

Canadian International Development Agency

Estimates 2008-09

Part III: Report on Plans and Priorities

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Acronyms

AIDS	Acquired Immuno Deficiency Syndrome
CARICOM	Caribbean Community and Common Market
CERF	Central Emergency Response Fund
CIDA	Canadian International Development Agency
CSO	Civil Society Organizations
DAC	Development Assistance Committee
DFAIT	Department of Foreign Affairs and International Trade
FTEs	Full Time Equivalents
HIV	Human Immunodeficiency Virus
HRM	Human Resources Management
IAE	International Assistance Envelope
MDGs	Millennium Development Goals
MOPAN	Multilateral Organizations Performance Assessment Network
MRRS	Management, Resources and Results Structure
NGO	Non-Governmental Organization
OCG	Office of the Comptroller General
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PAHO	Pan American Health Organization
PSD	Private Sector Development
RCMP	Royal Canadian Mounted Police
SAE	Strategic Environmental Assessment
SCFAID	Standing Committee on Foreign Affairs and International Development
SDS	Sustainable Development Strategy
TBS	Treasury Board of Canada Secretariat
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund

Minister's Message



This year will mark a turning point for Canada's aid program and development agency. It will be marked by a profound shift in response to Canadians' call for tangible results through an effective, accountable aid program.

I have witnessed for myself the results achieved by our aid resources, supporting the less fortunate based on the principles of human rights, freedom, democracy and the rule of law—and reflecting Canadian government policies. I believe however that more can be accomplished with increased focus, efficiency, innovation and clear accountability.

This report highlights our commitment to Canadians to become more effective and the key steps we will take in 2008-09. This will not be easy and will require tough decisions and resilience. To achieve more effectiveness in our international aid, we depend on the support of all.

After all, such reforms are in support of our goal to reduce poverty, promote human rights, and increase sustainable development, in priority areas and regions. We will remain steadfast in our commitment to the reconstruction and development of Afghanistan, our largest aid program with \$1.2 billion over a 10-year period. We will revitalize our engagement in the Americas with the key objectives of promoting basic democratic values, building prosperity, and meeting new security challenges. Canada will meet its G8 commitment to double aid to Africa, reaching investments of \$2.1 billion this fiscal year.

We will continue to bring Canada's recognized expertise in the areas of public sector reform, technical and vocational education and training, equality between women and men, private sector development, the environment, health and basic education; and to lead innovative programming.

These efforts and the Canadian International Development Agency's many other initiatives in poverty reduction and sustainable development are reflected in the Agency's *2008-09 Report on Plans and Priorities*, which I am pleased to table for Parliament's consideration.

The Honourable Beverley J. Oda, P.C., M.P.
Minister of International Cooperation

Management Representation Statement

I submit for tabling in Parliament, the *2008-09 Report on Plans and Priorities* for the Canadian International Development Agency.

This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2008-09 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the Department's strategic outcomes and program activities that were approved by Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from Treasury Board of Canada Secretariat.

Robert Greenhill
President, Canadian International Development Agency

SECTION I: AGENCY OVERVIEW

1.1 Raison d'être

Canadians recognize that their future is intertwined with that of people around the world, and that the failure to achieve significant political, economic, social and environmental progress in the developing world will have an impact on Canada in terms of long-term security and prosperity.

The Canadian International Development Agency (CIDA) is the Government's principal organization responsible for development and humanitarian policy and programming. Its aim is to reduce poverty, promote human rights, and support sustainable development, in a manner consistent with Canadian foreign policy.

Canada's development assistance program promotes Canadian values: compassion for the less fortunate, democracy, freedom, human rights and the rule of law. It also promotes the interests of Canadians: contributing to Canada's voice on the world stage, building long-term relationships with emerging economies, and supporting global peace and security.

1.2 CIDA's Operating Environment

1.2.1 Challenging Canada's aid program

In partnership with recipient countries, other donors, international and multilateral organizations, and Canadians, CIDA is contributing to the achievement of notable results.

A snapshot of results in 2006-07

- Food aid to approximately five million people worldwide through the World Food Program and the Foodgrains Bank.
- Approximately 2,500 Canadian volunteers, including youths, working in developing countries.
- Small loan and savings services for more than 280,000 Afghan women, who are rebuilding their lives and supporting their families.
- Elimination of female genital mutilation in 68 villages in Mali, protecting about 47,000 women and girls of reproductive age.
- In Sudan, food aid to 250,000 people, access to clean water to 570,000 people and routine vaccinations to 100,000 children.
- In Haiti, establishment of 9,209 voting centres and registration of 3.5 million voters for the 2006 elections, contributing to the highest voter participation rates in its history — more than 3 million young people voted for the first time.

- In Indonesia, emergency shelter and essential items such as soap and towels, kitchen utensils, and clothing to 2,000 households.
- The Primary Education Development Program in Tanzania and Kenya has helped to increase net primary enrolment by 3.8 million children who would not otherwise have been in school.

Recipient countries are increasingly taking charge of their own development, strengthening democratic governance, enhancing skills in government and civil society, and sharpening competitiveness in their business sectors.

Over the past decades, however, questions with respect to the effectiveness of aid investments remain based on the persistence of intractable poverty throughout the developing world. This has given rise to rethinking the approach to development.

With Canadians questioning the effectiveness and results of their aid program, a number of studies and reviews have made recommendations on ways to improve international assistance that the Government has duly taken into consideration. These are informing CIDA's plans and priorities.

On October 10, 2007, the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) tabled its review¹ of Canada's aid program. It recognized Canada's progress in areas such as its whole-of-government approach to working with fragile states (e.g., Afghanistan and Haiti), humanitarian action in Africa, and increases in the aid budget. The review also identified the following main challenges: continuing to increase aid to meet Canada's commitments made at Monterrey; focusing its aid on fewer partner countries to generate stronger impact; and galvanizing the implementation of the *2005 Paris Declaration on Aid Effectiveness*².

The OECD also released its Overview Report of the 2006 Survey on Monitoring of the *Paris Declaration on Aid Effectiveness*. It notes that CIDA programming is well aligned with country priorities and increasingly coordinated with other donors, but that further progress is required by all donors to ease the administrative burden on recipient countries. Areas for improvement for CIDA include increasing the proportion of coordinated missions and shared analytical work with other donors, untied aid, and harmonization of practices and procedures.

¹ Peer reviews by the OECD DAC are independent evaluations of individual donor country programs and policies that occur every four to five years for all 23 DAC members with the objective of (i) monitoring members' development cooperation policies and programs, and assessing their effectiveness against the goals and policies agreed in the DAC, as well as against internationally and nationally established objectives; (ii) assisting members in improving their aid performance through shared learning; and (iii) identifying good practice and foster coordination of effort.

² For information on the *2005 Paris Declaration on Aid Effectiveness*, please refer to section 1.2.5.

With urgent basic needs unmet for hundreds of millions, an increasingly complex geopolitical environment, and a climate that affects the world's poorest regions, development is a risky endeavor. Delivering assistance in areas of conflict and political instability such as the Kandahar Province of Afghanistan and the West Bank and Gaza territories represents significant challenges for program delivery and staff security. Such risks are mitigated by focusing support to address humanitarian needs and by working with government and NGO partners with experience in working in similar environments.

1.2.2 Transforming Canada's international assistance program

The Government is significantly increasing the resources it devotes to international assistance. Budget 2007 reaffirmed Canada's commitment to double international assistance from 2001-02 to 2010-11, bringing the International Assistance Envelope (IAE) to \$4.4 billion in 2008-09. CIDA will manage 67.4 per cent of the IAE, or \$2.96 billion in 2008-09.

As highlighted above, although Canada's international assistance program has produced some notable achievements, new realities and a more complex international environment require a new approach. Canadians have great expectations for their aid program, and the Government will live up to them. Therefore, Budget 2007 laid out a clear program that will transform both Canada's aid program, and its aid agency:

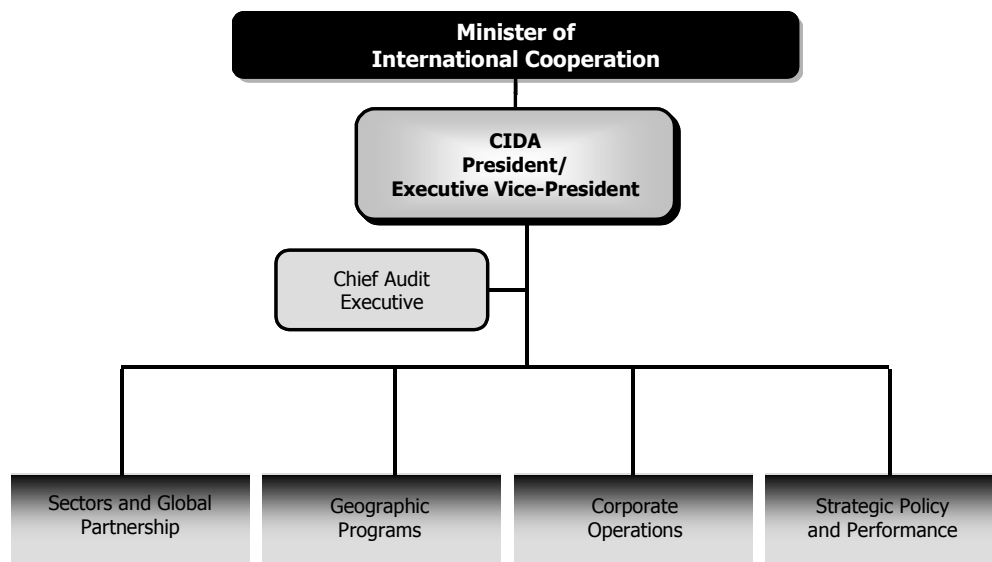
- *Strengthening focus:* Canada will focus traditional bilateral aid and will aim to be among the largest five donors in core countries of interest;
- *Improving efficiency:* Canada will establish a benchmark for reducing administrative costs and will deploy more staff to the field; and
- *Increasing accountability:* Canada will ensure independent evaluation of our aid program and report more effectively to Canadians.

1.2.3 Transforming CIDA

In support of the Government's aid effectiveness agenda, CIDA will pursue its Transformation for Results Initiative that seeks to move the Agency towards a more effective and accountable bilateral development organization. The new structure will ensure that CIDA:

- Uses the world's best development knowledge and innovative thinking;
- Improves the efficiency and coherence of its programming with more consistent processes, better coordination across all delivery channels, and increased opportunities to develop thematic programming across countries and continents;
- Integrates rigorous strategic planning, state-of-the-art evaluations and independent assessments, and enhanced public communication of development results; and
- Enhances opportunities for employees to develop their skills and to demonstrate their leadership potential.

Figure 1. CIDA's new organizational structure



- *Sectors and Global Partnerships* will focus on building world-class expertise in the Agency's priority sectors and well-coordinated relationships with our Canadian and global development partners;
- *Geographic Programs* will encompass all bilateral aid relationships, coordinate with partnership efforts, and align operational processes and systems in a coherent and consistent manner. This will enable staff to focus on aid effectiveness rather than administrative processes;
- *Corporate Operations* will focus on achieving excellence in the management of CIDA's human, financial, physical and information resources; and
- *Strategic Policy and Performance* will ensure strategic rigour, coordination and coherence, innovation, explicit incorporation of aid effectiveness principles, clear and externally validated results, and clearer, more credible communication of the Agency's impact.

These changes are the foundation on which CIDA will build improved clarity of roles, enhanced field presence and improved ability to achieve and demonstrate results.

1.2.4 Clear priorities for Canada

The Canadian role in Afghanistan is one of our most important foreign engagements in many decades. The priority to Afghanistan is also reflected in the 2007 Speech from the Throne. This political and military commitment is supported by CIDA's largest and most complex aid program. The whole-of-government approach is critical to Canada's success. For example, in Kandahar, the Provincial Reconstruction Team includes the Department of National Defence, the Department of Foreign Affairs and International

Trade (DFAIT), CIDA, Corrections Canada and the Royal Canadian Mounted Police (RCMP). This whole-of-government effort includes CIDA's support for long-term reconstruction and poverty reduction, and DFAIT's support for stabilization and short-term reconstruction through the Global Peace and Security Fund. These programs are in addition to humanitarian assistance, and focus on meeting basic needs of refugees and others affected by conflict. Canada is a top donor in Afghanistan, with a commitment of \$1.2 billion through 2011.

Canada's commitment to double its aid to Africa by 2008-09 from 2003-04 levels, to reach \$2.1 billion, confirmed by the Prime Minister at the 2007 G8 Summit in Germany, will be met. DFAIT, through its support for the African Union's peace support operations in Sudan, for example, contributes to this commitment, as does the Department of Finance, as the Government's lead with the World Bank and the International Monetary Fund, and the International Development Research Centre, which has focused much of its research support in African countries. Canada will be first amongst G8 countries to meet its commitment to Africa and will be able to proudly take on its role of host of the 2010 G8 Summit.

Canada's re-engagement in the Americas is a priority announced in the Speech from the Throne in October 2007. Through renewed engagement, Canada will contribute to building a more prosperous, democratic, secure and safe hemisphere. Canada's international development assistance in economic development, governance, and social programming helps create an enabling environment for increased prosperity, economic opportunity, and access to the benefits of democracy. Canada will continue to play a leadership role in Haiti through our commitment of \$555 million from 2006 to 2011. Canada's approach will draw upon government resources including commercial, defence, diplomatic, international assistance and immigration.

In cooperation with DFAIT, CIDA will follow through on the November 2007 Government Response to the Parliamentary Standing Committee on Foreign Affairs and International Development's report entitled "Advancing Canada's Role in International Democratic Development". Actions include establishing a 'panel of experts' to study Canadian capacity to deliver democracy support; the development of a CIDA-specific governance analysis tool; supporting efforts to improve greater coordination among Canadian organizations delivering democracy support; and establishing research programs to inform CIDA programming in this area. CIDA will also work with DFAIT to develop a focused policy statement on democracy support.

The Agency will develop a plan for a renewed approach to technical and vocational education and training, initially informed by a round-table of experts in winter 2008. CIDA is also renewing, with interdepartmental colleagues and other stakeholders, its private sector engagement. As well, the Prime Minister announced the *Canada-Caribbean Institutional Leadership Development Project* during his summer visit to Barbados. The performance of this project will inform options for increasing support for public sector reform in developing countries, including a Canadian institute of public service. Such an institution would aim to improve the coherence of Canada's efforts to

strengthen the performance of developing countries' public sector and assist in policy development.

1.2.5 The International Environment

Over the past ten years, a global consensus has emerged on the goals and principles of development cooperation:

- The Millennium Development Goals (MDGs), a series of goals and targets to be achieved by 2015, inform recipient country priorities. They are tracked by leading institutions through internationally-agreed indicators, and provide much needed information on progress;
- The Monterrey Consensus on the financial foundations necessary for development, including the use of aid, gave rise to Canada's commitment to double international assistance resources by 2010-11;
- The *Paris Declaration on Aid Effectiveness*, emphasizes five principles of effective development, provides global targets to be reached in 2010 and strong mechanisms for accountability.

In 2008-09, the international community, including Canada, will be assessing the progress on the goals and principles of development cooperation agreed upon since 2000.

A multi-stakeholder UN meeting will be held in 2008 to review progress and accelerate action to help achieve MDG targets by 2015. The third High Level Forum on Aid Effectiveness, to be held in Accra, Ghana, in September 2008, constitutes the first milestone to assess progress and performance on implementation of the *Paris Declaration on Aid Effectiveness*, and to identify actions to accelerate achievement of the Declaration's commitments and targets by 2010.

Canada was a strong advocate for including civil society into the discussions on aid effectiveness. Its efforts have delivered. The international community, including Canadian civil society, is now engaged in a dialogue to better understand the role and contribution of civil society to development and the effectiveness of aid. This issue will be a priority for discussion in Accra.

Another major event will be the Doha Conference on Financing for Development, to be held December 2008 in Qatar. This conference will review progress on implementing the actions contained within the six thematic areas of the Monterrey Consensus. These include developing countries' efforts to mobilize resources for public and private investments, reductions in the external debts of developing countries, further liberalization of trade, greater and more effective development assistance and addressing some systemic issues.

These events will offer Canada an opportunity to affirm its commitment to poverty reduction, and more effective aid delivery.

1.3 Summary Information

Financial and Human Resources

Financial Resources 2008-09 (Planned spending)	Human Resources 2008-09
\$3,222,771,000	1,834 Full Time Equivalents

Strategic Outcomes

CIDA's aim to reduce poverty, promote human rights, and increase sustainable development is supported through two strategic outcomes described below.

Strategic Outcomes	Selected Performance Indicators
1. Increased achievement of development goals consistent with Canadian foreign policy objectives	<ul style="list-style-type: none">• Progress towards reducing poverty• Progress towards democratic governance (freedom and democracy, human rights, rule of law and accountable public institutions)
2. Sustained support and informed action by Canadians in international development	<ul style="list-style-type: none">• Level of public support• Level of awareness, support and engagement related to Canada's development program

	Expected Results	Planned Spending 2008–09
Strategic Outcome 1: Increased achievement of development goals consistent with Canadian foreign policy objectives		
Countries of concentration	Enhanced capacity of countries of concentration to achieve development goals	\$967,821,000
Fragile states and countries experiencing humanitarian crisis	Reduced vulnerability of crisis-affected people Restored capacity of public institutions and civil society	\$611,209,000
Selected countries and regions	Enhanced capacity of selected countries and regions to achieve stability and/or development goals Contribution to international interests of the Government of Canada	\$580,822,000
Multilateral, international and Canadian institutions	Enhanced capacity and effectiveness of multilateral institutions and Canadian/international organizations in achieving development goals	\$991,286,000
Strategic Outcome 2: Sustained support and informed action by Canadians in international development		
Engaging Canadian citizens	Increased awareness, deepened understanding and greater engagement of Canadians with respect to international development issues	\$71,633,000

Allocated across program activities		
Internal services*	Provide support services that are not specific to any individual channel of program delivery	

* Financial and human resource costs for Internal Services have been allocated to the other programs activities, as required by TBS.

1.4 CIDA's Plans and Priorities

Program and Management Priorities

Over the planning period, CIDA's efforts will aim at transforming for more effective, accountable aid, while reflecting the Government's policies and priorities. More specifically:

- ◎ **Transforming Canada's aid program and the Agency**
 - *Strengthening geographic focus:* The Agency will increasingly focus and coordinate its bilateral programming in certain countries of concentration. This will position CIDA to be among the five largest donors in many of these countries. At the same time, the Agency will augment its sectoral expertise to enhance planning and coordination in countries of concentration.
 - *Enhancing field presence:* CIDA will shift resources to the field, delegate greater authority, rationalize management structures, and increase the use of locally-engaged staff.
 - *Further untying aid:* Canada will improve its ratio of untied aid.
 - *Improving administrative efficiency:* CIDA will undertake a broad range of initiatives to reduce costs such as increasing financial delegations and other authorities; and standardizing and streamlining internal business processes.
 - *Reinforcing the independence of CIDA's evaluation function:* CIDA will increase the involvement of external experts to ensure greater independence in the evaluation of its aid program, and operationalizing its Chief Audit Executive Office.
 - *Leading the international dialogue on civil society and aid effectiveness:* CIDA will maintain leadership in Canada and on the international scene to promote an inclusive dialogue with civil society about its role and contribution to development and the effectiveness of aid.
 - *Realigning the Agency's structure and governance:* CIDA will continue its reorganization process with a strong emphasis on building coherence across the organization and its agenda. This includes enhancing expertise in priority sectors in order to strengthen CIDA capacity to achieve results.

- ◎ **The development and reconstruction of Afghanistan:** CIDA will contribute to the development and reconstruction of Afghanistan, and focus on key priorities of governance, economic growth and the rights of women, through a whole-of-government approach. CIDA will also support innovative strategies to measure progress and communicate results to Canadians.

- ◎ **Implementing the Americas strategy:** In response to the Government's call for increased Canadian engagement, a whole-of-government approach was adopted and consists of ongoing and new prosperity, democratic governance, and security

initiatives. Reflecting the principles of strengthening aid effectiveness, CIDA will move forward on new programming, with particular emphasis on the Caribbean.

- ◎ **Meeting the Africa commitment:** To deliver on Canada's commitment of doubling aid to Africa by 2008-09 from 2003-04 levels, the Agency is not only allocating more funding to country programs in Africa, but also engaging with effective multilateral institutions such as the African Development Bank, and targeting some of its contributions to multilateral and Canadian partners to Africa.
- ◎ **Canada's focus on democracy support:** In cooperation with DFAIT, CIDA will implement commitments announced in the Government Response to the SCFAID report entitled "Advancing Canada's Role in International Democratic Development", including developing options for enhancing CIDA support for public sector capacity development in developing countries.
- ◎ **Enhancing technical and vocational education and training:** The Agency will develop a plan for a renewed approach to technical and vocational education and training, initially informed by a round table of experts in winter 2008.
- ◎ **Renewing private sector development:** CIDA will be renewing, with interdepartmental colleagues and other stakeholders, its approach to private sector development and engagement.

1.5 An overarching priority: The effectiveness of Canada's aid program

Canada's international assistance program has produced some notable achievements in areas such as advancing equality between women and men, and innovative micronutrient initiatives in developing countries. Although two-thirds of Canadians support international assistance and believe it can make a difference, the program has been criticized with continuing scepticism that real results are being achieved. In his reply to the 2007 Speech from the Throne the Prime Minister stated that Canada's international assistance program would be refocused and strengthened.

Transforming the aid program has a clear purpose: to become more effective and achieve results. To demonstrate real results for Canadians' aid dollars requires focusing international assistance in countries, strengthening presence on the ground in order to be more responsive and make better choices and reducing the cost of doing business to ensure more resources reach the poor in developing countries.

Strengthening Geographic Focus

Focusing aid efforts and resources in certain countries will increase the effectiveness and accountability of Canadian aid, delivering greater results on the ground and increasing Canada's influence as a donor. It will enable the Agency to deploy more staff to the field and to make better choices based on deeper knowledge of local conditions. Bringing more resources to bear in these countries will also improve the Government's ability to monitor and evaluate the Canadian investments and their development impacts, to manage risks and to respond to changing conditions.

The Government will realign its bilateral resources to countries selected on the basis of criteria that will include for example the level of poverty, the alignment with the Government's priorities and shared values, and our ability to make a difference.

This will build on results already achieved – in 2006-07, the top 15 recipients of CIDA's bilateral assistance accounted for 69 per cent of bilateral spending, up from 55 per cent in 2000-01. In line with Budget 2007's commitment, we will aim to be amongst the top 5 donors in the majority of Canada's countries of concentration. This will further enhance our impact, and improve how we work with our partners to achieve results.

Strengthening CIDA's Field Presence

The OECD indicated in its 2007 Peer Review of Canada's international assistance that CIDA's highly centralized management structure and decision making is incompatible with its desire to gain influence and impact on development issues with recipient country governments and among other donors. Budget 2007 indicated that Canada would focus aid in countries and put more staff in the field.

The benefits of greater presence in the field can be maximized with a transfer of authorities allowing the field team to respond more quickly to local conditions and to strengthen Canada's ability to act in concert with other donors and recipient governments. To strengthen its presence and leadership capacity in priority developing countries, CIDA will increasingly shift management authority and resources from headquarters to the field.

Based on experience gained to date, CIDA is building decentralized field options that will accommodate local conditions and capacities, work with the infrastructure available through other organizations, particularly DFAIT, and minimize cost implications. As part of a redesigned approach, CIDA will increase its presence in the field. It will rationalize its presence in other countries and at headquarters. Also, CIDA will recruit locally in countries where suitable candidates are available.

Further Aid Untying

Tied aid is a practice whereby development assistance is used for the procurement of goods and services from the donor country or from a limited number of countries. International studies have demonstrated that tied aid represents a major efficiency loss of between 15 and 30 per cent. This is money that does not reach the intended beneficiaries.

Under CIDA's existing policy, it is mandatory to untie Canadian aid to the Least Developed Countries (LDCs) with the exception of food aid, management services, and technical cooperation. For aid to non-LDCs, CIDA can use international competitive bidding on contracts. In Canada, 50 percent of food aid remains tied to Canadian providers.

Since the implementation of the current policies, Canada's untying ratio as reported to the OECD has improved from 32 per cent in 2001 to 63 per cent in 2006. While this represents a significant increase, it is still lower than most other donors, the average of which is over 90 per cent. In its 2007 Peer Review of Canada, the OECD also recommended further untying of food aid and the promotion of more local and regional procurement from developing country firms.

The October 16, 2007 Speech from the Throne states that "our government will bring greater focus and effectiveness to Canada's international assistance to ensure that Canadians' money is well spent." Further untying Canadian aid is an efficient means to support this objective. Building on results achieved to date, the future years will see improvements in CIDA's ratio of untied aid.

Improving Administrative Efficiency

In Budget 2007, the Government underscored its commitment to ensuring that the maximum amount of aid reaches those in need. In practice, this means a disciplined assessment of administrative costs to ensure that they are minimized and focused on the

necessary requirements of stewardship and due diligence, and effective and efficient program delivery.

In 2002-03, CIDA's operating costs accounted for 10.1 per cent of total spending. Since then, CIDA has reduced its operating costs to 7.9 per cent of total spending. Despite CIDA's recent success in improving its efficiency, critics claim that Canada spends a higher percentage of its international assistance on administrative costs than do other donor countries. However, there is a major difficulty in comparing such costs because expenditure information on international development is flawed as donor countries employ different definitions of administrative costs in their reports. Comparing itself with five other federal departments administering large transfer payment programs, CIDA noted that its administrative costs as a percentage of total spending is lower than any of the five other departments.

While CIDA's efficiency has been improving, there is scope for further improvement in order to follow through on the commitment made in Budget 2007. To become more efficient, CIDA will ensure that greater country focus results in reduced costs; pursue further options for more efficient delivery of program and administrative services; increase financial delegations and other authorities; increase the average size of its projects to achieve economies of scale; standardize and streamline internal business processes; and invest in financial systems and practices that facilitate the Agency's efforts in controlling administrative costs.

Independent Evaluation of Canada's International Assistance Program

Budget 2007 committed the Government to examine options to ensure the independent evaluation of Canada's international assistance program in order to provide parliamentarians and Canadians with a more objective assessment of the results we achieve with our international assistance.

The 2006 *Federal Accountability Act* requires all federal government departments and agencies to evaluate all federal government grants and contributions programs within five years. The Treasury Board is renewing its policy suite, including the Evaluation Policy, with the aim of strengthening the independence/neutrality of the evaluation function and enhancing rigour and professionalism in the conduct of evaluations across the federal government. The new Policy will improve the quality of information for parliamentarians and Canadians on the results achieved with our international assistance.

The President of CIDA oversees the evaluation function of the Agency with the advice and assistance of an Evaluation Committee, which he chairs. The committee includes two external members (from DFAIT and the private sector). The Treasury Board Secretariat (TBS) in its 2006 Management Accountability Framework assessment rated CIDA's evaluation function as "strong". CIDA's current evaluation coverage is about 70 per cent of all programs over seven years, or 10 per cent a year.

There is a general move, in the donor community, towards greater independence with reforms being designed based on individual country realities.

CIDA will build on the “strong” rating in TBS’ 2006 Management Accountability Framework assessment and further strengthen governance and oversight of the Agency’s evaluation function in a cost-effective manner. The composition of CIDA’s Evaluation Committee will be enhanced to include more independent members.

A series of additional measures will also be implemented to enhance the coverage, independence, quality and rigour of evaluations. These measures will include ensuring that 100 per cent of CIDA’s programs are evaluated over a five-year cycle.

Aid Effectiveness on the International Stage

Internationally, a consensus has emerged from over 50 years’ experience in development cooperation and a growing body of research into development effectiveness reflecting that past approaches to development cooperation were too narrowly focused and often failed to recognize the cultural and political context in which development takes place. At the heart of this evolution has been one overwhelming concern: improving the effectiveness of development cooperation.

The global consensus that has emerged is anchored in a series of internationally agreed documents: the *Millennium Development Goals* (2000), the *Monterrey Consensus on Financing for Development* (2002) and the *Paris Declaration on Aid Effectiveness* (2005).

The MDGs, which were agreed by the United Nations in 2000, provide a shared vision of a much-improved world by 2015. The goals inform country priorities and planning for development, concentrating on: eradicating extreme poverty and hunger; achieving universal primary education; promoting equality between women and men and women’s empowerment; reducing child mortality; improving maternal health; combating HIV/AIDS, malaria and other diseases; and ensuring environmental sustainability; as well as developing a global partnership for development.

The Monterrey Consensus (2002), adopted at the International Conference on Financing for Development, was the first global attempt to comprehensively address the challenges of financing development, especially in the context of meeting the MDGs.

In 2005, Canada, other donors and developing countries, recognizing the need for time-bound operational targets if the MDGs were to be achieved, endorsed the *Paris Declaration on Aid Effectiveness*. The Declaration articulates a new approach to development, with a number of shared commitments, and a process for monitoring progress.

In 2007, G8 leaders including Canada’s Prime Minister confirmed that, “We are working to implement the *Paris Declaration on Aid Effectiveness* and recognize that both donors

and partner countries have steps to take to improve the impact of aid. We must all work to encourage country ownership, assure alignment of aid programs with country priorities, reduce transaction costs of aid and improve donor coordination. We need to continue enhancing efforts to untie aid ... and disbursing aid in a timely and predictable fashion through partner country systems where possible.”

As stated previously, the Accra HLF is the first milestone to report on progress achieved in implementing the *Paris Declaration on Aid Effectiveness*, in order to meet its 2010 timeline.

A notable initiative for Canada in the lead up to Accra is on civil society and aid effectiveness. Canada is a recognized leader on donor engagement with civil society organizations (CSOs). Canada is pursuing this initiative internationally through its chairmanship of the Advisory Group on Civil Society and Aid Effectiveness.

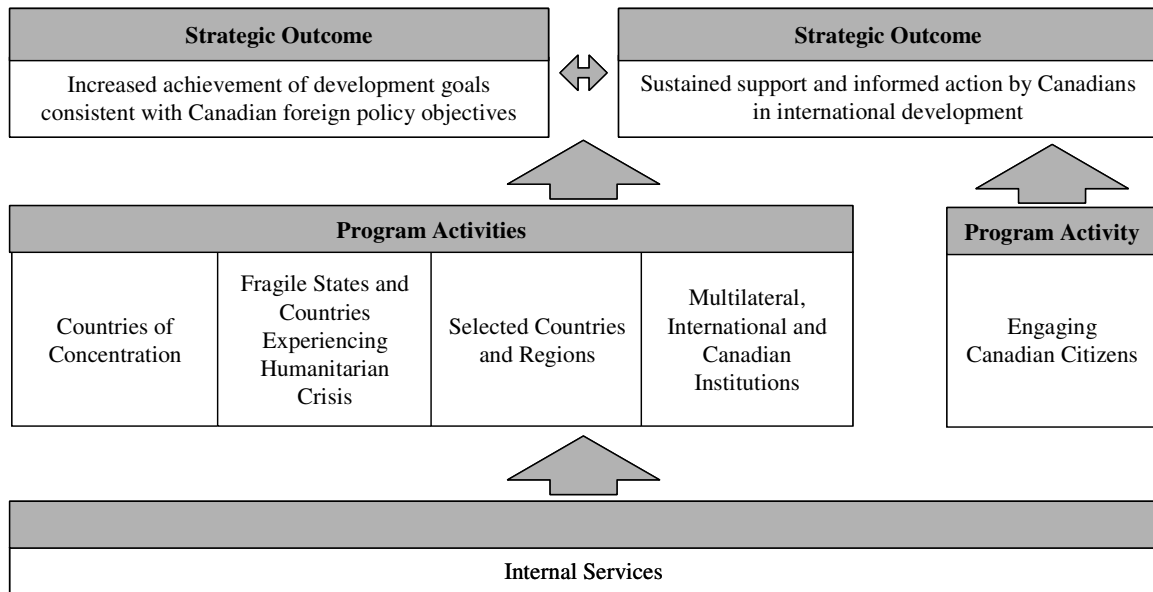
Civil society's contribution to development is considerable. CSOs are a highly effective mechanism for the delivery of social services and programs, and countries that are successful in reaching the poor are most often those in which a wide range of CSOs have emerged to work at the community level and hold governments accountable to citizens.

This was an overview of a very dynamic agenda for strengthened effectiveness of aid that will see CIDA taking concrete steps and making notable changes over the planning period. The next section provides a snapshot of the results the Agency seeks to achieve with its partners, in support of its corporate objectives. The examples cited are not meant to be comprehensive but to provide the reader with a better understanding of how the Agency aligns its sectoral expertise and programming response to a specific country context and set of challenges.

SECTION II: ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

This section provides information on how each of the five program activities in CIDA’s Program Activity Architecture listed below supports the Agency’s strategic outcomes and expected results.

CIDA’s Program Activity Architecture



Strategic Outcome 1: Together with other donors, Canada pursues the achievement of development goals that collectively aim at reducing poverty. CIDA’s development goals are aligned with Canada foreign policy priorities.

Strategic Outcome 2: Canadians are involved in international development through government, non-government, private sector and volunteerism. Canadians make a valuable contribution to international development, through their financial and in-kind support, resourcefulness, innovative ideas, and commitment.

These outcomes are mutually reinforcing, reflecting the interdependency of achievement of development goals and Canadian citizens support. They are supported by five program activities that are defined in terms of CIDA partnerships with countries of concentration, fragile states and countries in crisis, selected countries and regions, institutions, and Canadian citizens.

2.1 Countries of concentration

Program Activity Description	
<p>This program activity involves engaging in long-term development assistance programming in countries of concentration to enhance their capacity to achieve development goals. Such programming involves direct contacts between CIDA and recipient countries and is developed through consultation and cooperation with partners internationally, in Canada and in these countries. Initiatives include various country programs, projects and development activities as well as policy dialogue.</p>	
Expected Result	Selected Performance Indicators
Enhanced capacity of countries of concentration to achieve development goals	<ul style="list-style-type: none"> • Progress towards the MDGs • Level of democratic governance • Existence of an effective government poverty reduction strategy, reflected in budgeting decisions and long-term resource framework • Alignment of CIDA country strategies and institutional support to the country's national development plan
Human Resource Requirements, 2008-09	Financial Requirements, 2008-09
570 Full Time Equivalents	\$967,821,000

Well performing institutions and the capacity to take over and own development efforts is essential to the sustainability and effectiveness of aid. At the heart of CIDA's efforts with its long-term partners is ensuring that capacity exists within formal institutions and civil society to achieve development results. CIDA supports countries of concentration to manage and reach their development goals in a coordinated and harmonized fashion, based on the principles of the *Paris Declaration on Aid Effectiveness*. Thus, Agency priorities are determined by the national development plans or poverty reduction strategies of the recipient countries, while fostering improved governance in support of the country's development.

Plans and Priorities

Expected Result: Enhanced capacity of countries of concentration to achieve development goals

Development is the result of the combined efforts of donors, recipient governments and citizens. Results are achieved and witnessed on the ground. The following highlight a

sample of programs in the pursuit of concrete and sustainable development results in countries of concentration.

AFRICA

Development challenges

Africa faces the greatest challenges in reaching the MDGs; despite consistent annual growth rates of 5 per cent or more in recent years, poverty is still a serious problem across the continent. The satisfaction of the most basic needs (e.g., food security, health, education) and the basic infrastructure for economic development remain enormous and long-term challenges. Gender inequality, weak public sector institutions, corruption, limited citizen participation, ongoing armed conflict and climate change continue to pose barriers to progress. Nevertheless, most of CIDA's countries of concentration are on the road to becoming stable and effective democracies that are able to respond to the development priorities of their populations, and several will meet a number of the MDG targets in poverty reduction and education.

Sectors of Focus

Governance

Food Security and
Agriculture (PSD,
Environment, Health)

Water and Sanitation
(Environment, Health)

Cross-cutting themes

Equality between
women and men

Environmental
Sustainability

GHANA



Ghana is a stable democracy with a strong economic growth and poverty reduction record. The percentage of people living below the national poverty line dropped from 51.7 in 1991-92 to 28.5 in 2005-06. Its current challenge is to accelerate economic growth and share the benefits more equitably. Other challenges include increasing access to food security and sanitation services, the latter of which is currently at 18 per cent across the country. Canada is a signatory, along with most of the major donors in Ghana, of a Joint Assistance Strategy that coordinates aid and harmonizes it with Government of Ghana practices.

Plans and Priorities

- Increase the effectiveness of national and local governments and delivery of essential services by supporting the implementation of Ghanaian policies for decentralization, public sector reform and public financial management. In 2008-09 CIDA is focusing on helping integrate gender equality considerations into the national budget and increasing participation of women's organizations in the December 2008 national election.
- Increase food security by supporting farmers and rural communities to improve their income and livelihoods through projects such as the Community Driven Initiatives in Food Security (\$12 million/5 years); as well as supporting the Government's target of annual agriculture growth and development of 6 per cent through funding the Food and

Agriculture Budget Support projects (\$20 million/year for 5 years).

- Bring access to sustainable water supply and sanitation services to more people, particularly in Ghana's north, through projects such as the Northern Region Water Project and the Northern Region Small Towns Project (\$30 million/7 years).

Sectors of Focus

Education

Agriculture and rural development (PSD, Health, Education, Environment)

Health and HIV/AIDS

Governance

Cross-cutting themes

Equality between women and men

Environmental Sustainability

MOZAMBIQUE



Mozambique has been a major African success story in post-conflict resolution and rehabilitation. It is endowed with vast and relatively untapped natural resources and it has achieved an annual economic growth rate of 8.2 per cent. However, Mozambique is still one of the poorest countries on earth and it faces serious constraints to development, including HIV/AIDS, pronounced inequality between women and men, vulnerability to drought and flooding, income and regional disparities, and the lack of capacity in all levels and sectors of government.

Plans and Priorities

- Support the education system including funding quality gender- and HIV/AIDS-sensitive textbooks and teacher manuals for about 4.8 million primary students and 75,000 teachers (\$15 million in 2008-09) and strengthening the capacity of the Ministry of Education including the management of the supply of textbooks throughout the country.
- Increase annual growth in agriculture by 5 per cent per year by helping more than 200,000 farmers improve farming methods and providing specific support to the areas with the most needs.
- Support the Government of Mozambique's response to the HIV/AIDS epidemic by strengthening the health system, including governance, financing, human resources for health, and health service delivery at the community level.

Sectors of Focus

Basic social services
(Education, Health)

Increasing household income
(PSD, Health)

Governance

Cross-cutting themes

Equality between women and men

Environmental Sustainability

MALI



Mali is a democratic country with a strong civil society and a culture that favours tolerance and respect for human rights. The country plays a lead role in Africa in human rights, regional integration, and peace and security initiatives. However, Mali has significant development challenges: 72.1 per cent of its population lives on less than US\$2 a day, 76 per cent of adults are illiterate, and life expectancy is 48 years.

Plans and Priorities

- Reduce the mortality rate of children under five years old from 229 per thousand live births in 2001 to 211 in 2009 by contributing \$20 million and technical support towards Mali's Ten-year Health and Social Development Implementation Program.
- Increase the textbooks-to-students ratio in primary school from 1.4 to one student in 2004 to 2 textbooks to one student in 2009, through the procurement and distribution of 1.8 million textbooks for the value of \$20 million in 2008-09.
- Strengthen the strategic planning and communication capacities of Mali's Office of the Auditor General and develop new auditing guides and procedural documents.
- Improve food security and revenues of women and men through support to the production, processing and marketing of key cash crops.

ASIA

Development challenges

In Asia, there is an increasing trend towards democratic governance and reform. Bangladesh and Vietnam are systematically attacking corruption and strong progress has been made in decentralization in Vietnam. Economic growth is strong in Vietnam, which is expected to reach middle-income status by 2010. Indonesia has recovered from the late 1990s financial crisis to maintain its middle-income status. However, significant pockets of poverty continue to exist even in growing economies and the last several years have seen major natural disasters in Indonesia, Pakistan and Bangladesh. Pakistan and Afghanistan continue to be politically unstable with serious implications for broader regional security in Asia and the Middle East.

Sectors of Focus

Social
Development
(Health &
Education)

Governance

Private Sector
Development

Cross-cutting themes

Equality between
women and men

Environmental
Sustainability

BANGLADESH



Bangladesh is the most populous of the world's least developed countries and also one of the poorest. Yet, for over a decade, Bangladesh has made important economic gains with Gross Domestic Product growth averaging just below 6 per cent per year. It has a vibrant civil society, a rapidly growing private sector, and an outspoken and free press. Among Bangladesh's challenges are: poor quality health and education services and unequal access to those services especially by the poor and women; continuing incidence of under-nutrition in children, especially girls; and weak institutional capacity for the rule of law and protection of human rights.

Plans and Priorities

- Strengthen government capacity for transparent, accountable, rights- and gender-responsive public services; increase civil society capacity to influence public decision-making, monitor government performance, and promote human rights, democratic development and rule of law; and support electoral and legal-judicial reform through, for example, the Fair Election and Institutional Reforms Project (\$1 million in 2008-09).
- Strengthen public health care systems and capacity of government, non-government organizations and private sector institutions to deliver integrated primary health care services including support for the national distribution of drugs and vaccines (\$3.6 million in 2008-09).
- Enhance the administrative framework and institutions for expanded delivery of basic education services, particularly to poor and vulnerable groups, through support to a 6-year multi-donor primary education program that will educate 16 million children in 65,000 schools, train 66,000 teachers, print 75 million text books and dig 4,700 tube-wells (\$4 million in 2008-09).

AMERICAS

Development challenges

In the Americas, despite strong economic growth in the hemisphere, CIDA's countries of concentration continue to experience high poverty levels, a significant gap between rich and poor, growing criminality and gang violence in urban centres, unstable political environments, and lack of a professional civil service. The Caribbean is susceptible to natural disasters and vulnerable to globalizing markets and the loss of traditional industries. The strategic objective for greater regional cooperation will help reduce this vulnerability. Meanwhile, polarization is hindering cooperation at the hemispheric level, but dialogue continues.

Sectors of Focus

Institutional Strengthening, Gender Equity / Oil & Gas (Governance)

Efficiency / Access Primary Health Care (Health)

Institutional Strengthening of Water & Sanitation (Health)

Cross-cutting themes

Equality between women and men

Environmental Sustainability

BOLIVIA



Bolivia is South America's poorest country where 42 per cent of the population lives on less than \$2 per day. Less than 14 per cent of the poor have basic sanitation, and infant mortality rates are three times the Latin American average. Deep social, ethnic inequity is a major obstacle to poverty reduction efforts. In the past two years, Bolivia has profited from increasing worldwide energy prices and has channeled most of the increased tax revenue into much-needed investments to improve health, education and local economic development. At the same time, Bolivia's political instability, as well as its weak institutional capacity continues to slow down progress on poverty reduction.

Plans and Priorities

- Increase access to basic services such as health care, education and electoral processes by ensuring that Bolivians in the most marginalized areas are in the civil registry and have formal identification.
- Improve the capacity of Bolivian institutions, such as the Auditor General, the Ombudsman and the electoral machinery, that are key to any transparent, effective democracy. The Bolivia Hydrocarbon Regulatory Assistance Program is helping Bolivia to increase royalties and taxes for use in poverty programs.
- Expand CIDA's work on equality between women and men and women's rights to include grassroots local organizations.
- Support the Government's Zero Malnutrition Program to reduce by half the prevalence of malnutrition in 103,384 children under five and 20,523 pregnant women, and to ensure access to improved water and sanitation services for 465,945 people, equivalent to 70 per cent of the targeted population.
- Provide emergency support to regions affected by torrential floods.

EASTERN EUROPE, MIDDLE EAST AND MAGHREB

Development challenges

These are diverse regions with varying levels of economic performance, poverty and social needs. The benefits of economic growth are often unevenly distributed and pockets of significant poverty persist. In Ukraine, for example, economic growth continues to be largely uneven across economic sectors and regions.

Sectors of Focus

Governance

Private Sector
Development
(PSD)

Cross-cutting themes

Equality between
women and men

Environmental
Sustainability

UKRAINE



Since independence in 1991, Ukraine has taken important steps toward institutionalizing democracy, engaging civil society, developing a multi-party system and transforming from a centrally planned to a market economy. Periods of political uncertainty in Ukraine have affected the pace of change. Governance reforms remain an important part of Ukraine's democratic transformation. These include strengthening the rule of law and improving the ability of certain key institutions to perform their functions in a more transparent, inclusive and efficient manner. Efforts are underway to improve the enabling environment for business in Ukraine and increase the competitiveness of small and medium sized enterprises, including in rural parts of the country.

Plans and Priorities

- Support civil service reform through the Civil Service Reform Project (\$1.7 million in 2008-09); improve court administration procedures and judicial independence through the Canada-Ukraine Judicial Cooperation Project (\$1.4 million in 2008-09); and build on previous projects to enhance public policy development and implementation.
- Contribute towards well-functioning, viable market systems for agriculture including the development of agri-insurance products to serve as an example for agribusiness supply chains through the Agri-Insurance Development Project (\$1.8 million in 2008-09).

2.2 Fragile States and Countries Experiencing Humanitarian Crisis

Program Activity Description	
This program activity involves programming development and/or humanitarian assistance in fragile states and/or countries experiencing humanitarian crisis to reduce vulnerability of crisis-affected people and restore capacity of public institutions and society, through different means: government-wide responses, using a variety of mechanisms to respond to the many specific needs and risks or timely and effective action. In both cases, partnerships with institutional organizations offer flexibility and expertise to provide adequate responses.	
Expected Results	Selected Performance Indicators
Reduced vulnerability of crisis-affected people	<ul style="list-style-type: none"> • Prevalence of acute malnutrition • Level of personal and community protection
Restored capacity of public institutions and civil society	<ul style="list-style-type: none"> • Development of national poverty reduction strategies, including sector priorities • Level of availability of key public services
Human Resource Requirements, 2008-09	Financial Requirements, 2008-09
368 Full Time Equivalents	\$611,209,000

Canada endorses the OECD's *Principles for Good International Engagement in Fragile States*, which state that "political, security, economic and social spheres are interdependent: ... a 'whole-of-government' approach is needed, involving those responsible for security, political, and economic affairs... development aid, and humanitarian assistance." Canada's engagement in fragile states involves all aspects of Canada's foreign policy in a closely coordinated effort to ensure that all elements reinforce and support one another during and after the crisis. CIDA collaborates with other government departments, such as DFAIT, the Department of National Defence, Corrections Canada and, the RCMP, as well as a range of other donors and multilateral organizations.

In countries experiencing humanitarian crises where the need to save lives and alleviate suffering exceeds their ability to respond, CIDA responds first to the immediate needs of affected populations, and then helps them back on the road to long-term development.

Plans and Priorities

Expected Result 1: Reduced vulnerability of crisis-affected people

The following examples represent some of the key initiatives that will contribute to achieving this expected result in 2008-09:

Humanitarian Assistance and Reconstruction

CIDA's financial support to organizations that make up the international humanitarian system enables them to respond to crises and humanitarian emergencies such as earthquakes, storms, floods and other disasters of natural or human origin. In 2008-09, in addition to supporting disaster preparedness and responding to unforeseen emergencies, CIDA will continue its work in three areas affected by major disasters:

- In post-tsunami Asia, work will continue on restored livelihoods and safe housing in Indonesia, Sri Lanka, and India. CIDA is also supporting the restoration of local governance in Indonesia and in Sri Lanka, plus peace-building activities to further reinforce reconstruction in Sri Lanka that also contribute to peace-building at the community level. All remaining tsunami funds will be disbursed by March 31, 2009.
- Post-earthquake reconstruction will continue in Pakistan, mainly to reinstate access to education. Along the Afghan-Pakistani border, basic needs for health care, education and livelihoods will help contribute to greater stability.
- Reconstruction following flooding in Bangladesh will also continue.

UN Central Emergency Response Fund

CIDA's ongoing support for the UN Central Emergency Response Fund (CERF) will help to fund humanitarian organizations for timely, on-the-ground responses to areas affected by crises. The CERF pools donor resources and makes them available earlier in a crisis than would otherwise be possible. Canada has committed \$192 million to the CERF over 5 years (2007 to 2011), making Canada the fifth-largest contributor to the CERF, and among the few major donors that have made a multi-year commitment.

Disaster Risk Reduction

CIDA and other organizations are actively pursuing measures intended to reduce the impact of disasters. This work is expected to include collaboration with UN organizations to support planning for disaster risk reduction and stockpiling of relief supplies. In 2008-09, CIDA expects to enhance Canada's capacity to respond rapidly and visibly to emergencies by maintaining the stockpile of relief supplies, and by continuing to be ready to deploy Canadian experts rapidly to key humanitarian agencies.

CIDA will also respond to the development challenges in several countries dealing with severe governance, security and socioeconomic challenges.

Sectors of Focus

Democratic development and effective governance

Economic growth and livelihoods

Equality between women and men

Cross-cutting themes

Equality between women and men

Environmental Sustainability

AFGHANISTAN



With its ten-year pledge of \$1.2 billion to Afghanistan, Canada is a lead donor among the 60 countries and organizations supporting the Afghanistan Compact, a five-year international agreement to coordinate reconstruction and development based on Afghan priorities and needs. Canada's approach — diplomacy, aid and defence — recognizes the interdependent nature of security and development in regions of insecurity, such as Kandahar.

Plans and Priorities

- Contribute to a strengthened, coherent, government-wide effort to accelerate improvements to security, governance and socio-economic development.
- Make full use of quick-impact development projects and high-performing Afghan programs to reinforce security-development linkages in high-risk zones.
- Support the Government of Afghanistan as it develops its new national development strategy during 2008 by supporting the Afghanistan National Development Strategy Secretariat (via the United Nations Development Programme (UNDP)) and through active participation in various consultative and working groups.
- Help restore the capacity of the government institutions and build the basis for development over the long term through the World Bank's Afghanistan Reconstruction Trust Fund, which provides a mechanism for coordinated, transparent, accountable funding of reconstruction activities and sustained budget expenditure planning and support.
- Through partners such as the World Food Programme, the World Health Organization, and United Nations Children's Fund (UNICEF), provide emergency assistance to internally displaced persons and conflict-affected communities, especially in Kandahar.
- Support the Government of Afghanistan's vision of providing equal access to quality education for all by playing an increased leadership role under the Afghan Ministry of Education, by providing policy and strategic advice and by promoting coordination among donors.

- Provide farmers with viable income alternatives to poppy cultivation through a coordinated counter-narcotics focus that strengthens the rural economy in target areas
- Support to micro-credit and capacity building for communities, especially women, as the lead donor contributing to the Micro-finance Investment Support Facility for Afghanistan.
- Empowering communities to identify their own development needs through community development councils with CIDA's support to the National Solidarity Program.
- As an important part of broad demilitarization, CIDA will continue its role as a lead supporter of mine action in Afghanistan by contributing \$80 million over the next four years to help the country address the issues of mines.

Sectors of Focus

Governance and Strengthening of the State

Access to services: education, health, infrastructure

Essential needs and appeasement social/social stabilization

Cross-cutting themes

Equality between women and men

Environmental Sustainability

HAITI



Haiti has achieved a level of stability under a democratically- elected government, enabling it to consolidate gains and accelerate progress in the years to come. Among the continuing challenges are the limited capacity of the state to deliver basic services, a high crime rate combined with limited rule of law, and ongoing poverty and exclusion.

Plans and Priorities

- Strengthen key institutions such as the Prime Minister's Office and the Ministry of Planning and External Cooperation, along with the legislature, police, judiciary, media, prisons and electoral council through technical assistance, training, and provision of equipment.
- Increase access to education via support to quality basic education as well as technical and vocational training.
- Increase access to health services via programs supporting health sector capacity building, HIV/AIDS awareness and immunization.
- Provide greater access to essential services for marginalized and crisis-affected populations in poor areas through initiatives such as the \$6-million Construction and Community Services in Poor Neighbourhoods Project and the World Food Program's *Cantine Scolaire* feeding 165,000 children.
- Protect and promote women and children rights, such as reducing violence against women and children, by strengthening the capacity of government and civil society.
- Assist civil society to increase capacity to meet basic needs and dialogue with government through a multitude of interventions.

2.3 Selected Countries and Regions

Program Activity Description	
The purpose of CIDA's development assistance programming in selected countries and regions, eligible for Canadian international assistance, is to enhance the capacity of these countries and regions to achieve stability and/or development goals and contribute to Canada's international interests, through expertise, dialogue and resources. These initiatives can also require linkages and/ or partnerships between Canadian partners and their local partners.	
Expected Results	Selected Performance Indicators
Enhanced capacity of selected countries and regions to achieve stability and/or development goals.	<ul style="list-style-type: none"> • Progress towards the MDGs • Level of democratic governance • Existence of an effective government poverty reduction strategy, reflected in budgeting decisions and long-term resource framework • Alignment of CIDA country strategies and institutional support to the country's national development plan
Contribution to international interests of the Government of Canada.	<ul style="list-style-type: none"> • Targeted programming in areas of mutual interest • Degree to which other government departments are engaged in country
Human Resource Requirements, 2008-09	Financial Requirements, 2008-09
427 Full Time Equivalents	\$580,822,000

The selected countries present a diversity of needs — some are in severe political, economic, environmental or social crisis, while others are stable and have the potential to drive regional economic growth. Assistance to selected countries and regions complements the shared historical, political, business, immigration and personal linkages Canada has with a wide range of developing countries. It also supports specific Government of Canada policies, including strengthening Canada's relations with the African Union in Africa and the Association of Southeast Asian Nations and the Asia-Pacific Economic Cooperation in Asia, and re-engaging in Latin America and the Caribbean.

In selected regions CIDA aims to address issues that are regional in nature, such as environmental concerns, disease control, armed violence, peace and security, or trade agreements, to strengthen political, economic and social ties among countries, and to help them develop common positions and increase their participation and visibility in international fora.

Plans and Priorities

Expected Result 1: Enhanced capacity of selected countries and regions to achieve stability and/or development goals.

Expected Result 2: Contribution to international interests of the Government of Canada.

The following highlights country or regional programs under the Selected Countries and Regions program activity that will contribute to achieving the expected results in 2008-09:

Sectors of Focus	THE CARIBBEAN
Governance	<p>The Caribbean countries share similar sustainable development challenges—small populations, human resource deficits, lack of access to central trading routes, susceptibility to natural disasters, lack of diversification, major dependence on commodities and tourism, and vulnerability to global developments.</p> <p>Plans and Priorities</p> <ul style="list-style-type: none">• Enhance the capacity of key regional institutions through the Caribbean Community and Common Market (CARICOM) Capacity Development Project (\$5 million, 2001-08) the Organization of Eastern Caribbean States Institutional Strengthening Project (\$4 million, 2004-11) to provide leadership in the regional integration process and a Caribbean Disaster Risk Management Program to reduce the impact of natural disasters on the population.• Support training and institutional strengthening, in areas like public finance management through the Caribbean Regional Technical Assistance Centre (\$20 million).• Build on the work of the Caribbean Trade Policy Responsive Fund by implementing a new CARICOM Trade and Competitiveness Project (\$15.7 million, 2007-12) designed to strengthen the capacity of key regional institutions to negotiate and implement trade related agreements.• Contribute to the Regional Capital Formation by implementing an initiative to train a new generation of leaders across the Caribbean (approval for the Institutional Leadership Development Project, \$20 million expected in early 2008-09) and continuing the highly successful Caribbean Gender Equality Program.
Economic Renewal	
Human Capital Formation	
<u>Cross-cutting themes</u>	
Equality between women and men	
Environmental Sustainability	

Sectors of Focus

HIV/AIDS

Governance

Cross-cutting
themes

Equality between
women and men

Environmental
Sustainability

SOUTH AFRICA



Since the elections in 1994 that ended apartheid, South Africa has become a country with a vibrant democracy, strong economy and model constitution. Yet inequalities continue to exist in many aspects of human development, from income distribution and employment to access to basic services such as health, education, and water. Poverty and inequalities, exacerbated by the HIV/AIDS pandemic, undermine South Africa's past achievements and democratic stability.

Plans and Priorities

- Support South Africa's National Strategic Plan on HIV/AIDS by strengthening the capacities of non-governmental organizations in the provision of HIV/AIDS support services, and by working more closely with the Government of South Africa to address both the issue of human resources planning and capacity building for addressing HIV/AIDS.
- Assist South Africa in building accountable public institutions through training and skills development to improve service delivery.
- Support South African efforts aimed at promoting regional cooperation.

Sectors of Focus

Institutional
Governance

Regional
Integration and
Cooperation

Cross-cutting themes

Equality between
women and men

Environmental
Sustainability

PAN-AFRICA PROGRAM

African countries face critical challenges that do not always respect national borders, especially in relation to peace and security, refugee flows, the control of endemic diseases, promotion of trade, and the management of natural resources.

As a key complement to country programs, the mandate of the Pan-Africa Program is to strengthen Africa's regional and sub-regional organizations, institutions and networks, and to foster regional cooperation and integration, all of which are essential to Africa's sustainable development. The Pan-Africa Program collaborates with other sub-regional programs in Africa Branch, and with other Government Departments, such as DFAIT, in related areas of programming.

Plans and Priorities

- Support institutional capacity, including the ability to more efficiently, effectively and accountably use human, financial, material and natural resources, thereby increasing benefits to African populations.
- Facilitate the identification of mutually beneficial solutions to trans-boundary issues, such as the management of natural resources and food security, thereby reducing the potential for conflict.

2.4 Multilateral, International and Canadian Institutions

Program Activity Description	
Through its engagement with multilateral, Canadian and international institutions, CIDA seeks to influence institutional policies and practices to strengthen the ability of institutions and to maximize program effectiveness in order to enhance the capacity and effectiveness of partner institutions in achieving development goals. CIDA's engagement includes the provision of expertise and core funding, as well as its participation on decision-making and advisory committees and boards.	
Expected Result	Selected Performance Indicators
Enhanced capacity and effectiveness of multilateral institutions and Canadian / international organizations in achieving development goals.	<ul style="list-style-type: none"> • Number of multilateral institutions and Canadian/international partners demonstrating a results-based management approach • Existence of equality between women and men and environment strategies for partner institutions
Human Resource Requirements, 2008-09	Financial Requirements, 2008-09
397 Full Time Equivalents	\$991,286,000

Canada's engagement and support of international, multilateral, and Canadian institutions is to effectively deliver services, programs and projects with organizations that have proven experience and deliver results efficiently and accountably, such as members of the UN system and international financial institutions. This provides an effective way of dealing with challenges that are global or regional in scope. The Agency also works with global partnerships and programs such as the Consultative Group on International Agricultural Research, the Global Fund to Fight AIDS, Tuberculosis and Malaria and international networks such as the Multilateral Organizations Performance Assessment Network.

The Agency's voluntary sector partners in Canada and abroad include non-governmental organizations and institutions such as colleges and universities, professional associations, volunteer cooperation agencies, cooperatives, unions and faith-based organizations. CIDA also calls upon the world-class expertise of Canadian private sector firms and groups in a wide range of fields.

For both international and Canadian partners, CIDA not only provides funding for their development programs; it also helps them strengthen their own institutions through technical assistance, training, mentoring and policy dialogue in such areas as results-based management and integration of gender considerations into policies, plans and programs.

Plans and Priorities

Expected Result: Enhanced capacity and effectiveness of multilateral institutions and Canadian/international organizations in achieving development goals.

The following sections highlight some of the key initiatives under the Multilateral, International and Canadian Institutions program activity that will contribute to achieving the expected result in 2008-09.

Multilateral and international institutions

CIDA provides core funding to multilateral and international organizations whose mandates, objectives and capacities to deliver development initiatives and humanitarian assistance are consistent with Government of Canada objectives and priorities. As a member of multilateral organizations, Canada is also a member of their governing bodies. To contribute to the achievement of the MDGs, CIDA uses Canada's influence to promote effectiveness and improve the policies and practices of multilateral organizations to maximize the results of their programs and operations. In addition to contributing to initiatives to enhance the effectiveness of multilateral institutions, CIDA places considerable emphasis on health, while also contributing to democratic governance, private sector development, education, environment, and equality between women and men.

Core funding to the UNDP (\$113 million, 2007-09)

In support of the MDGs, the UNDP provides policy and technical assistance to developing country governments to promote democratic governance and pro-poor policy reform, and it has a specific mandate to work in fragile states and countries in conflict. Furthermore, the UNDP's efforts to improve the effectiveness and efficiency of its programs help it to play a key role in reform of the UN system, primarily through its coordination of UN agencies at a country level.

Strengthening Multilateral Effectiveness

CIDA has developed a framework to assess multilateral organizations' effectiveness and relevance. It is being used to inform CIDA's decision-making about multilateral partners. In 2008-09, CIDA expects to adjust this framework based on further testing and validation, and to update its assessments of multilateral partners. This complements CIDA's continuing efforts to improve the effectiveness of multilateral partners through evaluations and the exercise of due diligence, as well as an annual survey that seeks the views of Canadian field representatives on the practices of multilateral organizations in the areas of alignment, harmonization, and managing for development results.

In 2008-09, CIDA will remain involved with the Multilateral Organizations Performance Assessment Network (MOPAN). CIDA will participate in the 2008 MOPAN Survey, which will cover the work of three key multilateral organizations — the World Bank, the European Commission, and the UN Population Fund — in a selection of twelve

developing countries. Canada will also continue to exercise leadership in the MOPAN initiative to develop a common approach to assessing multilateral organizations.

CIDA, in collaboration with other donors, will keep up its efforts to improve the coherence of the UN system and the international humanitarian assistance system. CIDA will monitor and support the UN's reform efforts by supporting pilot programs to help the various UN agencies active in individual countries to work within coherent administrative structures. CIDA will also sustain its firm commitment to the quality of its humanitarian aid by continuing to implement the principles and practices of the Good Humanitarian Donorship³.

Saving a Million Lives (\$105 million, 2007-11)

In November 2007, the Prime Minister announced that Canada, in partnership with UNICEF, the Bill and Melinda Gates Foundation, the World Health Organization, the World Bank, and other donor countries, is leading the Initiative to Save a Million Lives to improve healthcare for impoverished mothers and children in Africa and Asia. The Initiative will strengthen health systems by training over 40,000 frontline health workers, delivering affordable healthcare services directly to local communities, and providing much-needed treatment for diseases such as malaria, measles and malnutrition. These efforts alone are expected to save 200,000 lives in Africa.

Developing the private sector (\$300 million, 2008-10)

In the context of doubling Canada's aid to Africa, CIDA has committed to increasing its core funding to the African Development Bank (approximately \$300 million, 2008-10). Along with funding from other donors, this will enable the Bank to provide concessional loans and grants to 39 least-developed countries in Africa in key areas such as infrastructure and regional economic integration. Although the Bank is active in many sectors, it places special emphasis on private sector development.

Combating infectious diseases in the Americas (\$18 million, 2007-10)

In 2007 CIDA started a multi-year cooperation program with the Pan American Health Organization (PAHO) to improve the health of poor men, women and children in Latin America and the Caribbean. The program supports PAHO's initiatives in the areas of HIV/AIDS, other sexually transmitted infections as well as pandemic influenza. A key element of the program is the strengthening of health sector human resources of PAHO and of its member states in the hemisphere.

Statistics for Development Results Program

Reliable and timely national statistics are critical to measuring progress against the MDGs and inform policy development and decision-making. To address the existing gap in poor countries, CIDA and Statistics Canada have partnered to deliver the Statistics for Development Results Program. In 2008-09, the program will continue to support the multi-donor OECD-sponsored Paris 21 initiative to assist National Statistics Audit Organizations in partner countries in the development of their National Statistics

³ Complete information on the principles and practices of the Good Humanitarian Donorship can be found at <http://www.goodhumanitarianandonorship.org/>

Development Strategies with a \$1.5 million three-year commitment. CIDA will also provide \$1.7 million in 2008-09 to the complementary multi-donor World Bank Trust Fund for Statistics Capacity building.

Canadian institutions

CIDA makes contributions towards international development initiatives that are designed, proposed and implemented by Canadian organizations in cooperation with their developing-country partners to deliver results in specific development areas consistent with Canadian priorities.

The relationship between CIDA and its partners is based on shared objectives, shared costs, and clear accountabilities. To contribute to their effectiveness and accountability, CIDA will support training for partners on results-based management, reporting, promoting equality between women and men, and environmental sustainability.

In 2008-09, CIDA will work to enhance its relationship with partners that share common interests in order to facilitate synergies among them in the field, avoiding duplication and helping them build on each other's strengths to undertake larger, more collaborative initiatives to achieve greater developmental impact. This builds on CIDA's recent experience of collaborative management and communication with 10 volunteer-cooperation agencies, which was recognized in its mid-term evaluation as having resulted in greater cohesion and management effectiveness.

As well, CIDA's review of the role of the private sector in development, which coincides with the independent evaluation of the Industrial Cooperation Program, is expected to have a significant influence on future programming with the private sector. CIDA will explore a renewed approach to engaging the private sector in international development, with a particular focus on corporate social responsibility.

Improving Governance and Service Delivery

The objective of this programming is to support good governance through improving the institutional capacity of local governments and assisting in policy development. CIDA's programming lays the long-term foundations for more strategic, effective, efficient and inclusive local governments in developing countries. It is supported in 2008-09 by the three-year \$10.5 million Municipal Partnership Program implemented by the Federation of Canadian Municipalities' International Centre for Municipal Development. This program draws on Canadian senior public servants' expertise by allowing Canadian municipalities and municipal associations to work on a peer-to-peer basis alongside their overseas counterparts. Municipal partners identify a two- to three-year project to work on together, dealing with municipal management, governance, or service delivery.

2.5 Engaging Canadian Citizens

Program Activity Description	
<p>This program activity provides opportunities for Canadians to increase their awareness, deepen their understanding and engage in international development. Canadian engagement is a vital element of effective development. It enables CIDA and its partners to draw from a broad range of expertise and financial resources across the country to implement aid initiatives. It also provides an ongoing basis for commitment on the part of the Government of Canada to international development cooperation.</p>	
Expected Result	Selected Performance Indicators
<p>Increased awareness, deepened understanding, and greater engagement of Canadians with respect to international development.</p>	<ul style="list-style-type: none"> Number of Canadians involved in international development efforts
Human Resource Requirements, 2008-09	Financial Requirements, 2008-09
72 Full Time Equivalent	\$71,633,000

The Agency undertakes a range of initiatives to inform and engage Canadians. CIDA also seeks to engage Canadians in Canada's work abroad by identifying, recruiting and deploying Canadian experts to the field and by engaging them in expert-level dialogues on a variety of issues. This is in addition to the participation of Canadians in volunteer cooperation programs. Upon their return to Canada, volunteers also play a role in raising awareness of international development issues.

Plans and Priorities

Expected Result: Increased awareness, deepened understanding, and greater engagement of Canadians with respect to international development.

Greater engagement of Canadians

In line with Budget 2007's program to enhance the focus, efficiency and accountability of Canadian international assistance, efforts are being directed to:

- Gathering and reporting development results;
- Publishing an annual development results report;
- Building capacity to plan public events;
- Using CIDA's Internet site as key source of information for Canadians on development; and

- Developing an annual report and communication strategy to engage Canadians beyond civil society.

Among the key activities involving focused communications support in 2008-09 are the programs in Afghanistan and Haiti, CIDA's re-engagement in the Americas, and three major events: the Twelfth Francophone Summit, to be held in Quebec in 2008; International Cooperation Day, a major gathering of CIDA's Canada-based development partners; and the annual International Development Week.

A long-term plan will be put in place to make the CIDA website an authoritative online source of development knowledge for Canadians. In the immediate term, the web team will work to expand the project browser to provide information on more than 1,500 Agency's projects.

CIDA will produce an annual report. It will also continue to distribute media products on international development issues and Canada's contribution to resolve them. On-going formal educational materials on global citizenship and Canada's role in relation to development cooperation for use by educators in classrooms will be available. An external relations program of six regional offices across Canada will continue to provide a presence and a point of access for Canadians.

CIDA will continue to provide funding to developing-country partners to attend conferences on matters that strengthen their capacities and that support Canada's goals and objectives. The objective of the Conferences program is to strengthen the capacity of conference participants to transfer and apply knowledge in their own countries to foster economic and social development.

Support amounting to \$5 million will continue to be provided to organizations through the Public Engagement Fund—with a target of reaching 10,000 Canadians annually—and through support for the regional or provincial councils for international cooperation. In addition, CIDA engages Canadians in many other ways. For instance, CIDA is currently supporting approximately 2,500 Canadian volunteers, including youths, working in developing countries.

Engagement strategies in place

- *The Afghanistan Challenge* is being developed as a new web-based initiative, that will directly engage Canadians in Afghanistan's development effort by encouraging them to contribute to development campaigns, connect with CIDA development partners and learn more about reconstruction in Afghanistan. To foster greater interest, CIDA will match dollar-for-dollar the contributions made by Canadians to selected campaigns.
- CIDA's Global Classroom Initiative (GCI) encourages young Canadians to become informed and involved global citizens. This initiative helps engage Canadian school children and their educators in active exploration of international development and cooperation issues. To date, GCI has funded 145 projects across the country. We

expect to reach in 2008-09 over 2,000 Canadian teachers and over 101,000 Canadian students.

- In 2008-09, CIDA will continue to use the Deployment for Democratic Development mechanism to support greater involvement of Canadians in the Government of Canada's programming in democratic governance abroad. Through institutional networks and online registration (<http://www.democraticdevelopment.ca>), this \$19-million four-year project recruits Canadian experience and expertise in democratic governance from the public and private sector and deploys them to the field on expert assignments.
- CIDA will continue to contribute Canadian expertise and experience in the field of election observation through expert observers deployed through the Office for Democratic Governance's Freedom and Democracy Unit.
- In 2008-09, CIDA will continue to implement a \$600,000 2 1/2-year project through the Centre for International Governance Innovation. Governance Village, a web-based portal has been created, to engage Canadians in discussions on topics related to democratic governance, and to foster collaboration through sharing and applying lessons learned from their experience implementing projects and programs in Canada's partner countries.
- In 2008-09, CIDA will continue to provide financial support for multilateral election observation missions organized by the Commonwealth, the Organization of American States and the European Union, among others. This includes the deployment of Canadian election observers, who contribute to the mission, the overall mission report and to recommendations for improvements for future elections.

2.6 Internal Services

Internal services support the delivery and improve the performance of the Canadian aid program. They include policy, communications, human resource management, financial management, performance and knowledge management (internal audit, evaluations, results-based and risk management), information management/information technology, supply chain management, facilities/asset management, strategic planning and resource allocation, and other support activities. This program activity therefore supports both strategic outcomes.

Accountability

Financial management

CIDA is continuing to implement its plan to enhance financial management, to improve stewardship, to strengthen accountability and to support aid effectiveness through several key initiatives. In 2008-09 we will implement the Chief Financial Officer's organization, complete an integrated financial risk management strategy and related policies; introduce an enhanced financial planning process, complete the consolidation of all financial reporting under the Chief Financial Officer and streamline financial management reporting. In addition, the Agency will begin preparations for implementing the Government's Renewed Financial Policy Suite and will develop a plan to enhance internal controls, processes and reporting based on work conducted in 2007-08 in order to issue audited financial statements. The Agency will continue to be actively engaged in the work on the Government's plan in response to the Blue Ribbon Panel Report on Grants and Contributions and to implement the Agency's own related action plan.

In 2007, CIDA conducted an in-depth review of the funding, relevance and performance of all its programs and spending to ensure results and value for money from programs that are a priority for Canadians. The results of this Strategic Review were submitted to Treasury Board last fall, for subsequent review by Cabinet. They will be reflected in future reporting to Parliament.

Performance Management

CIDA's performance management strategy has a number of key elements: clear expectations for results-based management (supported by guidelines, training, advice and quality control in support of operations); measurement of performance at all levels of the Management, Results and Resources Structure (MRRS), with efforts channeled towards areas of greater risk; clear expectations for the creation and use of performance information; strong independent performance review; and transparent reporting at all levels.

The Agency will continue to undertake a number of activities in 2008-09 to support results-based management and strengthen its risk management practices, in line with MRRS requirements, notably (a) the implementation of the new corporate Results and Risk Management Accountability Framework, (b) the implementation of program-level

Performance Measurement Frameworks, (c) improved monitoring of results and risk management at the individual investment level and (d) the adoption and implementation of a new Corporate Risk Profile and Integrated Risk Management Framework.

Transformation and Public Service Renewal

In 2008-09, CIDA's Human Resources Management (HRM) function will continue to align its renewal initiatives with the Public Service Renewal agenda and support the Agency in achieving the strategic objectives of its Transformation for Results initiative. Key Plans or initiatives include:

- Migrating from organizational-specific planning to a whole-of-Agency approach of integrated operational planning;
- Implementing HRM Planning; Monitoring; Evaluation and Reporting Frameworks;
- Realigning the entry-level development officer program (Development Officer Learning Program), the New Development Officer and the Management Trainee Program; and
- Leveraging technology to ensure access to quality data in a timely fashion for planning and training in a global context.

Information Management

The Agency will also continue with enhancements to information management, including development and implementation of enterprise content management, and strengthening of information management services abroad (field support). Business processes in the Information Management and Information technology area will continue to be reengineered, with a focus on the client relationship model, system development lifecycle and service management, and governance structures for enterprise architecture will be introduced.

Audits and evaluations

To comply with the *Policy on Internal Audit*, CIDA will implement the new organizational structure of the Chief Audit Executive with direct reporting to the President and prepare to issue a holistic opinion on effectiveness and adequacy of departmental risk management, control, and governance processes. The multi-year Internal Audit Plan⁴ will be based on risk identification and assessment, taking into consideration Office of the Comptroller General (OCG) and other central agencies' directed horizontal audits, as well as audits conducted by the Office of the Auditor General and other Parliament agencies. In coordination with the OCG, the Agency will provide formal orientation and training of new Audit Committee external members.

⁴ The country program audit focus will be based on the TBS Management Accountability Framework and the Paris Declaration.

Major evaluations scheduled for completion in 2008-09 include the Equality between Women and Men policy, the Bangladesh country program, the Canada Fund for Africa, the Canadian Landmines Fund program, and contribution of a country case study (Senegal) to the joint evaluation of the Paris Declaration. In addition, CIDA will continue the training sessions to strengthen the evaluative capacity of program staff.

SECTION III: SUPPLEMENTARY INFORMATION

Table 1: Departmental Link to the Government of Canada Outcomes

Strategic Outcome: Increased achievement of development goals consistent with Canadian foreign policy objectives		
Program Activities	Planned Spending 2008-09	Alignment to Government of Canada Outcome Area
Countries of Concentration	\$967,821,000	Global Poverty Reduction through Sustainable Development
		A safe and secure world
Fragile States and Countries Experiencing Humanitarian Crisis	\$611,209,000	Global Poverty Reduction through Sustainable Development
		A safe and secure world
Selected Countries and Regions	\$580,822,000	Global Poverty Reduction through Sustainable Development
		A safe and secure world
Multilateral, International and Canadian Institutions	\$991,286,000	Global Poverty Reduction through Sustainable Development
		A safe and secure world
Strategic Outcome: Sustained support and informed action by Canadians in international development		
Program Activities	Planned Spending 2008-09	Alignment to Government of Canada Outcome Area
Engaging Canadian Citizens	\$71,633,000	Global Poverty Reduction through Sustainable Development
		A safe and secure world

Table 2: Sustainable Development Strategy

As outlined in the tables below, four core objectives have been established for the Sustainable Development Strategy (SDS) 2007-09 in support of CIDA’s goal of reduced poverty, promotion of human rights and increased sustainable development. These objectives also support the federal sustainable development framework, as illustrated below. Progress on implementing this SDS will be reported annually in the Departmental Performance Report according to the measurement framework included below.

Federal SD Goal: Communities enjoy a prosperous economy, a vibrant and equitable society, and a healthy environment for current and future generations	
CIDA Objective 1: Support equitable economic development	
Expected results	Performance measurement
Increased productivity, innovation and employment, and income opportunities	Number of business service organizations and Small and Medium Enterprises receiving technical assistance and/or resources Hiring rate of trained youth (16-24 years old) Share of women in wage employment in the non-agriculture sector
More effective regulations conducive to investment, business formation and responsible enterprise	Number of administrative and regulatory barriers eliminated to facilitate private sector investment
Increased ability of developing countries to benefit from the global trading system	Number of new trade agreements implemented
CIDA's Objective 2: Support social development, with particular emphasis on people living in poverty	
Expected results	Performance measurement
Progress on the prevention and control of poverty-linked diseases	Proportion of population in malaria risk areas using effective malaria prevention and treatment measures Prevalence and death rates associated with tuberculosis
Reduce the burden of HIV/AIDS	HIV prevalence among 15-24 year old pregnant women
Reduced infant and child mortality rates	Under-five mortality rate Infant mortality rate
Improved sexual and reproductive health and reduced maternal mortality	Proportion of births attended by skilled health personnel Maternal mortality rate
Improved food security and nutrition	Prevalence of underweight children under five years of age
Strengthened health systems	Access to health services within a 15 km radius for women, men, boys and girls
Better access to education for all	Percentage of children enrolled in primary education Percentage of children completing primary schooling

Progress on closing the gender gap in education	Ratio of girls to boys in primary, secondary and tertiary education Ratio of literate women to men 15-24 years old
Strengthened action against HIV/AIDS through education	Number of HIV/AIDS education policies and programs in place
Improved stability and protection for children in emergency settings	Number of girls and boys living in crisis situations that participate in formal and non-formal education programming
Federal SDS Goal: Sustainable development and use of natural resources	
CIDA's Objective 3: Support environment and natural resources management	
Expected results	Performance measurement
100 per cent compliance regarding the application of these environmental tools to CIDA's decisions on policies, plans, programmes and projects	Number of CIDA Environmental Impact Assessments and Strategic Environmental Assessments (SEA) applied to CIDA decisions on policies, plans, programmes and projects using the Canadian Environmental Assessment Act or the Federal Cabinet Directive on SEA, as appropriate
Countries have greater capacity to develop and use natural resources in a sustainable manner	Degree of integration of environmental sustainability into country policies and programs
Operations at headquarters are green	Number of employees in the procurement area trained Number of initiatives for reducing energy and water consumption launched Number of vehicles replaced with hybrid models Percentage of gasoline purchased for CIDA vehicles that is ethanol blended. Level of usage of videoconferencing between CIDA headquarters and foreign offices Amount of paper purchased for printers and photocopiers
Federal SDS Goal: Strengthen democratic governance to support meaningful and significant sustainable development objectives.	
CIDA's Objective 4: Support progress in democratic governance and human rights	
Expected results	Performance measurement
Greater democratization; improved public sector performance and accountability; improved rule of law	Level of democratic governance Proportion of seats held by women in local government bodies
Strengthened human rights institutions, effective civil society initiatives (e.g. human rights education) and inclusive public policies	Level of improvements in human rights

SECTION IV: OTHER ITEMS OF INTEREST

Annex 1: Financial Tables

Table 1: Breakdown of the International Assistance Envelope (IAE) (Issuance Basis)

(millions of dollars)	Planned Spending 2007-08	Planned Spending 2008-09
Canadian International Development Agency	2,929.794	2,964.856
Department of Foreign Affairs and International Trade	484.800	352.079
Finance	369.470	369.480
International Development Research Centre	140.960	150.000
Other Departments	11.970	11.970
Funds held in reserve and not included in Main Estimates	358.116	513.000
Total IAE	4,295.110	4,361.385

Table 2: CIDA's Main Estimates Reconciled with the International Assistance Envelope (IAE)

(millions of dollars)	Main Estimates 2007-08	Main Estimates 2008-09
Allocation from the IAE	2,929.794	2,964.856
Loan Repayments	23.771	24.317
Allocations from Outside the IAE		
International Youth Internship Program	6.371	6.371
Salaries sourced from outside the IAE	21.933	23.474
Reference Level for Main Estimates (Issuance basis)	2,981.869	3,019.018
Issuance of Notes	(215.032)	(215.032)
Encashment of Notes	259.706	257.861
Reference Level for Main Estimates (Cash basis)	3,026.543	3,061.847

Table 3: Departmental Planned Spending and Full-Time Equivalents (FTEs)

(thousands of dollars)	Forecast Spending 2007-08	Planned Spending 2008-09
Budgetary		
Countries of Concentration	825,975	887,821
Fragile States and Countries Experiencing Humanitarian Crisis	598,755	611,209
Selected Countries and Regions	612,069	566,902
Multilateral, International and Canadian Institutions	915,106	924,282
Engaging Canadian Citizens	74,638	71,633
Total Budgetary Main Estimates	3,026,543	3,061,847
Non-budgetary		
Canadian Investment Fund for Africa	19,000	...
International Financial Institutions (IFI)	3,643	8,004
Total Non-Budgetary Main Estimates	22,643	8,004
Total Main Estimates	3,049,186	3,069,851
Adjustments		
Supplementary Estimates A:		
- Additional resources for programming in Afghanistan and Sudan	4,247	
- Lebanon Relief Fund	2,200	
- Sudan Humanitarian and Reconstruction Support	16,000	
- Canadian Investment Fund for Africa (L45)	26,583	
- Internal Audit	848	
- Transfer to Foreign Affairs and International Trade for support to the African Union peace operations in Darfur	(11,867)	
- Transfer to Foreign Affairs and International Trade for CIDA's increased presence abroad	(4,477)	
- Transfer to Foreign Affairs and International Trade for scholarship programs in Latin America and the Caribbean	(750)	
- Transfer to the International Development Research Centre for the Institute for Connectivity in Americas	(2,000)	
- Operating Budget Carry Forward	10,533	
- Collective Bargaining Agreements	1,316	
Supplementary Estimates B:		
- Additional resources for Canada's Eleventh Conference of the Parties Commitments on Climate Change	7,500	
- Additional resources for the Public Service Modernization Act	1,427	
- Additional resources for the Federal Accountability Act	454	
- Transfer to the Public Service Human Resources Management Agency of Canada to support the National Manager's Community	(16)	
- Transfer to the International Development Research Centre for research projects in Latin America	(4,800)	
- Collective Bargaining Agreements	114	
- Internal reallocation of resources	(9,380)	
Additional Planned Spending		152,920
Total Adjustments	37,931	152,920
Total Planned Spending	3,087,117	3,222,771
Less: Non-respondable revenue	(2,782)	(2,590)
Plus: Cost of services received without charge	24,635	25,634
Total Agency Spending	3,108,970	3,245,815
Full-Time Equivalents (FTE)	1,795	1,834

Table 4: Resources by Program Activity

2008-09								
(thousands of dollars)	Budgetary				Non-Budgetary	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Operating	Grants	Contributions and Other Transfer Payments	Gross	Loans, Investments and Advances			
Strategic Outcome: Increased achievement of development goals consistent with Canada's foreign policy objectives								
Countries of Concentration	79,162	191,400	617,259	887,821		887,821	80,000	967,821
Fragile States and Countries								
Experiencing Humanitarian Crisis	50,391	488,880	71,938	611,209		611,209		611,209
Selected Countries and Regions	60,168	144,964	361,770	566,902		566,902	13,920	580,822
Multilateral, International and Canadian Institutions								
	50,642	395,899	477,741	924,282	8,004	932,286	59,000	991,286
Strategic Outcome: Sustained support and informed action by Canadians in international development								
Engaging Canadian Citizens	10,171	7,505	53,957	71,633		71,633		71,633
Total	250,534	1,228,648	1,582,665	3,061,847	8,004	3,069,851	152,920	3,222,771

Table 5: Voted and Statutory Items listed in Main Estimates

2008-09			
(in thousands of dollars)			
Vote or Statutory Item	Truncated Vote or Statutory Wording	2008-09	2007-08
		Main Estimates	Main Estimates
20	Operating expenditures	224,674	207,214
25	Grants and contributions	2,553,452	2,534,539
(S)	Minister of International Cooperation - Salary and motor car allowance	76	75
(S)	Encashment of notes issued to the development assistance funds of the international financial institutions in accordance with the <i>International Development (Financial Institutions) Assistance Act</i>	257,861	259,706
(S)	Contributions to employee benefit plans	25,784	25,009
Total Budgetary		3,061,847	3,026,543
L30	The issuance and payment of notes to the International Financial Institution Fund Accounts
(S)	Payments to International Financial Institutions -- Capital Subscriptions	8,004	3,643
-	Investment contributions pursuant to section 3 of the <i>Canada Fund for Africa Act</i>	...	19,000
Total Non-Budgetary		8,004	22,643
Total Agency		3,069,851	3,049,186

Note: The following tables can be found on the TBS's website at:

http://www.tbs-sct.gc.ca/est-pre/20082009/p3a_e.asp

- Details on Transfer Payments Programs (Grants, Contributions and Other Transfer Payments)
- Evaluations and Internal Audits
- Green Procurement
- Loans, Investments and Advances (Non-Budgetary)
- Services Received without Charge
- Source of Respendable and Non-Respendable Revenue
- User fees

Annex 2: Other Information

For additional information about CIDA's programs, activities, and operations, please visit www.acdi-cida.gc.ca

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Legislation Administered

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