeholders.	**1.1** Implement the results of CIDA's long-term review, called ***Towards a Long Term Strategy for Canada's International Assistance Program - A Framework for Consultation,*** **and update** ***CIDA's Sustainable Development Strategy 2001-2003*** in light of the review's conclusions. **1.2** With partners, continue to design, modify where necessary, and implement results-based development programs and projects in support of CIDA's priorities for ODA—basic human needs; gender equality; infrastructure services; human rights, democracy, and good governance; private-sector development; and the environment—and its priorities for CITs—transition to market-based economies; good governance, democracy, political pluralism, the rule of law, and adherence to international norms and standards; Canadian trade and investment links; and reduced threats to security. **1.3** With partners, pilot innovative integrative analytical tools and frameworks throughout the Agency to better translate broad sustainable development concepts and policies into planning and decision-making at the program and project levels, e.g., Integrated Approach to Country Development Policy Framework; Operational Framework for Poverty Reduction (Asia); Country Program Risk Assessment Methodology (Americas); Sector-Wide Approach to Agriculture and Food Security, Ghana (Africa); Managing the "graduation process" of CITs (CEE); Institutional Assessments (Partnership); Performance Assessment Frameworks (Gender Equality and Multilateral). **1.4** With Canadian partners, define the new and innovative partnership arrangements which will best support the implementation of the conclusions of the long-term review. **1.5** Pilot, for select policies and programs, the Agency's ***Draft Operational Guidelines for Undertaking Strategic Environmental Assessment (SEA) at CIDA.*** **2.1** Develop and implement, in consultation with partners, the Agency's four action plans in support of ***CIDA's Social Development Priorities: A Framework for Action*** (health and nutrition, basic education, HIV/AIDS, and child protection). **2.2.1** With partners, pilot in select countries comprehensive, country-level development frameworks and approaches which include, but are not limited to: comprehensive development framework (CDF); poverty-reduction strategy paper (PRSP); and sector-wide approach to programming (SWAP). **2.2.2** Update and implement CIDA's poverty-reduction strategy in light of both ODA and CIT priorities, and to reflect new and evolving understanding of poverty and its interrelationship with economic growth and the environment. **2.2.3** Review CIDA's draft private-sector development and infrastructure services policies. **2.2.4** Analyze, with partners, the interrelationship between poverty reduction, economic growth, and the environment, and reflect results of analysis in CIDA's poverty-reduction strategy and development programming, as appropriate. **3.1** Develop more effective partnerships across the range of CIDA development programs, projects, and initiatives with Canadian organizations and with developing-country and CIT governments, civil society, and their private sectors, as well as with other donors—all based on national and local ownership of development strategies, better donor coordination, and long-term commitment. **3.2** Develop, with other donors and in concert with other government departments (OGDs), effective policy and programming approaches to building developing-country and CIT trade capacity, such as funding trade-related technical assistance (TRTA) projects which respond to expressed developing-country and CIT needs; consider building trade capacity in consultative group and other country-donor meetings; and develop coordinated Canadian responses to building trade capacity. **3.2.1** Implement the Canada Climate Change Development Fund, in collaboration with OGDs, aimed at reducing the causes of climate change and helping developing countries and CITs adapt to the effects of climate change. **3.2.2** Explore, with OGDs, the possibility of establishing similar capacity-development mechanisms for other global environmental issues, such as desertification and biodiversity. **4.1** Work with Canadian partners to build expertise in existing and new areas as reflected in *CIDA's Sustainable Development Strategy 2001-2003*. **4.1.2** Establish a sound policy base on human security by expanding CIDA/DFAIT cooperation on human security; drafting position papers on human security, conflict prevention, peacebuilding, and small arms; analyzing approaches to conflict and development; and strengthening CIDA's response to emergency situations, including the provision of stand-by human and materiel resources for quick field deployment in crisis situations. **4.1.3** Upgrade Agency capacity to analyze and implement horizontal, thematic priorities and policies, such as the environment, gender equality, and governance. **4.2** In collaboration with OGDs and other donors, develop and promote informed and credible policy positions in multilateral fora on health, the environment, trade, human security, and gender equality. **5.1** Refocus and rebuild CIDA's cadre of scientific, technical, and advisory expertise in areas including, but not limited to: health; population and nutrition; education; gender equality; knowledge management; human rights and governance; natural resources; infrastructure services; social and life sciences; the environment (e.g., climate change); and environmental assessment.

Appendix 1 (continued)

Goals	*Objectives*	*Strategies*	*Actions*
		5. Improve the creation, sharing, and application of knowledge within CIDA and between CIDA and its partners. **6.** Establish a long-term approach to influencing the opinions and attitudes of Canadians pertaining to development by taking advantage of new opportunities arising from CIDA's expanding mandate and Canada's evolving role on the world stage.	**5.2** Work with Canadian partners to design more effective means of facilitating knowledge creation and sharing in a dynamic and interactive way. **5.3** Design approaches to more effectively share knowledge and expertise with developing-country and CIT partners. **5.4** Develop and implement an Agency-wide Sustainable Development Learning Initiative (President's Fora - Executive Committee Retreats - Agency Dialogue Fora - Agency Learning Program) through which CIDA will refine its sustainable development framework and principles in light of new learning, foster a shared vision and understanding, capture and share learning from pilot projects and other initiatives, and use integrative tools and frameworks. **5.5** Improve formal continuous learning processes, including integrating lessons learned from internal and external audits. **5.6** Implement a multipronged approach to knowledge creation, sharing, and management: test and evaluate corporate horizontal issue-specific networks; identify and facilitate the best knowledge-sharing practices among branches and between headquarters and the field; support the design of pilot programs and projects so that they become genuine laboratories for creating, sharing, and applying knowledge; create favourable conditions and incentives for learning and knowledge creation, including expressly valuing learning and knowledge in the new human-resources strategy; ensure coherence between the information-management and knowledge-management processes. **6.1** Elaborate a strategic communications approach, based on sustainable development, which defines target audiences using both an interests- and values-based rationale which reflects the evolving rationale for development cooperation, and which identifies programs and initiatives to achieve expected results. **6.2** Employ innovative communications techniques and approaches. **6.3** Implement a strategy for enhancing the presentation, organization, and relevance to Canadians of CIDA's Internet site. **6.4** Complete the design and implement two new elements of an expanded Development Information Program outreach initiative which targets two segments of Canadian society: youth and journalists. **6.5** Continue to implement *CIDA's Public Engagement Strategy and Action Plan*.
Management To apply a management-system approach based on continual improvement in implementing CIDA's sustainable development mandate.	**7.** To strengthen Agency strategic planning and integrated decision-making. **8.** To strengthen accountability and align corporate services to achieve CIDA's sustainable development mandate. **9.** To strengthen CIDA management processes, ensuring continued compliance with relevant environmental legislation.	**7.** Ensure a more coherent and explicit integrated strategic-planning and resource-allocation process throughout the Agency. **8.1** Incorporate a continual improvement management system approach throughout the Agency: "PLAN - DO - CHECK - LEARN - REVISE." **8.2** Effectively align management and corporate services (human resources, finance, information management and technology, contracting management) to mandate achievement. **9.1** Ensure Agency adherence to the *Canadian Environmental Assessment Act* (CEAA). **9.2** Strengthen Agency-wide commitment to stewardship and conservation.	**7.1.1** Develop and implement an integrated results-based corporate planning, budgeting, and reporting framework and system. **7.1.2** Develop and apply a strategic resource allocation process for the Agency. **7.1.3** Develop corporate frameworks, guidelines, and tools to facilitate branch, program, and project planning, budgeting, monitoring, and reporting. **7.2** Integrate in a phased manner the goals, objectives, strategies, and actions of *CIDA's Sustainable Development Strategy 2001-2003* with its corporate planning, budgeting, and reporting system, and reflect this in the Agency's Report on Plans and Priorities and in its annual Departmental Performance Report. **7.3** Refine and update the Agency's information management and technology architecture to support the planning, budgeting, monitoring, and reporting of *CIDA's Sustainable Development Strategy 2001-2003* objectives, strategies, actions, and results. **7.4** Produce results-based country and institutional program frameworks for major program countries and institutions. **7.5** Implement modern comptrollership tools and approaches, including an integrated risk-management framework. **7.6** Develop action plans for meeting Level 2 (Control) of the Office of the Auditor General's Financial Capability Model. **8.1** Revise CIDA's planning and reporting accountability structure (PRAS) and accountability framework in light of the Agency's continual improvement approach. **8.1.2** Align the roles and responsibilities of core Agency committees with the revised PRAS and accountability framework. **8.1.3** Explore the pertinence and value of adopting, and possibly designing, an internationally accepted quality-control management system for the Agency. **8.1.4** Complete work simplification, reducing the transactional nature of CIDA's work, including simplifying program and project approval procedures and contracting processes and systems. **8.2.** Develop and implement an Agency human-resources strategy which reflects and supports the achievement of the goals, objectives, strategies, and actions of *CIDA's Sustainable Development Strategy 2001-2003*. **8.2.1** Develop and implement an information management technology action plan which reflects and supports the achievement of the goals, objectives, strategies, and actions of *CIDA's Sustainable Development Strategy 2001-2003*. **9.1** CEAA Coordinating Committee assesses and reports on Agency adherence to CEAA, and ensures corrective action taken where necessary. **9.2** Develop and implement an environmental management system (EMS), including measures and indicators of achievement. **9.2.1** Develop and implement an action plan for the greening of CIDA's headquarters' operations, focussing specifically on: solid-waste management; information technologies; green procurement; building management; and training and awareness.

Appendix 2: Desired key results and indicators

Objectives	Results (Near-term, three yrs.)	Performance requirements (Targets/completed activities)
1. To reinforce CIDA's capacity to contribute to equitable and environmentally sustainable growth in developing countries and countries in transition (CITs) which strengthens the economic, political, and socio-cultural capabilities of women and men, girls and boys.	1.1 CIDA's capacity to contribute to equitable and environmentally sustainable growth in developing countries and countries in transition is reinforced.	1.1.1 Long-term review completed by March 2002. 1.1.2 Update CIDA's Sustainable Development Strategy in light of the findings of the long-term review. 1.1.3 With Canadian partners, define the new and innovative partnership arrangements which will best support the implementation of the conclusions of the long-term review. 1.1.4 With partners, continue to design, implement, and improve results-based development programs and projects in support of developing-country and CIT priorities. 1.1.5 2001-2002 to 2003-2004 Reports on Plans and Priorities (RPP) produced by end of February each year. 1.1.6 2000 to 2002-2003 Departmental Performance Reports (DPR) produced by end of August each year. 1.1.7 Integrative and analytical tools and frameworks are developed and implemented within stated time frames. 1.1.8 Realistic and demonstrable CIDA contributions toward meeting international-development goals of the DAC are determined.
2. To pursue improved programming approaches for poverty reduction as a concrete expression of Canada's commitment to the developing world's fundamental preoccupation.	2.1 The vision and principles of CIDA's social development priorities (SDP) are translated into achievable action plans. 2.2 Lessons learned from piloting new programming frameworks and approaches for poverty reduction within developing-country and CIT priorities are translated into improved program approaches for poverty reduction throughout Agency programming.	2.1.1 Action plans including results and indicators for the SDP are produced by June 2001. 2.1.2 SDP projects are monitored and reported on as part of RPP/DPR processes. 2.2.1 Innovative programming approaches developed and implemented in accordance with stated time frames. 2.2.2 Poverty-reduction strategy revised by March 2002. 2.2.3 Facility for growth and poverty reduction designed.
3. To constructively engage developing countries and CITs in addressing and resolving key global challenges.	3.1 Long-term productive and coordinated partnerships in support of local and national development strategies have been developed between CIDA, developing-country and CIT governments, civil society, the private sector, and the development community. 3.2 Capacity developed in developing countries and CITs for implementing Multilateral environmental agreements. 3.3 Development partners and CIDA analyze and agree on priority global challenges to be addressed.	3.1.1 Specific partnerships developed in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. 3.1.2 Specific policy and programming approaches for Multilateral environmental agreements developed in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. 3.2.1 Climate-change projects developed in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. 3.2.2 Capacity-development mechanisms for other global environmental issues, such as desertification and biodiversity, explored. 3.2.3 Effective approaches to capacity-building for trade facilitation developed.

Appendix 2 (continued)

Objectives	Results (Near-term, three yrs.)	Performance requirements (Targets/completed activities)
4. To strengthen CIDA's policy influence in Canada and internationally, to bring perspectives gained from working with developing countries and CITs to bear on key global challenges.	**4.1** CIDA and its partners' policy development and supporting analytical capabilities are enhanced.	**4.1.1** Expertise in new areas developed in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. **4.1.2** Policy positions developed in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. **4.1.3** Policy positions promoted in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process.
5. To establish CIDA as a leading sustainable-development, knowledge-based, and continuous-learning organization in Canada and internationally.	**5.1** CIDA is more focussed on learning, using, and adapting lessons learned, and sharing with developing-country partners. **5.2** Revised and shared vision and understanding of the dimensions and principles underlying sustainable development for CIDA. **5.3** Tools developed and used for integrated decision-making in support of sustainable development. **5.4** Informal learning and coherence strengthened based on horizontal issue-oriented Agency and partner-level networks. **5.5** CIDA has strengthened connections and cross-fertilization with Canadian and international knowledge centres.	**5.1.1** Expertise in new areas developed in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. **5.2.1** Sustainable Development Learning Initiative designed by December 2001 and implemented in accordance with plans and stated time frames, as planned and reported on in the annual performance reporting process. **5.3.1** Improve formal continuous-learning processes, including sharing and integrating lessons learned from audits and evaluations. **5.4.1** Issue-specific horizontal networks established and supported. **5.4.2** Development and implementation of a "knowledge directory." **5.4.3** "Best knowledge-sharing practices" identified and shared. **5.4.4** Improved coherence between information-management and knowledge-management processes (see also 7.3.3). **5.4.5** Favourable conditions and incentives for learning and knowledge creation created (see also 8.1.5). **5.5.1** Facility for growth and poverty reduction designed. **5.5.2** Mechanisms established to facilitate knowledge-sharing with all partners.
6. To build on and strengthen public understanding, support, and informed action by Canadians with respect to Canada's international development program.	**6.1** CIDA is well-positioned to work in concert with other federal government departments, Canadian partners, and other donors to maximize the visibility (primarily with Canadians) of Canada's role and CIDA's efforts to influence global change in the area of sustainable development. **6.2** Primary target groups (youth and decision-makers) understand the value of development	**6.1.1** A strategic communications approach is developed by April 2001. **6.1.2** By March 2001, a strategy for enhancing the presentation, organization, and relevance to Canadians of CIDA's Internet site is produced. **6.1.3** CIDA puts into place, by March 2001, two new elements of an expanded outreach program, focussing on two segments of Canadian society: youth and journalists. **6.1.4** By the end of the first year of the new Parliament, CIDA doubles the number of MPs (to 18) who are familiar with and who have been involved in public events related to the development program.

Appendix 2 (continued)

Objectives	Results (Near-term, three yrs.)	Performance requirements (Targets/completed activities)
	assistance to the well-being, prosperity, and security of Canadians, in addition to its importance based on the values of sharing, generosity, and humanitarian reasons. 6.3 CIDA is better equipped to convey key messages to Canadians as a means to impart the importance of Canada's role in the evolving nature of international development cooperation.	6.1.5 More CIDA employees will have been trained in media relations techniques, and will be able to effectively deliver messages on international development. 6.1.6 CIDA will participate in major event opportunities, at either the Ministerial or Presidential level. 6.1.7 Significant increase in the number of Canadians reached (currently over 5,000 annually) through CIDA's Speakers' Program, particularly in regions of Canada outside of major centres and young Canadians.
7. To strengthen Agency strategic planning and integrated decision-making.	7.1 An integrated results-based corporate planning, budgeting, and reporting framework and system is developed and implemented. 7.2 Corporate frameworks, guidelines, and tools to facilitate branch, program, and project planning, budgeting, monitoring, and reporting are developed and implemented. 7.3 CIDA's management information system to permit corporate roll-up of results from project/program through to branch and Agency levels is updated and revised. 7.4 Internal and operational controls are defined and implemented in support of good financial management and accountability. 7.5 Enhanced financial control and improved financial data management.	7.1.1 Base-line survey completed by June 2001. 7.1.2 Strategic allocation process developed and implemented for budget cycle 2001-2002 (and updated for subsequent budget cycles). 7.1.3 Results-based branch plans and performance reports integrate Strategy objectives, actions, and results, and are produced on an annual basis within required time frames. 7.1.4 *CIDA's Sustainable Development Strategy 2001-2003* is integrated in a phased manner into the Agency's RPP and progress reported on in the DPR. 7.2.1 Results-based country and institutional program frameworks are produced for major countries and programs. 7.2.2 Country and institutional performance assessments are produced for major countries and programs. 7.3.1 IMIT projects and programs delivered within stated time frames, as planned and reported on in the annual performance reporting process. 7.3.2 Information architecture is upgraded to support relationship management with key partners within stated time frames, as planned and reported on in the annual performance reporting process. 7.3.3 Information architecture is upgraded to support knowledge networks and centres of excellence within stated time frames, as planned and reported on in the annual performance reporting process. 7.3.4 Document management system that meets key government requirements is implemented within stated time frames, as planned and reported on in the annual performance reporting process. 7.3.5 Improved information capture, management, and reuse, as planned and reported on in the RPP/DPR process. 7.3.6 Improved international access to knowledge through upgraded system architecture, as planned and reported on in the annual performance reporting process.

Appendix 2 (continued)

Objectives	Results (Near-term, three yrs.)	Performance requirements (Targets/completed activities)
		7.3.7 Information Management and Technology architecture is refined and updated to support the planning, budgeting, monitoring, and reporting of CIDA's Sustainable Development Strategy 2001-2003 objectives, actions, and results (see also 8.1.6). **7.4.1** Implementation of modern comptrollership tools and approaches, including an integrated risk-management framework. **7.5.1** Develop action plans for meeting Level 2 (Control). **7.5.2** Financial Information Strategy (FIS) implemented in 2001.
8. To strengthen accountability and align corporate services to achieve CIDA's sustainable development mandate.	**8.1** A continual improvement management system approach is implemented throughout the Agency: PLAN - DO - CHECK - LEARN - REVISE.	**8.1.1** PRAS and accountability framework are produced (and updated) within stated time frames and as planned and reported on in the annual performance reporting process. **8.1.2** The roles and responsibilities of core Agency committees (Executive Committee, Management Committee, Policy Committee, and others) are aligned with the revised PRAS and accountability framework within stated time frames and as planned and reported on in the annual performance reporting process. **8.1.3** International standard quality-control approach for Agency operations assessed and designed within stated time frames and as planned and reported on in the annual performance reporting process. **8.1.4** CIDA's program and project-delivery systems and procedures are streamlined within stated time frames and as planned and reported on in the annual performance reporting process. **8.1.5** Human-resources strategy 2001-04 and action plan, approved by June 2001. **8.1.6** IMIT action plan, in support of the Strategy, is imple-mented within stated time frames and as planned and reported on in the annual performance reporting process.
9. To strengthen CIDA management processes to ensure continued compliance with relevant environmental legislation.	**9.1** All CIDA programs and projects are compliant with CEAA. **9.2** CIDA practises sound stewardship and conservation in all of its operations, in Canada and abroad. **9.3** Improved environmental health of Agency accommodation. **9.4** Increased recycling and reuse, and reduced materials including diminished waste, in all Agency operations. **9.5** Office equipment, supplies, and project equipment procured consistent with nationally recognized green procurement standards.	**9.1.1** Continue to implement and ensure compliance of all CIDA programs and projects to which CEAA applies. **9.2.1** An Agency-level environmental management system is designed and implemented. **9.3.1** Develop and implement an action plan for the greening of CIDA's headquarters' operations, focussing specifically on: solid-waste management; information technologies; green procurement; building management; and training and awareness.

Appendix 3: Stakeholder forum

Summary report

On December 15, 2000, CIDA hosted a forum of key Canadian-based stakeholders to inform them and solicit their views on *CIDA's Sustainable Development Strategy 2001-2003: An Agenda for Change*. Turnout for the event was excellent—the meeting drew more than 60 participants. Three questions were asked of participants:

1. Which proposed Strategy actions did they consider priorities, over the three-year horizon, to achieve the stated objectives?

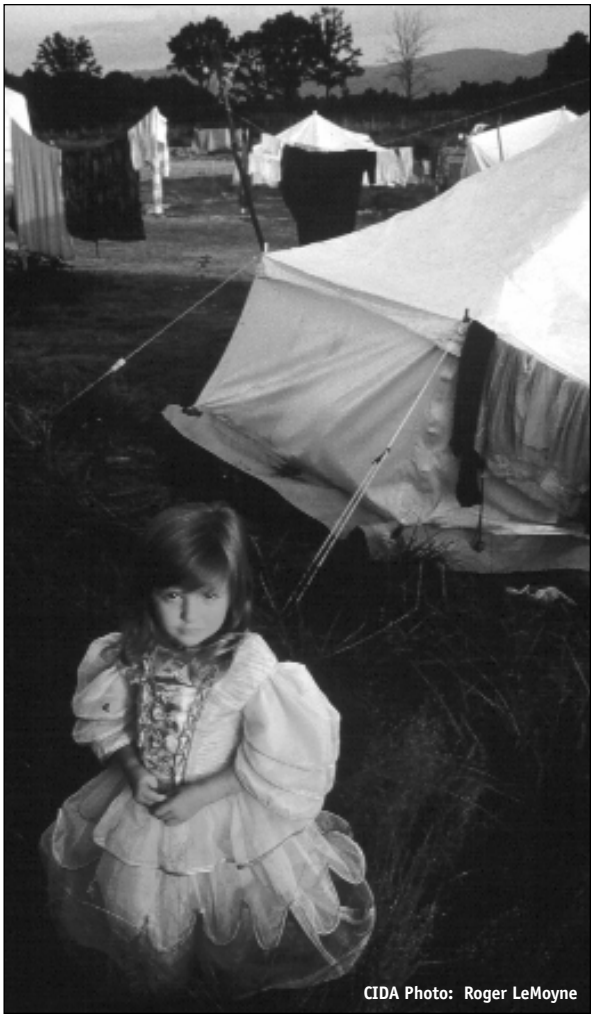
2. Were essential actions missing?

3. What role did CIDA partners wish to play in implementing these actions? What did CIDA need to do to engage and facilitate their involvement?

In the spirited discussion that followed, stakeholders were urged to provide concrete suggestions to address any issues or concerns. Throughout the session, several recurring themes emerged. These themes included:

Clarifying the relationship between CIDA's Strategy 2001-2003 and Towards a Long-Term Strategy: A Framework for Consultation (the long-term review)

As CIDA's three-year strategic business plan, the Strategy is the Agency's main corporate planning document. It presents a comprehensive picture of the key policy, program, and management actions that the Agency must undertake over the next three years, and against which it will report annually to Canadians through Parliament. As an integral part of the Strategy, conducting the long-term review is a priority action for the Agency over the next year. The results and conclusions of the consultations on the long-term review, expected within the next six to eight months, will modify the objectives, strategies, and actions as currently reflected in the Strategy. Once the results and conclusions of the long-term review are fully incorporated into the Agency's Strategy/business plan, the items relating to the long-term review will be deleted from the Strategy. The Strategy is considered to be a work in progress—an evolving document that will be modified on an annual basis to reflect our new learning and continual improvement approach to managing our activities.



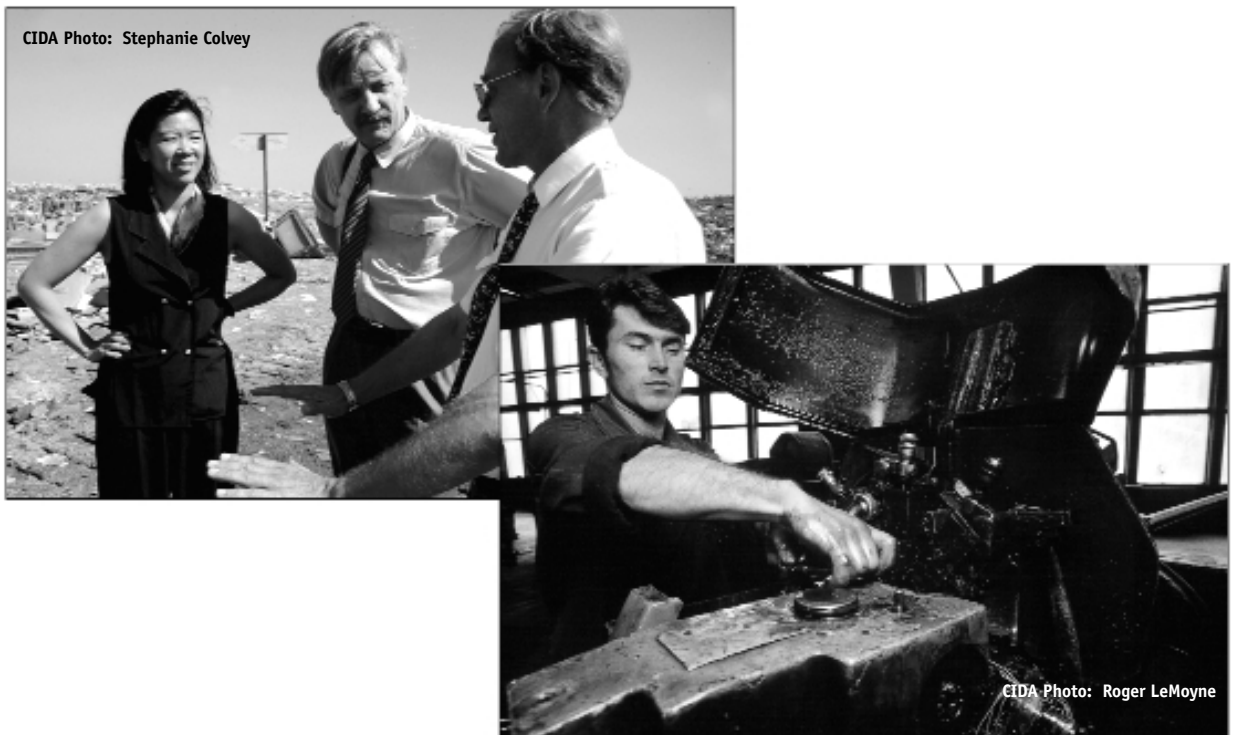
CIDA Photo: Roger LeMoyne

Recognizing the value of CIDA's Strategy 2001-2003 framework

Participants understood the value of CIDA having a strategic corporate business plan that bridges policy/program and management issues, and which seeks to more clearly align corporate management services to mandate achievement. CIDA's Strategy 2001-2003 framework presents a useful compre-hensive picture—"a place where you can see it all." This being said, participants urged CIDA to develop a more simple document for communicating with its partners from developing countries and countries in transition (CITs) on its Strategy, and for engaging Canadians. This document should also better reflect developing-country and CIT conditions and how the Strategy's objectives, strategies, and actions will translate in a practical way into programming and our ongoing relations with developing-country and CIT partners.

Actively engaging partners: The "challenge" function

Partners expressed their strong desire to be more actively engaged in the early stages of policy discussions. They asked that CIDA rely on a greater range of consultation approaches to do so. For example, CIDA should create opportunities for policy debates with its partners where development ideas and approaches could be tested and debated outside the confines of a specific consultation requirement—the "challenge" function. The challenge function would permit the bringing together of a rich gamut of development expertise and experience, and would foster innovation. In the context of the Strategy consultation, partners would have wished to actively debate the developmental assumptions on which it was based. Partners also felt that additional CIDA support for civil society's policy work capacity could enhance the value of development policy discourse.


CIDA Photo: Stephanie Colvey

CIDA Photo: Roger LeMoyne

Knowledge and learning

Many partners believed that the Strategy's Policy Objective 5—"To establish CIDA as a leading sustainable-development, knowledge-based, and continuous-learning organization in Canada and internationally"—is potentially the most important of the policy objectives, and should be CIDA's first priority. It informs the development process; it is critical to improved policy and programming; it is fundamental to CIDA's relationship and credibility with external actors; and it is fundamental to all of the Strategy's management objectives. Partners asked that CIDA clearly define Objective 5 in the final Strategy document and the corresponding strategies and actions. They requested that we explain how knowledge would be shared, internally and with external actors, whether they be our Canadian partners, other donors, or our developing-country and CIT partners. Mechanisms were requested to bring back developing-country knowledge and expertise to CIDA and integrate them into our policy and programming. Partners wished to see a strengthened commitment by CIDA toward valuing innovation and experimentation.

Creative partnership arrangements

Partners want to explore and implement, with CIDA, creative partnership arrangements that will provide opportunities for innovation and for actively participating in and influencing policy development. As an example, CIDA should consider creating a responsive fund that would be managed by a jury of independent experts external to the Agency, and which would assist the Agency in allocating financial resources.

CIDA Photo: Roger LeMoyne

Role of civil society

The strategic role of civil society—non-governmental organizations, the private sector, education institutions, research organizations, labour organizations—must be explicitly recognized under the Strategy's strategies and actions. CIDA's partners can contribute meaningfully and in a variety of interesting ways to the implementation of the Strategy and its ongoing update and refinement through their knowledge, both in-house and through their domestic, international, and regional networks; their field experience; and through the varied perspectives they bring to the development process.

Reforming the contractual process

Partners indicated that they do not interact with CIDA through policy development, but rather through contracts or contribution agreements. For not-for-profit partners, CIDA's contract management process remains complex, relatively inflexible, and imposes a large burden on them. CIDA's practices, such as competitive bidding on new phases of long-term projects and programs, sometimes operate against the very objectives they try to achieve, i.e., strengthened partnerships in developing countries and CITs. The not-for-profit sector partners prefer the non-competitive route. They suggested that CIDA work with Treasury Board and the Auditor General in developing accountability procedures and results-based approaches that are less narrowly defined and can be better and more realistically aligned with developing-country and CIT conditions. Finally, partners cautioned CIDA against "overdesigning" its projects, and asked that it consider reducing the list of prescribed requirements in its bid solicitation process.

CIDA Photo: Patricio Baeza

Specific points

- Make specific mention of the need to protect human rights.
- Specify that CIDA develop expertise in core labour standards.
- As other federal government departments (OGDs) and agencies are increasingly active internationally, including in developing countries and CITs, CIDA may wish to examine its role in this context and participate more actively with key OGDs in assuring government-wide coherence on the international stage.
- With the increased emphasis on a credible and articulate policy influence role for CIDA in the Strategy, Agency skills in consultation and negotiation should be strengthened.
- Partners would like to work with CIDA in developing ways and means to build their own policy and analytical capacities.
- Examine CIDA's Public Engagement Strategy in the context of Policy/Program Objective 6, which deals with engaging Canadians on issues of development cooperation.

Appendix 4: Agency profile

CIDA's structure

CIDA is composed of 11 branches, the Corporate Secretariat, and the Ombudsman:

- Four geographic branches
  - Africa and the Middle East
  - Asia
  - Americas
  - Central and Eastern Europe
- Multilateral Programs Branch
- Canadian Partnership Branch
- Policy Branch
- Communications Branch
- Human Resources and Corporate Services Branch
- Performance Review Branch
- Information Management and Technology Branch
- Corporate Secretariat
- Ombudsman

CIDA branch overviews

Geographic branches

The geographic programs for Africa and the Middle East, Asia, and the Americas are funded through official development assistance (ODA). The program for Central and Eastern Europe is funded mainly with assistance that is not considered ODA. Thus, their mandate and objectives are somewhat different.

- **Geographic programs for Africa and the Middle East, Asia, and the Americas**

Objective

To support sustainable development and poverty reduction in developing countries and regions, in keeping with the needs of developing countries, the purpose and priorities of the ODA program, and Canada's foreign policy interests.

CIDA Photo: Pierre St-Jacques

Description

- The geographic programs for Africa and the Middle East, Asia, and the Americas account for about one-third of the international assistance budget.

- Geographic programs involve direct contacts between the Government of Canada and recipient countries. The Africa and Middle East Branch is also responsible for La Francophonie.

- The programs are developed in consultation and cooperation with partners in these countries.

- Projects supported through the geographic programs reflect both the needs of developing countries and Canada's ability to meet these needs.

- Projects supported through the geographic programs range in value from thousands to tens of millions of dollars, and can vary considerably in their approach and subject matter.

- With few exceptions, geographic programs are delivered as goods and services purchased from Canadian suppliers and through procurement in recipient countries.

- Geographic programs are the main assistance instrument directly available to the Government to invest, over the long term, in areas critical to sustainable development.

- **Geographic program for Central and Eastern Europe**

Objective

- To support democratic development and economic liberalization in the 28 countries of Central, Eastern, and Southern Europe and the Commonwealth of Independent States (CIS) by building mutually beneficial partnerships.

- The program has four main priorities:
  - to support the transition to market-based economies;
  - to encourage good governance, democracy, political pluralism, the rule of law, and adherence to international norms and standards;
  - to increase Canadian trade and investment links with the region; and
  - to assist international efforts to reduce the threats to international and Canadian security.

Description

- The CEE program is primarily responsive and highly flexible, allowing Canada to adapt to a wide spectrum of conditions, while promoting Canadian priorities and interests throughout the region. In fact, the program contributes directly to all three of Canada's foreign policy objectives.

- Many of the reform-related initiatives supported by the CEE program focus on building and supporting the enabling

environment—that is, the policy, regulatory, institutional, professional, and legal framework. This is accomplished through the transfer of Canadian knowledge and expertise in key sectors.

- The program is delivered in partnership with Canadian firms, non-governmental organizations, business and trade associations, government departments at all levels, labour groups, and educational institutions.

- Only a small share of the assistance provided through this program is considered ODA.

- Unlike the ODA program, the international assistance program for Central and Eastern Europe has, in addition to its social and political objectives, an explicitly commercial mandate.

Multilateral Branch

Objective

- To promote and support effective global and multilateral approaches that reduce poverty, enhance human security, and expand prosperity.

Description

- The Multilateral program involves CIDA in the work of a very wide range of international organizations and institutions, including:
  - the UN and its agencies, such as UNICEF;
  - the Commonwealth;
  - the regional development banks for Africa, Asia, and Latin America and the Caribbean.

- While the organizations are responsible for the administration of projects, Canada participates in their governing bodies to ensure that the organizations are operating within appropriate policy and operational guidelines, and that they meet Canada's interests and those of the international community as a whole.

- Most of CIDA's humanitarian assistance and food aid is also provided through the Multilateral program.

Canadian Partnership Branch

Objective

- To promote mutually beneficial partnerships between Canadian and developing-country organizations in order to support sustainable development and reduce poverty in the developing world.

Description

- The Canadian Partnership program provides grants and contributions to Canadian and international organizations (profit and not-for-profit) to support their activities in developing countries.

- Funding from the program is responsive to the initiatives of these organizations and on a cost-sharing basis.

- Canadian Partnership Branch also manages CIDA's consultation policy, and is the key contact point for CIDA in its relations with Canadian development partners.

- The Canadian Partnership program comprises four main subprograms:
  - Industrial Cooperation, which supports private-sector initiatives;
  - the Voluntary Sector, which works with non-governmental organizations and non-governmental institutions (e.g., universities and colleges);
  - the Scholarships program, which administers various fellowship and awards programs; and
  - the Youth Action program, which provides funding for international internships for young Canadians.

Policy Branch

Objective

- To support the Agency's mandate and program priorities in the context of Canada's broader foreign policy objectives, and to monitor issues and trends in development assistance.

Description

- Policy Branch provides strategic direction, advice, information, and briefing material to the Minister, the Agency, and other government departments on a wide range of long- and short-term development policy and strategic issues.

- The Branch develops the policies required by CIDA to fulfil its mandate and contribute to Canada's broader foreign policy objectives and interests.

- The Branch leads the management of the international assistance envelope and allocations on behalf of CIDA.

- At the international level, Policy Branch seeks to improve the coordination of Canadian development policies with those of other donor countries, among others, and through the Development Assistance Committee of the OECD.

- Policy Branch represents Canada's interests in various international fora; it also monitors Canada's progress in the area of international development.

- The Scientific, Technical and Advisory Directorate in Policy Branch has corporate responsibility for providing specialized scientific and technical (S&T) sectoral expertise and advice to the Agency. The directorate is responsible for providing leadership with respect to sectoral strategic initiatives within the Agency. In this role, the directorate works with centres of excellence, both within Canada and worldwide. The directorate is also responsible for providing sectoral advice to program branches to support development projects and programs. The Environmental Assessment Unit verifies the Agency's compliance with legislation.

Communications Branch

Objective

- To improve public awareness of, and support for, CIDA and international cooperation, and to encourage more Canadians to get involved.

Description

- Communications Branch provides strategic communications advice and briefing material for public events to the Minister, President, and CIDA branches.

- The Branch develops communications plans and provides expertise in the areas of communications planning; events management; media relations and analysis; public opinion research; Internet coordination; and the production of printed and audio-visual materials.

- The Branch manages the Agency's outreach programs, including the Speakers' Program and the Regional Events and Parliamentary Program.

- Communications Branch manages the Development Information Program (DIP), which reaches millions of Canadians each year through television, radio, print, and other projects designed to inform Canadians about international-development issues and the contributions made by Canadians working in developing countries.

Human Resources and Corporate Services Branch

Objective

- To promote a qualified, productive, and sustainable workforce, as well as an enabling environment that encourages organizational effectiveness and continuous learning, in order to support the Agency in pursuit of its mandate; and

- To promote continuous improvement and optimal management of CIDA resources through the provision of a range of efficient, effective, and client-driven support services.

Description

- Human Resources and Corporate Services Branch provides the Agency with advice and develops strategies, programs, and policies in the areas of human resources, administration and security, finance, contracting management, and legal services.

- It is responsible for developing and applying a wide range of service processes, such as staffing, contracting, and procurement, and for ensuring the integrity and effectiveness of these mechanisms.

Performance Review Branch

Objective

- Performance Review Branch seeks to improve decision-making in order to achieve better performance, and to support the Agency in its efforts to manage for sustainable development results.

Description

- The Branch provides independent, systematic, and objective advice on the continued relevance, success, and cost-effectiveness of key CIDA policies, programs, partnership arrangements, and delivery mechanisms.

- The Branch provides assurances on the performance of the management framework; that is, on the cost-effectiveness of the systems, practices, and built-in controls adopted by management to achieve established objectives.

- The Branch provides advice to management on managing risks, developing policies, and on establishing essential controls on the integrity of performance information and of probity and diligence in the use of public funds.

- The Branch provides advice to other branches on the application of results-based management principles, and methodological support in their implementation.

Information Management and Technology Branch (IMTB)

Objective

- To work in partnership with other Agency branches toward the achievement of the Agency's business objectives and strategies, through provision of effective and efficient information management (IM) and corporate reporting and information technology (IT) infrastructures and systems (including support to Knowledge Management initiatives).

- To provide leadership and guidance with regard to emerging technologies and the application of these technologies to CIDA's business environment.

- To keep abreast of government-wide IM/IT initiatives and accomplishments, and to identify the nature of their applicability to CIDA's environment.

Description

- Informatics represent a significant strategic investment for CIDA in its internal, domestic, and international operations. The Agency has, over the last several years, renewed most components of its information and technology infrastructure, including implementation of an integrated financial, program, human resources, and procurement/contracting system (based on SAP software). In achieving the above objectives, IMTB is also responsible for providing leadership with regard to improving Agency processes and systems, enhancing communications with posts and partners worldwide, and meeting Treasury Board requirements related to the implementation of an accrual accounting system and Government On-Line commitments.

Corporate Secretariat

Objective

- To ensure that CIDA is responsive to the needs of Parliament, the Minister, the President, and the general public, and to foster corporate direction of the Agency through its senior management.

Description

- The Corporate Secretariat provides support to the President, manages specific issues of concern to the Government, Minister, and Agency, and is responsible for Parliamentary Relations, Executive Correspondence, Access to Information and Privacy, and support to ongoing committees of the Agency.

Ombudsman

The Ombudsman is a designated impartial party who remains independent of ordinary line and staff structures and reports directly to the President. He/she is neither the employer's representative nor the employee's unconditional defender.

Mandate

- To provide employees with informal and confidential support in defining difficult work-related situations and in identifying avenues of resolution.

- To try to identify and avert potential conflicts in the workplace.

- To draw the attention of management to corporate issues and make recommendations, while protecting the confidentiality of personal information.

Access to services

- All CIDA employees, regardless of their status (determinate or indeterminate appointment, on assignment abroad, unpaid leave, etc.) can make use of the Ombudsman's services.

- The mandate does not extend to firms or non-governmental organizations under contractual arrangements with CIDA. Consultants and contractuals working at CIDA also have access to the services of the Ombudsman in the context of the "zero tolerance" policy dealing with harassment, but contract-related matters have to be dealt with by the relevant contracting authority.

CIDA Photo: Pierre St-Jacques