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CLASSIFIÉ

TITLE — TITRE:

ACIX / ACIR

INTEGRATION OF THE GOVERNMENT EXTERNAL OPERATIONS -
PLANNING - COORDINATING AND INTEGRATING SERVICES -
CANADIAN INTERNATIONAL DEVELOPMENT AGENCY.

ACIX / ACIR

DEPARTMENT
OF
EXTERNAL AFFAIRS

MINISTÈRE
DES
AFFAIRES EXTÉRIEURES

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DATED FROM
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74-04-01

TO
JUSQU'AU

76-12-31

AFFIX TO TOP OF FILE - À METTRE SUR LE DOSSIER

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12-3-CIDA

VOLUME

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cc PDA
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CC /CEA Sec /Brady
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C O N F I D E N T I E L

DE TUNIS UJAG1471 30DEC76

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INFO BH ACDIOTT/AFA/AFC/PERS DE OTT

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REF VOTRETEL AP04507 OCT15

—STATUT G CORRIVEAU

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POUR CONSULTATIONS JANV5/77 (VOIR TEL ACDI/AFC

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GIGNAC

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Canadian International
Development Agency

Agence canadienne de
développement international

DEC 21 1976

Circulate
Mr. Ross,
I have amended
all the officers' manuals
as well as the working
copy and Steve's.
J.C.
Dec. 20/76

December 17, 1976

Your file Votre référence

Our file Notre référence

Mr. A. D. Ross
Secretary
Interdepartmental Committee on
External Relations (ICER)
Department of External Affairs
Block A 7-130
Lester B Pearson Building
O t t a w a

Dear Mr. Ross:

During the course of the past week we have had a number of discussions with Mr. Brady of the Secretariat concerning the appointment of a CIDA Co-ordinator for ICER for the forthcoming discussions beginning in January.

The purpose of my letter is to nominate Mr. Jack Titsworth as the Co-ordinator, and he will be attending the first meeting of the Co-ordinators scheduled for to-day, Friday, December 17. Mr. Titsworth can be reached at 996-6251.

Yours truly,

L. A. Dorais

L. A. Dorais
Vice-President
Policy Branch

GWL/K. Christie/6-4568/lt

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

Lee
Coord. CIDA

TO ECD
À

SECURITY CONFIDENTIAL
Sécurité

FROM GWL
De

DATE December 14, 1976

REFERENCE Our memorandum of October 20, 1976 and Your
Référence memorandum of December 6, 1976

NUMBER
Numéro

SUBJECT Proposed "Project Field Manager/Supervisor"
Sujet Position in CIDA

FILE	DOSSIER
OTTAWA	
12-3-CIDA	
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Annexes

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PARK

FLA/de Blois

In our memorandum under reference, we drew the potential problem of the "Project Field Manager/Supervisor" to your attention and made lengthy comments on the subject. We have nothing further to add at this point. We are glad to see you are requesting comments from other divisions because, as you mention, the matter could well have wider implications. We do not know, however, whether CIDA is considering applying the concept elsewhere.

T. A. Williams

T.A. Williams
Director
Latin American Division

S.E.Gooch/PDMI/6-8885/1k

ECD

PDMI

FILE

CHRON

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December 10, 1976

Your memorandum of December 6, 1976

Proposed "Project Field Manager/Supervisor"
Position in CIDA

123-CIDA

We appreciate receiving a copy of the Draft Terms of Reference for the Proposed Project Field Manager/Supervisor (FPM/S). In your covering memorandum, you note that the status of the document within CIDA is unclear. We would hope that it will not surface as an official CIDA proposal, at least in its present form. As we see it, the proposal raises a number of major problems and questions :

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(a) the duties of the FPM/S appear to cut across the normal duties of the accredited Canadian mission, particularly the officers responsible for aid work. The paper makes vague reference to "coordinating" the performance of the FPM/S with the "appointed representative of the Government of Canada" but does not appear to envisage a reporting relationship through, or supervisory role for, the responsible Head of Mission. This inconsistency is particularly glaring in view of the fact that an FPM/S would apparently "interface" with local authorities, be utilized in projects of high political sensitivity, and have some responsibility for reporting on local developments (which may affect the project);

(b) the document makes no reference to the status within the host country of the FPM/S although we suspect that CIDA would presumably wish to have them accorded diplomatic status. FLA and APO may wish to comment further on the legal and procedural aspects of this question; and

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- 2 -

Confidential

(c) on the basis of the information available, it would appear that, even though they would be acting as "representatives" of a Canadian Government agency, the "Field Managers" would be sent abroad outside the normal country program system, which is the mechanism for approving external resource increments as well as triggering support staff, housing and office accommodation requirements of Government departments and agencies, including CIDA.

2. In depth consideration of the role, status and justification of the FPM/S might await confirmation that CIDA wishes to proceed with this proposal.

S. E. Gooch
PDMI

EXTERNAL AFFAIRS



ECD/A.R. JONES/2-4158/bp
AFFAIRES EXTÉRIEURES

TO Directors of: GWL, GWC, GPO, GPL,
GPS, GAA, GAF, GAM
FROM ECD APO/McKinnon/Park
De FLA/deBlois
REFERENCE PDMI
Référence

SECURITY CONFIDENTIAL
Sécurité
DATE December 6, 1976
NUMBER
Numéro

SUBJECT Proposed "Project Field Manager/Supervisor"
Sujet Position in CIDA

FILE	DOSSIER
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ENCLOSURES
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Attached you will find a copy of the "Draft Role and Terms of Reference for Proposed Project Field Manager/Supervisor (FPM/S)". This document is unsigned and undated, and gives no indication of the degree to which the FPM/S proposal has achieved an interdivisional consensus at CIDA. However, even in its present preliminary and rather tentative form, the document contains enough that is of urgent concern to us that we are forwarding it to you for your consideration and comments.

2. Our concerns centre on three main areas:

a) Roles and Functions - As the document reflects, in a rather confused fashion, the proposed Project Field Manager/Supervisor (FPM/S) performs functions the terms of reference of which are extremely broad and variable. Apparently he is basically a "trouble-shooter", sent by CIDA headquarters to provide special advice and/or direction on certain field projects. It would seem that he could be either a technical advisor/monitor offering technical dimension to the consultant/contractor in the host territory, or a rather vaguely-defined administrator, or a direct manager of the field team. In this latter role, or in an amalgam of the suggested roles, he would presumably have the authority to significantly alter the thrust of a project, hire and fire local consultants and LES, and so on. The vagueness of the outlined terms of reference confers considerable potential power on the FPM/S.

b) Reporting Authority and "Interface" - The FPM/S is not to be responsible to the project manager in place in the field (the nature of the FPM/S - project manager relationship is not at all clear), but rather he reports directly to the Project Team at CIDA/Ottawa without reporting to or through the Embassy. In addition, the FPM/S is to have the authority to "interface" in a general way with local authorities. The

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"interface"
→ negotiate
discuss project.

one only.
on pointing
deal with
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- 2 -

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implications are, of course, enormous in terms of monitoring and even accreditation.

c) PFM/S and Project Type - It would seem from the document that the PFM/S is to be assigned to projects of unusual technical complexity, or that are experiencing particular technical difficulties, or those characterized by a high degree of political sensitivity - precisely those types of projects with the fullest potential for trouble.

3. This matter will shortly be taken up with CIDA. Before CIDA is approached, however, we would wish to know if there is evidence to the effect that PFM/S's may already be in place in the field. We would appreciate your consulting your desk officers to see if there have been reports from missions on CIDA personnel whose functions and reporting authority are similar to those described in the document. We would be grateful if you could get back to us with your comments as soon as possible.

Gilla Smyth
for Aid and Development Division

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DRAFT ROLE & TERMS OF REFERENCE

FOR

PROPOSED PROJECT FIELD MANAGER/SUPERVISOR (PFM/S)

1.0 INTRODUCTION

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1.1 BACKGROUND TO ROLE AS PROVIDED BY MANAGEMENT

The role of the Field Project Manager/Supervisor (FPM/S) has generally been identified as one of "client relations", that is "Interpretation of problems encountered by consultant or by host department" "in the recipient territory" and to "provide technical dimension to the assessment of on-going and potential problems", in addition to "support to the CIDA field representative in his role of dealing with the government by providing technical advice and expertise".

The individual would also be under contract rather than part of the normal CIDA organizational contingent because of the flexibility and speed of implementation of this approach, and the difficulty in staffing to meet all sectoral needs. He would support the role of the project team not replace it, and he would be responsible to the project team rather than to the field representative or the mission in the field.

1.2 COMMENTS OF REQUIREMENT FOR FPM/S

Since project officers sampling¹ indicated that lack of field representation, presented problems in only 6% of projects, the role of the Project Manager/Supervisor (FPM/S) has been identified by the high profile of some of CIDA's project problems rather than significant problems of administration per se. It is therefore assumed that the FPM/S will have a role on a limited number of projects only, requiring a specific criteria for selection. Some thoughts on the guidelines for selection of projects have been outlined in Appendix 'A' to this paper.

1.3 The basic functional role of the Project Manager/Supervisor as far as CIDA is concerned can probably be summed up as follows.

¹ E.W. Manning "Agricultural Task Force "Renewable Resources Projects Paper" 1975

→ "To monitor all aspects of project implementation so as to provide assurance that;

→ 1.3.1 Funds are being spent legitimately and properly.

1.3.2. The consultant contractor or implementing agency is performing the tasks in a diligent and professional manner in accordance with the terms and intent of the contract.

1.3.3 The recipient is providing the resources it had agreed and committed itself to provide.

1.3.4 The project is proceeding according to the established timetable and schedule.

1.3.5 Problems related to the project which are identified or forecast during the implementation phase are resolved or brought to the appropriate authority for resolution.

1.3.6 The project performance on completion is analyzed, summarized, and a brief prepared for CIDA on recommended improvements in implementation for future projects of a similar nature.

2.0 PARAMETERS, CRITERIA & CONSTRAINTS WHICH AFFECT THE FPM/S TERMS OF REFERENCE

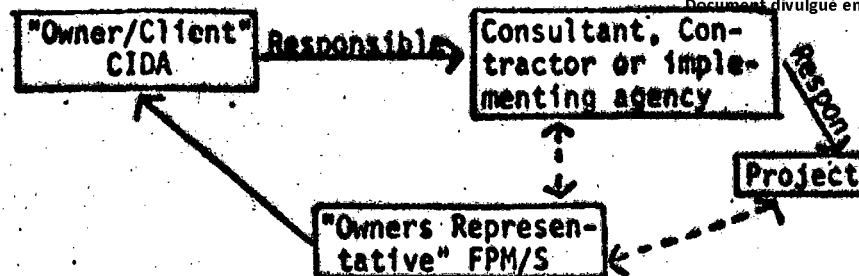
2.1 EXTERNAL INTERFACE EFFECTED BY TYPE OF FINANCING

2.2.1 Grant

In the case of a grant project, CIDA's role as "owner/client" would effectively make the FPM/S's role one of "owners representative" as would normally be found on any construction project. This role would be extended to include the consultant's studies and other types of projects undertaken by CIDA.

a. Interface

In this case the role would be one of direct representative of CIDA and the organizational function of owners representative.

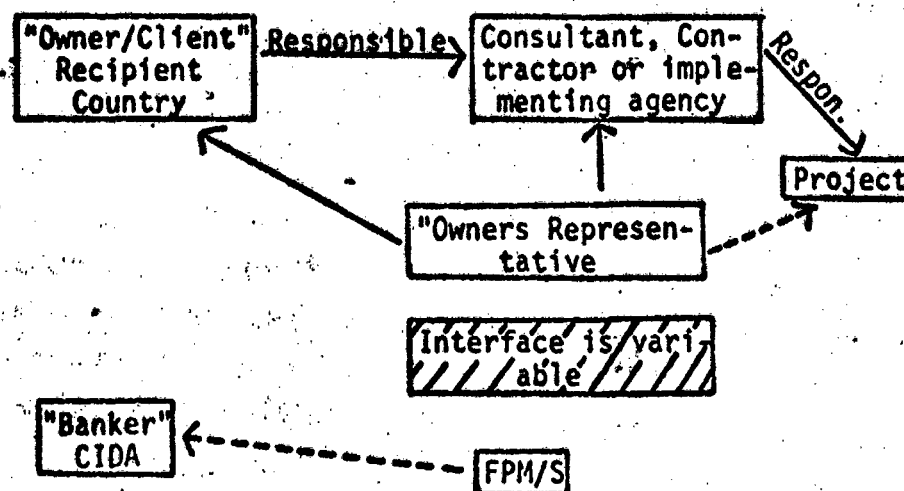


b. Terms of Reference

Overall organizational connections and responsibilities are clear cut. The applicable terms of reference are those of owners representative. Terms of reference would vary and would need to be drafted to suit the project i.e. regional plan, dam construction, etc., however a general outline draft terms of reference is shown as Appendix 'A'.

2.1.2 Loan

In the case of a loan project, CIDA's role is not "owner/client" but rather that of a "banker", the recipient is "owner/client" and in most cases the recipient would provide an "owners representative".



a. Interface

In this case the role would still be direct representation of CIDA however several possible options in organization functions of Project Manager/Supervisor could be considered:

- (i) Part of "owners representative" team i.e. responsible to recipient with reporting responsibility to CIDA, and project responsibility to recipient.
- (ii) "Bankers representative" accepted by recipient with reporting responsibility to CIDA. No direct project responsibility apart from monitoring per se.
- (iii) FPM/S accepted by recipient to act as its own "owners representative".
- (iv) Member of "Steering Committee" for the loan project with reporting responsibility to CIDA, and project responsibility to recipient through committee.
- (v) Technical assistance role as adviser to recipient government as part of the related government department of the recipient, (particularly where no local government expertise exists) with reporting responsibility to CIDA and project responsibility to recipient. This would be very similar to (i) or (iii) above with technical assistance approach.

b. Terms of Reference

Terms of reference would vary from project to project according to the variations listed above. Standard terms of reference are not recommended at this time, although the basic data of the terms of reference in Appendix 'A' would be of some use.

2.2 EXTERNAL INTERFACE EFFECTED BY TYPE OF PROJECT UNDERTAKEN BY CIDA

2.2.1 Capital or "construction" projects - construction, installation, industrial equipment, etc.

a. Output of project - physical facility or plant

b. Implementing Agency - contractor, manufacturer or consultant

- c. Coordination Agency - CIDA
 - d. The Project Manager/Supervisor (FPM/S) is required to resolve the problems of instrument/recipient/Consultant/CIDA interface because the project proposed is quantifiable.
- 2.2.2 Studies or "services" project - reconnaissance, prefeasibility, feasibility, planning, etc.
- a. Output of project - report or recommendations
 - b. Implementing Agency - consultant, advisers team or institution
 - c. Coordination Agency - CIDA
 - d. The FPM/S is not required because (i) output and implementation is not quantifiable and therefore not subject to an audit procedure such as the role of the FPM/S. Problems associated with attitudes of "implementing agency" to the role of the Project Manager/Supervisor would be difficult to resolve and adversely effect the project.
- 2.2.3 "Food" or "commodity" projects - either under commodity program, grain, etc.
- a. Output of project - distribution
 - b. Implementing Agency - contractor, supplier or recipient
 - c. Coordination Agency - CIDA
 - d. Normally the FPM/S would not be required as there is no role for one on these projects.
- 2.2.4 Provision of "equipment", material or livestock, projects
- a. Output of project - mobile equipment or living products
 - b. Implementing Agency - buyer: shipper, manufacturers or suppliers
 - c. Coordination Agency - consultant

- d. The FPM/S would usually be required, or some other outside coordination agency would be required, other than the "implementing agency" to improve the implementing agency/recipient/consultant/supplier/CIDA interface, and because progress is quantifiable.

2.2.5 Trainees or Experts

These types of projects would not be considered for a FPM/S as they are both under technical assistance.

3.0 PAST EXPERIENCE AND PROBLEMS

Some samples of previous projects where the concept of FPM/S has been tried in one form or another with varying success.

- 3.1 Colombia Forestry Project - individual on consultant contracts - very limited success.

- 3.2 Honduras Forestry Project - individual on consultant contract - very limited success.

- 3.3 Pan African Telecom Project - individual - very successful to date.

- 3.4 Botswana/Lesotho Aerial Survey Project - consultant - very successful arrangement.

- 3.5 Tangerang Airport Project - individual on secondment - very successful arrangement.

- 3.6 EMR - interdepartmental contract to supply project management on Aerial Survey's and inspection, and other projects in geosciences. Varying degrees of success because there have been many projects undertaken. Generally good results where right expertise was supplied.

→ The key to success in all of the above projects was the Terms of Reference provided. Where the "consultants" role was identified

clearly and definite direction was supplied, the concept was successful. Where it was not, the concept did not work very well.

4.0 CONCLUSIONS AND RECOMMENDATIONS

- 4.1 The terms of reference for the FPM/S must be written individually for each project and no general draft can be struck to provide more than broad outlines.
- 4.2 The role of the FPM/S would in most cases be an extension of the role of the Engineering Division since the input is intended to be technical or professional, therefore it is assumed that in these instances the terms of reference would be drafted as usual by the Engineering Division.
- 4.3 This activity should not duplicate the services of consultants who are acting for and responsible to the "Owner/Agency" but would both monitor and assist them from the Owner/Agency's point of view. Broadly speaking, it would monitor, coordinate and control the consultant relative to his Terms of Reference.
- 4.4 It is doubtful that all of the large projects require full time services as described above.
- 4.5 The procedure for hiring FPM/S already exists under directive 9, so that only extensions of concept is required to implement the program. (In the WHO all engineering contracts are fixed fee and all have a WHO resident full time project manager.)
- 4.6 The capability required for those projects identified to date is essentially engineering in nature and the personnel hired would be well qualified engineers experienced in project monitoring and reporting.
- 4.7 Although one can see the rationale (in terms of continuity) for having the same individual involved in both project planning and implementation, in most projects this may well be impractical in

view of the usual time lag associated with getting projects implemented. At any rate we already are able to acquire expertise at the planning stage via contract, and in our view there is no overpowering reason why the same individual would have to be on-board throughout all phases, although attach terms of reference have been drafted this way.

APPENDIX 'A'

GUIDELINES FOR SELECTION OF PROJECT FOR FPM/S

- (a) "High profile projects - projects which for political reasons could result in embarrassment to Canada or to CIDA. /
- (b) High cost projects - (DPW categorization)
- (i) Minor projects \$400,000
 - (ii) Intermediate projects \$400,000 to \$5,000,000
 - (iii) Major projects \$5,000,000
- (c) Complex administration or coordination of many inputs - beyond scope of CIDA project team/or internal CIDA organization to handle.
- (d) Existing projects which have a history of problems which might be corrected by including a FPM/S.

GUIDELINE TERMS OF REFERENCE PROJECT FIELD MANAGER/SUPERVISOR (FM/S)
PROJECT BRIEF:

- 1.0 GENERAL INFORMATION
- 2.0 SCOPE OF WORK

1.0 GENERAL INFORMATION

- 1.1 OBJECTIVE OF THE PROJECT (as applicable to the project)
- 1.2 BACKGROUND (As applicable to the project)
- 1.3 DESCRIPTION OF WORK

BEST ORIGINAL AVAILABLE
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✓
→ For the purposes of this Agreement, the work shall consist of the provision of inspection, technical and other services related to the project as required to monitor the development and progress; to recognize deviation from timetable or intent; to analyze such deviation; to determine corrective courses of action; and to guide the implementation of each action.

- (a) to act on behalf of CIDA, as the Field Representative of the Project Team to ensure conformity with the overall project objectives, intent and requirements and the employment of professional practice commensurate with consistently high standards.
- (b) to maintain close liaison with the consultant and recipient on the progress of the work, the contemporary position and control of the project budgets and estimates, and to submit to CIDA monthly reports concerning the overall prosecution of the work.
- (c) to liaise with the consultant/contractor's senior site management staff; review proposed contract documents and awards to ensure acceptability of practices and

...2

procedures and conformity with CIDA regulations for competitive tendering and contract selection, and to keep the consultant/contractor informed on such matters and decisions as CIDA may from time to time direct.

- (d) to review proposed changes or alterations to the work, and make recommendations to the Project Team supported by all pertinent information relative to the proposed changes or alterations.
- (e) to examine the consultant/contractor's progress claims for reimbursement of costs incurred at the site, including verification of suppliers' invoices and subcontractor's claims for work completed.
- (f) to assist the CIDA project team throughout the successive stages of project development and implementation for which he is retained.

2.0 SCOPE OF WORK

2.1 THE INTENT

* It is intended that the Project Manager/Supervisor shall provide the professional, technical and co-ordinating services required to ensure that the project is executed successfully by the consultant/contractor in satisfaction of the contract. The services of such specialist consultants as may be found necessary to meet the identified needs shall, following approval by CIDA, be retained by the Project Manager/Supervisor as his professional responsibility.

2.2 PROJECT MANAGER/SUPERVISOR RESPONSIBILITIES

✓ 11 * In all aspects of his work the Project Manager/Supervisor shall be directly responsible to CIDA and shall report to the Project Team through a designated appointee of the TEAM for the various inputs to the project.

2.2.1 CIDA PROJECT TEAM

The Project Manager/Supervisor shall attend meetings of the CIDA Project Team at which he shall report on the progress of project, its financial status to date, current problems (if any) and any other aspects which in his opinion have had or will have a bearing upon the successful execution of the project.

2.2.2 LOCATION OF SERVICES

Services may be performed in Canada, in the recipient country or both, utilizing the services provided by CIDA or the recipient.

2.2.3 PROFESSIONAL LIABILITY

The Project Manager/supervisor shall indemnify the Agency harmless against direct and contingent liabilities as may arise out of his improper discharge of his professional services and/or out of the services of the prior approved personnel employed or contracted by him for the purpose of this program.

2.3 PERFORMANCE AND REPORTS

? ✓ The performance of the work set out in these Terms of Reference shall be co-ordinated with the work of the appointed representative of the Government of Canada and such others as may be authorized, to ensure its prompt and efficient conduct.

2.3.1 MONTHLY PROGRESS REPORT

✓ Shall be furnished to CIDA, within ten days of the end of the month under reference and shall summarize clearly and briefly the following:

- (a) A summary of the work performed by the consultant/contractor and an evaluation of the progress of the work expressed as a percentage of the total to be completed for each of the major items in the project and related to the established progress schedule;

- (b) The relative position of the foreign exchange expenditures;
- (c) The relative position of the local costs capabilities;
- (d) A discussion of difficulties encountered by himself or others in the field, corrective measures adopted, recommendations made and all other pertinent information relating to the execution of the project.

2.3.2

INTERIM REPORTS

Shall be submitted to CIDA at the completion of the identifiable stages of the project as set out herein.

2.3.3

FINAL REPORT

Shall be submitted to CIDA at the completion of the Project Manager/Supervisor's work and shall include the following where not previously provided:

- (a) The accumulation of all drawings, specifications and installation details etc., associated with the project and not otherwise provided by the consultant/contractor to CIDA directly
- (b) A final cost tabulation, and comparison expressed in Canadian dollars, in sufficient detail to provide CIDA with a clear comparison of original estimates and final costs of the completed work. An analysis of this comparison will be carried out, discrepancies identified and recommendations made for future remedial action.
The tabulation should be clearly definitive for Canadian contribution costs.
- (c) A concise narrative of the project development and an analysis leading to the identification of specific recommendations for improvements in future project implementation of the type dealt with.

2.4 COST CONTROL

For pertinent stages of the work the Project Manager/Supervisor shall establish and apply a means of monitoring the cost control system employed by the project consultant/contractor and, where indicated, he shall investigate alternative methods, materials, and servicing, in order to determine those most practicable for the project in terms of time, cost and content.

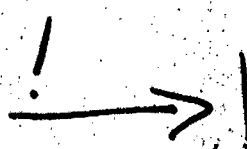
2.4.1 COST REPORTING

He shall evaluate and report upon all cost estimates provided to CIDA when referred to him by the Project Team and shall present the results of his analysis with appropriate recommendations.

2.5 STAGES OF PROJECT

Without limiting the generality of the foregoing of these Terms of Reference, the work of the Project Manager/Supervisor shall be subject to the following inputs:

2.5.1 STAGE ONE & TWO - IDENTIFICATION AND PRELIMINARY ANALYSIS OF PROJECT

- 
- (a) In consultation with the CIDA Project Team and where necessary the recipient country, verify the requirements for the project and determine the time schedule required for its completion.
 - (b) Attend such meetings at CIDA, elsewhere in Canada and in the recipient country as may be necessary to establish the most appropriate mode of operation and the channels of communication.
 - (c) As may be required, the area of the project and examine data and factors which will affect the work of personnel connected with the project in the field, their requirements for accommodation, transportation and communication with the Head Office and with CIDA.
 - (d) Interview the local consultants or personnel whom it is proposed to employ for the project and investigate the

- scope of their capacity and capability to perform within the preliminary time frame established for the work.
- (e) Establish the details of the site office and field organization required to undertake the work, both by the consultant/contractor and recipient where applicable.
 - (f) Where specifically requested by the Project Team, set up a reporting system for the project for the information of CIDA and the appointed representatives of the recipient government responsible for the project and ensure compatibility with that required from the consultant/contractor under the contract.
 - (g) Assist the Project Team in the preparation of a time schedule for the project, supported as required by a critical path or PERT chart and defining the sources of information and supply in Canada and in the recipient country where indicated.
 - (h) Review estimates of costs and identify and establish a cost monitoring system for reference by the Project Team relative to that set up by the contractor/consultant.
 - (i) Prepare an estimate of the cost of proposed field operations in those aspects determined by the Project Team.
 - (j) Collect all relevant material and information in particular details of photography, mapping, studies, feasibility reports, etc. relevant to the project and as may otherwise be required for the use of the consultant/contractor.
 - (k) Upon return from a reconnaissance visit, submit to the Project Team a factual report of the findings and provide the following information:
 - (i) recommendation as to the most appropriate plan of operational approach to be adopted for this project;
 - (ii) arrangements made for the services of local consultants for the project where required and their fee structures;

- (iii) the time schedule and a tentative GPM or PERT for the project for Project Team control purposes;
- (iv) where practicable at these stages of project development, the total estimated cost of all services required for the project including the professional fees and the cost of the project personnel at the head office and at the site;
- (v) recommend upon the extent of CIDA involvement in the project and comment on expected development impact to be realized from successful implementation;
- (vi) recommendation in particular toward next stages of project implementation and incorporate accepted recommendations into plan of project.

2.5.2 STAGE THREE & FOUR - DEVELOPMENT AND APPROVAL

This stage of the FFM/S work shall be subject to the successful negotiation of the contract with CIDA for his services for the implementation of the project as resulting from work performed by him as set out for stages one and two above and CIDA's commitment to the project. This represents the project development/approval stage.

- (a) In close co-operation with the Project Team, assist as required at CIDA headquarters and in the field at all stages of the development and approval of the project.
- (b) Assist in identification of expertise i.e. consultant/contractor/advisor, etc. to undertake project implementation.
- (c) Review of criteria, priorities and objectives of project and assistance to Project Team in preparation of project documentation including schedules and cost profiles.
- (d) Assist in preparation of project approval submissions, presentation to PRC, preparation of submission to minister, etc.

17

- (e) Assist in implementation of additional pre-feasibility reconnaissance or feasibility study as may be required to be performed by other expertise.

2.5.3 STAGE FIVE - IMPLEMENTATION OF PROJECT

This stage of the FPM/S work shall be subject to the successful completion of the preceding planning stages and subsequent approval of the project. The detailed Terms of Reference for FPM/S's will depend on the type of project and must be prepared to suit each project individually. Generally the following functions may be involved:

- (a) Support of the Project Team in reviewing requirement for expert services.
- (b) Assist in identification and recruitment of expertise for project implementation; assist in the preparation of consultant/contractor Terms of Reference, proposal call preparation and evaluation.
- (c) Assist in negotiating consultant/contractor contracts with CIDA or recipient.
- (d) Assist in briefing experts team.
- (e) Establish on behalf of the CIDA Project Team, the required operations base in field and perform following functions during implementation of project:
 - (i) Liaison with all interested parties e.g. CIDA, recipient, consultant/contractor to ensure that an accurate understanding of work progress and scheduling is achieved, and permanent communication between parties to project is maintained.
 - (ii) Inspection, on-site, of work to ensure that the consultant/contractors' Terms of Reference and overall contract requirements are adhered to and the quality of the work is consistent with specifications (codes, regulations, etc.), and with accepted practice and procedures, Canadian, locally or a blend of both.

- (iii) Advising on local work conditions and new situations as they arise, and recommending modifications to Terms of Reference or contracts where necessary, or other remedial action required to resolve specific contemporary problems.
- (iv) Monitoring costs (expended and committed) including updated forecasting of funding levels on a continuing basis for budgeting purposes.

2.5.4 STAGE SIX - COMPLETION OF PROJECT

- (a) Assist in project termination.
- (b) Prepare a complete evaluation of the project, including historical log of project development, and step by step analysis of procedures, development and related problems. Identify problem areas foreseen or otherwise describe steps taken or recommended to the Project Team and in close consultation with the Team, attempt to formulate improved procedures to correct such problems in future similar projects. (See Section 2.3.3).

November 24, 1976

PRELIMINARY DATA ON GRANTS (G)
CONTRIBUTIONS (C) AND OTHER PAYMENTS
BY CANADIAN GOVERNMENT DEPARTMENTS
AND AGENCIES TO INTERNATIONAL
ORGANIZATIONS AND ASSOCIATIONS
AND TO OTHER COUNTRIES, BY PROGRAM
FY 1975/76 AND FY 1976/77*

12-3-CIDA

* SOURCE: Annex A pp 68-73 of the February 1976 issue of
International Canada. Data in that Annex compiled
from the FY 1976/77 Estimates.

INTERNATIONAL DEVELOPMENT
ASSISTANCE PROGRAM

	<u>Proposed</u> <u>FY 1976/77</u>	<u>Forecast</u> <u>FY 1975/76</u>
CIDA		
G UNDP	\$29,000,000	\$24,500,000
G UNICEF	5,000,000	3,500,000
G World Food Program (US\$10,000,000)	-	10,441,398
G International Institute for Tropical Agriculture	950,000	850,000
G International Crop Research Institute for Semi-Arid Tropics	900,000	800,000
G Society for International Development	10,000	10,000
G International food aid programme, including com- modity contributions to UNRWA and to the World Food Program in the current and subsequent fiscal years	200,000,000	244,876,000
G International Development Research Centre	29,700,000	27,000,000
G scholarships to Canadians for studies related to international development	200,000	300,000
C development assistance projects of Canadian and international organizations	35,000,000	31,790,000
C Incentives to Canadian private investment in developing countries	200,000	200,000
G international emergency relief	1,000,000	2,000,000
G International Potato Centre	520,000	320,000
G International Laboratory for Research on Animal Diseases	400,000	400,000
G West African Rice Development Association	200,000	100,000
G International Genetic Resources Project	100,000	100,000
G International Rice Research Institute	600,000	-
G United Nations Fund for Population Activities	5,000,000	3,500,000
G International Planned Parenthood Federation	2,750,000	2,500,000
G WHO (population)	1,500,000	1,500,000
G WHO (smallpox eradication campaign)	-	745,000
G IBRD (onchocerciasis campaign)	500,000	500,000
G UNITAR	70,000	60,000
G International Institute for Educational Planning	150,000	150,000

	<u>Proposed</u> <u>FY 1976/77</u>	<u>Forecast</u> <u>FY 1975/76</u>
G Commonwealth Fund for Technical Cooperation	4,000,000	4,000,000
G Commonwealth Legal Advisory Services (±3,196)	6,758	7,100
G International University Cooperation Fund	250,000	250,000
G United Nations High Commissioner for Refugees	750,000	1,100,000
G UNRWA	1,350,000	1,200,000
G United Nations Fund for Southern Africans	225,000	175,000
G International University Exchange Fund	150,000	125,000
G International Trade Centre	500,000	300,000
G IAEA (US\$180,950)	186,234	153,100
G FAO Freedom from Hunger/ Action for Development	225,000	200,000
<u>External Affairs</u>		
G International Committee of the Red Cross	50,000	30,000
C Agence de coopération culturelle et technique	3,158,610	3,165,500
C Commonwealth Foundation (L224,000)	465,293	152,762
C Commonwealth Secretariat (L331,807)	689,229	729,660
C Commonwealth Youth Program (L178,500)	370,780	518,022
C Conférence de ministres de l'éducation des pays d'expression française	8,750	9,500
C Conseil africain et malgache d'enseignement supérieur (CAMES)	10,000	6,900
C FAO (US\$3,381,750)	3,421,655	3,467,000
C OECD-international management training for educational change (IMTEC) (44,300 French francs)	10,251	10,500
C Secrétariat exécutif permanent de la Conférence des ministres de la Jeunesse et des Sports des Etats d'expression française d'Afrique, de Madagascar et de l'île Maurice (2,450,000 CFA)	11,221	8,115



Interdepartmental Committee on External Relations
Comité interministériel sur les Relations extérieures



12-3-CIDA

TO: All Posts

SECURITY: UNCLASSIFIED

FROM: ICER Secretariat

DATE: November 5, 1976

REFERENCE: Our letters M-48 of October 12,
M-55 of October 26, and our
memorandum of October 20, 1976

NUMBER: ICER (M) 61

SUBJECT: Manning Levels - Program Staff

The Country Program Review meetings in 1976, including the Richardson study, resulted in significant changes in program personnel allocations. In order to facilitate the evaluation by posts of their requirements for the FY 1977/78 Country Program of "Overview", the final interdepartmentally-agreed program staff manning level for FY 1976/77 for your post is attached.

Some posts will have position changes for FY 1977/78 indicated. These were provided by departments and agencies concerned, but are still considered tentative since not all have received formal Treasury Board response to their program forecasts. Furthermore, some departments have delayed the phasing out of some positions slated for deletion to accommodate incumbents' replacement schedules.

The enclosed form (1/3a) submitted by your post last year as part of its FY 1976/77 Country Program is therefore returned, duly amended to reflect the above-mentioned changes for FY 1976/77 and FY 1977/78. These represent agreed levels and as such appear in the three right-hand columns of form 1/3a.

As explained in our letter M-55, the attached manning levels reflect the number of positions in a "country unit" which are subject to interdepartmental consultation within the ICER Country Programming System and do not include positions not subject to the ICER coordination mechanism (para. 3 of our letter M-55).

In forecasting your program and support staff requirements and deployment for the next two fiscal years, you should bear in mind the M&I requirement (para 5 of our letter M-55) for a separate report on short-term fluctuations in workload.

The program staff manning levels provided reflect the conversions of mislabelled External Affairs positions (our memorandum of October 20) which were changed in 1976.

	1	2	3
4	5	6	7
8	9	10	11
12	13	14	15
16	17	18	19

me retourner
sup.

MANNING LEVELS - PROGRAM PERSONNEL
EFFECTIFS AUTORISÉS -
PERSONNEL DE PROGRAMME
PROGRAMME 1976-77 PROGRAM

PAGE	
COUNTRY UNIT UNITÉ	Tunisia
POST MISSION	Tunis

DEPARTMENT AGENCY MINISTÈRE AGENCE	CURRENT PROGRAM PERSONNEL LEVELS NIVEAUX ACTUELS (PERSONNEL CHARGÉ DU PROGRAMME) 1975-76			AGREED PROGRAM PERSONNEL LEVELS NIVEAUX AUTORISÉS (PERSONNEL CHARGÉ DU PROGRAMME) 1976-77		
	CANADA-BASED OFFICERS AGENTS CANADIENS	CANADA-BASED OTHERS/AUTRE EMPLOYÉS CANADIENS	LOCALLY- ENGAGED EMPLOYÉS LOCAUX	CANADA-BASED OFFICERS AGENTS CANADIENS	CANADA-BASED OTHERS/AUTRE EMPLOYÉS CANADIENS	LOCALLY- ENGAGED EMPLOYÉS LOCAUX
External Affairs CIDA	4 FS 2 CBO 1 contract officer	1 CR <i>Ben</i>		5 FS 2 CBO (1 contract officer)	1 CR	
N.B.: Contract officer not included in totals.						
TOTAL	7	1		7	1	

MANNING LEVELS - SUPPORT PERSONNEL
EFFECTIFS AUTORISÉS - PERSONNEL DE SOUTIEN

PROGRAMME 1976-77 PROGRAM

PAGE	_____
COUNTRY UNIT UNITÉ	Tunisia
POST MISSION	Tunis

EA

APPROVED SUPPORT PERSONNEL LEVELS NIVEAUX AUTORISÉS (PERSONNEL DE SOUTIEN) 1975-76		REQUIRED SUPPORT PERSONNEL LEVELS NIVEAUX DU PERSONNEL DE SOUTIEN REQUIS 1976-77	
CANADA-BASED CANADIEN	LOCALLY- ENGAGED EMPLOYÉS LOCAUX	CANADA-BASED CANADIEN	LOCALLY- ENGAGED EMPLOYÉS LOCAUX
1 CR 3 ST 1 CM	9		
TOTAL	5	9	

12-3-CIDA



Canadian International
Development Agency

Agence canadienne de
développement international

Lee
Reduplement

October 19, 1976

Your file Votre référence

Our file Notre référence

Mr. W.L. Clarke
Deputy Director
Planning Trade Commissioner
Service
Industry, Trade and Commerce
Ottawa (Ontario)
K1A 0H5

Dear Sir:

Re: Additional FS Position
for Trade and Industrial Development
Program Jakarta

I acknowledge receipt of your letter of October 12 on the subject of creating an additional FS Position in Jakarta.

After consultation within CIDA, I am pleased to report that there is agreement to the proposition and that the posting should take place. We would of course expect that the new Trade and Commerce officer be an effective means of helping CIDA programs in Jakarta.

CIDA is at the disposal of such person for briefings that might be found useful.

Yours truly,

Léo A. Dorais

Léo A. Dorais
Vice-President
Policy Branch

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

000353

C O N F I D E N T I A L PERS INFO

**CONFIDENTIAL PERS INFO / RENS PERS
CONFIDENTIEL**

EXTOTT APO4507 OCT15/76

TO TUNIS DELIVER BY 180900

INFO PRMNY/GIGNAC

BH CIDAOTT/AFA/SICARD/GARNEAU/PERS/BASSETT DE OTT

DISTR GAP GAF ECD / PDMI PSSV FPO APP

123 CIDA

REF YOURTEL 1184 OCT13

—G CORRIVEAU

WE HAVE REVIEWED EXTENSIVELY QUESTION OF CORRIVEAUS STATUS
BOTH INTRADEPTLY AND WITH CIDA. IT IS CLEAR THAT ALL CONCERNED
SHARE DESIRE THAT CORRIVEAU BE ABLE TO CONTRIBUTE EFFECTIVELY
TO AID PROGRAM.

2. HOWEVER WHILE WE ARE ANXIOUS TO COOPERATE TO EXTENT
POSSIBLE REGRET WE CANNOT/NOT AGREE TO PROPOSAL PARA 2 REFTTEL
WHICH WOULD HAVE EFFECT OF OFFICIALLY REQUESTING FOR HIM
DIPLO STATUS AND DESIGNATION. CIDA HAVE CONFIRMED THAT
CORRIVEAU REMAINS CONTRACT EXPERT AS FIRST INDICATED OURTEL
APO2271 MAY25. IN THIS CONNECTION, FPO ALSO CONFIRM IT WOULD
NOT/NOT BE POSSIBLE TO GRANT CORRIVEAU SPECIAL PASSPORT AS
PROPOSED YOUR PARA 2, AS THESE RESTR TO PERM PUBLIC SERVANTS
POSTED ABROAD OR TRAVELLING ON BEHALF OF GOVT.

3. WE HAVE DISCUSSED WITH CIDA/GARNEAU ESSENTIAL PRINCIPLES
INVOLVED IN GRANTING DIPLO STATUS AND IN CONSULTATION WITH
HIM SUGGEST FOLLOWING ALTERNATIVE WORDING AS MEANS OF

...2

PAGE TWO APO4507 CONF D PERS INFO

CLARIFYING HIS STATUS WITH MFA:QUOTE WE HAVE HONOUR TO ADVISE OF ARRIVAL OF MR GERARD CORRIVEAU AND HIS WIFE.MR CORRIVEAU HAS BEEN OFFICIALLY ASSIGNED BY CDN INNATL DEVELOPMENT AGENCY TO CARRY OUT RESPONSIBILITIES IN CONNECTION WITH SIDI-SAAD PROJECT AND OTHER PROJECTS REQUIRING HIS PROFESSIONAL INVOLVEMENT UNDER AEGIS OF CDN EMB.EMB WOULD THEREFORE APPRECIATE ASSISTANCE OF TUNISIAN GOVT IN HELPING MR CORRIVEAU CARRY OUT HIS FUNCTIONS EFFECTIVELY IN THIS CAPACITY.IN THIS CONNECTION EMB WOULD BE GRATEFUL IF APPROPRIATE IDENTITY CARDS COULD BE ISSUED TO MR AND MRS CORRIVEAU,AS WELL AS MULTIPLE ENTRY VISAS WHICH WOULD PERMIT HIM TO TRAVEL TO AND FROM TUNISIA IN EXERCISE OF HIS FUNCTIONS.THREE PHOTOS ETC UNQUOTE.WE WOULD HOPE FOREGOING WOULD MAKE CLEAR TO MFA IMPORTANCE OF ROLE CORRIVEAU IS EXPECTED TO PLAY IN AID PROGRAM AND ASSIST WITH PARTICULAR PROBLEMS SUCH AS MULTIPLE ENTRY QUESTION.ASSUME FOREGOING WOULD NOT/NOT CONTRAVENE ANY EXISTING AGREEMENTS WITH TUNISIA COVERING CIDA EXPERTS AND WOULD NOT/NOT PREJUDICE TREATMENT ACCORDED OTHERS.

4.AS YOU KNOW GRANTING OF DIPLO STATUS IS SUBJ TO SPECIFIC INTERDEPTLY AGREED GUIDELINES WHICH MAKE CLEAR THIS IS GIVEN TO CDN GOVT PERS POSTED TO MISSIONS ABROAD WHO REQUIRE IT IN PERFORMANCE OF THEIR DUTIES VISAVIS HOST GOVT.YOU WILL ALSO

...3

PAGE THREE APO4507 CONF PERS INFO

BE AWARE THAT APPROVAL OF ADDITION TO MISSION PROGRAM STAFF IS RESPONSIBILITY OF COUNTRY PROGRAM REVIEW ICER MECHANISM. EXCEPTIONAL AND AD HOC ARRANGEMENTS WHEREBY CONTRACT EXPERT OUELLETTE GRANTED PARTIAL EMB ADMIN SUPPORT WITH QUASI DIPLO STATUS DEVELOPED WITH CIDA PRIOR TO REGULARIZATION COUNTRY PROGRAM REVIEW MECHANISM/CURRENT DIPLO STATUS GUIDELINES. DEPT IS THEREFORE NOT/NOT IN POSITION TO ARRANGE WITH CIDA SIMILAR TERMS FOR CORRIVEAU ASSIGNMENT ON AD HOC BASIS. ADDITIONAL FACTOR IS RECENT ICER ELIMINATION OF OUELLETTE POSITION, WHICH WAS OFFERED BY CIDA AS PART OF GENERAL POST REDUCTION EXERCISE LAST SPRING AND CONFIRMED IN FINAL ICER REPORT TO CABINET.

5. PSSV WILL REPLY SEPARATELY RE STATUS SECURITY CLEARANCE.

CCC/064

NNNN



Government of Canada
Gouvernement du Canada

MEMORANDUM

NOTE DE SERVICE

CC GAP, GAA, GAF, GAM
GPL, GPO, GPS, GWC, GWL
GWU

All Divisional Staff

Director-General

Visits to the Field

SECURITY-CLASSIFICATION - DE SÉCURITÉ
OUR FILE - N/RÉFÉRENCE UMP. 123-CIDA
YOUR FILE - V/RÉFÉRENCE
DATE October 13, 1976

HOLD

We have received a report from a Head of Mission in which he comments on visits by CIDA staff to his countries of accreditation. The issues raised by the Ambassador are important as they relate to his responsibility as the manager of all programmes in his area of accreditation. The Ambassador requests that four steps be followed in arranging visits by CIDA personnel;

- that more comprehensive advance information be provided by CIDA on the purpose of the visit to the country concerned;
- that a full briefing be arranged at the Embassy prior to any meetings with officials of the host country or travel in the area;
- that a comprehensive debriefing at the Embassy follow the completion of business; and
- some form of written report from headquarters be sent to the Embassy outlining the objectives accomplished by the visit.

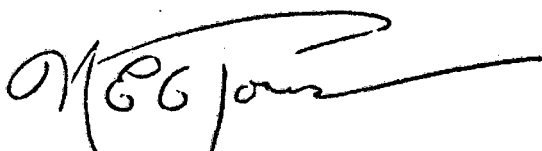
All of these practices are sound and have traditionally been followed by CIDA staff.

As you will recall, I have circulated memoranda earlier insisting that for each visit to the field terms of reference be prepared and submitted through the Regional Director to the Director-General, that staff meet with the Embassy immediately on arrival, and that before they leave the country they debrief Embassy staff and send a report by telex to CIDA

- 2 -

reporting on the visit. In most cases, but depending on the nature of the visit, it will, in all probability, be necessary to prepare a written report upon return to Ottawa which should be copied to the post.

I attach particular importance to the debriefing of the post before departure and the dispatch of a report by cable outlining the accomplishments of the visit. The reason the telexed report is considered so essential is that it ensures that all the parties concerned are generally agreed on what has been accomplished and on the nature of the follow-up action necessary. CIDA staff should normally ask that the telexed report be signed by the Head of Post.



Director-General
Asia Division

*Free
Coordin
CIDA*

*PDA to me
This presumably
relates primarily to
current difficulties
with CIDA's
letter to Geneva I
sent to you 10 days
ago. Stan
PDA!!
Thank you*

C O N F I D E N T I A L

FM GENEV YTGR2266 SEP30/76

TO EXTOTT UNP

INFO PRMNY OECDPARIS

DISTR ECL ECD ECT UNS UNO ECS

---CHANNELS OF COMMUNICATION

AS YOU KNOW IT HAS BEEN GENERAL PRACTICE OVER YEARS FOR THIS MISSION TO USE APPROPRIATE DIVS IN EXTERNAL AFFAIRS AS QUOTE ACTION ADDRESSEES UNQUOTE FOR ALL TELS AND OTHER COMMUNICATIONS RELATING TO MISSION PROGRAMS. ONLY REGULAR EXCEPTION FROM THIS PRACTICE HAS BEEN IN CONNECTION WITH PURELY HOUSEKEEPING MATTERS, EG HOTEL RESERVATIONS, ARRANGEMENTS FOR ARRIVALS, DEPARTURES, SOCIAL OCCASIONS, ETC FOR PARTICULAR INDIVIDUALS ATTENDING MTGS HLRE; AND EVEN IN SUCH CASES WE HAVE INDICATED RELEVANT EXTER DIV (AND ANY OTHERS WHO WOULD BE INTERESTED) AS INFO ADDRESSES. BY SAME TOKEN WE NORMALLY EXPECT TO RECEIVE TELS AND OTHER MATERIAL RELATING TO OUR PROGRAMS FROM RELEVANT EXTER DIV WHETHER OR NOT/NOT SUCH TELS AND OTHER MATERIAL ARE ORIGINALLY DRAFTED IN OR ARE OF PRIME CONCERN TO OTHER DEPTS. OUR PRACTICE IN THIS REGARD HAS AIMED AT CONSISTENCY OF APPROACH WITH REGARD TO ALL GOVT DEPTS AND AGENCIES THAT ARE CONCERNED WITH MISSION WORK EG ITC, FIN, AGRIC, MOSST, CCA, MANDI, CIDA, DOC, ENV, LABOUR, NHW, ETC. AT SAME TIME, AND WITHIN THIS OPERATIONAL FRAMEWORK WE HAVE NONETHELESS TRIED TO MAINTAIN NECESSARY FLEXIBILITY AND HAVE NOT/NOT OPPOSED USE OF DIRECT COMMUNICATIONS WHEN THIS HAS PROVEN TO BE NECESSARY AND IN GENERAL

PAGE TWO YTGR2266 CONFD

INTEREST..

2. THIS GENERAL PRACTICE HAS PROVEN ITS WORTH ON THREE COUNTS :

FIRST IT HELPS ENSURE REQUIRED COORDINATION BY ALL CONCERNED IN RELATION TO OUR PROGRAMS WHICH IN MANY OR MOST INSTANCES ARE OF CONCERN TO SEVERAL DEPTS AND AGENCIES IN OTT; SECOND, THIS PRACTICE DISCOURAGES TENDENCY TOWARDS DEVELOPMENT OF DIRECT LINES OF COMMUNICATION BETWEEN NUMEROUS GENEV INNATL ORGANIZATIONS AND INDIVIDUAL DEPTS AND AGENCIES IN OTT WHICH HAVE INTERESTS IN THESE AGENCIES; THIRD, IT ENABLES US TO HAVE TIMELY REGULAR AND DIRECT INPUT INTO PROGRAM DEVELOPMENT WHICH WOULD NOT/NOT ALWAYS BE POSSIBLE WERE DIRECT LINKS BETWEEN OTT AND GENEV AGENCIES TO BECOME STANDARD MODUS OPERANDI.

3. ABOVE CONSIDERATIONS APPEAR TO BE PARTICULARLY RELEVANT TO QUOTE MULTILATERAL UNQUOTE POSTS SUCH AS GENEV IN LIGHT OF FACT THAT NUMBER OF DIFFERENT DEPTS AND AGENCIES AS WELL AS SEVERAL DIVS OF EXTER USUALLY HAVE INTERLOCKING INTERESTS IN GENEV ORGANIZATIONS AND CONFERENCES. WE ASSUME OUR PREOCCUPATION WITH CANNELS OF COMMUNICATION ARE SHARED BY OTHER SUCH MULTILATERAL MISSIONS EG OECD, PRMNY.

4. THIS GENERAL PRACTICE IN REGARD TO CHANNELS OF COMMUNICATIONS APPEARS TO BE ACCEPTED AND INDEED FAVOURED BY MOST DEPTS AND AGENCIES CONCERNED WITH PROGRAMS OF THIS MISSION AS OPERATING IN SUPPORT OF THEIR OWN PARTICULAR INTERESTS AS WELL AS BROADER

...3

PAGE THREE YTGR2266 CONF

GOVTL INTEREST. HOWEVER IT IS APPARENT THAT OFFICIALS IN SOME FEW DEPTS HAVE DIFFICULTY WITH THIS PRACTICE AND PREFER TO ESTABLISH AND MAINTAIN DIRECT LINES OF COMMUNICATION WITH GENEV BASED ORGANIZATIONS OF PARTICULAR INTEREST TO THEM. SUCH DIRECT COMMUNICATION IN OUR VIEW ERODES BOTH COORDINATING AND SUBSTANTIVE FUNCTIONS BOTH OF EXTER AND THIS MISSION ALTHOUGH EFFECT IS LESS SERIOUS WHERE PURELY TECHNICAL MATTERS ARE INVOLVED THAN IN CASES INVOLVING MATTERS OF SUBSTANCE OR POLICY NATURE.

5. WE DO NOT/NOT WISH TO BE UNDULY BUREAUCRATIC IN OUR APPROACH TO CHANNELS OF COMMUNICATION, AND BELIEVE WE SHOULD BE FLEXIBLE IN CIRCUMSTANCES WHERE EXCEPTIONS TO GENERAL PRACTICE MAKES SENSE.

HOWEVER, WE WOULD HOPE TO SEE GENERAL PRACTICE IN REGARD TO CHANNELS OF COMMUNICATION STRENGTHENED RATHER THAN ERODED AND ALSO APPLIED WITH CONSISTENCY AMONG OTT DEPTS AND AGENCIES CONCERNED FOR REASONS OUTLINED ABOVE. FOR OUR PART WE SHALL CONTINUE UNLESS OTHERWISE ADVISED BY YOU TO FOLLOW OUR TRADITIONAL GENERAL PRACTICE REGARDING CHANNELS OF COMMUNICATION, BUT TO APPLY IT WITH FLEXIBILITY AND WITH DUE REGARD TO CIRCUMSTANCES THAT APPEAR TO WARRANT EXCEPTIONS.

CCC/051 301133Z 00700

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

Lee
Coord. with
CIDA.

TO
A PDA through APP

FROM
De APO

REFERENCE
Référence CIDA Letter of September 2, 1976

SUBJECT
Sujet Country Programme Review:
Aid Staffing, Jakarta

SECURITY
Sécurité RESTRICTED

DATE September 23, 1976

NUMBER
Numéro

FILE	DOSSIER
OTTAWA <i>12-3-</i> <i>3-7-CIDA</i>	
MISSION	

ENCLOSURES
Annexes

DISTRIBUTION

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Sinclair)
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GPP
ECD
(Mr. Duguay)

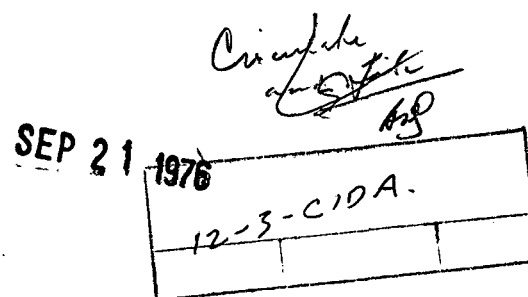
- ...
- As the attached letter from Noble Power indicates, agreement has been reached with CIDA that the new aid position approved during the recent Country Programme Review exercise for Jakarta in 1976/77 will be filled by an officer of this Department, David Preston (FS-1), whose assignment in Jakarta has been extended for a further year.
2. The letter touches on a number of points central to our fundamental relationship with the agency - specifically CIDA's desire to establish an "aid section" at the Embassy with the implication that this be permanently headed by a CIDA officer, and that CIDA be consulted regarding potential candidates for Mr. Preston's replacement. In our view any questions of this kind could more appropriately be dealt with if necessary in the context of discussions with the agency concerning the general future of aid staffing abroad (which you will recall PDM agreed should be pursued further to our memorandum of June 23), and we can consider the immediate question of the disposition of the new Jakarta position to have been resolved.
3. It would appear therefore that action can now be taken to effect the transfer to Jakarta of one of the positions eliminated from the Saigon establishment in order to cover this addition, as provided during the Country Programme Review exercise (PDMI memorandum to AFP of July 29, 1976).

B.L.D
Personnel Operations Division



Canadian International
Development Agency

Agence canadienne de
développement international



September 20, 1976

Your file Votre référence

Our file Notre référence

Mr. A.D. Ross
Secretary
ICER Secretariat
Lester B. Pearson Bldg.
125 Sussex Drive
Ottawa (Ontario)
K1A 0G2

Dear Sir:

Subject: Revision of Country Programming System

I received your note concerning the proposed schedule for post review dated September 15.

Although the proposed division of the review between the two years respects the agreement arrived at by telephone following External Affairs' proposal, my uneasiness concerns the process more than the content of the proposal. In a sense we could have avoided the lengthy sessions about revising the CP review and agree forthwith to any proposal that could have been made much earlier to the group and thus save much time.

In discussing the proposal within CIDA, I feel that there are countries particularly in Africa which will likely have to be included on an ad hoc basis at about the time of the regular review.

Yours truly,

Léo A. Dorais
Vice-President
Policy Branch

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4



Canadian International
Development Agency

Agence canadienne de
développement international

President

Président

NOT SEEN BY USSEA

PAG/Mr McGill
CC PDM, PDA, PDP, PDR, PDT, PDG, PDE
ECD (PDMI) 22.9.16
FOR ACTION

September 17th, 1976

Mr. Basil Robinson
Under-Secretary of State
for External Affairs
8th Floor
Tower "A"
L.B. Pearson Bldg.
Ottawa, Ontario

Mr. Davidson (OK)
to me
+
Lili
Coordination
with CIDA
8/1

12-3-CIDA

Dear Basil:

Subject: The Role of the Department of External Affairs

I have received your letter of August 19 and the accompanying document concerning the Role of your Department.

As your letter suggests, I am pleased to propose a first reaction to the document and passing it on to you in this letter. Of course, the study so well put together by Allan McGill, raises fundamental issues and questions that certainly require further examination by some of my officers. At the same time, I feel I have to comment on a few issues as I perceive them at this time.

I am happy to see stated clearly that the role External Affairs wishes to play in terms of "broad framework for foreign policy" (p. ii) fits in neatly with the mandate that CIDA has to develop and implement the Canadian Strategy's principles, policies and guidelines related to International Development Cooperation.

I can commend and agree to a number of points I believe in myself such as the suggestion made that External Affairs could lend some of its personnel to other departments (p. 43). This exchange of officers is a two-way

... 2

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

000364

22-9-7(15)

- 2 -

street and I can very well see some CIDA people being lent to External Affairs at significant levels of your organization. This would certainly serve the objective of having a broadening of experience for the people involved but at the same time a better knowledge within both organizations of our complementarities. I certainly would welcome further discussions as to the implementation of that suggestion.

On the other hand, although the document has the advantage of taking issues head on, I can see a number of dissatisfactions I have with its wording and at times its philosophy.

I cannot readily agree on the thrust of the specific paragraph on CIDA (p.11) if the implication is to the effect that the SSEA cannot cope with two branches in his Department. The way I would see the issue is that the varying outlooks of External Affairs and CIDA in terms of policy questions related to developmental objectives are quite necessary and creative. The SSEA has - so to speak - two departments reporting to him and can find his policies from two complementary sources. On the one hand, what is best for Canada and its relations and, on the other hand, what is best for development within this broader framework. Of necessity, these two points of view require independent officers and initiators of policy. Maybe we are facing here the most significant point in the whole document and we may well disagree on the underlying philosophy for a long time yet.

The basic question to resolve is whether or not in reporting to the Minister, CIDA also yields to External Affairs mandate in policy formulation. My point of view is that it does not. CIDA has a mandate in relation to development policies and can and should report to the same Minister as External Affairs so that he has options. To be able to do so, CIDA needs to continue exercising its defined mandate on policy issues.

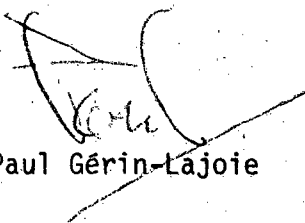
I feel that the latest phrases coined on aid and development issues are the key factors involved. That whole field has become extremely complex, its volume has significantly increased, the questions are now multidimensional, cooperation takes on new forms especially as to industrial cooperation so that, all in all, one can sense the need for more development-oriented people in the field as well as at headquarters, for more mechanisms such as ICER in which all programs are looked at interdepartmentally, for more rather than less communications with the posts, for more varied forms of representation abroad, for better reporting from posts on economic aspects of the developing countries and so on. On all of these points, I cannot see an exclusive or overriding responsibility of one Department, be it External Affairs. For instance, we certainly wish to object to the suggestion, if our understanding is right, that External Affairs "approve" communications with posts. CIDA not only administers the aid programme it also develops and proposes the trends of such programs.

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- 3 -

These are all points on which I feel strongly about and will certainly wish to discuss further with you as they involve our own commitment to the developing world and imply role definitions that we should agree on. These first reactions signal that the McGill document has served its purpose in eliciting some initial thoughts which I hope will be followed by further clarification between us. Basically, my feeling is that the very nature of CIDA is not fully appreciated and I would welcome the opportunity to help develop such understanding within External Affairs.

Yours truly,



Paul Gérin-Lajoie



Canadian International
Development Agency

Agence canadienne de
développement international

Confidential

Personnel Info

12-3-C LDA

September 2, 1976

Your file Votre référence

Our file Notre référence

Mr. G.R. Harman
Director General
Personnel Bureau
Dept. of External Affairs
Lester B. Pearson Bldg.
125 Sussex Drive
Ottawa, Ontario

GPO (Harman) per
GPO (Bureau) JB
ECD (Lorne) 9-9-76
Lorne

Dear Mr. Harman:

I refer to your letter of August 11 to Mr. Wannop concerning the staffing of the new aid position in Jakarta. I have just returned from leave and have given this matter the urgent attention that, as you point out, it deserves.

We have already indicated to you that the extension of David Preston's posting by one year to work in the aid section is acceptable to us since it will give us a three-man section.

Your comment about a "mutually agreeable solution" refers presumably to future staffing policy at the Post. Our overall view of the Jakarta aid section relates directly to the growing importance of our program in Indonesia. We believe that a three-officer section appropriately supported by locally engaged staff is necessary. We also feel that the importance of aid related to other post programs warrants that the Aid section be headed by an experienced CIDA officer. Lorne Heuckroth, who is at present a PM-5 with First Secretary designation, has the required qualifications. We would not object to having one of the other two positions filled by External Affairs, but we would wish to be consulted concerning potential candidates.

The second aspect of the designation question relates to the designation of the current head of section, Mr. Heuckroth. I agree with you that

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until he has been promoted to PM-6 change of designation is not an issue.

Yours sincerely,

with best wishes
D. H. G.

N.E.C. Power
Director General
Asia Division

cc: R. Collette
Personnel (CIDA)

UNS/P. Abols(2-8965)/sc

file/diary/circ

ECD

CONFIDENTIAL -
DEPARTMENTAL EYES ONLY

August 27, 1976

UNS

Relations with CIDA/MID

1.23-C LDA

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PDB
PDG
UNP
ECP
UNO
New York
Geneva
Paris
Vienna
Rome

... The attached copy (Annex A) of a CIDA internal memorandum of August 13th on this subject, which was obtained in confidence by an enterprising officer of this division, presents one CIDA division's point of view. Since, from our perspective, the memorandum does not officially "exist", we cannot reply directly to it. However, we believe you should be made aware of it. Your views on some of the general points raised in the memo would be welcome.

2. For your background information: the problem, as we see it, is essentially one which has arisen out of efforts by various DEA officials to educate CIDA/MID (and in particular the author of the memo) to keep this Department and the Mission in Geneva informed of their activities and to deal with the agencies through the Mission, rather than direct from Ottawa. The need for this, in our view, is self-evident.

3. Since the ICER session, when the Geneva country programme was discussed, the Mission has, we believe, made every effort adequately to service the specific needs of interested domestic departments and CIDA. However, in the eyes of certain CIDA officers, this apparently is still not enough. We have also gathered, informally, that these same officers may be attempting to establish clear (but loaded) evidence which could be used to justify appointing a CIDA officer to Geneva, by deliberately keeping the Department and the Mission unaware of the totality of their interests through direct dealings with the agencies, thereby precluding the Mission from being able fully and adequately to provide these services that CIDA claims it needs (In this context see the attached letter to PDM of August 19: Annex B.).

4. In this context, it is believed in certain quarters in CIDA that for a variety of reasons the author of the attached memorandum himself would welcome a posting to Geneva, in order to be able to keep a closer eye primarily on the WHO (since, apparently, the other agencies do not arouse sufficient interest) and projects such as TOR and Human reproduction.

A. W. Robertson

A. W. Robertson, Director
United Nations Institute for
Demography and Statistics

000369

RESTRICTED

R E S T R I C T E D

FM LIMA XLDA1729 AUG25/76

TO BH CIDAOTT/RIBEIRO DELIVER BY 261200 DE OTT

INFO EXTOTT GWL/FRASER DELIVER BY 261200

123 CIDA

---PERSONNEL

AFTER THOROUGH EXAMINATION OF SITUATION WITH BOURGEOIS WE HAVE
CONCLUDED FOLLOWING.

2.(A)ARE CONCERNED WE APPEAR TO HAVE LOST ANY HOPE OF
AGREEMENT TO OUR REQUEST UNDER COUNTRY PROGRAMME FOR ADD-
ITIONAL PROGRAMME PERSON SINCE CIDA DID PPNOT/NOT SPONSOR
REQUEST(IN VIEW WE UNDERSTAND OF ACQUIRING CONTRACT
EMPLOYEE SEE GWL411 JUL30)(B)WE NOW APPEAR TO BE LOSING
LOSING CONTRACT EMPLOYEE AGAIN BECAUSE CIDA IS NOT/NOT
PREPARED TO PURSUE MATTER WITH MIN,(C)MEANWHILE
WITH DOUBLING OF PROGRAMME ACTIVITIES IN LAST TWELVE
MONTHS WE HAVE OVERWHELMING OPERATION REQUIREMENT(
AS FORESEEN IN COUNTRY PROGRAMME)FOR ADDITIONAL PERSON
TO ADMINISTER PROGRAMME WITHOUT WHOM PROGRAMME WILL
SUFFER BADLY(D)PROPOSAL TO HAVE CONTRACT EMPLOYEE
SEPARATE FROM EMB IS IN OUR VIEW UNPRODUCTIVE,
INEFFICIENT AND UNNESSARILY EXPENSIVE AND THEREFORE CANNOT/
NOT RECOMMEND AS POSSIBLE SOLUTION(E)UNLESS YOU CAN
COME UP WITH REASONABLE PROPOSAL WITH VIEW TO PROVIDING
US WITH MINIMUM NECESSARY PERSONNEL WE CAN ONLY SUGGEST THAT
PRES CIDA RAISE MATTER PERSONALLY WITH MIN WITH VIEW TO SEC-
URING HIS AGREEMENT IN PRESENT DIFFICULT CIRCUMSTANCES.

S.ADVISE.

CCC/151 261400Z 00220

for Co-ordination - CIDA

EXTERNAL AFFAIRS



13 1976

AFFAIRES ÉTRANGÈRES

COPIE

TO
A The Under-Secretary of State
for External Affairs, Ottawa (GWL)

FROM
De Canadian Embassy, San José, Costa Rica

REFERENCE
Référence Your letter GWL367 of July 9th, 1976

SUBJECT
Sujet Transfer of AID positions from
San José to Guatemala

SECURITY RESTRICTED
Sécurité

DATE August 23rd, 1976

NUMBER 1096
Numéro

FILE	DOSSIER
OTTAWA	123 CIDA
MISSION	38-9-GWL

ENCLOSURES
Annexes

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Thank you for your letter under reference. Action is being taken on paragraphs one and three insofar as this Embassy is concerned.

2. With regard to paragraphs four and five, we fully concur with you when you state that "when the new Chargé and PM are installed in Guatemala they and the Head of Post in San José will want to consult as to how they will communicate with each other on CIDA matters. We suggest that the PM and the Head of Post in San José may wish to arrange quarterly meetings in a convenient location to discuss current and future planning and priorities. We have every confidence that a modus operandi both for policy aspects and day-to-day activities can be worked out which will prove satisfactory to all."
3. I am in full agreement in this assessment of the future situation and indeed the consultation with the new Chargé d'Affaires in Guatemala has already commenced. As I have informed you, during my recent visits to Honduras and El Salvador, I took the opportunity of spending the intervening week-end in Guatemala and had a useful discussion with Mr. Taylor relating to co-ordination of our efforts in the CIDA and trade fields in Honduras and El Salvador.
4. I consider your suggestion of quarterly meetings an excellent one. I would hope that from time to time the visits by Miss White, the Third Secretary who will have responsibility for political and economic reporting in Honduras and El Salvador, can coincide with either the visit of the PM or of an aid mission, in order that she can develop background information and experience in the very important aid aspects of our responsibilities. In this connection, your attention is drawn to the proposal made in our telegram No. WWAP1095 of today's date that the PA, who will be released on September 30th, be hired on a temporary basis from time to time, when needed during the next few months, to meet with any CIDA delegations or officials who may be visiting Honduras or El Salvador (until such time as the new PM is fully operative) and that Miss White accompany him on such visits in order that I may be kept fully in the picture pending my return to San José from home leave, approximately October 20th.

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- 2 -

5. In paragraph five of your letter under reference, you requested that after a suitable arrangement has been made with Guatemala, we advise Headquarters of any increased requirements for travel funds. Since I believe the suggestion you made in paragraph four concerning quarterly visits will prove acceptable to all concerned, and in the hope that our own proposal concerning the PA and Miss White visiting the two countries during the next few months will be approved, I see no reason at this stage, why we could not suggest that an additional \$3,000 per year will be required for travel funds. I would prefer to make this recommendation now rather than later since I shall be away until late October.

Ralph B. Reynolds

Ambassador.

APO/M. DOUGAN/6-2085/jcg

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

TO
A APP
(cc: R. McKinnon o/r)

SECURITY
Sécurité

CONFIDENTIAL
PERSONNEL INFORMATION

FROM
De APO

for coordination - CIDA

DATE August 19, 1976

REFERENCE
Référence Your note of August 17, 1976

NUMBER
Numéro

SUBJECT
Sujet Assignment to Tunis - Mr. Corriveau - Road Engineer
employed by CIDA

20.8.76

FILE	DOSSIER
OTTAWA	123 CIDA
	3-7 CIDA-TUNIS
MISSION	

ENCLOSURES
Annexes

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✓PDMI

EGD

We have been discussing the case of Mr. Corriveau with CIDA for quite some time. In essence, the problem is that this Department has never been formally advised by CIDA of:

- a) their intention to assign Mr. Corriveau to Tunis;
- b) the terms of reference of this assignment.

2. It had, in effect, been CIDA's intention that Mr. Corriveau should be regarded as a contract expert and that he would therefore not be attached to the Embassy in Tunis or provided with any administrative support. We were left with this impression from CIDA until Mr. Corriveau arrived in Tunis and the post subsequently advised us that his effects could not be cleared through customs because he was not eligible to receive first-entry privileges under a bilateral agreement developed with Tunisia for the clearance of effects for technical experts. CIDA are now contending (still orally), however, (now that Corriveau has arrived) that he should be attached to the Embassy and given diplo status in line with the previous arrangements developed for Dr. Ouellette who was assigned to Tunis to discharge agricultural development functions.

3. The problem has been compounded by the fact that the position Dr. Ouellette was occupying in Tunis was deleted at this year's Country Program Review. Both the post and CIDA are fully aware of this. We still have not, however, received a written indication from CIDA as to what they plan to do. GAF have only today received partial information from CIDA regarding terms of reference for this assignment (after requesting the information from CIDA over three weeks ago). It is our intention that these terms of reference be reviewed to determine whether Corriveau should be attached to the Embassy. If positive agreement is reached, it will be necessary for CIDA to request interdepartmental agreement for a redeployment of a CIDA PM position to accommodate Corriveau. PDMI advises that he would anticipate considerable resistance from other ICER departments to this proposal given CIDA's previous finesse in "arranging special agreements" plus the fact CIDA had only one other position (besides this Ouellette position) cut at the CP Review. If Corriveau is attached to the Embassy after these clearances are received, we will be in a position to review any request CIDA may wish to formally make regarding diplomatic status for Corriveau at the Designations Panel level.

M. DOUGAN

M. Dougan
Personnel Operations Division



Canadian International
Development Agency

Agence canadienne de
développement international

President

Président

for coordination - CIDA

NOT SEEN BY USSEA

August 19, 1976

*Uk
23 876*

ECD

FOR ACTION

R: PDM PDA PDT PDR APP

APD UNP UNS GEP GEO

PDMI

20.8.76

m

123-CIDA

Mr. H. B. Robinson
Under-Secretary of State
for External Affairs
Department of External Affairs
Lester B. Pearson Building
Ottawa, Ontario
K1A 0G2

Dear Mr. Robinson:

Further to my letter of February 26 concerning the posting of CIDA personnel to Canadian Missions such as New York, Rome, Geneva, Paris, etc. and to subsequent discussion of this matter in meetings of ICER, I should like to suggest that senior officials from External Affairs and CIDA now engage in discussions with a view to determining how best to implement the agreement reached at the ICER meetings to the effect that CIDA candidates may henceforth be considered for such assignments "on a posting basis".

I have asked my Vice-President, Policy Branch, Mr. Léo A. Dorais, to represent the Agency in this matter. I would appreciate your arranging that he be contacted by the official or officials whom you will wish to handle this question for External Affairs.

I have in mind that a useful approach might be that our officials review the posting and vacancy schedules of the above Missions against the nature of the development assistance work which is carried out in each. In this way, it should be possible to jointly identify those positions for which CIDA might submit candidatures. In this context, I should like to repeat that it is of course understood by us that any CIDA officers working in such Missions would be fully integrated members of the Mission..

Yours sincerely,

Paul Gérin-Lajoie
Paul Gérin-Lajoie

ANNEX A

6/7

Mr. P.M. Kilburn

CONFIDENTIAL

BEST ORIGINAL AVAILABLE
MEILLEUR ORIGINAL

123-CIDA

Paul Ladouceur

August 13, 1976

Relations with Permanent Mission, Geneva

Relations with Geneva continue to be difficult and to cause problems interdepartmentally, largely because of Geneva's continued refusal to acknowledge the existence of CIDA. I wish to bring four recent examples to your attention (see attachments):

1. Geneva tel 1722 of 22 July. Although addressed to UNIS, the telex refers to CIDA reports and telexes, and requests information on CIDA cheques for a programme funded by CIDA.
2. Geneva letter 468 of 9 July and UNIS letter 1053 of 21 July. The exchange concerns a letter sent by a WHO official to CIDA and the Geneva letter and the UNIS reply suggest that CIDA cannot communicate directly with WHO, but only through the mission.
3. Letter from Geneva to WHO transmitting our contribution for the TDR Programme. Geneva took it upon themselves to re-write, without asking us, our letter of transmittal, thereby eliminating the CIDA/WHO connection. (See copy of our letter which accompanied the cheque to Geneva; Geneva did not forward our letter to Mahler as requested in our numbered letter FIN-16, but simply used as a model for their own letter.)
4. Geneva tel 1831 of 6 Aug. We are not even being copied on all telexes on programmes which concern us.

As a result of Geneva's attitude, the channel of communication is now: CIDA-UNIS-Geneva-WHO. Whenever UNIS receives a communication from Geneva concerning our programmes, it presumes that it will reply, leading to considerable friction, as I, for one, fail to see why UNIS should reply to communications concerning programmes for which we are responsible. And occasionally ECD intervenes to chide us for having so many direct dealings with UNIS! (The channel then becomes: CIDA-ECD-UNIS-Geneva-WHO.)

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It is time this business came to a head. Our role is being reduced to a clerical one, preparing drafts for UNS or Geneva, and becoming constantly involved in needless interdepartmental conflicts. Geneva (i.e. Moher) is trying to assert itself over CIDA, partly as a result of our attempt to have a CIDA posting in Geneva (Moher mentioned to me in July that he regarded our comments at ICER as a personal criticism of his work).

This matter should now be taken up a higher level, since working relations involving Geneva have become intolerable. Our position should be based on the following principles:

1. CIDA exists.
2. CIDA is the lead department for certain programmes and is responsible for certain funds.
3. Geneva should recognise the existence of CIDA and should direct communications to CIDA as the lead department.
4. Geneva should not change instructions without reference.
5. CIDA can communicate directly with WHO etc.

ORIGINAL SIGNED BY
P. LADOUCEUR
ORIGINAL SIGNÉ PAR

Section Head
III Programmes Division

Attachs

c.c.: G. Lalande } with attachments
P. Beemans }

PL/hb

*file
Courcier - CIDA*

*7
us
Hijer*

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C O N F I D E N T I E L

DE TUNIS UJAP0931 11AOUT76

A BH ACDIOTT/AFC/AFA(DE BASTIEN)DE OTT

INFO EXTOTT APO

DISTR GAF GAP

REF VOTRETEL713 6AOUT ET NOSTELS 855 26JUIL ET 691 18JUN

---INSTALLATION GERARD CORRIVEAU

REGLEMENT PROTOCOLE TUNISIEN MAE EXIGE POUR OBTENIR FRANCHISE
DEDOUANEMENT QUE SOIT AU PREALABLE PRECISE STATUT DE LINTE-
RESSE ET ENGAGE PROCEDURE POUR DELIVRANCE DE SA CARTE DE SEJOUR.
QUADND IL SAGIT DE COOPERANTS VENUS EN TUNISIE AU TITRE PROJET
BILATERAL, APRES QUE SA CANDIDATURE A ETE AU PREALABLE APPR-
OUVEE PAR GOUVT TUNISIEN, SON STATUT RELEVE DOFFICE DE LAC-
CORD DE COOPERATION TUNISO-CDN DE 1966 QUI POURVOIT ENTRE
AUTRES A ENTREE EN FRANCHISE DES EFFETS PERSONNELS. CORRIVEAU
DE TOUTE EVIDENCE NE PEUT ENTRER DANS CETTE CATEGORIE. LORS-
QUIL SAGIT DUN EMPLOYE DU GOUVT CDN(QUIL SOIT PERMANENT
OU CONTRACTUEL PEU IMPORTE, COMME CEST CAS DE CORRIVEAU)
QUI VIENT TRAVAILLER DANS CADRE OU EGIDE AMBASSADE, IL RE-
VIENT A CELLE-CI DINDIQUER AUX AUTORITES TUNISIENNES CE
QUE SERONT SES FONCTIONS ET SON STATUT(DIPLO OU NON)AU
SEIN DE AMBASSADE.

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PAGE DEUX UJAP0931 CONFID

2. LORSQUE SOMMES INTERVENUS POUR DEMANDE DEDOUANEMENT EFFETS CORRIVEAU, PROTOCOLE MAE NOUS A DONC DEMANDE DE PROCEDER COMME DHABITUDE PAR VOIE DE NOTE DIPLO POUR LES INFORMER FONCTION ET STATUT DE CORRIVEAU ET SOLLICITER DELIVRANCE CARTE DIDENTITE DE FACON A LEUR PERMETTRE DACCORDER FRANCHISE DE SES EFFETS. TOUJOURS DANS ATTENTE DUNE REPONSE A NOS PRESSANTES INTERVENTIONS AUPRES AFFEXT APO, NAVONS PAS/PAS ENCORE ETE EN MESURE DONNER SATISFACTION AU PROTOCOLE MAE SUR CE POINT. NEANMOINS POUR EVITER FRAIS INUTILES CONSIGNE EN DOUANES, AUTORITES TUNISIENNES ONT FINALEMENT DONNE SUITE A NOS PRESSIONS TRES INSTANTES DAUTORISER DEDOUANEMENT EFFETS CORRIVEAU SOUS RESERVE QUE FINALISERIONS POUR SAMEDI 14 AOUT PROCEDURES CI-HAUT DEFINIES TOUCHANT ETABLISSEMENT STATUT CORRIVEAU ET DELIVRANCE DE SA CARTE DIDENTITE.

3. DEVONS MAINTENANT HONORER NOTRE ENGAGEMENT ET RISQUONS NOUS TROUVER DANS TRES GRAND EMBARRAS VIS-A-VIS AUTORITES TUNISIENNES SI AFFEXT DEVAIT ENCORE RETARDER SA REPONSE A NOTRE TEL 691 18 JUIL. PAR AILLEURS NOUS NE SAURIONS RECLAMER STATUT NON DIPLO POUR CORRIVEAU COMME EMPLOYE DE AMBASSADE

...3

PAGE TROIS UJAP0931 CONFD

MEME SNEJ TAIT DE FACON TEMPORAIRE SANS COMPROMETTRE SA MISSION
ICI POUR DES RAISONS DEJA EXPLIQUEES DANS NOS COMMUNICATIONS
ANTERIEURES. AUSSI APPRECIERIONS-NOUS VOTRE ACTIF CONCOURS
POUR REGLER CETE AFFAIRE FAVORABLEMENT SANS PLUS DE DELAI.

CCC/227 112130Z 00550

12-3-CIDA

12-3-CIDA

C O N F I D E N T I A L

FM EXTOTT APO3323 AUG9/76

TO TUNIS

INFO BH CIDACTT/AFC/GARNEAU/CIDAPER/COLLETTE

REF YOURTEL UJAP0855 JUL26

---STATUS-CORRIVEAU

ALTHOUGH DEPT HAD ORIGINALLY BEEN LED TO BELIEVE CORRIVEAU WLD BE
ASSIGNED UNDER TERMS AND CONDITIONS GOVERNING STANDARD ASSIGNMENT
CIDA EXPERTS ABROAD, WE HAVE JUST RECEIVED AND ARE NOW EXAMINING
REQUEST FROM CIDA THAT CORRIVEAUS STATUS BE REVIEWED TO DETERMINE
WHETHER HE SHD BE ATTACHED TO EME. NOTWITHSTANDING ABOVE WLD
ASSUME IT WLD BE POSSIBLE IN INTERIM FOR CORRIVEAU TO CLEAR
EFFECTS WITH TUNISIAN AUTHORITIES IN LINE WITH ANY STANDARD
AGREEMENTS DEVELOPED BY TUNISIAN MFA TO ACCOMMODATE EXPERTS
ASSIGNED TO DEVELOPMENT PROJECTS.

CCC/181

12-3-CIDA



Government
of Canada

Gouvernement
du Canada

MEMORANDUM

NOTE DE SERVICE

TO
A
Directeurs généraux/Directors General
CPOs
Directeurs régionaux/Regional Directors
C.c. - Missions
- Agents de planification / Planning
Officers
FROM
DE Neil Overend

SECURITY CLASSIFICATION - DE SÉCURITÉ	
RESTREINT/RESTRICTED	
OUR FILE - N/RÉFÉRENCE	FOR ATTACHMENT SEE TRAILER FICHE CONCERNANT ANNEXE VOIR
YOUR FILE - V/RÉFÉRENCE	
DATE 24/06/76	
1977/78 COUNTRY PROGRAM REVIEW	
MAR 25 1982	

SUBJECT
OBJET REVUE DES PROGRAMMES 1977/78

Cette note marque le début du cycle de la Revue des programmes pour 1977/78.

La Revue des programmes qui est le résultat de consultations permanentes avec les pays récipiendaires de l'aide canadienne constitue pour l'ACDI un instrument important en vue de la réalisation de son objectif premier: le développement économique et social des pays en voie de développement.

La Revue des programmes fait partie intégrante de la Stratégie 1975-80 et constitue un élément important des efforts de l'ACDI pour améliorer la qualité du programme bilatéral d'aide au développement du Canada. La Revue fournit également un aperçu global des problèmes de développement des pays du tiers-monde, y compris ceux qui découlent des échanges commerciaux et des investissements, permettant ainsi à l'ACDI de jouer un rôle toujours plus influent dans la formulation des politiques canadiennes en matière de développement international.

La Revue des programmes, en analysant de façon détaillée les besoins des pays en voie de développement et les compétences dont dispose le Canada pour y répondre, permet à l'ACDI de mieux définir des grandes orientations et des objectifs spécifiques qui constituent la base de la programmation de l'aide bilatérale canadienne avec

This memorandum formally initiates the 1977/78 Bilateral Country Program Review Cycle.

The Country Program Review (CPR) which is the result of continuing consultations with recipient countries is an important tool for achieving CIDA's primary objectives of economic and social development of the developing countries.

The Country Program Review (CPR) is an integral part of the 1975-80 Aid Strategy and is a major exercise in CIDA's continuing efforts to improve the quality of Canada's bilateral development assistance program. The CPR also provides an overview of the developmental problems of the developing countries, including trade and investment, and constitutes the basis for a stronger CIDA input into Canada's policies on international development.

The CPR, by analysing in depth the needs of developing countries and the availability of Canadian capabilities to match these needs, enables CIDA to set a Broad policy framework and specific targets which constitute the basis for the programming of the Canadian bilateral development assistance activities with each recipient program country. While

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chacun des pays "programme". Ces grandes orientations et objectifs spécifiques doivent bien sûr guider les activités bilatérales mais ne doivent pas être trop rigides, car elles doivent laisser la place aux initiatives et aux innovations qui seront toujours requises dans un contexte de développement constamment en changement.

Cette année encore il y aura des Revues et des Evaluations qui seront examinées au sein même des divisions géographiques et par le groupe des chefs de planification. Ces examens et les recommandations qui en découleront permettront au BMG et au Comité du Président de déterminer l'orientation du programme bilatéral.

Ci-joint, vous trouverez les directives concernant la préparation des Revues et Evaluations, ainsi qu'une note préparée par le BPAG (Groupe consultatif des programmes bilatéraux) relative à ces directives. Je vous invite à lire attentivement ces documents et à suivre scrupuleusement les directives.

Comme vous pourrez le constater, le modèle des directives de cette année est très semblable à celui de l'an dernier. De plus, la documentation qui sera fournie à l'ICDA est essentiellement identique à la documentation préparée pour l'usage interne de l'ACDI, la différence étant que quelques parties préparées pour l'usage interne de l'ACDI ne seront pas remises à l'ICDA (questions spéciales, description des projets, chronogramme des décaissements).

Egalement ci-joint, vous trouverez le calendrier du cycle de la Revue des programmes. D'autres informations à caractère technique vous parviendront au fur et à mesure que le cycle avancera. Dans ce contexte, je vous invite à respecter les échéances de remise de documents, la coopération de chacun permettant de satisfaire les exigences du calendrier du cycle.

these policy frameworks and specific targets should be adhered to, they should not be so rigid as to prevent imaginative solutions to changing developmental conditions.

Again this year, there will be Reviews and Evaluations which will be reviewed at the Area level and by the CPO's Group. These reviews will provide the basic information and recommendations for BMG and the President's Committee to determine the orientation of the bilateral program.

Attached you will find the guidelines for the Reviews and Evaluations, together with a related note prepared by the Bilateral Program Advisory Group (BPAG). I urge everyone to carefully read these documents and to follow the guidelines as closely as possible.

As you will note, this year's format is very similar to the one used last year. Furthermore, the format for the documentation provided to ICDA is essentially identical to the format for internal CIDA review, the difference being that some parts provided for the internal CIDA review will not be provided to ICDA (special issues, project descriptions and project disbursement profiles).

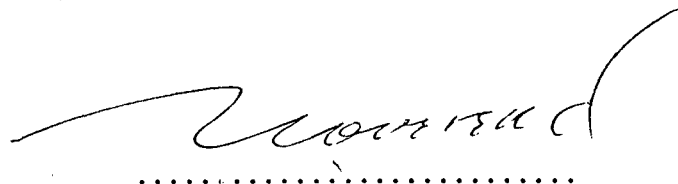
Also attached you will find the schedule for the CPR cycle. Specific logistical information will be forwarded as the process is implemented. In this respect, I urge that deadlines for the provision of documents be respected as this will greatly facilitate the implementation of the cycle.

L'apport des missions et des représentants de l'ACDI à l'étranger est un élément important de la préparation des Revues et Evaluations. Sur la base des directives, les missions seront invitées à fournir tout renseignement ou recommandation reliés aux Revues et Evaluations et qui seront jugés nécessaires par les divisions géographiques.

Je vous souhaite bonne chance dans la préparation des Revues et Evaluations et profite de l'occasion pour vous rappeler que le niveau de professionnalisme du Bilatéral et de l'Agence sera jugé d'après la qualité des documents que vous produirez.

The inputs of the Posts and CIDA field representatives is an important component of the exercise. On the basis of the guidelines, Posts should be requested to submit whatever inputs, information or recommendations relating to the CPRs and CPEs, that the country desks believe appropriate.

I wish you good luck in preparing the Reviews and Evaluations and remind you that the level of professionalism of the Bilateral Branch and of the Agency will be judged according to the quality of the documentation and analysis you will produce.



.....
Neil Overend
Vice-Président/Vice President
Programmes bilatéraux/Bilateral Programs Branch



Government of Canada
Gouvernement du Canada

MEMORANDUM

NOTE DE SERVICE

TO
À

Directeurs régionaux
C.c. - Chefs de la planification
- Directeurs généraux
- Agents de planification

FROM
DE

Groupe consultatif des programmes bilatéraux
(BPAG)

SECURITY CLASSIFICATION - DE SÉCURITÉ
RESTREINT A L'ACDI
OUR FILE - N/RÉFÉRENCE
YOUR FILE - V/RÉFÉRENCE
DATE
24/06/76

SUBJECT
OBJET

Revue des programmes 1977/78
Directives pour la préparation des Revues et Evaluations

Cette note a pour but de clarifier quelques aspects du processus de la revue des programmes ainsi que des directives pour la préparation des Revues et Evaluations de programmes. Deux séances d'information avec les CPOs, les directeurs régionaux et les agents de planification auront bientôt lieu, afin d'éclaircir les points qui ne seraient pas tout à fait clairs.

Le Processus

Le processus de cette année est semblable à celui de l'an dernier mais comprend les innovations suivantes:

- a) la revue des programmes et l'exercice des allocations n'ont plus de lien formel, c'est-à-dire que l'examen des Revues et Evaluations sera centré surtout sur les grandes orientations et objectifs spécifiques des programmes de coopération avec les pays "programme", alors que l'exercice des allocations (dont l'aboutissement est le mémoire au Cabinet sur les allocations bilatérales) sera mené à bien séparément;
- b) cette année, l'examen interne des Revues et Evaluations a été réparti sur une période de trois mois, selon trois périodes espacées (voir le calendrier du cycle pour plus de détails).

L'an prochain, le lien entre la revue des programmes et l'exercice des allocations devrait pouvoir disparaître complètement. De même, il est prévu de répartir l'examen des Revues et Evaluations sur une période de plusieurs mois (d'avril/mai à octobre/novembre).

Cette année, l'accent est mis sur la participation des missions canadiennes à l'étranger au processus de la revue des programmes. Les Directeurs régionaux ont la responsabilité de faire parvenir les directives (pour les Revues ou les Evaluations) aux missions accréditées auprès des pays pour lesquels une Revue ou une Evaluation doit être préparée. Ils doivent également s'assurer que l'apport des missions parvienne à Ottawa à temps pour être pris en considération lors de la préparation de la première ébauche des Revues et Evaluations, qui seront examinées au niveau de chaque division géographique.

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Suite à l'examen au niveau de la division (CEP de division auquel tous les directeurs régionaux et agents de planification de la division participeront), les Revues et Evaluations feront l'objet d'un examen approfondi de la part du groupe des CPOs (CPOs, BPAG, DGOG, Divisions de l'évaluation et de l'analyse des politiques) auquel se joindront des représentants du multilatéral, des ONGs, des Conseillers spéciaux et des ressources humaines. Faisant suite à cet examen, le BMG et le Comité du Président recevront une documentation mettant en relief les points saillants et les problèmes les plus importants de chaque division géographique (Aperçus régionaux). Les Aperçus régionaux seront préparés par les divisions (CPOs et Directeurs généraux) et, leur contenu sera semblable à celui de l'an dernier (perspective de cinq ans pour la région, sommaire et recommandations des Revues et Evaluations, bref aperçu des pays "projets"). Le modèle à suivre pour la préparation des aperçus régionaux sera distribué sous peu.

Les consultations interministérielles auront lieu en janvier 1977, sur les Revues et Evaluations révisées à la suite de l'examen interne. La documentation à fournir pour ces consultations est la même que pour la revue interne de l'ACDI, moins les sections réservées à l'usage interne de l'ACDI.

Calendrier

Ci-joint, vous trouverez le calendrier provisoire de la revue des programmes pour 1977/78. Les principales dates sont les suivantes:

- | | |
|------------------|---|
| début juillet: | - sessions d'information sur les directives pour la préparation des Revues et Evaluations
- Directeurs régionaux envoient les directives aux missions. |
| août/septembre: | - apport des missions sont reçus et incorporés dans Revues et Evaluations |
| août/octobre: | - examen des Revues et Evaluations par les divisions géographiques |
| août 27: | - échéance pour remise au BPAG des Revues, Evaluations et Aperçus régionaux de l'Amérique latine et des Antilles. |
| septembre 13-17: | - CPOG examine les Revues, Evaluations et Aperçus régionaux de l'Amérique latine et des Antilles. |
| septembre 24: | - échéance pour remise au BPAG des Revues, Evaluations et Aperçus régionaux de l'Asie et de l'Afrique du Commonwealth. |

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- octobre 11-15: - CPOG examine les Revues, Evaluations et Aperçus régionaux de l'Asie et de l'Afrique du Commonwealth.
- octobre 14: - échéance pour remise au BPAG des Revues, Evaluations et Aperçu régional de l'Afrique francophone.
- novembre 1-5: - CPOG examine les Revues, Evaluations et Aperçu régional de l'Afrique francophone.
- octobre/novembre: - suite à l'examen par le CPOG des Revues et Evaluations révisées, elles sont remises au BPAG pour les consultations interministérielles (impression et distribution).
- novembre 22-23: - examen par le BMG.
- décembre 7-8: - examen par le Comité du Président.
- janvier 10-21: - consultations avec l'ICDA.

Il y a également la possibilité de rencontres avec le ministre des Affaires extérieures entre septembre et décembre, sur une base régionale.

Revue de programmes

Une Revue de programme sera préparée pour chacun des pays suivants:

Côte d'Ivoire	BLS	Bolivie*	Bangladesh
Rwanda*	Ghana		
Sénégal	Soudan*		
Zaire	Tanzanie		

Les directives concernant les Revues doivent être suivies pour ces pays.

(N.B.: (*) recommandations pour statut de pays "programme")

Evaluations de programmes

Une Evaluation de programme sera préparée pour chacun des pays suivants:

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Cameroun	Kenya	Colombie	Afghanistan*	Belize
Sahel	Zambie	El Salvador	Birmanie	Guyane
		Guatemala	Inde	Jamaïque
		Haiti	Indonésie	Leewards/ Windwards
		Honduras	Népal	
		Pérou	Pakistan	
			Sri Lanka	

Les directives concernant les Evaluations doivent être suivies pour ces pays.

(N.B.: (*) recommandations pour statut de pays "programme")

LE MODELE

Les directives pour les Revues et Evaluations se veulent être un instrument permettant d'améliorer la qualité et la standardisation nécessaires des documents. Elles ne sont pas un livre de recettes.

Longueur des documents

La longueur suggérée des documents est la suivante:

Pour les Revues: au maximum 15/20 pages, à l'exclusion des annexes et de la section "Sommaire et recommandations".

Pour les Evaluations: au maximum 5/7 pages, à l'exclusion des annexes et de la section "Sommaire et recommandations".

Présentation

Chaque directeur régional est prié de s'assurer que les directives ci-jointes sont bien suivies, leur respect garantissant une meilleure compréhension et la standardisation nécessaire des documents.

a) Page couverture

Présentation à suivre:

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(Date)

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régionales. Les directives pour les Revues et Evaluations doivent être suivies scrupuleusement, même si les directions régionales exerceront une certaine discrétion afin d'éviter les répétitions ou d'adapter les directives aux situations particulières lorsque nécessaire (i.e.: utilisation d'annexes supplémentaires pour développer un aspect particulier abordé dans l'analyse de la situation économique ou la proposition de programme).

e) Questions spéciales

Cette section est réservée à l'usage interne de l'ACDI et, ne sera pas incluse dans la documentation à l'intention de l'ICDA. Cette section sera brève, directe et consistera en un franc exposé touchant le genre de problèmes énumérés dans les directives.

f) Annexes

Les directeurs régionaux doivent s'assurer que l'ordre des annexes "standard" indiqué dans les directives est respecté. Lorsque des annexes supplémentaires doivent être préparées, elles seront placées après les annexes "standard" des Revues et Evaluations (i.e.: aide alimentaire à l'Inde, etc.) et seront mentionnées à la table des matières.

Les annexes D (description des projets) et E (chronogramme des décaissements) sont destinées à l'usage interne de l'ACDI et ne seront pas incluses dans la documentation à l'intention de l'ICDA. Les directeurs régionaux sont priés de s'assurer que les directives sont suivies de près afin que la standardisation nécessaire de ces deux annexes soit garantie.

g) Pagination

Tel qu'indiqué à la table des matières, la section Sommaire et Recommandations et chacune des Annexes seront paginées individuellement. Les sections I, II et III seront paginées consécutivement. Avant chaque section ou annexe, des Revues et Evaluations, il y aura une page - séparation avec les titres suivants (en majuscules):

- A - SOMMAIRE ET RECOMMANDATIONS
- B - DONNEES DE BASE
- I - DEVELOPPEMENT DU PAYS
- II - PROPOSITION DE PROGRAMME (pour les Revues)
- EVALUATION DU PROGRAMME (pour les Evaluations)

III - QUESTIONS SPECIALES

ANNEXES

- A - PROGRAMME DU CIRE
- B - COMPOSITION SECTORIELLE DU PROGRAMME BILATERAL
- C - STATISTIQUES
- D - DESCRIPTION DES PROJETS
- E - CHRONOGRAMME DES DECAISSEMENTS.

Les pages séparation ne seront pas paginées et ne compteront pas dans la pagination des documents.

h) Général

- Tous les montants cités dans le texte et les annexes doivent être en dollars (préciser s'il s'agit des dollars canadiens ou US). Indiquez également, dans les "données principales" le taux d'échange utilisé pour les calculs.
- Eviter le remplissage ou les répétitions inutiles.
- Lorsque des abréviations sont utilisées et qu'elles ne sont pas largement connues (tel BIRD, FMI, UNESCO, etc.) la signification en sera donnée.
- S'assurer que le texte a été relu, que les tableaux et les calculs furent vérifiés, que les pages sont placées dans le bon ordre, etc.
- Dans le texte, éviter les "nous", "notre", "on", "ils", et utiliser "ACDI", "Canada", "le gouvernement du ...", etc.
- Le croiriez-vous qu'une règle est fort utile pour préparer des tableaux ou des graphiques!!

REVUE DES PROGRAMMES 1977/78 - CALENDRIER

	Préparé par	Echéance pour impression et distribution	Examiné par	Date de l'examen
Directives R/E/AR	BPAG	juin 3	CPOG	juin 3
Directives R/E/AR	BPAG	juin 8	BMG	juin 8
Directives R/E/AR	BPAG	juin 28/29	directions (action)	
Directives R/E/AR	BPAG	juin 28	ICDA (info)	juillet
Directives R/E	Directions envoient directives aux missions			juillet
Revue	Apport des missions avant examen des R et E (ébauche)			
Evaluations	Apport des missions avant examen des R et E (ébauche)			
Revue	Examen/Divisions géographiques entre août et mi-octobre			
Evaluations	Examen/Divisions géographiques entre août et mi-octobre			
Revue (ébauche)	Dir. Reg.		CEP Div.	août/octobre
Evaluations (ébauche)	Dir. Reg.		CEP Div.	août/octobre
Revue I (pour distribution à CPOG - 3 sept.)	DAL/Antilles	août 27	CPOG	sept. 13-17
Evaluations I (pour distribution à CPOG - 3 sept.)	DAL/Antilles	août 27	CPOG	sept. 13-17
Aperçus régionaux I	DAL/Antilles	août 27	CPOG	sept. 13-17
Revue I (pour distribution à CPOG - oct. 1)	Asie/Af. Com.	sept. 24	CPOG	oct. 11-15
Evaluations I (pour distribution à CPOG - oct. 1)	Asie/Af. Com.	sept. 24	CPOG	oct. 11-15
Aperçus régionaux I	Asie/Af. Com.	sept. 24	CPOG	oct. 11-15
Revue I (pour distribution à CPOG - oct. 22)	Af. franco.	oct. 15	CPOG	nov. 1-5
Evaluation I (pour distribution à CPOG - oct. 22)	Af. franco.	oct. 15	CPOG	nov. 1-5
Aperçu régional I	Af. franco.	oct. 15	CPOG	nov. 1-5

R: Revue
E: Evaluation
AR: Aperçu régional

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	Préparé par	Echéance pour impression et distribution	Examiné par	Date de l'examen
Notes CPOG (approbation)	CPOs	oct. 1 - nov. 1	CPOG	nov. 10
Aperçu régional II	Div. géog.	oct. 1 - nov. 8	CPOG	nov. 10
Aperçu bilatéral I	BPAG	nov. 8	CPOG	nov. 10
Mémoire des allocations I	BPAG	nov. 8	CPOG	nov. 10
Aperçu régional II (info.)	Div. géog.	--	BMG	nov. 22-23
Aperçu bilatéral I	BPAG	nov. 8	BMG	nov. 22-23
Mémoire des allocations II	BPAG	nov. 16	BMG	nov. 22-23
Notes du DGOG	DGOG	nov. 16	BMG	nov. 22-23
Notes du BMG (info.)	BMG/BPAG	nov. 29	Com. du Prés.	déc. 7-8
Aperçu régional II (info.)	Div. géog.	--	Com. du Prés.	déc. 7-8
Aperçu bilatéral II (info.)	BPAG	--	Com. du Prés.	déc. 7-8
Mémoire des allocations III	BPAG	nov. 29	Com. du Prés.	déc. 7-8
Aperçu régional II (info.)	Div. géog.	--	Ministre	déc. 17
Aperçu bilatéral II (info.)	BPAG	--	Ministre	déc. 17
Mémoire des allocations IV	BPAG	déc. 13	Ministre	déc. 17
Dossier I (info.)	BPAG	déc. 10	Ministre	déc. 17
R-II (pour distribution ICDA - déc. 10)	Div. géog.	nov. 1-19	ICDA	jan. 10-21
E-II (pour distribution ICDA - déc. 10)	Div. géog.	nov. 1-19	ICDA	jan. 10-21
Aperçu régional III	Div. géog.	nov. 1-19	ICDA	jan. 10-21
Aperçu bilatéral III	BPAG	déc. 22	ICDA	jan. 10-21
Mémoire des allocations V	BPAG	déc. 22	ICDA	jan. 10-21
Mémoire des allocations VI	BPAG	jan. 25	Ministre	jan. 27

	Préparé par	Echéance pour impression et distribution	Examiné par	Date de l'examen
Mémoire des allocations VII Dossier II (info.)	BPAG BPAG	jan. 31 jan. 25	Aid Board Aid Board	fév. 9-16 fév. 9-16
Mémoire des allocations VIII Dossier III (info.)	BPAG BPAG	mars 7 mars 1	Ministre Ministre	mars 14 mars 14
Mémoire des allocations VIII	BPAG	mars 16	Cabinet	mars 31

CONFIDENTIEL

(Indiquer cette cote de sécurité
pour chaque revue)

REVUE DE PROGRAMME 1977/78 - DIRECTIVES

TABLE DES MATIERES

Page

A - SOMMAIRE ET RECOMMANDATIONS

B - DONNEES DE BASE

Carte

Principales données

I - DEVELOPPEMENT DU PAYS.....

a) Analyse de l'état de développement.....

b) Politiques de développement et réalisations du pays....

c) Aide au développement.....

II - PROPOSITION DE PROGRAMME.....

a) Evaluation du programme bilatéral de l'aide canadienne.

b) Proposition de programme.....

III - QUESTIONS SPECIALES.....

ANNEXES

A - Programme du CIRE

B - Composition sectorielle du programme bilatéral

C - Statistiques

D - Description des projets

E - Chronogramme des décaissements

(Cette table des matières doit être préparée pour chaque Revue)

A - SOMMAIRE ET RECOMMANDATIONS

Cette section comporte deux parties: a) SOMMAIRE et b) RECOMMANDATIONS. Ces deux parties seront reproduites intégralement dans l'Aperçu régional. L'exposé de nature confidentielle de cette section, sera franc et direct. Il est destiné à l'usage interne de l'ACDI ainsi qu'à l'ICDA (Comité interministériel d'aide au développement).

Cette section sera paginée séparément.

SOMMAIRE

- au maximum deux pages, incluant les points suivants:

a) Etat de développement du pays:

Indiquer le niveau de développement du pays (y compris la situation alimentaire), ses réalisations en regard de ses politiques et stratégies de développement, son potentiel de développement, les principales contraintes et les politiques du pays permettant de les surmonter.

b) Grandes orientations et objectifs spécifiques du programme de l'ACDI

En se basant sur a) indiquer de façon concise les grandes orientations et les objectifs spécifiques du programme de coopération de l'ACDI avec le pays, ainsi que les principaux secteurs de concentration du programme proposé et les proportions (%).

RECOMMANDATIONS

- cette partie sera brève (au maximum une page) et directe et traitera des points suivants (minimum):

- a) éligibilité (recommandation quant au statut d'éligibilité du pays, dans le temps);
- b) modalités d'application du programme (aide-programme ou aide-projet? allègement de dette? aide alimentaire?, etc.)
- c) niveau de l'aide: le NIP (niveau indicatif de planification) doit-il être augmenté, rester au même niveau, diminué? pourquoi?

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B - DONNEES DE BASE

Cette section comprend:

- une carte du pays (lisible, même si photocopiée)
- les principales données (voir en annexe le modèle à suivre)

I - DEVELOPPEMENT DU PAYS

L'exposé de cette section sera franc et direct. Il restera de nature confidentielle et est destiné à l'usage interne de l'ACDI ainsi qu'à l'ICDA. Cette section, de même que la section II (Proposition de programme) constitue la partie centrale de la Revue.

Cette section est composée de trois parties:

a) Analyse de l'état de développement

Cette partie analyse les ressources ainsi que le niveau de développement socio-économique du pays, en utilisant les indicateurs socio-économiques disponibles.

Les questions suivantes seront traitées:

i) Situation socio-économique

- ressources: . population (population active, éducation)
 . ressources physiques et financières
- structure économique:
 - . structure et niveau (secteurs traditionnels et modernes)
 - . agriculture (y compris le secteur de la production agricole et des besoins en aide alimentaire)
 - . industrie, commerce, services
 - . infrastructure (eau, santé, logement, transport, éducation, etc.)
 - . emploi, salaires et prix.
- finances publiques:
 - . fiscalité (système et niveau d'imposition, distribution des revenus)

- . budget
- . structure des recettes et dépenses gouvernementales (investissements et dépenses courantes)
- . investissement et épargne
- . dette publique et privée
- monnaie et crédit:
 - . système monétaire et institutions financières
 - . situation monétaire et du crédit
- secteur externe
 - . balance des paiements
 - situation générale/paiements courants
 - exportations (niveau et structure)
 - importations (niveau et structure)
 - orientation des échanges
 - perspectives de la balance des paiements
 - . réserves en devises (mouvements et niveaux)
 - . dette extérieure et service de la dette (niveau et structure)
- rendement de l'économie: taux de croissance, taux d'inflation, etc.

ii) Principales contraintes et possibilités

- Quelles sont les principales entraves au développement du pays, qu'elles soient sociales, politiques ou économiques? Ces contraintes peuvent être internes (politique fiscale inappropriée, carence de main d'oeuvre qualifiée dans les principaux secteurs) ou externes (détérioration des termes d'échange, menace à la sécurité nationale).
- En traitant des principales possibilités de développement, considérer les avantages comparatifs du pays sur le plan international, de même que l'abondance de ses ressources humaines ou naturelles.

b) Politiques de développement et réalisations du pays

Les objectifs et les politiques d'un pays en matière de développement reflètent l'idée qu'il se fait de sa situation, ses aspirations pour l'avenir et les moyens qu'il se propose de prendre pour atteindre ses objectifs. Cette section résume les objectifs

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et les politiques du pays en matière de développement et, l'opinion de la division quant à leur bien-fondé. L'analyse des politiques fiscales, monétaires et budgétaires doit être utilisée pour illustrer et soutenir les affirmations. Les réalisations du pays seront examinées et jugées dans le contexte de ses propres politiques et stratégies.

Les points suivants seront traités:

- Quels sont les principaux objectifs et stratégies de développement du pays? (Plan de développement)
- Quelles sont les politiques (distribution des revenus, emploi, etc.) et les stratégies du pays dans les secteurs prioritaires? Sont-elles réalistes?
- Les objectifs de développement du pays peuvent-ils être considérés comme étant en rapport avec son niveau de développement et ses réalisations passées? (i.e. les objectifs de développement prennent-ils en considération la structure économique, les perspectives futures et les contraintes au développement?)
- Les stratégies de développement préconisées par le pays peuvent-elles être considérées comme étant adéquates et compatibles avec les principaux objectifs de développement?
- Quelles sont les politiques et stratégies du pays lui permettant d'améliorer les conditions sociales et économiques de la partie la plus pauvre (la plus importante) de la population?
- Les réalisations récentes (3 à 5 dernières années) du pays, en matière de développement, étaient-elles conformes aux politiques et objectifs fixés? Si non, pourquoi?
- Existe-t-il un écart entre les politiques établies et la mise en oeuvre des stratégies?

c) Aide au développement

Cette partie traite de tous les aspects de l'aide au développement (Bilatéral et Multilatéral).

- Quels sont les besoins exprimés et les niveaux requis par le pays, en matière d'aide au développement? Comment le pays les justifie-t-il?

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- De quelle façon l'aide au développement est perçue et utilisée par le pays: politiques claires? soutien global au programme de développement? appui à des programmes régionaux? sectoriels? Dans quelle mesure le pays est-il dépendant de l'aide de l'étranger pour financer son développement?
- Décrire les niveaux, sources et principales caractéristiques de l'aide au développement qu'elle soit bilatérale ou multi-latérale.
- Quel est le niveau de capacité d'absorption du pays face à l'aide au développement?
- Quels sont les rôles joués par les consortium ou autres arrangements de coordination de l'aide étrangère dans le développement du pays?

Cette section sera conclue par des commentaires sur les perspectives de développement du pays à court, moyen et long terme, de même que sur les besoins exprimés d'aide au développement et le niveau probable de cette aide.

II - PROPOSITION DE PROGRAMME

L'exposé de cette section sera franc et direct. Il restera de nature confidentielle et est destiné à l'usage interne de l'ACDI ainsi qu'à l'ICDA.

Cette section est composée de deux parties:

a) Evaluation du programme bilatéral de l'aide canadienne

- Les grandes orientations et les objectifs spécifiques du programme de coopération en cours seront brièvement rappelés.
- Indiquer si l'ACDI a atteint ses objectifs spécifiques, en se basant sur les projets en cours et en planification.
- Indiquer les problèmes et difficultés rencontrés dans la mise en oeuvre des objectifs spécifiques du programme et, donner les raisons qui justifient la modification de ces objectifs spécifiques.

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b) Proposition de programme

Cette partie est la raison d'être de la Revue de programme. Elle a pour but de déterminer les grandes orientations du programme de coopération, ainsi que ses objectifs spécifiques, et ce, jusqu'à ce qu'une nouvelle Revue de Programme ait lieu (en général chaque 2 à 3 ans). Une fois approuvés, ces orientations et objectifs spécifiques constitueront le cadre à partir duquel projets et programmes sont développés et adoptés.

i) Grandes orientations du programme

En relation avec l'analyse de l'état de développement du pays et plus particulièrement avec les contraintes et possibilités de développement identifiées en I, sur lesquelles de ces contraintes et possibilités vous proposez-vous de concentrer le programme et pourquoi? En définissant et justifiant les grandes orientations, vous devez prendre en considération le programme actuellement en cours, les souhaits exprimés par le pays, la disponibilité des ressources canadiennes, les capacités administratives de l'ACDI et du pays, les activités des autres donateurs et de l'ensemble des objectifs politiques et économiques du Canada envers le pays bénéficiaire, la Stratégie canadienne d'aide au développement pour 1975-80 et le guide sectoriel de l'ACDI. Les grandes orientations choisies peuvent être sectorielles (ex. agriculture) ou intersectorielles (ex. création d'emplois). Les grandes orientations seront résumées de façon concise en mettant l'accent sur les principes essentiels fondamentaux qui ne sauraient être dérogés.

ii) Objectifs spécifiques

Quels objectifs spécifiques sont proposés, en vue d'atteindre les grandes orientations énoncées en II (b-i)? Pourquoi? Par exemple, si la grande orientation choisie est la création d'emplois dans le secteur agricole, sera-t-elle atteinte par le développement des industries alimentaires, de l'irrigation, des moyens de transport, des capacités d'entreposage, etc.? Les objectifs spécifiques doivent prendre en considération la Stratégie 1975-80 et le guide sectoriel de l'ACDI.

iii) Modalités d'application

Quelles sont les modalités d'application qui permettront d'atteindre les objectifs spécifiques définis en II (b-ii):

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aide-programme ou aide-projet? aide alimentaire? allègement de la dette? projets multi-bi? Les moyens choisis doivent être le plus approprié possible à la réalisation des objectifs spécifiques et doivent tenir compte de l'expérience passée, des souhaits émis par le pays bénéficiaire et des capacités administratives de l'ACDI et du pays bénéficiaire.

iv) Niveau de l'aide

Le NIP (niveau indicatif de planification) pour 1978-83 doit-il être augmenté? rester au même niveau? être diminué? pourquoi? Pour répondre à cette question, prenez en considération l'état de développement du pays et ses réalisations (Section I), le Programme de coopération proposé, le NIP actuel (1977-82) et le chronogramme des décaissements. (Le niveau indicatif de planification (NIP) représente le niveau prévu de dépenses pour les cinq prochaines années établi selon les tendances de croissance observées du programme bilatéral d'aide au développement. Le NIP exclut l'aide alimentaire mais, comprend les frais de transport de l'aide alimentaire, ceux-ci étant inclus dans les dons.)

III - QUESTIONS SPECIALES

Cette section est confidentielle et destinée à l'usage interne de l'ACDI.

- Mentionner dans cette partie toute question de politique ou de planification qui doit être portée à l'attention de la direction du Bilatéral. Ces questions portent par exemple sur l'éligibilité, les conditions de l'aide, la proportion dons/prêts, la coopération tripartite, les modalités d'application, le déliement, les coûts locaux, et, tout autre point relié à la Stratégie 1975-80.
- Aspects multidimensionnels: mentionner dans cette partie toute question d'intérêt particulier pour le pays bénéficiaire et ayant des conséquences sur les relations entre ce pays et le Canada: produits de base, échanges commerciaux, promotion des exportations au Canada, niveau et attitude vis-à-vis les investissements étrangers, la fuite des cerveaux, les entreprises multinationales contrôlées par des intérêts canadiens, les barrières douanières (tarifaires et non-tarifaires) affectant les exportations au Canada.

.../8

- Décrivez brièvement le mécanisme de consultation bilatéral avec le pays considéré, avec la mission canadienne, ainsi que la participation canadienne à des groupes de coordination de l'aide au développement (i.e.: groupes consultatifs, consortium).

ANNEXES (S'il vous plaît suivre l'ordre)

A - Programme du CIRE

Recueilli centralement pour transmission aux directions régionales.

B - Composition sectorielle du programme bilatéral

(Le modèle sera distribué en juillet 1976)

C - Statistiques (économiques et sociales)

Les statistiques détaillées sur la liste des indicateurs de la BIRD seront distribuées aux directions régionales dès qu'elles seront disponibles. Les statistiques seront mises à jour par les directions régionales, si des données (fiables) plus récentes sont disponibles. Si c'est le cas, prière d'indiquer la source et la date de l'information. Monsieur Doug Shaw (6-6062) est à votre disposition si vous avez des problèmes à recueillir l'information demandée.

D - Description des projets

Cette annexe est destinée à l'usage interne de l'ACDI. Elle est composée de trois parties: description des projets (a) engagés, (b) en planification et (c) en instance.

a) Projets engagés

Une brève description (6 à 8 lignes) de tous les projets engagés sera fournie. Cette description sera groupée par secteurs (selon le code OCDE/BIRD) et devra contenir les informations suivantes: nom du projet, code sectoriel, numéro du projet, objectif du projet, description des composantes du projet, la durée du projet, les aspects financiers (coût total? contribution de l'ACDI en dons? prêts?).

.../9

b) Projets en planification

La même information que pour les projets engagés, mais pour tous les projets en planification. Un projet en planification est un projet qui sera soumis pour approbation officielle (CEP) avant le 1er avril 1977.

c) Projets en instance

La même information que pour les projets engagés ou en planification, mais pour tous les projets en instance. Un projet en instance est un projet qui est susceptible d'être soumis au niveau MIP ou MAP au cours de l'année financière 1977/78.

(Exemple de disposition)

PROJETS ENGAGES

i) SANTE

232/00051 - Lutte contre maladies endémiques (93318)

Objectif: aider le Cameroun dans son plan de lutte contre les maladies endémiques.

Composantes: financement d'équipement de 5 centres régionaux et envoi de 5 médecins et de 15 infirmiers.

Durée: commencé en 1973, le projet se terminera en 1977 par le remplacement graduel de l'équipe canadienne par du personnel camerounais formé au Centre universitaire des Sciences de la Santé, également financé par l'ACDI.

Coût total: \$1,600,000.00

Contribution ACDI: \$1,600,000.00 DON

232/00403 - Vaccins antipolio (93318)

Objectif: le projet s'intègre dans l'aide canadienne au plan camerounais de lutte contre les maladies endémiques.

.../10

Composantes: fournir des doses de vaccin contre la polio qui seront administrées par cinq centres régionaux (voir projet 232/00051)

Durée: débuté en 1973, le projet se terminera en 1977.

Coût total: \$200,000.00

Contribution ACDI: \$200,000.00 DON

ii) TRANSPORT

Etc.

E - Chronogramme des décaissements

Cette annexe est destinée à l'usage interne de l'ACDI.

Des chronogrammes distincts doivent être préparés pour les dons et les prêts, sur des pages séparées et inclure tous les projets. Les codes utilisés sont ceux du "Joint OECD-IBRD Expanded Reporting System".

Les chronogrammes doivent refléter le plus fidèlement possible la situation de décaissement et les directions régionales saisiront l'occasion pour mettre à jour l'information du FRS.

(Voir exemple de présentation page 11)

(EXEMPLE DE PRESENTATION)

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PAYS: Guatemala

CHRONOGRAMME DES DECAISSEMENTS

TYPE DE FINANCEMENT: DONS

Date de préparation: 2 août 1976

(\$000)

Numéro du projet	Code du secteur	Désignation du projet	1976-77	1977-78	1978-79	1979-80	1980-83
<u>ENGAGES</u>							
00003	97050	Petits projets	20				
00202	93318	ICAITI	70				
00501	91200	Expert	5				
00502	91000-91999	Mission	5				
TOTAL ENGAGES			100				
<u>PLANIFICATION</u>							
00512	91000-91999	Etude prélimi- naire Chixoy	10				
00513	91000-91999	Etude prélimi- naire formation	10				
00514	91000-91999	Etude prélimi- naire coopératives	25				
00515	91000-91999	Etude prélimi- naire (FPS)	15	15			
00503	97100	Rio Chixoy		400	600	1 000	
00504	91000-91999	Etude ressources humaines		200			
00507	91000-91999	Appui INAFOR		200	500	300	
00506	91000-91999	CORFINA		200			
00510	11200	COOPS. Ressources		150	300	250	
00511	11200	COOPS. Agro-ind.		100	300	200	
00508	91000-91999	Sector Publico Agricola		150	300	150	
00508	42000	Adduction d'eau	20	200	350	130	
00401	11200	FEDECOCAGUA	25	100	125	100	
TOTAL PLANIFICATION			105	1 715	2 475	2 130	
<u>EN INSTANCE</u>							
	93104	Formation res- sources humaines		100	300	400	
TOTAL EN INSTANCE				100	300	400	
TOTAL DES DONS			205	1 815	2 775	2 530	000405

A N N E X E

PRINCIPALES DONNEES

(PAYS)

I - Données générales

1. Superficie km²
2. Population (1974)
3. Nombre d'habitants par kilomètre carré:
4. Nombre d'habitants par kilomètre carré de terre arable:

II - Indicateurs économiques

	<u>1974</u>	<u>1975</u>
1. PNB per capita - dollars au prix du marché (US\$)		
2. Importations en dollars courants (US\$ millions)		
3. Exportations en dollars courants (US\$ millions)		
4. Indice des termes d'échange (dollar 1967-69=100)		
a) indice des prix à l'importation		
b) indice des prix à l'exportation		
c) indice des termes d'échange $\left(\frac{b}{a} \times 100 \right)$		

<u>PIB (Composition)</u>	<u>IMPORTATIONS (Composition)</u>	<u>EXPORTATIONS (Composition)</u>
<u>Secteur</u> _____ %	<u>Produit</u> _____ %	<u>Produit</u> _____ %

MAIN D'OEUVRE ACTIVE

Secteur _____ %

Taux d'échange utilisé: \$1 =

III - Détail des décaissements bilatéraux canadiens

a) Décaissements du programme bilatéral (données recueillies centralement)

Année fiscale	Décaissements (\$ 000)				% du Bilateral
	Dons	Aide Alimentaire	Prêts	T O T A L	
1965/66					
1966/67					
1967/68					
1968/69					
1969/70					
1970/71					
1971/72					
1972/73					
1973/74					
1974/75					
1975/76					
T O T A L					

b) ONG (recueilli centralement)

Indiquez les décaissements au 1er août 1976 pour

a) 1968-75/76

b) 1976/77 (décaissements et engagements).

Indiquez le montant total des projets financés par l'ACDI et la participation de l'ACDI. Indiquez également les secteurs des projets financés par l'ACDI.

c) Etudes de démarrage financées par la Division Commerce et Industrie (ACDI) (données recueillies centralement)

Indiquez le type, les montants et le résultat de chaque étude.

d) CRDI (données recueillies centralement, au niveau des divisions géographiques)

Indiquez les projets entrepris par le CRDI (brève description des projets, montants, leur relation éventuelle avec des projets de l'ACDI).

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IV - Autres entrées de capitaux canadiens (données recueillies centralement)

	(\$ 000)			
	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
1. <u>Société pour l'expansion des exportations (SEE)</u>				
déboursés				
2. <u>Investissements privés</u>				
investissements directs				

V - Commerce avec le Canada (données recueillies centralement)

	(\$ 000)		
	<u>1973</u>	<u>1974</u>	<u>1975</u>
1. Exportations canadiennes (FOB)			
2. Importations canadiennes (FOB)			

VI - Endettement envers le Canada (données recueillies centralement) (\$ 000)

ACDI

SEE

VII - Aide publique au Développement (bilatérale et multilatérale)
(données recueillies centralement, au niveau des divisions géographiques)

	(\$ 000)	
	<u>1973</u>	<u>1974</u>
1. <u>APD bilatérale déboursée</u> (liste des donateurs et des déboursés APD nets)		
SOUS-TOTAL		
2. <u>APD multilatérale déboursés</u> (liste des institutions et des déboursés APD nets)		
SOUS-TOTAL		
3. <u>Déboursés bilatéraux OPEP</u> (liste des donateurs de l'OPEP et des déboursés APD nets)		
SOUS-TOTAL		
TOTAL		

000408

CONFIDENTIEL

(Indiquer cette cote de sécurité
pour chaque évaluation)

EVALUATION DE PROGRAMME 1977/78 - DIRECTIVES

TABLE DES MATIERES

	<u>Page</u>
A - SOMMAIRE ET RECOMMANDATIONS	
B - DONNEES DE BASE	
Carte	
Principales données	
I - DEVELOPPEMENT DU PAYS.....	
a) Changements dans l'état de développement.....	
b) Changements dans les politiques de développement et les réalisations du pays.....	
c) Changements dans l'aide au développement.....	
II - EVALUATION DU PROGRAMME.....	
III - QUESTIONS SPECIALES.....	
ANNEXES	
A - Programme du CIRE	
B - Composition sectorielle du programme bilatéral	
C - Statistiques	
D - Description des projets	
E - Chronogramme des décaissements	

(Cette table des matières doit être préparée pour chaque Evaluation)

A - SOMMAIRE ET RECOMMANDATIONS

Cette section comporte deux parties: a) SOMMAIRE et b) RECOMMANDATIONS. Ces deux parties seront reproduites intégralement dans l'Aperçu régional. L'exposé de nature confidentielle de cette section, sera franc et direct. Il est destiné à l'usage interne de l'ACDI ainsi qu'à l'ICDA (Comité interministériel d'aide au développement).

Cette section sera paginée séparément.

SOMMAIRE

- au maximum deux pages, incluant les points suivants:

a) Etat de développement du pays:

Indiquer le niveau de développement du pays (y compris la situation alimentaire), ses réalisations en regard de ses politiques et stratégies de développement, son potentiel de développement, les principales contraintes et les politiques du pays permettant de les surmonter.

b) Grandes orientations et objectifs spécifiques du programme de l'ACDI

En se basant sur a) indiquer de façon concise les grandes orientations et les objectifs spécifiques du programme de coopération de l'ACDI avec le pays, ainsi que les principaux secteurs de concentration du programme proposé et les proportions (%).

RECOMMANDATIONS

- cette partie sera brève (au maximum une page) et directe et traitera des points suivants (minimum):

- a) éligibilité (recommandation quant au statut d'éligibilité du pays, dans le temps);
- b) dans quelle mesure les projets en cours et en planification permettent d'atteindre les grandes orientations et les objectifs spécifiques du programme de coopération?
- c) les grandes orientations ou objectifs spécifiques approuvés lors de la dernière Revue de programme doivent-ils être modifiés?
pourquoi? comment?

.../2

- d) quelles modalités d'application sont recommandées: aide-programme? aide-projet? allègement de dette? aide alimentaire? etc.
- e) niveau de l'aide: le NIP (niveau indicatif de planification) doit-il être augmenté, rester au même niveau, être diminué? pourquoi?

B - DONNEES DE BASE

Cette section comprend:

- une carte du pays (lisible, même si photocopiée)
- les principales données (voir en annexe le modèle à suivre)

I - DEVELOPPEMENT DU PAYS

L'exposé de cette section sera franc et direct. Il restera de nature confidentielle et est destiné à l'usage interne de l'ACDI ainsi qu'à l'ICDA. Cette section, de même que la section II (Evaluation du programme) constitue la partie centrale de l'Evaluation. Les directions régionales préparant des Evaluations devraient prendre connaissance des directives pour la préparation des Revues, afin d'avoir une meilleure idée de ce qu'ils doivent évaluer.

Cette section est composée de trois parties:

a) Changements dans l'état de développement

Cette partie analyse brièvement les modifications intervenues au cours de la dernière année dans l'état de développement du pays bénéficiaire, principalement en ce qui concerne: le climat politique, économique et social, les réserves en devises, le commerce international et la modification aux termes d'échange. Inclure une évaluation de la situation alimentaire et du besoin éventuel pour de l'aide alimentaire.

b) Changements dans les politiques de développement et les réalisations du pays

Cette partie doit décrire les modifications principales intervenues au cours de la dernière année en regard des politiques et

.../3

stratégies de développement. Elle comporte en outre une évaluation des réalisations du pays, au cours de la dernière année, vis-à-vis ses propres politiques et stratégies de développement.

c) Changements dans l'aide au développement

Cette partie doit indiquer les changements survenus dans le pays, en regard de son attitude, de sa politique ou de la perception de l'aide au développement, ainsi que les modifications au niveau de l'APD reçue par le pays et autres aspects de l'aide au développement. Quel est le rôle joué par le mécanisme de coordination de l'aide au développement pour le pays?

II - EVALUATION DU PROGRAMME

Cette section doit répondre aux questions suivantes:

- Les grandes orientations et objectifs spécifiques courants (approuvés) doivent être rappelés brièvement.
- Dans quelle mesure les projets engagés ou en planification (et qui seront approuvés en 1976/77) permettent la réalisation des grandes orientations et des objectifs spécifiques? Indiquer de façon précise le nombre de projets et leur valeur en dollars, ainsi que le pourcentage des fonds alloués, dans le pays, à des projets reliés et non reliés aux grandes orientations et objectifs spécifiques déjà approuvés.
- Quelles sont les difficultés rencontrées dans la réalisation des grandes orientations et objectifs spécifiques? Des mesures sont-elles prises ou seront-elles prises, pour corriger la situation?
- Les grandes orientations et objectifs spécifiques courants (approuvés) doivent-ils être modifiés? Qu'un changement soit ou non recommandé, justifier pourquoi.
- Dans quelle mesure les modalités d'application permettent-elles de réaliser les grandes orientations et les objectifs spécifiques du programme? A la lumière de l'expérience de la dernière année, quelles modifications aux modalités d'application sont recommandées? pourquoi?

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- Le NIP (niveau indicatif de planification) pour 1978-83 doit-il être augmenté? rester au même niveau? être diminué? pourquoi? Pour répondre à cette question, prenez en considération l'état de développement du pays et ses réalisations (Section I), l'évaluation du programme de coopération, le NIP actuel (1977-82) et le chronogramme des décaissements.
(Le niveau indicatif de planification (NIP) représente le niveau prévu de dépenses pour les cinq prochaines années établi selon les tendances de croissance observées du programme bilatéral d'aide au développement. Le NIP exclut l'aide alimentaire mais, comprend les frais de transport de l'aide alimentaire, ceux-ci étant inclus dans les dons.)

III - QUESTIONS SPECIALES

Cette section est confidentielle et destinée à l'usage interne de l'ACDI.

- Mentionner dans cette partie toute question de politique ou de planification qui doit être portée à l'attention de la direction du Bilatéral. Ces questions portent par exemple sur l'éligibilité, les conditions de l'aide, la proportion dons/prêts, la coopération tripartite, les modalités d'application, le déliement, les coûts locaux, et, tout autre point relié à la Stratégie 1975-80.
- Aspects multidimensionnels: mentionner dans cette partie toute question d'intérêt particulier pour le pays bénéficiaire et ayant des conséquences sur les relations entre ce pays et le Canada: produits de base, échanges commerciaux, promotion des exportations au Canada, niveau et attitude vis-à-vis les investissements étrangers, la fuite des cerveaux, les entreprises multinationales contrôlées par des intérêts canadiens, les barrières douanières (tarifaires et non-tarifaires) affectant les exportations au Canada.
- Décrivez brièvement le mécanisme de consultation bilatéral avec le pays considéré, avec la mission canadienne, ainsi que la participation canadienne à des groupes de coordination de l'aide au développement (i.e.: groupes consultatifs, consortium).

.../5

ANNEXES (S'il vous plaît suivre l'ordre)

A - Programme du CIRE

Recueilli centralement pour transmission aux directions régionales.

B - Composition sectorielle du programme bilatéral

(Le modèle sera distribué en juillet 1976)

C - Statistiques (économiques et sociales)

Les statistiques détaillées sur la liste des indicateurs de la BIRD seront distribuées aux directions régionales dès qu'elles seront disponibles. Les statistiques seront mises à jour par les directions régionales, si des données (fiabiles) plus récentes sont disponibles. Si c'est le cas, prière d'indiquer la source et la date de l'information. Monsieur Doug Shaw (6-6062) est à votre disposition si vous avez des problèmes à recueillir l'information demandée.

D - Description des projets

Cette annexe est destinée à l'usage interne de l'ACDI. Elle est composée de trois parties: description des projets (a) engagés, (b) en planification et (c) en instance.

a) Projets engagés

Une brève description (6 à 8 lignes) de tous les projets engagés sera fournie. Cette description sera groupée par secteurs (selon le code OCDE/BIRD) et devra contenir les informations suivantes: nom du projet, code sectoriel, numéro du projet, objectif du projet, description des composantes du projet, la durée du projet, les aspects financiers (coût total? contribution de l'ACDI en dons? prêts?).

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b) Projets en planification

La même information que pour les projets engagés, mais pour tous les projets en planification. Un projet en planification est un projet qui sera soumis pour approbation officielle (CEP) avant le 1er avril 1977.

c) Projets en instance

La même information que pour les projets engagés ou en planification, mais pour tous les projets en instance. Un projet en instance est un projet qui est susceptible d'être soumis au niveau MIP ou MAP au cours de l'année financière 1977/78.

(Exemple de disposition)

PROJETS ENGAGES

i) SANTE

232/00051 - Lutte contre maladies endémiques (93318)

Objectif: aider le Cameroun dans son plan de lutte contre les maladies endémiques.

Composantes: financement d'équipement de 5 centres régionaux et envoi de 5 médecins et de 15 infirmiers.

Durée: commencé en 1973, le projet se terminera en 1977 par le remplacement graduel de l'équipe canadienne par du personnel camerounais formé au Centre universitaire des Sciences de la Santé, également financé par l'ACDI.

Coût total: \$1,600,000.00

Contribution ACDI: \$1,600,000.00 DON

232/00403 - Vaccins antipolio (93318)

Objectif: le projet s'intègre dans l'aide canadienne au plan camerounais de lutte contre les maladies endémiques.

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7/

Composantes: fournir des doses de vaccin contre la polio qui seront administrées par cinq centres régionaux (voir projet 232/00051)

Durée: débuté en 1973, le projet se terminera en 1977.

Coût total: \$200,000.00

Contribution ACDI: \$200,000.00 DON

ii) TRANSPORT

Etc.

E - Chronogramme des décaissements

Cette annexe est destinée à l'usage interne de l'ACDI.

Des chronogrammes distincts doivent être préparés pour les dons et les prêts, sur des pages séparées et inclure tous les projets. Les codes utilisés sont ceux du "Joint OECD-IBRD Expanded Reporting System".

Les chronogrammes doivent refléter le plus fidèlement possible la situation de décaissement et les directions régionales saisiront l'occasion pour mettre à jour l'information du FRS.

(Voir exemple de présentation page 8)

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(EXEMPLE DE PRESENTATION)

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PAYS: atémala

CHRONOGRAMME DES DECAISSEMENTS

TYPE DE FINANCEMENT: DONS
Date de préparation: 2 août 1976

(\$000)

Numéro du projet	Code du secteur	Désignation du projet	1976-77	1977-78	1978-79	1979-80	1980-83
<u>ENGAGES</u>							
00003	97050	Petits projets	20				
00202	93318	ICAITI	70				
00501	91200	Expert	5				
00502	91000-91999	Mission	5				
TOTAL ENGAGES			100				
<u>PLANIFICATION</u>							
00512	91000-91999	Etude prélimi- naire Chixoy	10				
00513	91000-91999	Etude prélimi- naire formation	10				
00514	91000-91999	Etude prélimi- naire coopératives	25				
00515	91000-91999	Etude prélimi- naire (FPS)	15	15			
00503	97100	Rio Chixoy		400	600	1 000	
00504	91000-91999	Etude ressources humaines		200			
00507	91000-91999	Appui INAFOR		200	500	300	
00506	91000-91999	CORFINA		200			
00510	11200	COOPS. Ressources		150	300	250	
00511	11200	COOPS. Agro-ind.		100	300	200	
00508	91000-91999	Sector Publico Agricola		150	300	150	
00508	42000	Adduction d'eau	20	200	350	130	
00401	11200	FEDECOCAGUA	25	100	125	100	
TOTAL PLANIFICATION			105	1 715	2 475	2 130	
<u>EN INSTANCE</u>							
	93104	Formation res- sources humaines		100	300	400	
TOTAL EN INSTANCE				100	300	400	
TOTAL DES DONS			205	1 815	2 775	2 530	

000417

A N N E X E

PRINCIPALES DONNEES

(PAYS)

I - Données générales

1. Superficie km²
2. Population (1974)
3. Nombre d'habitants par kilomètre carré:
4. Nombre d'habitants par kilomètre carré de terre arable:

II - Indicateurs économiques

	<u>1974</u>	<u>1975</u>
1. PNB per capita - dollars au prix du marché (US\$)		
2. Importations en dollars courants (US\$ millions)		
3. Exportations en dollars courants (US\$ millions)		
4. Indice des termes d'échange (dollar 1967-69=100)		
a) indice des prix à l'importation		
b) indice des prix à l'exportation		
c) indice des termes d'échange $\left(\frac{b}{a} \times 100\right)$		

<u>PIB (Composition)</u>	<u>IMPORTATIONS (Composition)</u>	<u>EXPORTATIONS (Composition)</u>
<u>Secteur</u> %	<u>Produit</u> %	<u>Produit</u> %

MAIN D'OEUVRE ACTIVE

Secteur %

Taux d'échange utilisé: \$1 =

2/

III - Détail des décaissements bilatéraux canadiens

a) Décaissements du programme bilatéral (données recueillies centralement)

Année fiscale	Décaissements (\$ 000)				% du Bilateral
	Dons	Aide Alimentaire	Prêts	T O T A L	
1965/66					
1966/67					
1967/68					
1968/69					
1969/70					
1970/71					
1971/72					
1972/73					
1973/74					
1974/75					
1975/76					
T O T A L					

b) ONG (recueilli centralement)

Indiquez les décaissements au 1er août 1976 pour

a) 1968-75/76

b) 1976/77 (décaissements et engagements).

Indiquez le montant total des projets financés par l'ACDI et la participation de l'ACDI. Indiquez également les secteurs des projets financés par l'ACDI.

c) Etudes de démarrage financées par la Division Commerce et Industrie (ACDI) (données recueillies centralement)

Indiquez le type, les montants et le résultat de chaque étude.

d) CRDI

(données recueillies centralement, au niveau des divisions géographiques)

Indiquez les projets entrepris par le CRDI (brève description des projets, montants, leur relation éventuelle avec des projets de l'ACDI).

3/

IV - Autres entrées de capitaux canadiens (données recueillies centralement)

	(\$ 000)			
	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
1. <u>Société pour l'expansion des exportations (SEE)</u>				
déboursés				
2. <u>Investissements privés</u>				
investissements directs				

V - Commerce avec le Canada (données recueillies centralement)

	(\$ 000)		
	<u>1973</u>	<u>1974</u>	<u>1975</u>
1. Exportations canadiennes (FOB)			
2. Importations canadiennes (FOB)			

VI - Endettement envers le Canada (données recueillies centralement) (\$ 000)

ACDI
SEE

VII - Aide publique au Développement (bilatérale et multilatérale)
(données recueillies centralement, au niveau des divisions géographiques)

	(\$ 000)	
	<u>1973</u>	<u>1974</u>
1. <u>APD bilatérale déboursée</u> (liste des donateurs et des déboursés APD <u>nets</u>)		
SOUS-TOTAL		
2. <u>APD multilatérale déboursés</u> (liste des institutions et des déboursés APD <u>nets</u>)		
SOUS-TOTAL		
3. <u>Déboursés bilatéraux OPEP</u> (liste des donateurs de l'OPEP et des déboursés APD <u>nets</u>)		
SOUS-TOTAL		
TOTAL		

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CONFIDENTIEL

(Indiquer cette cote de sécurité)

APERCU REGIONAL 1977/78

TABLE DES MATIERES

Page

A - SOMMAIRE ET RECOMMANDATIONS

B - DONNEES DE BASE

Carte
Principales données

I - PERSPECTIVE QUINQUENNALE.....

a) Situation du développement.....

b) Orientation du programme.....

i) Eligibilité des pays.....

ii) Niveau de programme.....

iii) Composition du programme.....

II - TENDANCES DU PROGRAMME PAR PAYS.....

a) Pays de programme.....

b) Pays de projets.....

c) Régional.....

III - QUESTIONS SPECIALES.....

ANNEXES

A - Niveau de programme

B - Chronogramme des décaissements

C - Fonds régional - Prévision des décaissements

(Cette table des matières doit être préparée pour chaque Aperçu régional)

A - SOMMAIRE ET RECOMMANDATIONS

Cette section est composée de deux parties: a) SOMMAIRE et b) RECOMMANDATIONS. L'exposé de nature confidentielle de cette section destinée à l'usage interne de l'ACDI ainsi qu'à l'ICDA, sera franc et direct.

SOMMAIRE

- au maximum deux pages, incluant les points suivants:

a) Situation de développement de la région

Brève description de la situation de développement de la région, y compris la situation alimentaire. Cette partie est constituée des points saillants de l'analyse économique/sociale/politique apparaissant à la section I (a).

b) Les grandes orientations du programme de l'ACDI dans la région

Indiquer brièvement les grandes orientations du programme de l'ACDI dans la région, ainsi que les principaux secteurs de concentration du programme proposé et les proportions (%).

RECOMMANDATIONS

- cette partie sera brève (au maximum une page) et directe et, traitera des points suivants:

a) Position d'éligibilité des pays de la région (changements éventuels recommandés pour 1977/78 et, entrevus au cours des cinq prochaines années).

b) Modalités d'application du programme: aide-programme ou aide-projet? allègement de dette? aide alimentaire? multi-bi?, etc.

c) Niveau de l'aide: le NIP (niveau indicatif de planification) pour la région, doit-il être augmenté? rester au même niveau? être diminué? Pourquoi? Quelles sont les recommandations quant aux directions des NIP individuels (pays de programme).

.../2

B - DONNEES DE BASE

Cette section comprend:

- une carte de la région (fournie par le BPAG);
- les principales données régionales (voir modèle provisoire en annexe).

I - PERSPECTIVE QUINQUENNALE

a) Situation du développement

Cette section doit identifier et analyser les modifications économiques, sociales et politiques en cours dans la région. Les termes d'échange, les devises étrangères, l'inflation, les entrées d'aide, les investissements, la distribution des revenus, les niveaux de nutrition, la stabilité politique ... autant de questions qui peuvent être discutées.

b) Orientation du programme

1) Eligibilité des pays

Au cours des 5 prochaines années, quels changements prévoyez-vous dans le statut d'éligibilité des pays (pays de programme, pays de projets)? Pourquoi?

2) Orientations futures

Au cours des 5 prochaines années, entrevoyez-vous des changements dans les modalités d'application du programme dans la région: aide-programme ou aide-projet? allègement de dette? aide alimentaire? multi-bi?

3) Niveau de programme

Le NIP (niveau indicatif de planification) 1978-83 pour la région devrait-il être augmenté? rester au même niveau? être diminué? (en terme de pourcentage et en prenant comme point de référence le NIP 1977-82). Indiquer dans le même contexte les directions recommandées pour chacun des NIP des pays "programme" et pour le Fonds régional.

3/

4) Composition du programme

Préparer un tableau sur la distribution par secteurs (en pourcentage) du programme bilatéral pour la région. Commenter cette distribution. La distribution sectorielle sera effectuée selon le code OCDE/BIRD utilisé par l'ACDI.

S E C T E U R S	%			
	1975/76	1976/77	1977/78	1978-83
Agriculture				
Mines & carrières				
Etc.				
.				
.				
.				
.				
T O T A L	100	100	100	100

Note: l'aide alimentaire est exclue de ce tableau.

II - TENDANCES DU PROGRAMME PAR PAYS

Cette section est composée de trois parties:

a) Pays de programme

Cette partie consiste en la section "Sommaire et recommandations" pour chaque pays pour lequel une Revue ou une Evaluation a été préparée.

.../4

4/

b) Pays de projets

Cette partie consiste en un aperçu de la situation pour chacun des pays "projets" pour lesquels une Revue ou une Evaluation n'est pas préparée. Chaque aperçu sera bref (15/30 lignes, selon le cas) et devra traiter des points suivants: situation du développement (y compris la situation alimentaire), les réalisations du pays, en regard de ses propres politiques et stratégies de développement, son potentiel de développement, les principales contraintes et les politiques du pays permettant de les surmonter; la situation des projets de l'ACDI; le statut d'éligibilité du pays pour les cinq prochaines années.

c) Régional

Cette partie consiste en un aperçu des projets régionaux et des institutions régionales soutenues financièrement par les fonds bilatéraux (Pacte Andin, EAC, U.W.I., etc.).

III - QUESTIONS SPECIALES

Cette section, de nature confidentielle, est destinée à l'usage interne de l'ACDI.

- Mentionner dans une première partie toute question de politique ou de programmation qui devrait être portée à l'attention de la direction du bilatéral ou de l'ACDI. Ces questions portent par exemple sur l'éligibilité, les conditions de l'aide, la proportion dons/prêts, la coopération tripartite, les modalités d'application, le déliement, les coûts locaux, et, tout autre point relié à la Stratégie 1975-80.
- Mentionner, dans une seconde partie, toute question d'intérêt particulier pour la région et ayant des conséquences sur les relations entre la région et le Canada: produits de base, échanges commerciaux, promotion des exportations au Canada, niveau et attitude vis-à-vis les investissements étrangers, la fuite des cerveaux, les entreprises multinationales contrôlées par les intérêts canadiens, les barrières douanières (tarifaires et non-tarifaires) affectant les exportations au Canada, etc.

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ANNEXES

Les annexes suivantes seront préparées. Elles sont destinées à l'usage interne de l'ACDI ainsi qu'à l'ICDA.

(N.B.- Chaque annexe doit constituer un tout en elle-même et doit être préparée sur une feuille séparée. L'ordre des annexes doit être respecté).

A - Niveau de programme (Plafonds de déboursés et NIP)

(Voir en annexe le specimen de tableau standard)

B - Chronogramme des décaissements

(Voir en annexe les specimen de tableaux standards)

C - Fonds régional - Prévision des décaissements

(Voir en annexe le specimen de tableau standard)

NIVEAU DE PROGRAMME (PLAFONDS DE DEBOURSES ET NIP)

(1)		(2)			(\$ Millions)	(3)				(4)	
PAYS	Plafonds de déboursés 1976/77		Plafonds de déboursés recommandés pour 1977/78			NIP DE CINQ ANS RECOMMANDE - 1978-83					NIP(C) 1977-82
	Approuvé	Prévu	Dons	Prêts	Total	DONT POUR 1978/79			DONT POUR 1978-83	NIP(R)	
						Dons	Prêts	Total		TOTAL 1978-83	
Afghanistan											
.											
.											
.											
.											
Régional**											
Sous-total											
Aide*						NOTES (accompagnant le tableau) * Les coûts de transport de l'aide alimentaire sont exclus du chiffre de l'aide alimentaire (ces coûts devraient être compris dans le calcul des dons). ** Le fonds régional comprend (a) le financement des pays "projets" (engagements déjà contractés et projets en planification et les Fonds administrés par les missions); (b) le financement des institutions régionales, et (c) la réserve pour le financement de projets ad hoc pour les pays "programme ou à caractère régional".					
Alimentaire											
Bangladesh											
.											
Sous-total											
TOTAL											

NOTES (accompagnant le tableau)

- * Les coûts de transport de l'aide alimentaire sont exclus du chiffre de l'aide alimentaire (ces coûts devraient être compris dans le calcul des dons).
- ** Le fonds régional comprend (a) le financement des pays "projets" (engagements déjà contractés et projets en planification et les Fonds administrés par les missions); (b) le financement des institutions régionales, et (c) la réserve pour le financement de projets ad hoc pour les pays "programme" ou à caractère régional.
- 1) Plafonds de déboursés pour les dons et prêts ainsi que l'allocation d'aide alimentaire, tels qu'approuvés par le Cabinet et, la projection des déboursés (à la fin de l'année fiscale 1976/77) au
- 2) Plafonds de déboursés pour les dons et prêts ainsi que l'allocation d'aide alimentaire recommandés pour l'année fiscale 1977/78.
- 3) Plafonds de déboursés prévus et constituant le niveau indicatif de planification (NIP) recommandé (R) pour cinq ans (1978/79 - 1982/83).
- 4) Le NIP courant (c) de cinq ans, tel qu'accepté par le Cabinet (1977/78 - 1981/82).

ANNEXE B - 1

CHRONOGRAMME DES DECAISSEMENTS

(Préparez les tableaux suivants:)

DONS⁽¹⁾ ET PRETS

(\$ Millions)

	1976/77	1977/78	1978/79	1979-83	TOTAL 1978-83
Plafonds de déboursés de la Division					
<u>CAMEROUN</u> engagés planification* instance**					
<u>COTE D'IVOIRE</u> engagés planification instance					
<u>REGIONAL</u> engagés planification instance					
Total engagés					
Total planification					
Total en instance					
T O T A L					

(1) excluant l'aide alimentaire mais incluant les coûts de transport de l'aide alimentaire.

* un projet en planification est un projet qui sera soumis à l'approbation officielle (CEP) avant le 1 avril 1977.

** un projet en instance est un projet qui sera vraisemblablement soumis pour approbation (MIP ou MAP), durant l'année financière 1977/78.

ANNEXE B - 2

DONS⁽¹⁾

(\$ Millions)

	1976/77	1977/78	1978/79
Total des dons de la Division			
<u>CAMEROUN</u>			
engagés planification*			
instance**			
<u>COTE D'IVOIRE</u>			
.			
.			
.			
.			
<u>REGIONAL</u>			
engagés planification			
instance			
Total engagés			
Total planification			
Total en instance			
T O T A L			

(1) excluant l'aide alimentaire mais incluant les coûts de transport de l'aide alimentaire.

* un projet en planification est un projet qui sera soumis à l'approbation officielle (CEP) avant le 1 avril 1977.

** un projet en instance est un projet qui sera vraisemblablement soumis pour approbation (MIP ou MAP), durant l'année financière 1977/78.

ANNEXE B - 3

PRETS

(\$ Millions)

	1976/77	1977/78	1978/79
Total des prêts de la Division			
<u>CAMEROUN</u>			
engagés planification*			
instance**			
<u>COTE D'IVOIRE</u>			
.			
.			
.			
.			
<u>REGIONAL</u>			
engagés planification			
instance			
Total engagés			
Total planification			
Total en instance			
T O T A L			

* un projet en planification est un projet qui sera soumis à l'approbation officielle (CEP) avant le 1 avril 1977.

** un projet en instance est un projet qui sera vraisemblablement soumis pour approbation (MIP ou MAP), durant l'année financière 1977/78.

ANNEXE C

FONDS RÉGIONAL - PREVISION DE DECAISSEMENTS

(\$ Millions)

PAYS *	1976/77	1977/78 ⁽¹⁾	1978/79	1979-83		
Brésil						
Cuba						
.						
.						
.						
.						
.						
Sous-total						
Institutions régionales						
Réserve						
Sous-total						
	1976/77					
	Approuvé	Déboursés prévus	1977/78	1978/79	1979-83	IPF(R) ⁽²⁾ 1978-83
						IPF(C) ⁽³⁾ 1977-82
TOTAL						

* pays "projets" (prévus pour 1977/78).

(1) Plafonds de déboursés recommandés pour 1977/78.

(2) Le NIP recommandé (R) est la somme des décaissements prévus pour 1978/79 et 1979-83.

(3) NIP courant (C), tel qu'approuvé par le Cabinet (1977/78 - 1981/82).

PROVISIONAL FORMAT

AREA DATA SUMMARY

(Related to CIDA "Program" and "Project" countries)

(La version française sera disponible lorsque
le modèle final sera arrêté.)

I - General Data

	Area	Population 1974 (million)	UN Groupings			Income Groupings *			
			LLDCs	MSAs	Landlock	Average (year) income p.c. (\$)	\$200 and below	\$200 - \$375	\$375 and over
All countries of area									
Program countries									
Project countries									

* 1973 data except for "average income per capita", where the latest data should be used and, the year indicated.

II - Canadian Bilateral Aid Flows (centrally collected)

a) Bilateral Aid Flows (CIDA)

FISCAL YEAR	Disbursements (\$ Million)				% of bilateral
	Grants	Food Aid	Loans	Total	
1965/66					
1966/67					
1967/68					
1968/69					
1969/70					
1970/71					
1971/72					
1972/73					
1973/74					
1974/75					
1975/76					
TOTAL					

2/

b) NGO involvement (centrally collected)

Disbursement to date, as of August 1, 1976, for:

- i) 1968-1975/76
- ii) 1976/77 (disbursements and commitments).

Indicate the total costs of projects supported and the CIDA contribution. Indicate also the sectors of projects supported (by percentage if possible). Enumerate the countries where projects are currently supported (last 2/3 years).

(Sample)

	1968/69 - 1975/76 (\$ Million)	1976/77 (\$ Million)
Disbursements (CIDA contribution)		
Total costs of projects supported		
Main sectors of projects supported	1. 2. 3. 4.	1. 2. 3. 4.

c) IDRC (centrally collected)

Indicate the total costs of IDRC projects in the area as well as the sectors (%). Enumerate the countries where projects are currently supported (last 2/3 years).

.../3

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d) Other Canadian flows (centrally collected)

		(\$ Million)		
(all countries of area)	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>
1. Export Development Corporation Disbursements				
2. Canadian Private investment Direct investment				

III - Trade with Canada (centrally collected)

		(\$ Million)	
	<u>1973</u>	<u>1974</u>	<u>1975</u>
1. Canadian exports to (FOB) All countries of Area "Program" and "Project" countries			
2. Canadian imports from (FOB) All countries of Area "Program" and "Project" countries			

IV - Total net receipts of Bilateral and Multilateral ODA

		(\$)	
	<u>1972</u>	<u>1973</u>	<u>1974</u>
1. <u>Bilateral disbursements</u> per capita average			
2. <u>Multilateral disbursements</u> per capita average			
3. <u>OPEC Bilateral disbursements</u> per capita average			

Total

V - Canadian Contribution to Institutions of the Area (collected by CPOs)

(\$ Million)			
1972	1973	1974	1975

List financial and other regional institutions and indicate net Canadian ODA transfers.

JUN 07 1976

Canadian International
Development Agency

Agence canadienne de
développement international

June 3, 1976

Bureau of Management Consulting
365 Laurier Avenue West
Ottawa, Ontario

Dear Mr. Heasman:

Re: Nigeria Compensation Project

During the recent meeting held at External Affairs with regard to the subject project and attended by Mr. Hill, yourself and our Project Officer Mr. Jeckell, the question of the disposition and disposal of equipment and appliances purchased for Canadian personnel from Canadian aid funds was briefly discussed. You subsequently asked Mr. Jeckell to discuss with CIDA management the continued use of this equipment by Canadian Government employees participating in the current project being carried out on a cost-recovery basis.

In view of the small number of B.M.C. employees to be assigned to the project, approval has been given for them to have use of appliances purchased for personnel working on the original project on a scale equivalent to that available to External Affairs personnel of equivalent status.

All equipment, appliances and furnishings purchased from CIDA funds will be taken on administrative charge by the High Commission and then assigned on temporary loan to your personnel who will be responsible for the custody and maintenance while in their possession.

It must be appreciated that this decision does not apply to non-Government employees serving under contract to the B.M.C.

Yours very truly,

ORIGINAL SIGNED BY
W.A. MONAGHAN
ORIGINAL SIGNÉ PAR

W. A. Monaghan
Regional Director
Western Region
Commonwealth Africa Division

c.c.: External Affairs
African Affairs, C. Ahrens
Bureau of Finance and Administration, B.J. Cherkasky
Staff Relations and Compensation, J.D. Hughes

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

Your file Votre référence

Our file Notre référence
702/00301

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JUN 01 1976

ICER

Canadian International
Development AgencyAgence canadienne de
développement international

President

Président

NOT SEEN BY USSEA

May 21, 1976

PDMI	FOR ACTION
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PAG/SAR ACR	
✓ 12-3-CIDA	dir. 25/5/76
12-3-15	

Mr. Basil Robinson
Under Secretary of State
For External Affairs
Lester B. Pearson Bldg.
Sussex Drive
Ottawa, Ontario
K1A 0G2

Dear Mr. Robinson:

I wish to acknowledge your letter of April 29 and the draft report to the Minister containing suggested recommendations on the consolidated global list of reductions and additions to establishments abroad.

While I am in general agreement with your proposal for the elimination of positions in the "A" tranche and a certain number in the "B" tranche, I would like to clarify our position on this decision as it affects CIDA operations. Included in the "A" tranche is an aid position in Nairobi. CIDA agreed in light of restraint to defer the filling of a third position in Kenya until 1977/78. However, there was interdepartmental agreement that a third aid position in Kenya would be added next year. I would strongly urge that in view of our growing program in East Africa and the high priority that is being assigned to it, this position be filled in FY 1977/78 as agreed to in the interdepartmental discussion.

Regarding the elimination of a CIDA position in Lagos, I would have great difficulty in agreeing to this proposal. During discussions on this matter, one of the two positions in Lagos was identified for redeployment to Madagascar. It was clearly understood and recorded that the position in Lagos would be retained by CIDA should a post not be opened in Madagascar. It will be recalled that a very forceful case was put forward in favour of a Canadian presence in Madagascar and this was strongly supported inter-departmentally.

This raises the question of the redeployment proposed for locations where no Canadian mission now exists. As I indicated to you in my letter of April 29, CIDA attaches the highest priority to the establishment of a

.../2

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K1A 0G4

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Canadian presence in Madagascar. As I mentioned at that time, approval was given two years ago for the mounting of a \$20 million program in Madagascar and the introduction of that program was specifically coupled with a decision favouring the opening of an office in Tananarive. We are presently experiencing considerable difficulty in trying to implement the above program because of the lack of adequate representation in that country. It is clear to us that something must be done to alleviate this situation. While I understand that the opening of any new post over the next two years might be interpreted as being contrary to the current efforts at austerity, I am not convinced that alternative measures that might be taken on an interim basis to meet our program objectives would, in fact, be that much less costly. In this context I wonder whether the establishment of a "mini-post" or at least a "sub-office" as exists in other parts of Africa would not merit reconsideration. Another factor, which I believe demands a review of our presence in Madagascar, is the intended closing of the British Embassy in that country; thus, opening the whole question of consular protection for Canadians.

Concerning the "Additions to Post Establishments" for 1977/78 and your proposal that no "B" budget increments be recommended for FY 1977/78, this should not apply to the two CIDA positions in Nairobi and Guatemala since, as mentioned above, the position in Nairobi was to be filled this year but was deferred for austerity reasons. As our program in Latin America is steadily increasing, a good case has been made for an additional position in Guatemala and I agree that the latter could be looked at again next year.

Another question I would like to raise with you is the importance I attach to the appointment of officers with a development background to the Canadian missions covering international institutions. As I indicated to you in my letter of February 26, CIDA's multilateral budget now accounts for some 30% of Canada's total development assistance expenditure. Not only is this trend expected to continue, but it will be characterized by increasing complexity as multilateral institutions assume more responsibility for sorting out certain key policy matters and for assisting in the coordination of development assistance flows. As a result it is becoming increasingly important that our post be equipped with a degree of technical expertise in the field of development assistance. This expertise should be applied in an investigative and analytical manner, so that missions can play a more active role in ferreting out developments within the highly complex multilateral bureaucracies with which they deal. It is also very important that CIDA multilateral officers gain experience in missions responsible for multilateral institutions in order to be more effective in their work when they return to Ottawa.

In regard to your proposal to redeploy two additional FS man-years for the permanent mission in New York, which would be required during Canada's term on the Security Council, I agree that the positions will be required and that they be obtained as you have proposed.

Regarding the possibility of streamlining the country program review process, I agree that a lot of time and effort was put into this year's exercise, however, this was no doubt due to the necessity of weighing carefully the proposed cutbacks at some posts. In the future, rather than examine all posts as we

.../3

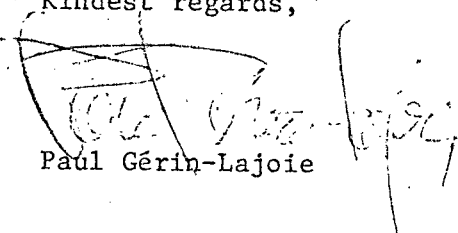
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did this year, a rotational approach could be considered where only one third of the posts would be given an indepth review in any one year.

I do hope that you will take into due consideration the comments and observations contained herein.

Kindest regards,


Paul Gérin-Lajoie



Canadian International
Development Agency

Agence canadienne de
développement international

President

Président

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NOT SEEN BY USSEA

April 29, 1976

✓ 12-3-CIDA	cc. PDM, PAA, POF
12-3-NM	POB, C/R, PAB, SAR

ACR
Done
13.5

Mr. Basil Robinson
Under-Secretary of State
for External Affairs
Lester B. Pearson Building
Sussex Drive
Ottawa, Ontario
K1A 0G2

Dear

I wish to acknowledge your letter of April 12 referring to the question of the opening of new posts abroad over the coming two years.

As you know, during the course of the ICER Review, CIDA indicated very clearly that we attached the highest priority to the establishment of a Canadian presence in Madagascar. Approval was given two years ago for the mounting of a \$20 million programme in Madagascar and the introduction of that programme was specifically coupled with a decision favouring the opening of an office in Tananarive. In our view then, such a step was an already determined priority.

In your recent letter you mention that the opening of any new posts over the next two years would be contrary to the current efforts at austerity and that some thought would have to be given to devising other measures that might be taken on an interim basis to meet programme objectives where no resident representation exists. Obviously, in the case of Madagascar, more travel to that country will be necessary during the coming year if we are to move ahead with the programme. In addition, to cover this gap in short run, we will have to resort to placing individual project managers in the field to a greater extent than was previously envisaged. Such managers would, in all probability, be recruited on contract and their work would be project-related only.

The above then seems to be one method which could be employed in meeting the situation during this period of austerity.

Yours sincerely,

Paul Gérin-Lajoie

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13.5, 3.6(us)

June 7/76
Recd. TB, PCD, POC
m 000439

cc: ICER

APR 14 1976

Department of External Affairs



Ministère des Affaires extérieures

Canada

OTTAWA, K1A 0G2

April 7, 1976

File: 3-10-5

12-3-CIDA

Dear Mr. Guérin,

Pursuant to your discussions with Mr. Sims and Mr. Howard of this Division on April 1, 1976, we would like to confirm with you by the present letter the administrative arrangements for the allocation of Official Hospitality funds to your personnel stationed abroad.

As we have been doing to date, we will continue to allocate funds to CIDA officers on the same basis as to officers of this Department of similar rank and programme responsibilities. We will now extend to your employees the use of the Programme Hospitality General Fund provided to all staff at a mission at the discretion of the Head of Post. This fund ensures maximum flexibility to programme staff in meeting changing requirements and unexpected programme support activities of an essential nature. In like fashion we will include CIDA officers in the total funds made available to posts for Hospitality Related Services.

We will advise you of all allocations made to CIDA officers and the portions of the PHGF and Hospitality Related Services funds which we anticipate may be drawn by your staff. We would suggest that, as at present, such claims as are submitted be charged to your agency. We will audit these claims in the same fashion claims of our staff are processed.

Yours sincerely,

W.T. WARDEN

W.T. Warden,
Director,
Staff Relations and
Compensation Division

Mr. Jean Guérin,
Deputy Director General,
Personnel Administration Branch,
Canadian International Development Agency,
Jackson Building,
Bank Street,
OTTAWA, Ontario,
K1A 0G4

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

Circulaire
APR 14 1976

TO
À W.T. Warden

FROM
De APR - R. Howard

REFERENCE
Référence

SUBJECT
Sujet Meeting with Jean Guérin and Deputy
Director General Personnel CIDA on
Official Hospitality - April 1, 1976

SECURITY
Sécurité CONFIDENTIAL
PERSONNEL MANAGEMENT

DATE April 7, 1976

NUMBER
Numéro

FILE	12-3 CIDA.	DOSSIER
OTTAWA	3-10-5	
MISSION		

ENCLOSURES
Annexes

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ICER

At the request of this division, Mr. Guérin met to discuss the allocation of Official Hospitality Funds to CIDA officers by External Affairs.

2. The operation of the current system including the use of the Servant Point Index and the Guide Number was explained and an example (New Delhi) of its operation given.

3. Mr. Guérin expressed concern at the effect of the application of the Servant Point Index but accepted its logic and the consequences for his personnel. He indicated that CIDA management was intending to formalize their budget planning system for Official Hospitality and would be amenable to our continued administration of their officers abroad according to the rules we apply to our own staff. We undertook, once the allocations have been completed, to meet with him and review in detail all cases concerning his programme staff.

4. We discussed the growth of the Programme Hospitality General Fund and the philosophy behind and the aggregation of funds for Hospitality it Related Services. He said he would be interested in the integration of CIDA officers into this system and would either provide funds or accept charges as was most convenient. This would hold both for L.O. 13413 and L.O. 13405.

--- 5. We would propose to send the attached letter to Mr. Guérin confirming our understanding if you agree. Mr. Guérin will himself be going abroad this summer and we presume the changeover will effect the not implementation of such an administrative integration.

R. N. HOWARD

Staff Relations and
Compensation Division



Canadian International Development Agency
Agence canadienne de développement international

Mr. P. S. Brown
Circulate & file
APB

✓ 12-3-CIDA
12-3-India

CONFIDENTIAL

April 1st, 1976

Mr. Gordon Brown
Director
Inspection Service
Department of External Affairs
Lester B Pearson Bldg
125 Sussex Drive
K1A 0G2

Your file Votre référence

Our file Notre référence 220/468-6

Dear *Gordon*

We have read your report on the 'Development Assistance Programme' (pps 17-19) which was part of your brief during the inspection visit to the Post in New Delhi and would like to offer some comments on a paragraph by paragraph basis. No comment signifies unqualified agreement with your observations.

Para 1

The aid section may become more than marginally involved with Bhutan as we understand that Rod Haney has taken over coverage of this country from Bill Jenkyns. CIDA/NGO activity could increase if GOI permits it and if Haney maintains the same intensity of visits as his predecessor, an activity we would discourage.

Para 2

We cannot comment meaningfully on the support man-years but their sum seems consistent with the work levels of programme man-years compared to other Post functions.

We would like to suggest that in future, the Post should attempt to quantify programme and support time devoted to Nepal, specifically for the aid programme but also perhaps, for trade, general relations and consular.

In terms of career development for CIDA officers and maybe other officers, it would seem desirable to us that they should have some limited opportunities for involvement in areas other than their specialties provided these do not interfere with their primary tasks or result in a reduction of programme time. However, we recognize that the size of the Post and the complexities of operations may not permit the same flexibility as smaller missions.

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- 2 -

Para 3

We cannot agree that future full-scale programme content would differ significantly from the past nor even the present. There is no reason to believe that we shall not participate in large-scale projects; on the contrary, if we are to devote any significant proportion of the programme to agriculture, it would mean involvement in the most labour intensive and frustrating sector of all.

For now, we could not accept a further reduction in programme years for the following reasons: first, we assume that within less than a year, new commitment activities will be permitted to some degree and this will require intensive planning; second, the more critical analysis and evaluation we shall be requiring in future will require more time for macro-economic analysis; third, the Nepal programme while small, will require more frequent travel, particularly when we begin to field experts.

Para 6

We don't know how much time is devoted to NGO projects in the mission but we are concerned lest it be disproportionate to the bilateral programme and other aid activities. There is an opportunity cost attached to time as planning or evaluating modest projects are often as time consuming as large projects, probably more in fact as NGO projects tend to be in more remote places.

Para 8

A small correction: - the IPF for Nepal is set for \$25 million instead of \$22 million.

It is certain that an expanded programme in Nepal will place an additional administrative burden on the Post. The possibilities of engaging a Nepalese as a chief project administrator is under consideration as well as the other possibility of using a Canadian contract programme officer. Other variations of the sort may also be envisaged but all should be considered if, as and when the programme establishes a need. Also, some experimentation should indicate what option works best with the hopeful result that pressure for the establishment of a Canadian presence in Kathmandu will not increase.

Para 9

We understand that the budget for aid related travel done by the External Affairs officers was eventually replenished. Given that the Development Assistance Programme is the central activity of the Post and that the latter is proposing a reduction in reporting on the domestic scheme which ought to

...3

- 3 -

Para 9 (Cont'd)

lessen the need for travel, it seems to us that the Post should allocate its travel budget accordingly if they are to be consistent in their objectives and the means to carry them out.

While it is true that the External Affairs officers in question are working on behalf of CIDA, if too great a burden is imposed on the External travel budget, we might be prepared to offer a planning officer to fill one of the positions as in the recent past. As for costs related to locally engaged officers, this would have to be referred to ICER as we understand that External Affairs undertook in the past to cover such expenses.

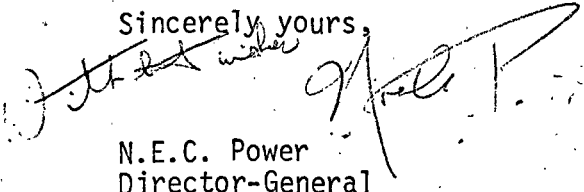
We are sure that you will agree that funding CIDA officer's travel costs from headquarters' budget offers too many advantages to the objectives of the Post to wish to restrict them and more so that the administrative burden of planning and administering them falls on us rather than the mission. The flexibility of being able to move at will, subject to the agreement of the Head of Post, is an invaluable tool in planning and implementing projects. Perhaps External Affairs might like to consider a similar arrangement for their officers.

Para 10

We plead guilty to overclassification of telexes in the past and have taken the problem in hand.

While we have responded at great length to the report of your team, we would hope that our comments would not be taken as a criticism of the team's report. Rather, we appreciate the opportunity of being able to add to the value of a document which we find most useful, and more so if this assists in improving the quality of service we obtain from the Post which we already find to be outstanding in performance, particularly under the trying and difficult circumstances which now prevail.

Sincerely yours,

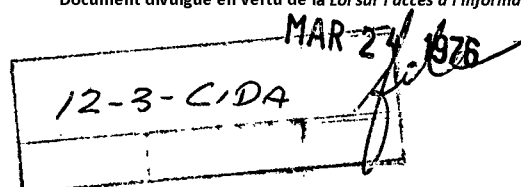

N.E.C. Power
Director-General
Asia Division

c.c. Mr. P.F. Brady (ICER)
Mr. R. Clark (GPS)
Mr. E.J. Bergbusch (ECD)



Canadian International
Development Agency

Agence canadienne de
développement international



March 22, 1976

Mr. A. D. Ross
Secretary
Interdepartmental Committee on
External Relations
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario
K1A 0G2

Your file Votre référence

Our file Notre référence

Dear *Andy* :

I do want to thank you for your recent letter in which you informed us that the ICER Secretariat is now circulating the mini-post study to all departments and agencies concerned with foreign operations.

I would like to take this opportunity to compliment the staff of the Secretariat on the very thoughtful and informative draft paper which has been prepared on this subject. The concept of the mini-post is one which has a great deal of attraction for CIDA and we are in general agreement with the principal characteristics you have outlined in the report as set out on pages 10 to 13 of your document.

As you will know, officials of this agency have been discussing this paper with Mr. Brady of the Secretariat, and I should mention that there are one or two points which might, in our view, bear further examination. I am thinking in particular of paragraph 6 on page 11 referring to the level and experience required and the question of allowances as set out on page 12.

We strongly favour the mini-post concept as it is evident to us that the concept embraces a most economical approach, particularly at a time of restraint in government expenditure. Related to this concept is, of course, the notion of a small development office responsible for the management of the aid programme which has already been shown to be most effective. I am thinking of the offices established in Naimey, Ouagadougou and, initially, in Bangladesh. To our way of thinking, it would be undesirable to arrest any further expansion of these facilities, where a need can be proven, pending the growth of other interdepartmental requirements that might justify the opening of a full fledged embassy.

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.../2

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- 2 -

As strongly argued during the current ICER discussion, a particular case can be made in favour of the opening of a mini-post or, failing that, a development office in Madagascar. In this connection, I would like to stress that approval was given two years ago for the mounting of a 20 million dollar programme in Madagascar. The introduction of that programme was specifically coupled with a decision favouring the opening of an office in that country. Such a step has not yet been taken but, from our point of view, it continues to be a very high priority.

During the current ICER review CIDA also emphasized the need for some kind of Canadian presence in Lomé, Togo, and proposed that the officer responsible for the development assistance programme in Togo and Benin be moved from the post in Accra to Lomé.

As far as other posts are concerned, Nepal and Burma are two countries I might flag for your attention which have during the past two years been receiving increased allocations. CIDA has, however, indicated that it would tailor its programme for those countries in accordance with existing administrative capacities at the posts in Delhi and Bangkok. As indicated above, Madagascar is, however, viewed in CIDA as an exception as it represents a decision already taken and badly needed, but not as yet realized. With respect to possible other mini-posts, we are not in a position at the moment to identify any others, but we may well be drawing cases to your attention as we continue with the study of the mini-post concept.

I do want to express our appreciation to you for making a copy of this paper available to us and we look forward to further discussions with the Secretariat on this important subject.

Yours sincerely,



Bruce M. Williams
Executive Vice-President

cc New posts

FEB 10 1976

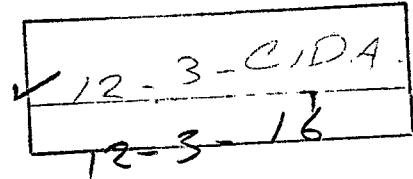


Canadian International
Development Agency

Agence canadienne de
développement international

President

Président



Mr. H.B. Robinson
Chairman
Interdepartmental Committee
on External Relations
L.B. Pearson Building
Ottawa K1A 0G2

Dear Mr. Robinson:

Review of Style and Manner of
Conducting Foreign Operations

Thank you so much for your letter of January 30, in which you described the objectives of the special study being undertaken by ICER concerning the style and manner in which foreign operations are conducted. In your letter, you asked each department to nominate an officer to serve as a point of contact and source of information for this review.

I am very pleased to be able to nominate Mr. T.M. Glavin, the Director of the Evaluation Division in Policy Branch (telephone 996-0398), to act as the liaison officer for this review.

I do want to assure you that CIDA is most anxious to participate in this important review.

Yours sincerely,

Paul Gérin-Lajoie



Canadian International
Development Agency

Agence canadienne de
développement international

President

Président

12-3-CIDA

CONFIDENTIAL

NOT SEEN BY USSEA

February 9, 1976

PDM/ FOR ACTION
cc: PDM PDB PDG PDF PDA SAR PAG
ECP ECD AGR One

H. 10.2.76.

Mr. H. B. Robinson
Chairman
Interdepartmental Committee
on External Relations
L.B. Pearson Building
Ottawa KIA 0G2

Dear Mr. Robinson:

Thank you very much for your letter of February 4 referring to the forthcoming ICER review and the need to have some indication of where departments believe reductions can be made in programme staff during 1976/77.

In paragraph (c) of your letter, you asked agencies with only one or a few programme staff in the posts concerned to examine the continued value of these positions and examine as well the possibility of alternative arrangements for managing their activities abroad. We have examined all aid positions abroad including the 53 positions presently being filled by CIDA staff and we find that this request for restraint comes at a particularly difficult time in the development of the overall CIDA programme in that the programme is forecast to increase in 1976/77 and in the four years to follow as well. Furthermore, it is clearly evident that CIDA activities are increasing not only in volume but in complexity as well bearing in mind the new thrusts of the Strategy which has recently been approved to guide the programme over the coming years.

With the above in mind, we have given the most careful consideration to possible ways and means of making the most efficient use of the staff available. More specifically, as far as aid positions which are presently allocated for CIDA staffing are concerned, we have decided not to proceed with the filling of the third position in Tunis where we have previously posted an agriculture adviser. With respect to the Caribbean area, it is possible that some reduction might be made at the post in Barbados by reducing the CIDA staff from 4 to 3 man years by arranging for the leave of absence and secondment of one officer to the Caribbean Development Bank. This saving of one man year would depend upon whether or not such an arrangement could be brought

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- 2 -

to a successful conclusion and whether the other officers at the post could absorb the work load involved. These are, of course, only marginal savings. Arrangements of the kind existing at the Barbados post could perhaps be introduced elsewhere if we could organize our aid administration along lines which cross post accreditations as was suggested by CIDA a number of years ago.

On a global basis, we would also hope to achieve some saving in man years by deferring requests for additional positions for 1976/77 which we originally planned to put forward in such countries as Zambia, South Africa, Peru and Guatemala, as well as in a number of other areas where the programme is growing. There are one or two other changes which could also be made by re-deploying a man year from posts where the programme is being reduced to posts which now on balance have a higher priority.

In addition, we would also want to examine very closely, in the context of the ICER review, certain fractional man years in the larger posts (such as India, Nigeria, Tunisia and Barbados) covered by "generalized" man years with staff from other departments. These alternative arrangements for conserving aid positions appear to us to be the most appropriate way of dealing with the present situation during a period of restraint bearing in mind the emphasis on the need for a more professional handling of the large development assistance programmes which are being, or which will be mounted over the coming two years. As we indicated to you in an earlier letter, these expanding programmes will require the most careful management as well as a good deal of analytical and appraisal work, particularly at the preparatory stage. As we pointed out, another reason why we attach such high priority to the need for qualified personnel to manage CIDA programmes is the increasing parliamentary and public scrutiny which will undoubtedly be brought to bear on the development assistance programme in the future. We realize, at the same time, that if the fractional man years being filled by officers from other departments are reduced, this will mean an increase in the already heavy work load being carried out by CIDA officers abroad.

The above then represents our thoughts as to how we can best respond to your request for restraint in managing the aid programme over the coming year.

Yours sincerely,



Paul Gérin-Lajoie



Canadian International
Development Agency

Agence canadienne de
développement international

12-3-CIDA

January 28, 1976

Mr. A. D. Ross
Secretary
Interdepartmental Committee
on External Relations
Lester B. Pearson Building
125 Sussex Drive
Ottawa KIA 0G2

Your file Votre référence

Our file Notre référence

Andy
Dear Mr. ~~Ross~~.

In the ICER memorandum of January 21, you asked departments and agencies to prepare a brief position paper setting out the objectives, priorities and other information concerning the programmes for which they have primary responsibility.

You will find attached to this letter a copy of the position paper prepared by CIDA together with a letter to Mr. Richardson relating to the review which CIDA has made of missions in the countries which host Canada's ten largest posts. As you will note, the post which is of primary concern to CIDA in this review of the ten countries is Delhi.

As requested earlier, CIDA has forwarded to Mr. Richardson, with the letter dated January 27 from Mr. Bruce Williams, a copy of the position paper we are submitting to you with this letter.

Yours sincerely,

N.E.C. Power
N.E.C. Power
Program Coordinator

Attmts:

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CANADA'S INTERNATIONAL DEVELOPMENT ASSISTANCE PROGRAM

(1976 and onwards)

GLOBAL PRIORITIES AND OBJECTIVES

The Government's concerns with the issues of a New Economic Order and Food have together been ranked as priority issues affecting Canada's external operations.

A prime responsibility will be accorded to CIDA for implementation of the Government's policies and decisions in these areas. The main theme of New Economic Order issues is that the wealth of the world should be more equitably shared by adjustments to a variety of international instruments as well as by increasing flows of traditional bilateral and multilateral development assistance. The priority concerning Food will depend in part upon CIDA's ability to provide aid to famine areas of the world as well as assistance to increase food production in the LDC's.

With approval by Cabinet in 1975 of the "Strategy for International Development Co-operation, 1975-80", CIDA has received clear and explicit directions on the thrusts, principles, and policies that will guide Canada's development co-operation.

CIDA's over-riding priority and objective, therefore, is to discharge this mandate with the utmost effectiveness.

POLICIES OF THE "STRATEGY"

The seven basic themes which crystalize the 21 points of the Strategy, and their implications, are set out below:

1. A comprehensive and organic approach will be taken in development co-operation in which the Government has undertaken to harmonize various external and domestic policies which have an impact on the LDC's and to use a variety of policy instruments in the trade, international monetary, and other fields to achieve international development objectives.

In this regard, CIDA as a member of various interdepartmental committees will actively bring to the attention of relevant departments the "multi-dimensionality" of true development co-operation and point out the effects of their present and alternative policies and programs on the developing countries.

2. The Canadian program will provide greater support to the self-development efforts of developing countries.
 - CIDA will continue intensively to analyze the level of development of LDC's, the country's commitment to development as reflected in its own development plans and allocation of resources
 - Although more labour-intensive administratively, CIDA will give preference to projects which emphasize self-reliance goals and which aim at the least privileged sections of the population.

- 2 -

3. The Government reaffirms its determination to steadily increase the level of Official Development Assistance to achieve the official U.N. figure of 0.7% of GNP.
 - the dollar value of CIDA's programs, which this year amounts to \$1.0 billion, will steadily increase and with it, the difficulties of planning and implementing efficient disbursements of development assistance.
4. CIDA will continue to utilize the usual channels for aid transfers but in a more flexible way.
 - Lines of credit, sectoral loans, local cost contributions and greater untying features are examples of more flexible aid transfer mechanisms. Although more difficult to monitor, nonetheless, the responsibility of CIDA to ensure proper utilization of funds in these channels is not reduced. New evaluative techniques, including increased on-site inspection must be employed.
5. CIDA's program will become more selective, focussing on the most crucial aspects of development and giving priority to the poorest developing countries.
 - The most crucial and urgent problems are also usually the most intractable. Greater selectivity will call for more acute analytic and programming techniques, including a more interventionist rather than reactive CIDA posture.
 - Priority to the poorest countries in many cases implies more programming to countries in which a Canadian Post has not been established. Innovative techniques will be required to ensure adequate servicing of aid objectives and programs is provided. Due to the lack of field offices, the demand for even higher professional treatment is required. Further, CIDA will need to compensate for the fact that generally the indigenous planning/administrative skills are also weakest in the poorest countries.
6. Transfer of resources will assume new forms, particularly with those countries benefitting from increased revenues.
 - EDC/CIDA lines of credit, N.G.O. programs, tri-partite arrangements, are examples of new innovations calling for a somewhat unknown and unfamiliar role for CIDA.
7. CIDA will encourage greater involvement of the Canadian community, strengthening participation by all sectors and providing an expanded flow of information on all dimensions of international development.
 - Already six provincial governments are providing support in international co-operation, whereas the mounting interests of Canadians and the business community in international development will require increased CIDA attention.

- 3 -

REGIONAL OBJECTIVES IN 1976/77 AND ONWARDS

The principal thrusts which CIDA forecasts in its area bilateral programs are as follows:

(a) Asia

Of the 14 specific Strategy points, ten are already covered by existing Asia program commitments. No major shifts are therefore forecast to this area, rather the program will deepen and intensify activities along present lines. All "program" countries are at the lower end of the developmental scale and priority is given to projects and programs which meet the basic needs of the populations. Apart from a large component of food aid, as pledged at the World Food Conference, the Asia program will continue to focus increasingly on the agricultural and rural development sectors. This thrust has definite implications for local cost financing as well as particularly demanding work to identify and develop projects in which Canada's restricted capabilities in this field intersect with the LDC's wide range of needs.

More automatic transfer mechanisms by CIDA will continue to enhance the flexibility of the Asia programs; at the same time, however, a special intensive examination by CIDA and relevant Posts is planned to develop a more rigorous means of evaluating the effectiveness of food aid, commodity and other program aid loans to ensure target groups of the population are being reached.

In addition special attention will be placed on developing new forms of co-operation in Indonesia as well as tri-partite and multi-partite efforts in general.

Pakistan and Indonesia remain the most promising growth poles of Asia program. The planned re-activation of the India program along restricted lines will require close surveillance. Similarly, in Afghanistan, Burma and Nepal, multi-year programs are being developed which will require special care due to the lack of aid offices in these most needy countries.

(b) Commonwealth Africa

It is increasingly clear that the focus on agriculture/rural development sectors is a prerequisite to the promotion of social and economic development throughout "Commonwealth Africa". This thrust for CIDA program, approved last year, will therefore accelerate. At the same time rural development projects necessitate increased untying for local cost support whereas the agriculture program has been experiencing severe difficulties in obtaining Canadian-sourced expertise and resources. As a possible solution to this problem increased use of multilateral organizations such as the UNDP, the Ford and Rockefeller Foundations, will be attempted within the bilateral program.

- 4 -

The Africa program also intends to increase its support to strong development banks and institutions in the recipient countries on a sectorally defined basis.

Rural development undertakings are, by definition, labour intensive from the point of view of project identification, development and administration. Moreover, an increasing concentration in the poorer countries - irrespective of sector, requires more labour-intensive CIDA operation in recognition of the shortages of trained manpower in such countries.

The level of activity will grow markedly over the next two years, moving from \$93.0 million in 1975/76 to a projected /165.0 million in 1977/78. Major expansion is occurring particularly in the Zambia program.

(c) Caribbean

Traditionally the emphasis of the Caribbean program has been highly biased towards the provision of basic infrastructure and technical assistance in education, water development, transportation and to a lesser extent, agriculture. It is clear that there will be a marked trend in the future away from the provision of basic infrastructure towards placing considerably more emphasis upon the technical assistance aspects of the traditional sectors and much further concentration on the development of agricultural programs.

The CIDA program has increasingly recognized the regional aspects of the area and it is likely that the regional approach to development planning will be intensified in the future. Development of a more regional focus takes the form of further institution building or more co-operative efforts on a specific problem-oriented basis. Over the next year, CIDA will concentrate a good deal of effort to determine and evaluate the implications of existing regional institutions and the potentials that exist for a more concentrated aid program in a regional form. As part of this comprehensive review, the developmental position of each Caribbean country will be examined with respect to eligibility for Canadian assistance including consideration of possible new forms of co-operation with the LDC's in a regional context.

(d) Afrique Francophone

La Direction de l'Afrique francophone a déjà commencée et va continuer avec acharnement la mise en oeuvre des points de la stratégie 1975/80 qui s'appliquent tout particulièrement à cette région. Ces efforts de mise en oeuvre se seront à la lumière de deux principes-directeurs:

1. chacune des quatre directions de l'Afrique francophone à des caractéristiques particulières dont la programmation devra tenir compte.
2. il faudra rapprocher notre programmation de nos capacités administratives.

- 5 -

Dans ce contexte, nous mettrons en oeuvre de nouvelles modalités de coopération avec les pays du Maghreb, visant d'une part à tenir compte de leur meilleure situation économique et d'autre part à mieux utiliser leurs ressources humaines en leur déléguant la planification et la mise en oeuvre des projets. De plus des possibilités de coopération tripartite ont déjà été dégagées et des discussions vont se poursuivre dans les mois à venir pour maximiser l'assistance canadienne en conjonction avec les ressources financières des pays de l'OPEP.

Nous recontrons des problèmes de ressources canadiennes extrêmement sérieux surtout dans les domaines de la production alimentaire et du développement rural; nous en sommes venus à la conclusion qu'il est nécessaire de créer une Banque de ressources humaines canadiennes dans ces secteurs qui pourrait récupérer nos coopérants dès la fin de leur contrat et les recycler à la disposition de nouveaux projets.

(e) Amérique Latine

Les politiques économiques dans plusieurs pays ont démontré flexibilité et imagination dans l'usage d'instruments variés. Ceci a joué un rôle décisif pour atteindre des résultats favorables malgré des conditions externes défavorables.

Le programme d'aide de l'ACDI sera concentré dans les pays les plus démunis: Haiti, El Salvador, Honduras et sera accentué dans les secteurs d'agriculture et de développement rural. La coopération avec les organismes régionaux (Pacte Andin, I.I.C.A. et autres) à caractère de développement se verra relancée.

Parmis les mécanismes susceptibles à produire les meilleurs résultats de développement, on souligne une proportion croissante des prêts dans le budget global de l'Amérique latine (3/7/30 pour Pérou, Colombie, Cuba et Brésil; 0/10/50 pour les autres pays. Des lignes de crédit seront proposées à tous les pays-programmes. Une coopération tri-partite (Canada, Venezuela, Honduras) déjà approuvée sera mise en marche. Le financement de couts locaux jusqu'à 60% touchera les projets à caractère rural dans les pays les moins développés.

- 6 -

CONCLUSION

The Strategy 1975/80 as a base document, provides a clear and Cabinet-approved mandate to CIDA to implement significant new policies and programs which relate directly to the priority areas of Canada's external operations. Regional program objectives and priorities stemming from the Strategy guidelines, have been identified and will continue to be pursued. At the same time, it is recognized that severe constraints will be encountered both administratively and in programming terms during the implementation period which will call for the maximum effort of CIDA's current resources.

Various statistical data relevant to this program forecast have been attached for information purposes.

APPENDIX "D-2"
CANADIAN DEVELOPMENT ASSISTANCE PROGRAM

	1975/76 Approved Ceilings (\$ Million)			1976/77 Anticipated Disbursement (\$ Million)		
	Grants and Loans	Food Aid	Total	Grants and Loans	Food Aid (5)	Total
ASIA						
Afghanistan	--	--	--	3.0	0	3.0
Bangladesh	13.0	28.8	46.8	23.0	35.0	58.0
Burma	1.2	0	4.2	5.0	0	5.0
India	46.9	56.0	102.9	54.0	53.0	107.0
Indonesia	35.7	0	35.7	32.0	0	32.0
Nepal	1.0	0	1.0	3.5	0	3.5
Pakistan	46.9	0	46.9	53.0	0	53.0
Sri Lanka	5.5	1.9	7.4	9.0	0	9.0
Regional Fund	13.6	2.0	15.6	23.9	5.0	28.9
Sub Total	171.8	88.7	260.5	206.4	93.0	299.4
% of Total Bilateral	41.5	56.7	45.7	44.6	77.5	51.4
FRANCOPHONE AFRICA						
Algérie	10.0	0	10.0	5.0	0	5.0
Cameroun	5.0	0	5.0	7.0	0	7.0
Côte d'Ivoire	6.5	0	6.5	7.0	0	7.0
Maroc	4.0	0	4.0	--	0	--
Sahel (1)	10.0	7.6	17.6	18.0	3.0	21.0
Sénégal	6.5	0	6.5	7.0	0	7.0
Tunisie	10.0	0	10.0	22.5	0	22.5
Zaire	8.5	0	8.5	8.5	0	8.5
Regional Fund	18.1	0	18.1	25.0	2.5	27.5
Sub Total	78.6	7.6	86.2	100.0	5.5	105.5
% of Total Bilateral	19.0	4.8	15.1	21.7	4.6	18.1
COMMONWEALTH AFRICA						
B.L.S. (2)	9.0	0	9.0	10.0	0	10.0
Ghana	12.3	3.8	16.1	12.6	2.0	14.6
Kenya	10.5	0	10.5	14.7	0	14.7
Tanzania	20.0	2.9	22.9	18.0	5.0	23.0
Zambia	6.7	0	6.7	17.4*	0	17.4
Regional Fund (3)	27.9	0	27.9	32.3	3.5	35.8
Sub Total	86.4	6.7	93.1	105.0	10.5	115.5
% of Total Bilateral	20.9	4.3	16.3	22.8	8.8	19.8
LATIN AMERICA						
Colombia	5.7	0	5.7	2.6	0	2.6
El Salvador	1.0	0	1.0	1.2	0	1.2
Guatemala	0.4	0	0.4	0.2	0	0.2
Haiti	3.3	0	3.3	1.3	0.5	1.8
Honduras	1.5	0.5	2.0	0.1	0.5	0.6
Peru	6.0	0	6.0	3.0	0	3.0
Regional Fund (4)	21.4	0	21.4	13.6	0	13.6
Sub Total	39.3	0.5	39.8	22.0	1.0	23.0
% of Total Bilateral	9.5	0.3	7.0	4.8	0.8	4.0
CARIBBEAN						
Belize	1.9	0	1.9	0.5	0	0.5
Guyana	5.3	0	5.3	2.5	0	2.5
Jamaica	4.0	0	4.0	3.4	0	3.4
Leeward/Windwards	13.3	0	13.3	8.6	0	8.6
Regional Fund	5.9	0	5.9	7.0	0	7.0
Sub Total	30.4	0	30.4	22.0	0	22.0
% of Total Bilateral	7.3	0	5.3	4.8	0	3.8
BILATERAL RESERVE						
	7.5	53.0	60.5	6.8	10.0	16.8
% of Total Bilateral	1.8	33.9	10.6	1.5	8.3	2.9
TOTAL BILATERAL	414.0	156.5	570.5	462.2	120.0	582.2

NOTES:

- (1) Sahel includes: Haute Volta, Mali, Mauritanie, Niger and Tchad.
- (2) B.L.S. includes: Botswana, Lesotho and Swaziland.
- (3) Commonwealth Africa Regional includes funding of projects for the EAC (East African Community).
- (4) Latin America Regional includes funds already committed to the BID (Interamerican Development Bank).
- (5) Food Aid amounts and allocations are tentative and will be finalized in a separate exercise. Final figures will appear in the final Memorandum to Cabinet.

APPENDIX "A "

CONFIDENTIAL

COUNTRY STATUS FOR 1976/77 AND WITHIN THE NEXT FIVE YEARS

A - RECOMMENDED STATUS FOR 1976/77

	<u>Program</u>	<u>Non-Program</u>	<u>Changes from 1975/76</u>
<u>CARIBBEAN</u>	* Belize Guyana Leewards/Windwards (1) * Jamaica	Barbados Trinidad & Tobago	A - From Program to non-Program Status: Maroc
<u>COMMONWEALTH AFRICA</u>	B.L.S. (2) Ghana Kenya Tanzania Zambia	** Ethiopia ** Malawi Mauritius Mozambique Nigeria Seychelles Sierra Leone ** Sudan Uganda	B - From non-Program to Program Status: Afghanistan C - New non-Program Status: Guinée Bissau Mozambique
<u>FRANCOPHONE AFRICA</u>	* Algérie Cameroun Côte d'Ivoire Sahel (3) Sénégal * Tunisie Zaire	Burundi Congo ** Dahomey Guinée Guinée Bissau ** Madagascar Maroc R.C.A. ** Rwanda ** Togo Gambia	
<u>LATIN AMERICA</u>	* Colombie El Salvador * Guatémala Haiti Honduras Pérou	** Bolivie Brazil Costa Rica Cuba République dominicaine Ecuador Nicaragua	
<u>ASIA</u>	Afghanistan Bangladesh Burma India Indonesia Nepal Pakistan Sri Lanka	Fiji ** Indochina (4) Malaysia Thailand Philippines	
<u>TOTAL 1976/77</u>	<u>30</u>	<u>34</u>	

B - ANTICIPATED CHANGES WITHIN THE NEXT FIVE YEARS

It is anticipated that Cabinet approval will be sought for the following country status changes within the next five years:

<u>** Anticipated Phase-in to Program Status</u>	<u>* Anticipated Phase-down to Non-Program Status</u>	<u>Anticipated new Non- Program Status</u>
Bolivia Dahomey Ethiopia Laos Madagascar Malawi Rwanda Sudan Togo	Algérie Belize Colombie Guatémala Jamaïque Pérou Tunisie	Angola Egypt Papua New Guinea Paraguay Somalia
<u>TOTAL</u>	<u>31</u>	<u>35</u>

- Notes: (1) Leewards/Windwards: the seven Leeward and Windward islands are considered as one program unit.
(2) B.L.S.: considered as one program unit with concentration on one country (Lesotho) and less emphasis on two (Botswana, Swaziland).
(3) Sahel: considered as one program unit with concentration on three countries (Haute Volta, Mali, Niger) and less emphasis on two (Mauritanie, Tchad).
(4) Indochina: considered as one unit and including Khmer Republic, Laos and Vietnam. There is a possibility for one of the country(Laos) to be recommended for program country status within the next five years.

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APPENDIX "D-1"

CANADIAN DEVELOPMENT ASSISTANCE PROGRAM
BILATERAL AID FUNDS - GRANTS AND LOANS
INDICATIVE PLANNING FIGURES FOR 1977/78 TO 1981/82 (1)

	1976-81 IPF		1977-82 IPF	
	Approved by Cabinet		Recommended for Approval	
	(\$ millions)	(%)	(\$ millions)	(%)
I. ASIA				
Afghanistan	--	--	25.0	1.3
Bangladesh	300.0	17.0	200.0	10.7
Burma	25.0	1.4	26.0	1.4
India	830.0	47.1	830.0	44.4
Indonesia	200.0	11.4	212.0	11.3
Nepal	15.0	.9	22.0	1.2
Pakistan	250.0	14.2	375.0	20.1
Sri Lanka	75.0	4.3	100.0	5.3
Regional Fund	65.0	3.7	80.0	4.3
Total Area	1760.0 (48.9%)	100.0	1870.0 (47.9%)	100.0
II. FRANCOPHONE AFRICA				
Algérie	40.0	5.4	40.0	5.1
Cameroun	70.0	9.4	80.0	10.1
Côte d'Ivoire	60.0	8.1	50.0	6.3
Maroc	45.0	6.1	--	--
Sahel (2)	140.0	18.9	175.0	22.1
Sénégal	50.0	6.8	50.0	6.3
Tunisie	100.0	13.5	100.0	12.7
Zaire	85.0	11.5	100.0	12.7
Regional Fund	150.0	20.3	195.0	24.7
Total Area	740.0 (20.5%)	100.0	790.0 (20.2%)	100.0
III. COMMONWEALTH AFRICA				
	(\$ millions)	(%)	(\$ millions)	(%)
B.L.S. (3)	45.0	6.7	70.0	8.5
Ghana	105.0	15.5	98.0	12.0
Kenya	105.0	15.5	107.0	13.0
Tanzania	140.0	20.7	140.0	17.1
Zambia	45.0	6.7	100.0	12.2
Regional Fund	235.0	34.9	305.0	37.2
Total Area	675.0 (18.8%)	100.0	820.0 (21.0%)	100.0
IV. COMMONWEALTH CARIBBEAN				
Belize	14.0	8.0	11.8	6.7
Guyana	27.5	15.7	22.0	12.6
Leewards/Windwards	63.0	36.0	47.0	26.9
Jamaica	22.5	12.9	18.3	10.4
Regional Fund	48.0	27.4	75.9	43.4
Total Area	175.0 (4.9%)	100.0	175.0 (4.5%)	100.0
V. LATIN AMERICA				
Colombia	38.0	15.2	33.5	13.4
El Salvador	15.0	6.0	20.0	8.0
Guatemala	5.0	2.0	7.0	2.8
Haiti	38.0	15.2	35.5	14.3
Honduras	18.0	7.2	31.5	12.7
Peru	40.0	16.0	42.0	16.9
Regional Fund (4)	96.0	38.4	79.5	31.9
Total Area	250.0 (6.9%)	100.0	249.0 (6.4%)	100.0

NOTES:

- (1) The indicative planning figures represent the intended levels of spending over the next 5 years, based upon the historic growth trends of the bilateral assistance program. The actual yearly disbursements would vary as the programs are planned and implemented and subject to the Cabinet approved spending levels for each year. The five-year indicative planning figures would be submitted to Cabinet for review in the annual Bilateral Allocations Memorandum.
- (2) Sahel includes: Haute Volta, Mali, Mauritanie, Niger and Tchad.
- (3) B.L.S. includes: Botswana, Lesotho and Swaziland.
- (4) Latin America Regional includes loan funds already committed under the Canadian Trust Fund with the Inter-American Development Bank (IDB).

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Canadian International
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Agence canadienne de
développement international

12-3-CIDA

January 28, 1976

Mr. J. C. Carruthers
Interdepartmental Committee
on External Relations
Lester B. Pearson Building
125 Sussex Drive
Ottawa KIA

Your file Votre référence

Our file Notre référence

Dear Mr. Carruthers:

In the ICER memorandum of January 21, you requested all departments and agencies to inform you of the names of those individuals who will be attending this year's ICER programme review.

As far as CIDA is concerned, I will be acting as programme coordinator and will be attending all the meetings along with Mr. Jean Guérin, the Deputy Director-General of Personnel. In addition, the Director General or Chief Planning Officer responsible for the development assistance programme in the area under review will also be attending.

Attached to this letter is a list of the Directors General and the Chief Planning Officers in CIDA, and I would be grateful if you could return to me a pass for each of these individuals.

Yours sincerely,

N.E.C. Power
Programme Coordinator

List of CIDA Participants in ICER Program Review

N.E.C. Power - CIDA Program Coordinator

J. Guérin

<u>Division</u>	<u>Director General</u>	<u>Chief Planning Officer</u>
<u>Asia</u>	N.E.C. Power	P. Krukowski
<u>Caribbean</u>	K. Johansen	B. Ross
<u>Commonwealth Africa</u>	B. R. Biddiscombe	K. Bezanson
<u>Francophone Africa</u>	P. Sicard	J.M. Metivier
<u>Latin America</u>	P. Tanguay	D. A. Donida



Canadian International
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développement international

12-3-CIDA

January 27, 1976

Mr. R. L. Richardson
Assistant Secretary of
the Treasury Board
Bell Canada Building
22nd Floor
Elgin Street
Ottawa, Ontario

Your file Votre référence

Our file Notre référence

Dear Mr. Richardson:

I am writing to you in response to Mr. Robinson's letter of January 9 requesting, in his capacity as Chairman of ICER, information for the review you are carrying out of the staffing of missions in the countries which host Canada's ten largest posts. In his letter Mr. Robinson asked departments with only one or a few programme staff in the ten countries listed to review the continued value of these positions and examine the possibility of alternative arrangements for staffing. It was requested that these findings be made available to you by January 28.

We have undertaken a careful review of the continued value of the two positions which CIDA fills in Delhi. It will be recalled that during the past year the development assistance programme in India has been operating under certain constraints because of the on-going nuclear negotiations. Nonetheless, it should be borne in mind that India remains the largest development assistance programme supported by CIDA and the disbursement level for this programme exceeds \$100 million annually. It is expected that during the coming fiscal year, disbursements will be at approximately the same level and, depending upon developments, could increase in 1977/78. Given the magnitude and complexity of developing an "agriculturally relatable" programme in India and the growth of a new programme in Nepal, we could not realistically propose any change in the allocation of CIDA staff in Delhi, nor are we in a position at this time to propose any alternative arrangements, unless, of course, other departments at the Mission with personnel engaged in development assistance work would wish to reallocate the man-years for which they are responsible. Within the context of the proposed 15% reduction, it is conceivable that some adjustment might be made in the fractional man-years devoted to the development assistance programme by other departments.

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122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

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- 2 -

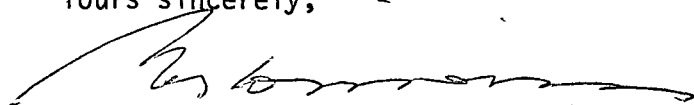
We have also reviewed the aid component of positions at posts in the United States, Britain, France, and Italy, and while none of these positions are staffed by CIDA personnel at the present time, we do not foresee that the work at these missions related to the development assistance programme could be reduced. If anything, we would see Canada's involvement in activities related to the New Economic Order and multilateral assistance generally increasing in the future.

In Mr. Robinson's letter, he also requested departments to examine manpower utilization at all posts abroad with a view to possible future savings and improvement in the effectiveness of operations over the next few years. We are carrying out this review and, while our findings are still at a preliminary stage, it is our impression that the effectiveness of CIDA programmes could be improved with a re-deployment of CIDA staff at certain missions. We will be discussing this re-deployment within the context of the forthcoming ICER programme review. In addition, it is also hoped that some savings might be achieved through a more careful utilization of the communications system and a rigorous review of the use of all travel funds.

As requested by Mr. Robinson, I am sending a copy of this letter to the ICER Secretariat together with the programme position paper which CIDA has been asked to complete. A copy of this position paper prepared for ICER is also being forwarded to you with this letter.

I can assure you that CIDA wishes to co-operate with you to the fullest extent possible in carrying out this review.

Yours sincerely,



Bruce M. Williams
Executive Vice-President

Department of External Affairs



Canada

Ministère des Affaires extérieures

CONFIDENTIAL

Ottawa, Ontario
K1A 0G2

January 15, 1976

12-3-CIDA

Dear Neil,

I wish to set out, prior to the opening of the aid allocations round in ICDA, some of the major issues which this Department will pursue in the forthcoming discussions. We are glad to see that the documentation has been prepared in a clear and orderly way and that it has been made available to the interdepartmental community early enough to give time for reflection on the issues raised by CIDA's proposals.

We are entering the first round of discussions on aid allocations since the adoption of the Strategy for International Development Cooperation. We consider it particularly important that the Strategy be used as the basic for decisions on allocations and on forward planning, and we believe that the Strategy should facilitate a greater degree of discipline and order in the aid programme than has been possible in the past.

*with on
resources*

The Government is facing, as CIDA is well aware, a period of austerity in public spending. This Department will be operating under some limitations in this context and Canada's official representation abroad will be affected. In relation to this Department's responsibilities for Canadian representation abroad the Minister has decided that in the forthcoming allocations round no programme decisions should be taken which would have the effect of increasing the administrative and financial burden in posts abroad unless reductions in activity elsewhere allow the transfer of resources to meet these additional support requirements. He has further decided that no programme recommendations should be made which require or would lead to a requirement for an Embassy or other Canadian Government office to be established where none now exists, until and unless approval has been obtained for such a post through the normal process of establishing post opening priorities and the resources have been earmarked for it.

*ICER
not*

Mr. Neil Overend
Vice-President
Bilateral Programs Branch
CIDA
Ottawa

.../2

We have noted that in your bilateral overview and draft allocations memorandum you have proposed that Cabinet approve disbursement ceilings on an area basis rather than on a country basis as was the case last year. We realize the difficulties inherent in a programme which must live within limits of a maximum deviation of plus or minus 10 per cent from country norms. We consider, however, that it is essential for Cabinet to have an opportunity to pass judgement on disbursement ceilings on a country by country basis. The practice in the past fiscal year, in which the Minister was consulted on possible deviations beyond 10 per cent for specific countries, would not seem to constitute an unreasonable burden for CIDA. In our view, such a practice constitutes a useful monitoring mechanism for the bilateral programme as a whole. We believe that there would be too much flexibility among countries within areas if Cabinet decided on the gross area disbursement figures only. The annual allocations are, apart from the overall level of the programme, the main aid-policy issue which Ministers deal with during the year.

You have pointed out in your bilateral overview and allocations memorandum that Ministers should focus their attention on the indicative planning figures (IPFs) for programme countries. We believe that discussion of the IPFs interdepartmentally in ICDA and among Ministers is most useful in shaping future directions in the aid programme. We have some general comments on the use of the IPFs. Our first concern is that if Ministers focus only on IPFs and not on country disbursement ceilings they would be focussing only on figures which in absolute terms may not be realized given uncertainties as to the growth patterns of CIDA's budget and the share of that budget which may be allocated to bilateral channels. A second general point on IPFs is that we do not consider that the forward planning authority deriving from these figures should extend to the making of commitments with other countries which would prejudice unduly the future shape of the programme. We have a problem with the frequent reference in the bilateral overview and the area overviews to "commitments". This concept appears to be used in varying ways so that, by one interpretation at least, CIDA appears to be committed in 1976 as to how it will spend the full amount of funds which it will have at its disposal during that time.

The regional funds for each of the five geographic areas are of particular importance from a political perspective because they constitute the channel for bilateral assistance to non-programme countries. We consider that it would be useful for Cabinet to have an additional annex to the aid allocations memorandum which would give a breakdown of the disbursement of regional funds during fiscal year 1975/76 and, on a purely indicative basis, planned disbursements for such funds for fiscal year 1976/77. In the memorandum Cabinet would not be asked to pass judgement on these figures which would be made available simply for the information of Ministers.

We now turn to certain specific bilateral proposals put forth by CIDA for the ICDA discussions. On India we are faced with a difficult situation and d'Iberville Fortier is writing to you separately on this issue. Some figures will have to be given for the India programme in the allocations memorandum, while the overall programme of assistance to India is still under review and negotiations on the nuclear issue will be continuing through

February. We consider that we should proceed in the following way. A memorandum to Cabinet should be prepared which would deal with Canada's overall relationship with India: political, nuclear, economic and developmental. This separate memorandum would go to Cabinet in parallel with the allocations memorandum. The two memoranda would be consistent in terms of their recommendations on the nature and scope of any eventual development assistance programme in India. We believe that this would be the most orderly and appropriate way to present Cabinet with the choices on relations with India and on the review of the aid programme in India in particular.

We have noted that you have listed Indochina as a single unit among the non-programme countries. We would not favour dealing with Indochina in this way, preferring to break it into three components: Viet Nam (on the assumption that North and South Viet Nam will re-unite), Laos and Cambodia. Viet Nam and Laos would be listed as non-programme countries. No indication should be given that Laos will become a programme country within the next five years. Last year's decision to upgrade Laos to programme status by 1980 was taken in a different political context and we would consider that no indication of future programme status for Laos should be given at this time. Development assistance to Laos and Viet Nam has been limited to humanitarian assistance through multilateral institutions and some non-governmental organizations. We would consider that assistance should continue to be limited to this form for the present.

We do not favour the elevation of Afghanistan to programme status. We are, of course, aware that point 8 of the Strategy gives priority to the poorest developing countries and we support this principle. We do not believe, however, that this requires that Canada have programmes in all of the poorest developing countries and we question whether any significant Canadian interests would be served by having a programme in Afghanistan. A further factor of concern to us is that there is no resident Canadian mission in Afghanistan nor is there likely to be one in the foreseeable future.

Egypt is listed as a country for which non-programme status will be sought within the next five years. This Department considers it important that Egypt be given non-programme status in 1976/77. Without arguing the case in detail, Egypt remains one of the poorest countries in the world and Canadian interests would in our view be served by modest technical assistance projects in Egypt, by small projects under the Mission Administered Fund Programme and possibly through tripartite cooperation. As you know the Minister has expressed his wish to accord Egypt non-programme status this year.


In the 1975 allocations discussions it was agreed that Morocco, Tunisia and Algeria would be reduced from programme to non-programme status by 1980. CIDA has now proposed that Morocco become a non-programme country this year. We consider that Morocco, which in fact is poorer than Tunisia and Algeria in terms of GNP per capita, should be phased down to non-programme status over a longer period of time in parallel with the phasing down of the programme in Algeria and Tunisia. The phasing down of Morocco in one year would seem to constitute too abrupt a transition.

- 4 -

CONFIDENTIAL

We shall have other issues to put forward on the question of eligibility and on the programme or non-programme status of several other countries. These will be raised in the context of some of the points which we have outlined above as to the status of specific countries. The views which we have summarized here will be presented at the outset of the ICDA discussions and during the meetings on specific geographic areas. I intend, after the wrap up meeting on February 3, to write to you again outlining the positions which this Department has taken in the ICDA discussions and the way in which we would like to see our views taken into account in a revised draft allocations memorandum.

Yours, BERGBUSCH



E. J. Bergbusch

Director

Aid & Development Division

cc: Mr. F. Petrie
Industry, Trade and Commerce

Mr. E. Neufeld
Department of Finance

Mr. G. Mathieu
Treasury Board

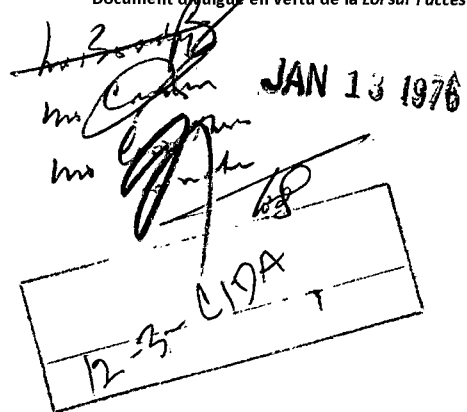
Miss S. Plouffe
International Development Research Centre

Bank of Canada



Canadian International
Development Agency

Agence canadienne de
développement international



January 12, 1976

Your file Votre référence

Our file Notre référence

Mr. A.D. Ross
Secretary
Interdepartmental Committee on
External Relations
Block A7-130
Lester B. Pearson Building
Ottawa K1A 0G2

Dear Andy,

As you know, CIDA is very much looking forward to participating in the ICER meetings concerning the staffing of overseas posts scheduled to begin at the end of January.

I understand the first meeting will take place on January 26, but that this is subject to confirmation. The purpose of this letter is to inform you that Noble Power, the Director General of Asia Division, and Jean Guérin, Deputy Director General of Personnel Division, will represent CIDA during this year's round of meetings. It is proposed that Messrs. Power and Guérin attend all of the sessions, with a view to ensuring a high degree of continuity with regard to CIDA participation in the discussions.

The various divisions in CIDA are currently preparing the necessary documentation, and I understand that Mr. Power has already been in touch with Mr. Brady of the Secretariat.

Yours sincerely,

Bruce M. Williams
Executive Vice-President

for coordination - CIDA

CONFIDENTIAL

MB

January 6, 1976

23-3-76

VU PAR LE MINISTRE
SIGNÉ BY THE MINISTER
AJM 9.1.76 "YES"

MEMORANDUM FOR THE MINISTER

12-3-CIDA

SUBJECT: CIDA Allocations and Austerity

You will recall that we recently had occasion to discuss some of the problems which occur when programme decisions are taken without reference to the resulting support service budgetary costs.

In January the Interdepartmental Committee on Development Assistance will consider the nature and size of Canada's bilateral assistance allocations in developing countries for 1976/77. While CIDA's budget estimates for 1976/77 have been cut by the Treasury Board, CIDA's programme for the coming year is still expanding by 11%. Given the constraints regarding manpower and programme support resources under which this Department will be operating, I believe that an important consideration in External Affairs' input into the ICDA discussions will be the requirement to keep to an absolute minimum any increase in demands by the aid programme upon resources at posts abroad.

If you agree, I will ask External Affairs' representatives in the allocations negotiations to take the position that no programme decisions should be taken which would have the effect of increasing the administrative and financial burden in posts abroad unless reductions in activity elsewhere allow the transfer of resources to meet these additional support requirements. No programme commitments should be made which require or would lead to a re-

.../2

6.1.34(us)

- 2 -

CONFIDENTIAL

quirement for an embassy or other Canadian government office where none now exists until and unless approval has been obtained for such a post through the normal process of establishing post opening priorities and the resources have been earmarked for it. *myl*

Do you concur?

apm
9.1.76

*If so, we shall
inform CIDA in
advance of the
negotiations
L*

pm
H.B.R.

12-3-CIDA-RECEIVED
✓ 12-3-CIDA
NOV 18 1975

UNCLASSIFIED

FM SJOSE WWAP0789 NOV 17/75

TO CIDAOTT/OVEREND

INFO EXTOTT GWL CIDAOTT/DAL ITCOTT/ICS TBOTT/DIRECTOR MANDIOTT/ADM/
IMMIG MXICO

BH GTMLA DE SJS

DISTR PCSI ICER AFPC ECD APO

REF OURTEL 0670 OCT9 GTMLA TEL 0609 NOV 12

--REDEPLOYMENT PM (AID) POSITION

AGREE THAT UNTIL CIDA REGL AND BILATERAL PROGRAM ALLOCATIONS
AND PREDICTED DISBURSEMENTS FINALIZED AND FAILING BETTER ALTERNATIVE
CRITERIA DIFFICULT ACCURATELY FORECAST PROBABLE WORKLOAD. GIVEN THAT
ONLY RECENTLY SERIOUSLY INVESTIGATING POSSIBILITIES PROGRAMMES
WITH REGIONAL INSTITUTIONS WE PREDICT UNLIKELY THAT REGIONAL PROG
WILL BECOME SIGNIFICANT FACTOR IN WORKLOAD VIS A VIS BILATERAL PROG
IN IMMED FUTURE. FACT REMAINS THAT REGARDLESS PRECISE FINAL BREAKDOWN
PROBABLY AT LEAST 85 PCT TOTAL CIDA WORKLOAD WILL REMAIN IN SALV,
HOND, NIC AND CRICA WHICH AT THIS TIME STILL REMAIN RESPONSIBILITY
THIS EMBASSY.

2. LIKELY HIGH INCREASE CONSULAR ACTIVITY ALSO IMPORTANT ISSUE FOR
THIS POST GIVEN CLOSURE EMBS IN HOND AND NIC, FULL IMPACT OF WHICH
WE HAVE YET TO ASSESS. EVEN IF REDEPLOYMENT CIDA POSITION TAKES PLACE
THIS EMB WOULD BE LEFT WITH SOME CIDA WORK (NORMAL ENQUIRIES, NGO,
SMALL PROJECTS AND MONITORING ON-GOING BILATERAL AND POSSIBLY REGL

...2

PAGE TWO WWAP0789 UNCLAS

FR OG).

3. OUR MAJOR CONCERN STILL REMAINS THAT OF ALLOCATION OF CONTROL AND RESPONSIBILITY. WE BELIEVE IT POOR MANAGEMENT PRACTICE TO LEAVE RESPONSIBILITY FOR BUT REMOVE EFFECTIVE CONTROL OF AT LEAST 85 PCT CIDA PROGRAMME FROM THIS EMB (IF, AMB CRICA WOULD REMAIN RESPONSIBLE FOR PROGRAMME BUT WOULD NOT/HAVE PRACTICABLE MEANS OF CONTROL, CONSULTATION AND COMMUNICATION WITH CIDA REP TO EXTENT REQUIRED). WE REITERATE BELIEF CIDA POSITION SHOULD REMAIN HERE UNTIL SUCH TIME AS TERRITORIAL ACCREDITATIONS BETWEEN GTMLA AND CRICA ARE REDEFINED AND EFFECTIVENESS OF CONTROL ARE ESTABLISHED SO AS TO ENSURE THAT PROPER ADMINISTRATIVE AND MANAGEMENT RESIDES WITH APPROPRIATE HOP WHO HOLDS RESPONSIBILITY FOR PROGRAMME. WE VIEW THIS IN BROADEST CONTEXT WITH RESOLUTION CIDA ISSUE HAVING MEDIUM AND LONG TERM IMPLICATIONS NOT/NOT ONLY FOR CIDA BUT ALSO APPORTIONING OVERALL EMB WORKLOADS (BOTH GTMLA AND SJOSE) FOR ITC, CONSULAR, IMMIG PROGRAMMES AS WELL.

4. SUBJECT TO CIDA VIEWS POSSIBLE INTERIM SOLUTION TO IMMEDIATE PROBLEM COULD BE LOAN BY THIS EMB OF FIRST SEC DEV TO GTMLA-EG ONE WEEK OUT OF SIX OR AS COMMONLY AGREED UPON BASED ON WORK REQUIREMENTS. THIS MAY REQUIRE FIRST SEC BE ACCREDITED TO GTMLA.

END/020 17212Z 00450

PCSI/R.H. Davidson/68885/MacD

FILE

DIARY

CIRC

12-3-CIDA

GWL

CONFIDENTIAL

PCSI

November 18, 1975

CIDA Proposal to Redeploy Program Staff

....

Attached is a copy of the reply from CIDA to our letter of October 27, 1975 concerning CIDA's proposal to redeploy an aid position and concomittantly certain aid responsibilities from Costa Rica to Guatemala.

2. As CIDA is agreeable to placing its proposal within the framework of the larger question of Canadian Government representation in Central America, to be discussed during the forthcoming country program review exercise, we should be grateful if you would inform the posts concerned accordingly.

R. H. DAVIDSON

R.H. Davidson
Central Staff (PCSI)



Canadian International
Development Agency

Agence canadienne de
développement international

CONFIDENTIAL

November 13, 1975

a.c. Mr. K. Taylor / ITC / TCS

Mr. T. Bennett / MAND

Mr. G. Mathieu / TB

ICER Secretariat

APD

APD

ECB

ELP

APP

PDA

AFPC (Wicks)

GWL

GWP

Your file Votre référence

Our file Notre référence
155-55/J21-6

12-3-CIDA

Mr. R.H. Davidson
Central Staff (PCSI)
Department of External Affairs
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario
K1A 0G2

81 file redeployment.

18.11.75.

Dear Mr. Davidson:

Thank you for your letter of October 27, concerning the proposal to redeploy an aid position and certain aid duties from Costa Rica to Guatemala.

We appreciate the requirements you outlined for a thorough and overall examination of Canadian Government representation in Central America which would form the basis for decisions on such specific responsibilities as the aid or consular programs.

We therefore concur with the suggestion that the proposed redeployment of aid responsibilities be reviewed as part of the larger question involved.

The timing suggested, namely the forthcoming country program review cycle, would be suitable, as it would make it possible to take whatever follow-up is indicated as a result of this review prior to entering a peak period of aid program activities towards the latter half of 1976.

Yours very truly

F. Overend (Mrs.)
Policy Branch

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

18 Nov 75

000474

FOR IMMEDIATE RELEASE
NOVEMBER 6, 1975
CHECK AGAINST DELIVERY



STATEMENT DISCOURS

SECRETARY
OF STATE
FOR EXTERNAL
AFFAIRS.

SECRÉTAIRE
D'ÉTAT AUX
AFFAIRES
EXTÉRIEURES.

File -
12-3-CIDA.

NOTES FOR A
STATEMENT MADE BY THE
SECRETARY OF STATE FOR
EXTERNAL AFFAIRS, THE
HONOURABLE ALLAN J.
MACÉACHEN, BEFORE THE
SUB-COMMITTEE ON
INTERNATIONAL DEVELOPMENT
OF THE STANDING COMMITTEE
ON EXTERNAL AFFAIRS AND
NATIONAL DEFENCE

NOVEMBER 6, 1975

Mr. Chairman,

The formation of this Sub-committee is a welcome step for two good reasons. In the first place Canada, like the other wealthy nations, finds itself at a crucial point in its relations with the developing countries. After 25 years of what used to be called "foreign aid" we are facing a whole new set of circumstances, calling for new solutions to new problems. The various options open to us all have far-reaching consequences not only for our foreign policy but for our national life as well.

The second reason why I welcome the formation of this Sub-committee is the broad mandate given it in Parliament's reference of June 17. Not only is it empowered to report "upon the full range" of international development policies, but it is asked to do so "with particular reference to the economic relations between developed and developing countries". Parliament has thus shown itself aware of the fact that international development co-operation encompasses an area beyond aid transfers and involves our entire relationship with development nations. I shall come back to this point in more detail later. In this initial meeting of the Sub-committee, I want to assure you of the full co-operation of the Department of External Affairs, and of CIDA in your work.

I wish to speak today about our development assistance programme, about broader questions involved in our economic relations with developing countries and about the role of the Sub-committee. The broad mandate given to this Sub-committee is entirely appropriate as it reflects the growing sophistication and widening influence of Canada's international development co-operation from its modest beginnings 25 years ago. You will recall that the Canadian aid programme began more or less as a family affair. After India, Pakistan and Ceylon shed their colonial status in the late 1940s an awareness soon emerged that political autonomy would be difficult to sustain without rapid and intensive economic and social development. In order to support that development Canada joined Britain, Australia, New Zealand and the three newly independent Asian countries in establishing the Colombo Plan. For eight years the Colombo Plan was Canada's only country-to-country aid programme and when other members of the Commonwealth also gained their independence, Canada extended its support to them by mounting the Commonwealth Caribbean Assistance Plan in 1958 and the Commonwealth Africa Assistance Plan in 1960.

.../2

- 2 -

A year later the Francophone aspect of our heritage and our bilingual character found expression in the launching of an assistance programme for Francophone African countries. This assistance was greatly amplified by a number of development projects identified in 1968 by the Chevrier Mission. Meanwhile Canada had turned its attention to Latin America by establishing a special Canadian Fund in the Inter-American Bank in 1964, and in 1970 this programme was augmented by one of direct bilateral assistance to Latin-American countries.

In 1960, the government of the day took note of the fact that aid programmes are an integral part of Canada's foreign policy and are moulded by the nature of the relationships between Canada and the recipient countries. The administration and operation of these programmes were brought under the supervision and control of the Secretary of State for External Affairs, and the External Aid Office was established. The same decision established a senior inter-departmental committee, now known as the Canadian International Development Board. We are now studying ways to enable the Board to play a more constructive role in co-ordinating the policies of the various departments involved in our development assistance programme.

The growing complexity of the problems of developing countries made necessary a full review of our development assistance programme, a review which led to the publication on September 2 of the Strategy for International Development Co-operation 1975-1980. Our Strategy is not so much an agonizing re-appraisal of international development policy as an expression of a number of concepts and practices which have evolved from our 25 years of experience in development co-operation. World events have made more critical this re-evaluation of the purpose and nature of our relationships with the developing countries. Already in 1970, the Foreign Policy Review suggested that the concepts of aid applied during the 1960s were not adequate for the coming decade. The Strategy for 1975-1980 is not a rigid formula for development co-operation. It is designed to be responsive to the flow of events while maintaining the continuity so essential to effective long-term economic and social development programmes. I do not wish to take Members' valuable time in a review of the 21 points of the Strategy. May I simply refer to some of the most significant aspects.

.../3

- 3 -

- Canada's assistance will be concentrated in a limited number of developing countries to ensure maximum effectiveness and impact.
- The Canadian programme will concentrate upon the poorest countries, those most seriously affected by economic dislocation, and on the poorest groups within those countries. At least 80% of our bilateral assistance will be aimed at these countries.
- Canadian development efforts will focus increasingly upon major world problems, such as agriculture and rural development, basic education and training, public health and population, shelter and energy.
- Canada wishes to help those nations which show a real willingness to help themselves. True co-operation provides nations with the option of choosing a method of development most appropriate to their own political, economic and social requirements. We wish to see, however, forms of development in which the poorest and weakest members of society -- the rural poor, the landless tenant farmers, the urban untrained and unemployed -- share from the beginning in the benefits of growth.
- The programme will be flexible, with forms of assistance available which are tailored to the needs of some middle-income developing countries.
- We re-state our determination to reach the official UN target of 0.7% of our GNP in official development assistance, through annual increases in assistance as a percentage of GNP. We recognize that this pledge will be a severe test of our national commitment to development co-operation.

I would now like to turn to broader questions involved in Canada's economic relations with developing countries. As members of the Sub-committee, you have all shown a keen interest in the Report of the Commonwealth Expert Group on a New International Economic Order and in the Seventh Special Session of the UN General Assembly which was held two months ago. Several of you attended the Seventh Special Session and I wish to place on record my appreciation of your important contribution to the work of our Delegation.

.../4

- 4 -

I wish to review for you briefly my personal reaction to these exercises in which we have been involved in the past few months. The first point, in my view, is that significant progress has been made. The Report of the Commonwealth Expert Group was a positive contribution to international dialogue and understanding and gives us an important guide toward practical action to lessen disparities in living standards between rich and poor around the world. At the Commonwealth Finance Ministers' Meeting in August, Ministers gave their general endorsement to this Report. The Commonwealth Expert Group will meet again next year to pursue its task in new areas such as the problems of developing countries which must import most of their required raw materials.

At the Seventh Special Session we saw a greatly improved atmosphere for debate and negotiations at the UN. There was flexibility, foresight and goodwill on all sides of the table and the approach which emerged from that Session is one which we welcome and support. There was a much greater meeting of minds at the Seventh Special Session and this resulted in a consensus approach in dealing with the difficulties and needs of developing countries.

Canada's efforts in this area over the past few months have been aimed at putting forward constructive positions reflecting Canada's interests in the long and short term. They have also been aimed at building bridges between developed and developing countries. In my statement at the Seventh Special Session I said that: "We are determined to play a positive role, to use our resources and our influence in the efforts to bring about constructive change in the international economic system and thereby to reduce the gap between rich and poor nations." I reiterate that statement today. We have made progress on commodities, trade liberalization, the transfer of resources, industrial co-operation and food and agriculture. We must ensure that the evolution of the international economic system continues in the right direction.

We must take advantage of the improved international atmosphere. I believe that a lack of will on the part of developed or developing countries in the field of international economic co-operation would result in our losing the gains made at the Seventh Special Session. The next steps in the process are the Conference on International Economic Co-operation in Paris or producer/consumer conference, ongoing

.../5

- 5 -

discussions in commodity councils leading up to UNCTAD IV in Nairobi, the continuing Multilateral Trade Negotiations under the GATT, and discussions of international financial and monetary issues at the IMF. In each of these fora we shall be putting forward positions which reflect Canada's economic interests and our desire to strengthen co-operation with developing countries. The Conference on International Economic Co-operation will hold a Ministerial Session in December. At that Meeting the energy question will be considered in relation to other economic issues of importance to developing countries.

Just as the Canadian International Development Board under the Chairmanship of Mr. Gérin-Lajoie advises me on development assistance matters, the Interdepartmental Committee on Economic Relations with Developing Countries under the Chairmanship of Mr. Robinson advises me on the broader multi-dimensional issues which we are continuing to deal with. I wish to stress the interdepartmental nature of the Government's consideration of these issues.

Thus through our aid programme and through other measures of co-operation with developing countries we are seeking ways of lessening disparities between developed and developing countries. In my view, bringing rich and poor close together, finding ways to lessen these great disparities, is one of the fundamental tasks in the field of international relations today. It is crucial for global stability and for the future of human civilization. I believe that Canada has the ability to maintain and increase its efforts to confront these problems despite the sacrifices which will be required in our domestic fight against inflation. Aid programmes are easy targets in times of economic stress. Support for our programme must be founded upon a broad understanding by Canadians of the critical problems facing the community of nations and the disastrous results which would follow any reduction of effort by industrialized nations because of economic problems at home.

The importance of broadly-based national support for our programmes and policies aimed at assisting developing countries cannot be over-emphasized. Canadians must be made more aware of the issues involved in our relations with developing countries. Discussion in this Sub-committee and efforts by each of you to air these questions with the

.../6

- 6 -

Canadian people will make a valuable contribution to improved understanding of the issues. The Canadian people should be made aware of the costs and benefits, in economic and political terms, of action which may be taken by Canada in favour of developing countries: through the budget for our international development programme, through improved access to the Canadian market for developing country exports, through agreements to stabilize international trade in commodities. There will be domestic economic costs but in the longer term the cost of doing too little could be much greater. I see therefore the need for continuing consultations between this Sub-committee and myself and my officials. I look forward to this dialogue and would welcome any questions you might have at this time.

- 30 -



Department of External Affairs

Canada

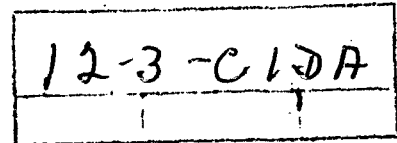
CONFIDENTIAL

Ministère des Affaires extérieures

OTTAWA, K1A 0G2

October 27, 1975

Vice President,
Policy Branch,
Canadian International
Development Agency,
122 Bank Street,
Ottawa K1A 0G4



Attention: Mrs. Overend

Dear Mrs. Overend,

We wish to refer to your letter of September 30, 1975 concerning CIDA's proposal to redeploy an aid position and concomittantly certain aid responsibilities from Costa Rica to Guatemala.

The Divisions concerned in this Department, having carefully considered the proposed redeployment, have some reservations about proceeding with it at this stage. You will have seen the attached telegram 670 of October 9, 1975 from San José setting out a number of reasons for reconsidering the redeployment of this position at this time.

In addition, this Department is faced with the necessity of examining thoroughly over the next few weeks the whole question of Canadian Government representation in Central America for several reasons, the main one being the recent closing of the British Embassies in Honduras and Nicaragua which had performed Consular duties for Canada. As you can appreciate, this study which will entail interdepartmental consultation and examination might well lead to decisions to redistribute program responsibilities in that area. A shift now in aid responsibilities might, therefore, be premature and could perhaps prejudice an examination of the larger question of the disposition of program responsibilities in Central America.

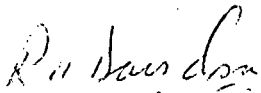
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- 2 -

Accordingly, in light of the points made by the Post in San José as well as of the general question concerning Canadian Government representation in the area, we would like to ask whether CIDA would be willing to reconsider the proposal to redeploy at this stage the aid position from Costa Rica to Guatemala. If CIDA is so willing, then the proposal could be taken up as part of the larger question involved and discussed along with other possible changes during the forthcoming country program review exercise.

We should be grateful for your comments.

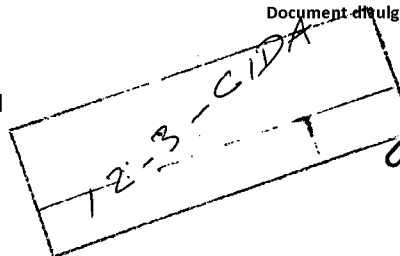
Yours sincerely,


R.H. Davidson
Central Staff (PCSI)



Canadian International
Development Agency

Agence canadienne de
développement international



OCT 24 1975

October 24, 1975

Your file Votre référence

Our file Notre référence 155-55/721-2

Mr. A.D. Ross
Secretary
ICER
L.B. Pearson Bldg.
125 Sussex Drive
Ottawa K1A 0G2

Dear Mr. Ross,

In follow-up to your memorandum of October 10, I am enclosing an order form outlining the Agency's requirements for country program reviews 76-77.

Yours very truly,

F. Overend (Mrs.)
Policy Branch

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

000484

Indicate number of copies
required
Indiquer le nombre des
copies requises

COUNTRY PROGRAM 1976/77
PROGRAMMATION PAR PAYS 1976/77

ADDRESS

Mrs. F. Overend

Policy Branch

CIDA

122 Bank Street

Ottawa, Ont.

CIDA

UNITED STATES

	Atlanta
	Boston
	Buffalo
	Chicago
	Cleveland
	Dallas
	Detroit
	Los Angeles
	Minneapolis
	New Orleans
5	New York
	Philadelphia
	Puerto Rico
	San Francisco
	Seattle
5	Washington

CARIBBEAN

6	Barbados
5	Guyana
5	Jamaica
5	Trinidad & Tabago

LATIN AMERICA

	Argentina
5	Brazil
6	Chile
5	Colombia
5	Costa Rica
5	Cuba
5	Guatemala
5	Haiti
	Mexico
5	Peru
3	Venezuela

PACIFIC

	Australia
5	Indonesia
	Japan
5	Malaysia
3	New Zealand
6	Philippines
5	Singapore
5	South Korea

EAST ASIA

	China
	Hong Kong
6	Thailand

SOUTH ASIA	
✓ 5	Pakistan
✓ 5	India
✓ 5	Pakistan
✓ 5	Sri Lanka

AFRICA I	
✓ 5	Ethiopia
✓ 5	Ghana
✓ 6	Kenya
✓ 6	Nigeria
✓ 5	South Africa
✓ 5	Tanzania
✓ 5	Zambia

AFRICA	
✓ 5	Algeria
✓ 5	Cameroun
✓ 6	Ivory Coast
✓ 5	Morocco
✓ 5	Senegal
✓ 5	Tunisia
✓ 5	Zaire

MIDDLE EAST	
✓ 3	Egypt
	Iran
	Israel
	Lebanon
	Saudi Arabia
	Iraq

EASTERN EUROPE	
	Czechoslovakia
	Hungary
	Poland
	U S S R
	Yugoslavia

NORTHWESTERN EUROPE	
✓ 5	Britain
	Denmark
	Finland
	Ireland
	Norway
	Sweden

WESTERN EUROPE	
✓ 5	Austria
	Belgium
	France
	Germany (FRG)
	Greece
	Holy See
✓ 5	Italy
	Netherlands
✓ 2	Portugal
	Spain
	Switzerland
	Turkey

INTERNATIONAL ORG'S	
✓ 5	European Communities
✓ 5	N A C
✓ 5	O E C D
✓ 5	O A S - Observer
✓ 5	U N E S C O
✓ 5	U N - Europe
✓ 5	U N - New York
✓ 5	M B F R - Vienna
✓ 5	C S C E / M T N - Geneva

CIDA

14/1/76 R

R E S T R I C T E D

RESTRICTED

FM SJOSE WWGR0670 OCT9/75

TO EXTOTT GWL IMMED

INFO TT ITCOTT/TCS GTMLA MANDIOTT/ADM/IMMIG DE OTT

BH CIDAOTT/OVEREND TBOTT/DIRECTOR/DEFENCE/

EXTERNAL AND CULTURAL AFFAIRS PROGRAM BRANCH DE OTT

DISTR PCSI ICER AFPC ECD APO APD ECP APP

REF YOURTEL GWLO448 OCT2 OURTEL WWGR0664 OCT7

---REDEPLOYMENT PM(AID)POSITION

FURTHER OUR REFTTEL, ADDITIONAL INFO CAME TO LIGHT TODAY

WHICH CAUSES US TO BELIEVE STRONGLY REDEPLOYMENT TO GTMLA
SHOULD NOT/TAKE PLACE UNTIL RESOLUTION CERTAIN ISSUES.

REASONS: (A) CIDA FORECASTED WORKLOAD FOR REGION OVER NEXT
FIVE YEARS BREAKS DOWN APPROX AS FOLLOWS-GTMLA 12

PERCENT, COSTA RICA AND NICARAGUA 5 PERCENT, HONDURAS
43 PERCENT, EL SALVADOR 40 PERCENT. THIS CLEARLY

INDICATES THAT AMB RESIDENT IN CRICA AND ACCREDITED
TO ALL FOREGOING COUNTRIES EXCEPT GTMLA WILL BEAR
RESPONSIBILITY FOR 88 PERCENT OF CIDA PROGRAMS

BUT IF REDEPLOYMENT MATERIALIZES MAY HAVE REASON-
ABLE CONTROL OVER ONLY 5 PERCENT. (B) REDEPLOY-

MENT COULD MEAN INCREASE IN CIDA PM TRAVEL RATHER
THAN DECREASE DUE NEED FOR FREQUENT CONSULTATIONS
WITH AMBASSADOR IN CRICA. (C) THIS EMBASSY FUR-

...2

12-3-CIDA

PAGE TWO WWGR0670 RESTR

NISHED AND STAFFED (COMPLETE WITH GOOD TELE-
COMMUNICATIONS FACILITIES AND COMMUNICATOR)
TO ADEQUATELY HANDLE CIDA PROGRAMME OVER FORE-
SEEABLE FUTURE. (D) NO/NO ADDITIONAL REMOVAL
EXPENSES INCURRED IF CIDA REMAINS IN SJOSE.

(E) NO/NO PRESSING WORKLOAD PREDICTED FOR
CIDA PRESENCE IN GTMLA UNTIL FOURTH QUARTER
76 WHEN PROJECTS NOW IN PIPELINE LIKELY BEGIN
REACH IMPLEMENTATION STAFF.

2. IN VIEW THESE ARGUMENTS WE REITERATE BE-
LIEF CIDA POSITION SHOULD REMAIN HERE UNTIL
SUCH TIME THAT TERRITORIAL ACCREDITATIONS
CAN BE REDEFIN N SO THAT AMBASSADOR HAVING
RESPONSIBILITY WILL ALSO HAVE CONTROL.

MAGEE CHARGE DAFFAIRES AI

END/020 091800Z 00400

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

Document disclosed under the Access to Information Act
Document divulgué en vertu de la Loi sur l'accès à l'information

12-3-1975

TO
A
GWL

FROM
De
PCSI

REFERENCE
Référence
Sutton/Davidson telephone conversation
on September 30, 1975

SUBJECT
Sujet
CIDA Proposal to Redeploy Program Staff

✓ 12-3 - CIDA
12-3 - Guatemala
SECURITY
Sécurité
CONFIDENTIAL
DATE
October 2, 1975

NUMBER
Numéro

FILE	DOSSIER
OTTAWA 12-3-CIDA	
MISSION	

ENCLOSURES
Annexes

DISTRIBUTION

APO
APD
AFPC/
F.L.Wiebe
ECP
ECD
ICER
APP
(with
attach.)

You will note from the attached letter that the Canadian International Development Agency has reviewed its manpower allocations for 1975-76 and now proposes to make the following program staff redeployment:

Costa Rica - PM (Aid) position to be redeployed to Guatemala.

2. It would be appreciated if you, in addition to providing us with your views on this proposal, would check with the Head of Post in San José and the area comptroller concerned to determine:

a) if the post has any serious objection to this proposed reduction in program staff and,

b) if any support staff will be freed up as a result of this move.

3. You should also check with the Post in Guatemala to determine:

a) whether there is a requirement for the proposed increase in staff of an aid officer;

b) whether office space is available for this new officer, and if not, what would be the costs involved in providing it; and

c) whether the post can absorb the new program position without requiring additional support staff.


.../2

CONFIDENTIAL

-2-

4. Once we receive your replies, preferably by October 10, we will seek the concurrence of the other ICER departments before replying to CIDA.

5. Please note that the new ICER "Procedures for the Redeployment of Program Staff and Reallocation of Program Resources at Posts During the Period Between Country Program Reviews" (copy attached) require in paragraph 3 that the ICER Secretariat and ICER members receive copies of your communications with the post on this subject. The points of contact in the other ICER departments are listed in paragraph 8 of the above-mentioned document.


R.H. Davidson,
Central Staff (PCSI)



Canadian International
Development Agency

Agence canadienne de
développement international

CONFIDENTIAL

12-3

30 September 1975

Mr. R.H. Davidson
Central Staff (PSCI)
Department of External Affairs

*C.C. ITUC (General Director TCS)
ALUE (ADTH Immigration)
TB (Director, Defense, External
and Cultural Affairs
Program Branch)
ICER (Secretary)
of return to PCSI*

Your file Votre référence

Dear Mr. Davidson,

Our file Notre référence 155-55/321-6

The purpose of this letter is to seek the concurrence of ICER Departments to redeploy an aid position, and, concomittantly, to transfer certain aid responsibilities from Costa Rica to Guatemala.

Guatemala's current programming status, and its geographic proximity to El Salvador and Honduras, are the basis for requesting these changes. This redistribution would permit a more effective and consolidated discharge of the aid responsibilities involved, and would parallel already established Embassy responsibilities in the trade field. Finally, it would more adequately reflect current and future programming trends, without entailing any significant additions to the man-years involved over the immediate future.

To summarize the current situation, 0.8 man-years are presently allocated to the aid program in Guatemala, while San Jose is responsible for CIDA's programs in Costa Rica (representing 8% of the post's aid workload), Nicaragua (2%), Honduras (50%), and El Salvador (40%), with a total of 3.2 aid man-years.

In terms of the aid program, field activities will increase substantially in Guatemala, El Salvador and Honduras. The workload in the field for these three countries is expected to reach, by 1976-77, three to four times that of the maximum load a year ago; this would represent some 5% for Costa Rica and Nicaragua, 40% for Honduras, 40% for El Salvador and 15% for Guatemala out of a total \$40 million program over the next five years.

With this as background, we are thus seeking the transfer of aid responsibilities for Honduras and El Salvador to Guatemala, and the concurrent redeployment of the Costa Rica aid position to Guatemala. This would also entail the provision of local and support staff equal to the man-years now devoted to aid matters in Costa Rica, in order to ensure that program needs can be met adequately.

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122 Bank Street
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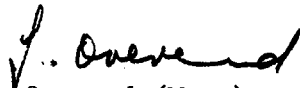
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- 2 -

The possibility of these changes was brought to the attention of the ICER Latin America 1975-76 program review, and the matter was also briefly discussed by the Aid Staffing Committee early in 1975. At that time, neither Committee had any major objection to the proposed transfers. Both the embassies in Costa Rica and in Guatemala are aware of the proposals under consideration, which we understand would receive their concurrence, provided of course detailed modalities can be worked out to the satisfaction of all concerned.

We would appreciate your obtaining inter-departmental reaction to these recommended changes and would be grateful for early notification of the acceptability of the proposals under consideration.

Yours very truly,



F. Overend (Mrs.)
for Vice-President, Policy Branch

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ECD
ICER

R.S. MacLean
(Director Defence,
External, & Cultural Aff. Div.
Program Branch T.B. Secretariat)

BANGKOK
KUALA LUMPUR

GPL/H. Adams(21743)/sc

SEP 08 1975

12-3 - CIDAV
MTT
ITAC

Ottawa, KLA OG2

September 2, 1975.

Bangkok & Kuala Lumpur

Dear Mr. Gérin-Lajoie,

*also to Mr. Gottlieb M1
Mr. Stoner IT4C*

With the changes in Governments in South Viet-Nam and Cambodia combined with the closing of our Embassy in Saigon, it has become necessary to reconsider the regional distribution of Canadian Government political and aid programmes with a view to consolidating and rationalizing responsibilities. Therefore this Department, after careful consideration and consultation with your Agency, wishes to seek the transfer of certain programme responsibilities to the Canadian Embassy in Bangkok, Thailand. More specifically, we are proposing that, particularly because of regional proximity, responsibility for the Burma programmes of both CIDA and External Affairs be transferred from the High Commission in Kuala Lumpur to the Embassy in Bangkok and the responsibility for the Laos programme of CIDA from Saigon to Bangkok. (Responsibility for the External Affairs programmes in Laos already rests with the Embassy in Bangkok, the Ambassador being dually accredited to Laos.) These changes, reflecting a consolidation of responsibilities, would require the transfer of accreditation to Burma from the High Commissioner in Kuala Lumpur to the Ambassador in Bangkok.

In terms of programme positions, it is proposed that the existing CIDA PM position currently allocated to Saigon be redeployed to Bangkok. Further, and as a consequence of the proposed changes, one External F3 position in Kuala Lumpur, the incumbent of which is expected to leave the post shortly, would be left vacant pending further consideration of the needs of the post. Finally, the proposed change should not require any increase in the Mission's budget as it is believed that the additional work-load transferred to Bangkok can be absorbed by the present resources of the post combined with the CIDA position from Saigon.

.../2

Mr. Paul Gérin-Lajoie,
President,
Canadian International
Development Agency,
Ottawa, Ontario.
KLA OG4

3.9.3/js)

- 2 -

I would be grateful for your comments on this proposal
at your earliest convenience.

Yours sincerely,

A. J. ANDREW

Under-Secretary

BEST ORIGINAL AVAILABLE
MEILLEUR ORIGINAL

ICER/G.A.RAU:NC

CONFIDENTIAL

*Please return to ICER when
Signed*

Same letter sent to Mr. O.G. Stoner, Dep. Min., IT&C
Mr. Allan E. Gottlieb, M&I

12-3-CIDA

OTTAWA
June 16, 1975

Dear Mr. Gérin-Lajoie,

I wish to draw your attention to the attached telegram of June 9 to all our posts abroad, informing them of anticipated budgetary reductions and constraints which will result from Cabinet's recent decisions.

As the constraints are bound to affect the totality of our foreign operations, I wanted you to be aware of this message. In coming days, the Department will be developing specific measures to cope with the situation. I will keep you informed of the instructions we issue and, where there are interdepartmental implications, we will wish to consult you and, in some cases, to discuss the need for joint action.

Yours sincerely,

(SGD.) H.B. ROBINSON
Under-Secretary

Mr. Paul Gérin-Lajoie,
President,
Canadian International Development Agency,
Jackson Building,
Bank Street,
Ottawa, Canada.

cc P.M. Pitfield,
Secretary to the Cabinet

G.F. Osbaldeston,
Secretary of the Treasury Board

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12-3-CIDA

JUN 12 1975

C O N F I D E N T I A L **CONFIDENTIAL**

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TO ALL POSTS

PARIS OECD PARIS UNESCO DEL PARIS TT ABDJN ADDIS ALGER ANKRA ATHENS
BERN BERUT BPEST CAIRO DAKAR GENEV KNSHA LSBON JEDDA MDRID ROME
TAVIV TERAN TUNIS RABAT YUNDE DE PAR HOLYSEE DE ROM
BAG MILAN DE ROM

DISTR ABC ACL ACP ACR ACS ACT AFB AFF AFM AFP AFS APD APO APP
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SAM SRB UNO UNP UNS

MEMBERS OF THE DEPT SHOULD KNOW THAT THE CABINET HAS DECIDED
THAT MOST DEPTL BUDGETS ARE TO BE REDUCED AND THAT GOVT
EXPENDITURES ARE TO BE VERY CLOSELY LTD AND CONTROLLED DURING
THE CURRENT FISCAL YEAR. FURTHERMORE, UNANTICIPATED AND NEW
PROGRAMS WILL, FOR THE MOST PART, BE EXPECTED TO BE ABSORBED BY
DEPTS WITHIN EXISTING BUDGETS AND SUPPLEMENTARY ESTIMATES REQUESTS
WILL BE CONSIDERED ONLY WHERE IT IS CLEAR THAT ALL POSSIBILITIES
FOR DISCRETIONARY SPENDING CUTS HAVE BEEN EXHAUSTED. ALL DEPTS
AND AGENCIES ARE AFFECTED AND EXTER IS NO/NO EXCEPTION. IN
RESPONSE TO THE CABINET DECISION, I HAVE ASKED THE RESPONSIBLE
OFFICERS TO EXAMINE THOSE AREAS OF THE DEPTS ACTIVITIES WHERE
FINANCIAL SAVINGS MAY BE EFFECTED. ON THE BASIS OF THEIR FINDINGS
WE WILL BE ISSUING INSTRUCTIONS ON THE ACTIVITIES THAT ARE TO BE

...2

PAGE TWO PDH0060 MANAGEMENT CONFD

CURTAILED IMMEDIATELY AND, PERHAPS, SEEKING INFO ON OTHERS THAT MIGHT
BE AFFECTED LATER. WHILE A PERIOD OF BELT-TIGHTENING LIES AHEAD,
I WISH TO ASSURE ALL EMPLOYEES THAT SAVINGS WILL NOT/NOT BE
MADE THROUGH THE RELEASE OF PERS.

2. PLEASE ENSURE THAT ALL CDA-BASED EMPLOYEES IN YOUR AREA OF
RESPONSIBILITY ARE INFORMED

ROBINSON

END/281 101457Z 00300



Canadian International
Development Agency

Agence canadienne de
développement international

cc: ECD, ECL, APC, MIB, CAN, PEA,
AFP, G.W.U., G.E.C., I.C.R.
- file Contribution - CCC

BY HAND

CONFIDENTIAL 26/2/75

FEB 28 1975

✓ 12-3-CIDA
12-3-CCC

February 24, 1975

Mr. G. J. Smith
Central Staff (PCSI)
Department of External
Affairs
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario
K1A 0G2

Your file Votre référence

Our file Notre référence

Dear Mr. Smith:

I should like to acknowledge with thanks receipt of your letter of February 17, and attachments, concerning a proposal to assign a CCC representative to Dar-es-Salaam.

The major issue, as we see it, relates to establishing the extent of the need for such a position, which we understand will be fully reviewed at the forthcoming Tanzania Country Program Review Meeting. However the proposal to assign a CCC representative to East Africa could not, in our opinion, be justified in terms of the CIDA program as a major component of the activities it would involve.

In terms of a CIDA response to this proposal, and apart from the question of the requirement for such a position, we see a need to reaffirm that any activities of a CCC representative would be an extension of the procurement role of his department, i.e. analogous to a purchasing service performed in the private sector, which is in fact only one alternative the countries concerned have in the utilization of development loans. The activities of a CCC representative could in no way encompass any monitoring aspects vis-a-vis CIDA loans, nor involve the incumbent in interpreting loan provisions to recipients. The problem-solving aspects involved in these latter-mentioned functions are uniquely an Agency responsibility to manage or delegate. With this as background, we would question the need for access to senior officials in so far as it relates to the CIDA program.

Yours sincerely,

F. Overend

F. Overend (Mrs.)
Policy Branch

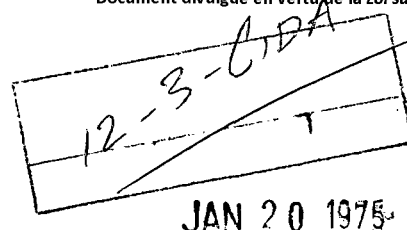
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Canadian International
Development Agency

Agence canadienne de
développement international



January 17, 1975

Your file Votre référence

Our file Notre référence

Mr. G.A. Rau
Secretary
Interdepartmental Committee for
External Relations
Lester B. Pearson Building
Sussex Drive
Ottawa

Dear Mr. Rau,

I am pleased to enclose a CIDA position paper on aims and
priorities for the 1975-76 country program review meeting.

Yours sincerely,

Jacques Gérin
Vice-President (Policy)

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Ottawa, Canada
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000499

CANADA'S INTERNATIONAL DEVELOPMENT COOPERATION FROM 1975 ONWARDS

Background

Existing aid policies are basically set out in the 1970 Foreign Policy Review, which was the culmination of an in-depth comprehensive appraisal process, starting in 1968. In 1973, CIDA decided it was time to review these operational policies to determine whether or not the underlying premises were still valid in the current economic and political situation. By the end of 1973 it was apparent that the world was being enveloped by a number of unprecedented interrelated crises, which reinforced the desirability of a re-appraisal of policies. The outcome was "A Strategy for Canadian International Development Cooperation, 1975-80", which is now in the final process of interdepartmental consideration.

Main Elements of 1975-80 Strategy

The recommendations made in the Strategy Document include the following:

- i) Canada should undertake to continue to move towards the target of 0.7% of GNP for Official Development Assistance disbursements, as set by the United Nations at the outset of the Second Development Decade in 1970.
- ii) Canada should harmonize all of its policies, both external and domestic, that affect developing countries. (A new inter-departmental committee has already been set up to carry out this mandate.)
- iii) In its assistance program, Canada should abide by the following general principles:
 - a) Assistance to economic and social development should both contribute to economic growth and favour a wide and effective distribution of its benefits.
 - b) A greater proportion of the human and financial resources of the Canadian programme should be concentrated on contributing to the promotion of development in the poorest countries of the world.

- c) Development assistance should be used selectively to concentrate on certain priority problems and sectors, in order that the attack on poverty be more effective.
 - d) The desires and capacities of a number of developing countries for autonomous management of their own development should be recognized in the selective use of a wider range of resource transfer mechanisms.
 - e) Collaboration with oil-producing countries should be actively explored in view of the potential catalytic and multiplying effects of such cooperation.
 - f) Increasing emphasis should be placed upon the critical problem of agricultural production in the developing countries, but at the same time, it should be recognized that considerable amounts of food aid will be required during the period under review.
- iv) The share of the program channelled through Multilateral Institutions should range between 25% and 35%.
- v) In allocating funds to individual countries, Canada should:
- a) concentrate most of the funds on recipients at the bottom and middle rather than top of the development scale, paying special attention to the needs of the UN's "least developed" countries;
 - b) reduce the number of regular recipients;
 - c) continue to direct roughly half of the allocations to Asia, and most of the remainder to Africa, yet leaving a modest amount for the Caribbean and Latin America.
- vi) The program should be focussed increasingly on a selected number of sectors with high developmental priority.
- vii) All bilateral loans should be at maximum concessionality.
- viii) Greater use should be made of more liquid resource transfers.

Regional Thrusts in 1975/76 and onwards

During the coming 12 months, CIDA intends to start implementing the following principal thrusts in its regional bilateral programs:

(a) Asia

The main new feature of the Asia programs will be the increased attention paid to the agricultural and rural development sectors, with attendant implications for local cost financing. Conventional project aid will likely decrease in number, but remain at a significant financial level. A conscious attempt will be made to identify large scale, high priority capital projects which are suitable for Canadian financing and to reduce the number of projects which are less than in the \$1.0 million range. Part of this approach would suggest greater acceptance of feasibility studies, etc., completed by other donors. Lines of credit and high value-added program loans should continue to increase in importance. Undoubtedly, food aid will remain a high percentage of the program for the foreseeable future. Parallel-financed schemes with other institutions, including bilateral donors, should become more frequent.

(b) Commonwealth Africa

The early development plans and efforts of the countries in Commonwealth Africa emphasized improved infrastructure, the development of manufacturing and industry, and increased access to the secondary and tertiary stages of education. Clearly, the articulated emphasis has now shifted and the recognition of the problems of economic dualism is given widespread credence. Thus, the general thrust of the programs must be re-directed from a capital-intensive to a labour-intensive emphasis. Although essential balance of payments support must continue through capital projects, development loans and food aid, increased emphasis on rural development is now required if Canada's assistance is to be integrated with the development objectives of the recipients.

(c) Afrique francophone

Les problèmes primordiaux auxquels devront faire face la grande majorité des pays francophones de l'Afrique seront l'alimentation, réserves internationales, la distribution des revenus. Le programme s'orientera (à partir d'un départ prudent l'année prochaine) vers une stratégie appropriée: en termes spécifiques, la distribution des crédits favorisera principalement, l'éducation (20%), le transport (15%), et les utilités publiques (12%). Un pourcentage assez égal du programme bénéficiera les pays les moins privilégiés, et le Canada maintiendra sa préoccupation avec les pays sahéliens.

(d) Caribbean

Properly conceived economic development in the Caribbean should include not only increases in production of goods and services but also:

- a) increases in production in all sectors particularly the development of stronger backward linkages from the tourists sector with agriculture and other less developed sectors of the economies;
- b) the generation of full employment;
- c) lessening the inequality of the distribution of wealth and income;
- d) the generation of economic growth within each country on a self-sustaining basis; and
- e) wider participation in economic activities of a regional nature.

Canadian assistance is being and will continue to be directed towards the achievement of these objectives.

It is intended to adopt a multidimensional planning approach to more actively support projects and programs of a regional nature either through the activities of existing regional institutions or through a concentration on sectoral and country assistance that will have strong net regional development implications.

(e) L'Amérique latine

Le Canada ne se limitera à l'assistance technique dans les domaines de l'agriculture, du développement communautaire, de l'administration publique, des pêcheries et des forêts, mais aura accès à tous les instruments et à tous les mécanismes de transfert de ressources et de coopération dont dispose l'ACDI.

Cependant, nous insisterons sur de nouveaux instruments tels que:

- prêts institutionnels
- subventions de programme
- et études de faisabilité;

Nous prévoyons aussi quelques grands projets de développement rural dans les pays-programmes, projets au sein du Groupe andin, recherche de l'impact régional, et coopération tripartite en Amérique latine, avec le Venezuela.

Par ordre de priorité, les secteurs seront: développement rural intégré, ressources hydrauliques pour l'énergie et l'irrigation, secteur de l'éducation de base, professionnelle et supérieure, secteurs sociaux du développement institutionnel, administration publique et planification, santé et population, infrastructure sociale et bien-être. L'accent sera placé sur le secteur rural/agricole qui absorbera au moins 50% du budget.

Conclusion

To avoid a total collapse in the economic and social fabric of the world will require, more than ever before, truly altruistic actions by both rich and poor countries. Canada, a nation basically underpopulated, but overendowed by global standards, should be prominent in the preparation and execution of coordinated international measures to avert catastrophe. One such measure is the transfer of resources to the poor countries, of which aid can be a key ingredient. CIDA's objective in the coming years is to try to ensure that the Canadian aid program plays such a role.

ECD/M. DOLGIN/5-8591/mm

12-3-CIDA

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES JAN 06 1975

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Sécurité

FROM ECD
De

DATE January 3, 1975

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Référence

NUMBER
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SUBJECT CIDA Country Programme
Sujet

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ENCLOSURES
Annexes

DISTRIBUTION

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Mr. Anderson
Mr. Paquet
Miss White-
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You will have recently received a set of CIDA's Country Programmes (ICDA) for 1975/76. These will be the subject of interdepartmental discussions at the end of January and we should be grateful for any advice you may have concerning the programme in the country of your responsibility. In order to have our Departmental position settled in advance of the inter-departmental meetings, we would hope that our internal consultation might be completed by January 17. In the meantime the following desk officers are available for consultation:

Africa	George Paquet	(6-2859)
Asia	Peter Anderson	(2-3926)
Western Hemisphere	Dale Whiteside	(2-4158)

R. McKINNON

Aid and Development Division



NOV 22 1974

12-3-CIDA
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November 18, 1974

Your file Votre référence

Our file Notre référence

Mr. G. J. Smith
Department of External Affairs
Lester B. Pearson Building (PDMI)
84 Tower "A"
Room 17
125 Sussex Drive
Ottawa, Ontario
K1A 0G2

Dear Mr. Smith:

In follow-up to a memorandum of November 5, from Mr. G. A. Rau, Secretary, Interdepartmental Committee for External Relations, I should like to make the following comments on the use of special passports within CIDA.

This Agency has generally followed accepted practice of providing special passports to regular employees travelling abroad on business. Most of our regular employees whose duties entail overseas travel do in fact have a special passport, while new employees in this category are routinely advised to initiate a request for such a passport.

The above does of course not apply to contract personnel, who would use a regular passport when travelling on CIDA business, unless they were to attend an international conference as a delegate of Canada, in which case a special passport would be requested.

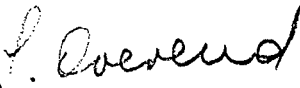
In our collective experience, the special passport serves a most useful purpose of identifying its bearer as a Canadian on official business; as such it has also proven helpful in facilitating arrival and departure procedures.

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In summary, special passports are used by CIDA employees for most, if indeed not all, business trips they undertake. The only exception which comes to mind would involve an emergency of some kind, where time constraints would not allow the release of the special passport by your Department. However, no specific examples of such an emergency can be recalled as far as the past few months are concerned. We would therefore wish to see current practice continued, given that it, and the procedures involved, have proven satisfactory as far as the Agency is concerned.

I should like to take this opportunity of expressing our appreciation for the services Passport Division has provided us to date, and in particular for the response we have had whenever timing was critical.


F. Overend (Mrs.)
Policy Branch

→ cc: Mr. G. A. Rau

c.c. Mrs. Francesca Overend, CIDA.

12-3-CIDA

L.B. Pearson Building, 125 Sussex Drive, Ottawa K1A 0G2

November 13, 1974

Mr. Jacques Gérin
Vice-President
Policy Branch
Canadian International Development Agency
Jackson Building
122 Bank Street
Ottawa, Ontario
K1A 0G4

Thank you for your letter of November 4 advising me that as a result of her appointment to the Policy Branch of CIDA, Mrs. Francesca Overend will henceforward be primarily responsible for liaison with and coordination of questions relating to the ICER.

In the short period since Mrs. Overend assumed her new duties, my colleagues in the Secretariat and I, have found her most cooperative and helpful and we look forward to the further development of a fruitful and happy association with your Agency through her.

Yours sincerely,

G. A. RAU

G.A. Rau
Secretary



Canadian International
Development Agency

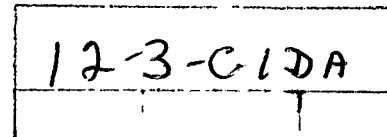
Agence canadienne de
développement international

November 4, 1974

Your file Votre référence

Our file Notre référence

Mr. G. A. Rau
Secretary
Interdepartmental Committee on
External Relations
Lester B. Pearson Building
125 Sussex Drive
Ottawa, Ontario
K1A 0G2



Dear Mr. Rau: *Gerin*

I am pleased to inform you of the appointment to Policy Branch
of Mrs. Francesca Overend, effective October 15, 1974.

Mrs. Overend's responsibilities center on ensuring a responsive
and timely CIDA input into the various interdepartmental committees
the Agency is a member of. Specifically, her duties include
follow-up, liaison and coordination for the various issues falling
under the purview of the Interdepartmental Committee for
External Relations. As such, she would normally be the first
point of contact in CIDA for any ICER requirements. She can
be reached at 995-7000.

Yours sincerely,

Jacques Gerin
Jacques Gerin
Vice-President (Policy)

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

cc: PDA
PCSI
APD (Mr. Sinclair)
AFPC (Mr. Stockwell)

12-3-CIDA

Lester B. Pearson Building, 125 Sussex Drive, Ottawa K1A 0G2

October 29, 1974

CONFIDENTIAL

Mr. Jacques Gérin
Vice-President, Policy Branch
Canadian International Development Agency
Jackson Building
122 Bank Street
Ottawa K1A 0G4

Dear Mr. Gérin,

Further to our letter of October 17 the Department of External Affairs has given us the following information regarding changes in its program personnel manning levels for FY 1975/76.

The Department of External Affairs has indicated that the deployment of the following six new positions is still under review and that they may wish to reallocate them:

- | | | |
|---------------|------|--|
| 1. Saigon | + FS | General Relations/Aid/Admin. |
| 2. Dallas | + FS | General Relations/Admin./Consular |
| 3. Washington | + FS | General Relations/Energy |
| 4. Washington | + FS | General Relations/Provinces |
| 5. Washington | + FS | General Relations/Transport/Communications |
| 6. Washington | + FS | Information/Cultural |

The rationale for the delay in confirming the deployment of these positions as given by External Affairs is as follows:

1. Saigon: During this year's Country Program Review it was agreed that an FS man-year approved for 1974/75 and originally allocated to Dacca be transferred to Saigon, and a submission for an additional FS for Saigon be included in the 1975/76 "B" Budget. The FS position approved for Saigon therefore should properly be reallocated or "returned" to Dacca to enable that mission to cope with the administrative workload which had been foreseen for it two years ago. However, a number of factors have led External Affairs to conclude that a more pressing need for this resource exists in areas other than Dacca.

In the first place the aid program at Dacca has not evolved in the manner anticipated. It had been expected and desired by both External Affairs and CIDA that the development assistance program would be

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progressively transformed from concentration on relief and rehabilitation to project development and implementation. In the event, however, the incompetence of the local government, the increase in the cost of essential imports and continuing shortfalls in food production have all conspired to maintain the aid program in a condition of virtually continuous emergency assistance through the provision of food aid and commodities with little attention being paid to the identification of projects. Program aid in support of balance of payments of the sort we are currently providing to Bangladesh (and on present evidence will probably continue to provide) requires far less administrative manpower than does the implementation of projects. Consequently, the two External Affairs FS's have been able to devote much more time to internal administration of the Embassy than had been expected, and accordingly the need for an additional officer for that task has not arisen in any pressing fashion.

2. Dallas: The Dallas position is currently being reassessed against other needs in the United States.

3, 4, 5. Washington: The need for these three positions was eliminated with the successful transfer of two positions from EM&R earlier this year.

6. Washington: Space problems in Washington have caused us to look at the assignment of this position with it possibly being transferred elsewhere as part of the New Look program or delaying the filling of the position until late in the 1975/76 fiscal year.

It should be stressed that all proposed changes in program personnel deployment, including those previously communicated to you, are subject to interdepartmental review and that all program positions are still provisional, pending final approval by the Treasury Board. In addition, External Affairs has indicated that their own resource increases are being considered in the light of an intradepartmental budget review.

When a final decision is made regarding the proposed deployment of the aforementioned positions you will be advised.

Yours sincerely,

G. A. RAU
G.A. Rau
Secretary



Canadian International
Development Agency

Agence canadienne de
développement international

12-3-CIDA

file
PB

CONFIDENTIAL

October 24, 1974

Mr. G. A. Rau
Secretary
ICER Secretariat
Room 130, Tower A
Pearson Building
Ottawa, Ontario

Your file Votre référence

Our file Notre référence

Dear Sir:

Forecast of Degree of Interest by Program
in Countries and International Institutions

Attached is a completed copy of Annex A to your letter of July 30 which requested all departments and agencies with major overseas programs to forecast their degree of interest in countries and institutions. In preparing the forecast we have endeavoured to reflect this Agency's bilateral, multilateral and special program interests on the basis of information available at this time. Thus, while our forecast is reasonably precise in the short term, events such as the annual CIDA country program review and the forthcoming discussion of aid strategy papers for 1975-80 may well result in a number of changes in the thrust and emphasis of our various programs. Consequently, it may be desirable to review the situation again within the next three to twelve months to up-date the forecast as appropriate.

If the forecast is found by those departments and agencies concerned to be a useful planning technique in conjunction with the ICER Country Programming System, it would be necessary to ensure that the data from all departments are an up-to-date reflection of their program interests. In this event it would seem desirable to develop a rolling three to five year forecast which could be supplemented, as appropriate, in the light of changing conditions.

In preparing the forecast we have endeavoured to have the degree of interest reflect such things as:

- (a) the relative importance of the country or institution in terms of the level of development assistance allocations or expenditures;

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- 2 -

- (b) the extent and nature of Canada's aid relationships with the country or institution;
- (c) the amount and kind of involvement, including reporting, which we believe is required by posts if Canada's aid program is to meet the Government's objectives;
- (d) the nature of Canada's development assistance programs.

We have employed the ICER classification system (A, B, C, D) in a manner that takes into account the various categories of recipient countries in the aid context. Thus, a "country of concentration" could be:

- A if the allocation is above average or growing significantly;
- B if the allocation and interest levels are stationary;
- C if the allocation and interest levels are declining; or
- D if the aid program is likely to be terminated in the foreseeable future;

whereas a "country of mention" could be:

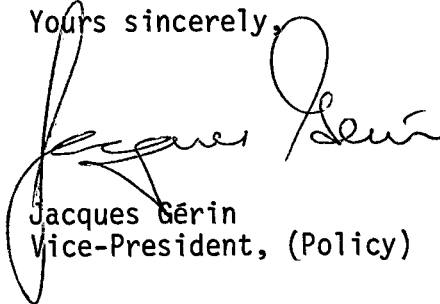
- B if the program level is increasing significantly towards the point where the recipient might become a "country of concentration";
- C if the program is likely to continue at about its present level; or
- D if there is no program, or the program is likely to be terminated.

This type of forecasting technique would seem to be potentially useful in identifying likely areas of significant change in the extent or nature of Canadian Government operations abroad. The data provided by other departments and agencies with program interests that have some direct and significant relationship to Canada's development assistance programs could be of some interest to this Agency to assist in the formulation and development of appropriate economic and social aid programs.

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Consequently, we look forward to receiving in the near future summary tables from the Secretariat, which could provide a potentially useful input or reference document during interdepartmental consultations regarding the formulation of Government programs overseas and the allocation of resources.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Jacques Gérin', with a large, stylized flourish extending from the end of the name.

Jacques Gérin
Vice-President, (Policy)

1. AFRICA

CONFIDENTIAL - AFRICA

2.

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
A F R I C A I	CY	NY	NY+1	NY+2	NY+3	NY+4
Ethiopia	C	C	C	C	C	C
--ECA	}	C	C	C	C	C
--Madagascar						
--OAU						
Ghana	A	A	A	A	A	A
--Dahomey	C	C	C	C	C	C
--Togo	C	C	C	C	C	C
Kenya	A	A	A	A	A	A
--EAC	A	A	A	A	A	A
--Uganda	C	C	C	C	D	D
--UNEP	D	→				
Nigeria	A	A	B	B	B	B
--Sierra Leone	C	C	C	C	C	C
South Africa	D	→				
--Botswana	C	C	C	C	C	C
--Lesotho	C	B	B	B	C	C
--Swaziland	C	B	B	B	B	B
Tanzania	A	A	A	A	A	A
--Mauritius	C	C	C	C	C	C
--Somalia						
Zambia	A	A	A	A	A	A
--Malawi	C	C	C	C	C	C
Others						
--Equatorial Guinea						

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
A F R I C A II	CY	NY	NY+1	NY+2	NY+3	NY+4
Algeria	A	A	A	A	A	A
Cameroon	A	A	A	A	A	A
--Central African Rep.						
--Chad	C	C	C	C	C	C
--Gabon	C	C	C	C	C	C
Ivory Coast	A	A	A	A	A	A
--ADB see ADF	B	B	B	B	B	B
--Liberia						
--Niger	A	A	A	A	A	A
--Upper Volta	C	C	C	C	C	C
Morocco *	A	A	A	A	A	A
Senegal	A	A	A	A	A	A
--Gambia						
--Guinea	C	D	D	D	D	D
--Mali	C	B	B	B	B	B
--Mauritania	C	C	C	C	C	C
--STP						
Tunisia	A	A	A	A	A	A
Zaire	A	A	A	A	A	A
--Burundi	C	D	D	D	D	D
--Congo	C	B	B	B	B	B
--Rwanda	C	B	B	B	B	B
Others						
ADF (African Dev. Fund)	A	A	A	A	A	A

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CIDA
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V. INTERNATIONAL INSTITUTIONS

CONFIDENTIAL - ANNEX A

7.

OFFICE, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY					
	74-5 CY	75-6 NY	FISCAL YEAR NY+1	78-9 NY+2	79-80 NY+3	NY+4
Conference on Security & Cooperation (CSCE, Geneva)* ⁽¹⁾	D					→
European Communities (EEC, Brussels)	D	D	D	D	D	D
Mutual & Balanced Force Reductions (MBFR, Vienna)*	D					→
North Atlantic Council (NAC, Brussels)	D					
Organization for Economic Cooperation & Development (OECD Del Paris)	A	A	A	A	A	A
Organization of American States (OASMS, Washington) ⁽²⁾	B	B	B	B	B	B
United Nations - Geneva (Geneva)						
---CCD	-	-	-	-	-	-
---ECE	-	-	-	-	-	-
---GATT	B	B	B	B	B	B
---IIC	B	B	B	B	B	B
---ITU	C	C	C	C	C	C
---MTN	A	A	A	A	A	A
---UNCTAD	A	A	A	A	A	A
---UNDRC	B	B	B	B	B	B
---UNHCR	A	A	A	A	A	A
---WHO	A	A	A	A	A	A
---WMO	C	C	C	C	C	C
United Nations - New York (PERMISNY)						
---UNICDE	C	B	B	B	B	B
---UNDP	A	A	A	A	A	A
---UNEP	A	A	A	A	A	A
---UNICEF	A	A	A	A	A	A
---UNITAP	B	B	B	B	B	B
United Nations Educational, Scientific & Cultural Organization (UNESCO, Paris)	A	A	A	A	A	A
Others All other international institutions which have an interest in economic and social development such as FICU,						

the Commonwealth Fund for Technical Cooperation, etc. (the degree of interest varies from institution to institution)

(1) For administrative matters.

(2) Matching brief for IADB, PAHO and LIAS.

institution
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CONFIDENTIAL - SECRET

REGION, COUNTRY, OR INSTITUTION	DEGREE OF DIFFERENCE BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
LATIN AMERICA	CY	NY	NY+1	NY+2	NY+3	NY+4
Argentina	D					
--Paraguay						
--Uruguay						
Brazil	A	A	A	A	A	A
Chile	C	C	C	C	C	C
--ECLA	C	B	B	B	B	B
Colombia	A	A	A	A	A	A
--Ecuador	C	C	C	C	C	C
Costa Rica	A	B	B	B	B	B
--El Salvador	A	B	B	B	B	B
--Honduras	A	B	B	B	B	B
--Nicaraguas	A	B	B	B	B	B
--Panama	A	B	B	B	B	B
Cuba	C	C	C	C	C	C
Guatemala	A	B	B	B	B	B
Haiti	C	C	C	C	C	C
Mexico	D					
Peru	A	A	A	A	A	A
--Bolivia	D	C	C	C	C	C
Venezuela	D					
--Dominican Rep.	D					
Others						
--Guyana	A	A	A	A	A	A

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IV. WESTERN HEMISPHERE

CONFIDENTIAL - SECRET

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
UNITED STATES	CY	NY	NY+1	NY+2	NY+3	NY+4
Atlanta						
Boston						
Buffalo						
Chicago						
Cleveland						
Dallas						
Detroit						
Los Angeles						
Minneapolis						
New Orleans						
New York						
Philadelphia						
Puerto Rico						
San Francisco						
Seattle						
Washington	A					
--IADE	A	A	A	A	A	A
--IBRD	A	A	A	A	A	A
--IDA	A	A	A	A	A	A
--IFC	A	A	A	A	A	A
--IMF	A	A	A	A	A	A
Others						

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
CARIBBEAN	CY	NY	NY+1	NY+2	NY+3	NY+4
Barbados	C	B	B	B	B	B
--CDB	A	A	A	A	A	A
--Grenada						
--Leeward & Windward Is.	A	A	A	A	A	A
--West Indies Assoc. States						
Jamaica	C	C	C	C	C	C
--Bahamas						
--Belize	A	A	B	B	B	B
Trinidad & Tobago	C	B	B	B	B	B
Others						
U.W.I.	C	C	C	C	C	C
A.D.F.	C	C	C	C	C	C
CARIFTA	C	C	C	C	C	C

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III. EUROPE

CONFIDENTIAL - ANNEX A

4.

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	CY	NY	NY+1	NY+2	NY+3	NY+4
EASTERN EUROPE						
Czechoslovakia						
Hungary						
Poland						
U.S.S.R.						
--Byelorussian SSR(1)						
--Mongolia (2)						
--Ukrainian SSR(1)						
Yugoslavia						
--Bulgaria						
--Romania						
Others						
--Albania						

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	CY	NY	NY+1	NY+2	NY+3	NY+4
NORTHWESTERN EUROPE						
Britain						
--Commonwealth <i>Frank</i>	B					
--IMCO						
Denmark						
Finland						
Ireland						
Norway						
--Iceland						
Sweden						

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
WESTERN EUROPE	CY	NY	NY+1	NY+2	NY+3	NY+4
Austria						
--IAEA						
--UNIDO	C					
Belgium						
--Luxembourg						
France						
--Monaco						
Germany (FRG)						
--Mil. Miss. Berlin						
Greece						
Holy See						
Italy						
--FAO	A	A	A	A	A	A
--San Marino						
--WFP	A	A	A	A	A	A
Netherlands						
--ICJ						
Portugal						
Spain						
Switzerland						
--UPU						
Turkey	C	C	D	D	D	D
Others						

(1) Considered by Canada as part of the U.S.S.R.

(2) Mongolia is the responsibility of the East Asia 000519

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II. ASIA AND PACIFIC

CONFIDENTIAL - ANNEX A

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
P A C I F I C	CY	NY	NY+1	NY+2	NY+3	NY+4
Australia						
--Piji	C	C	D	D	D	D
--PNG						
Indonesia	A	A	A	A	A	A
--ASEAN						
Japan						
Malaysia	C	C	C	D	D	D
--Burma (1)	C	C	C	C	C	C
New Zealand						
--Tonga	C					
--W. Samoa						
Philippines	C	C	C	D	D	D
--ADB	B	B	B	B	B	B
Singapore	C	C	D	D	D	D
Rep. of Korea	C	C	C	D	D	D
Others						
--Brunei						
--Dem. P.R. Korea						
--Portuguese Timor						

- (1) Burma is the responsibility of the East Asia Division of the DDA.
- (2) No diplomatic relations. Included in the "territory" of the post in the Rep. of Vietnam as regards aid questions.
- (3) A separate country program is being prepared for FY 1975/76 as it was last year.

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
E A S T A S I A	CY	NY	NY+1	NY+2	NY+3	NY+4
Hong Kong						
P.R. China						
--Dem. Rep. of Vietnam						
Thailand	C	C	D	D	D	D
--ECAFE						
--Khmer Rep. (2)	C	C	C	C	C	C
--Laos	C	C	C	C	C	C
--Rep. of Vietnam (3)	C	C	C	C	C	C
Others						
--Taiwan						

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	74-5	75-6	76-7	77-8	78-9	79-80
S O U T H A S I A	CY	NY	NY+1	NY+2	NY+3	NY+4
Bangladesh	A	A	A	A	A	A
--UNROB						
India	A	A	A	A	A	A
--Nepal	C	C	C	C	C	C
Pakistan	A	A	A	A	A	A
--Afghanistan	C	C	C	C	C	C
Sri Lanka	A	A	A	A	A	A
--Colombo Plan Bureau	C	C	C	C	C	C
Others						
--Bhutan						
--Maldives	C	D	D	D	D	D
--Sikkim						

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CDA
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CONFIDENTIAL - AGRESA n

REGION, COUNTRY, OR INSTITUTION	DEGREE OF INTEREST BY FISCAL YEAR					
	CY	NY	NY+1	NY+2	NY+3	NY+4
M I D D L E E A S T						
Egypt						
--Libya						
--Sudan						
Iran						
--Bahrain						
--Kuwait						
--Oman						
--Qatar						
--United Arab Emirates						
Israel						
--Cyprus						
Lebanon						
--Iraq						
--Jordan						
--Syria						
--UNRWA						
--PD Rep. of Yemen						
--Rep. of Yemen						
Saudi Arabia *						
Others						

"D"

12-3-CIDA

Lester B. Pearson Building, 125 Sussex Drive Ottawa K1A 0G2

Confidential

October 10, 1974

MEMORANDUM

TO: Mr. J. Górin - CIDA

FROM: Mr. P.F. Brady - ICER Secretariat

SUBJECT: CIDA's Participation in ICER Country Program Review Meetings

As a result of our recent telephone conversation I have discussed briefly with Mrs. Overend the forthcoming ICER country program review meetings and her possible involvement. As a further follow-up I have prepared the attached paper, Annex A, which sets out some of the major items involved and makes certain suggestions about how the Agency (and Policy Branch in particular) may wish to arrange matters regarding its participation in the ICER process. This paper may be helpful to you and Mrs. Overend in establishing procedures and arrangements prior to the forthcoming ICER program review meetings in 1975.

I will let you know as soon as the schedule of meetings is drafted. However, in the meantime I would be pleased to discuss with you or Mrs. Overend any of the suggestions made in the attached paper.

A copy of the current cycle of events is attached as Annex B. Annex C is a copy of the instructions which were sent to posts for guidance in the preparation of their country programs.

P.F. Brady
Assistant Secretary

ANNEX A

CONFIDENTIAL

OTTAWA, October 10, 1974

ICER Country Program Review Meetings: Some
Suggestions on Draft Procedures and
Arrangements for CIDA Participation

Participation at Meetings

1. A representative of Policy Branch should attend all program review meetings to provide the coordination and continuity required.
2. Representatives of the Bilateral Branch should attend the regional or country meetings of their respective geographic areas. While the level of Area Division representation would be up to the Directors concerned the Country Program Manager should attend the meetings involving his countries.
3. More senior level (i.e. at the VP level) CIDA representation may be warranted at any 'wrap-up' or global meetings.
4. There may be a case at some country meetings for having representatives from Special Programs and Multilateral Branches.
5. In view of the length of time required for country program review meetings, it would seem desirable to keep the size of the CIDA delegation to a minimum. Pre-meeting consultations should be used to reach agreement on Agency positions.

Schedule of Events

1. The ICER target date for receipt of all posts country programs (except the U.S.A.) is November 15. The documents will be reproduced and distributed in November and early December.
2. Headquarters departments should have from early December to late January to review the documents.
3. External Affairs (PDMI) is responsible for establishing the schedule of country program review meetings - hopefully in consultation with the departments concerned.
4. While the schedule of meetings has not yet been established, it seems likely that the first meeting may take place in late January or early February. Based on previous experience the meetings will likely continue for about two months.
5. Following the meetings, External Affairs normally prepares draft minutes and draft letters to posts to inform them of the results of the discussion of their programs. These drafts are circulated to the departments and agencies concerned for comments.
6. In March, External will be preparing a global overview paper on proposed overseas resource allocation for Treasury Board. In 1975 this should be prepared on the basis of inter-departmental consultation (which was not the case this year). Policy Branch should be consulted on the global overview draft and be prepared to make a separate TB submission if the Agency's views are not adequately reflected in External's paper.

Development of a CIDA Position

1. Prior to the country meetings there should be consultations between Policy Bilateral, Multilateral Special Programs and Personnel Branches to reach agreement on an Agency's position.
2. In certain instances it would be desirable to consult with other departments and agencies prior to the country meetings to reach agreement on tactics and strategy.
3. One of the most difficult aspects will likely be the development of agreed Agency positions on program level and composition and staffing levels (for field representatives) prior to February. The CIDA Strategy papers for 1975-80 may not be approved by ICDA by January and the Aid Staffing Committee may have difficulty reaching agreement on aid positions until the strategy papers are approved.

Distribution of Documents

1. Mrs. Overend's name has been given to the ICER Secretariat as the coordinator for all country program documents. As such, she will be responsible for informing the Secretariat of the number of copies of each country program document required and for arranging for their distribution within CIDA.
2. It would seem useful to have copies of the country programs distributed as follows:
 - (a) one complete set to go on the Records Management ICER files in the 155-country series;
 - (b) two complete sets broken up by geographic regions or international institutions and given to the area divisions and units in the Multilateral Branch concerned;
 - (c) one complete set for Policy Branch;
 - (d) one complete set for the Briefing Centre; and
 - (e) possibly copies of selected country programs for the Special Programs Branch, as appropriate.
3. As coordinator, Mrs. Overend will also receive copies of draft minutes and draft letters to posts. She should be responsible, in consultation with the other Branches concerned, for ensuring that Agency comments are provided to External Affairs.

Program Analysis

1. At the present time there is considerable lack of uniformity in the quality, content and format of the narrative section of the country programs concerning the International Development Assistance Program. Even the statistical sections on manpower levels and utilization are not always accurate.
2. Hopefully this year, as a result of current discussions with posts about the CIDA Country Program Review, there should be some improvement in the aid program narrative section of the ICER Country Programs.
3. In order to make further improvements in the aid narrative section it would seem desirable to provide all aid posts with a model narrative or guidelines for the preparation of the narrative.
4. Ideally, the aid program narrative should be based on the CIDA country program review document since the latter document should establish program objectives for the country. The posts' role is to formulate a plan of action for the aid program which will achieve the program and country objectives.
5. Policy Branch should consider the preparation of appropriate statistical tables as part of its analysis of the country programs. Such tables should include summary sheets showing the present and forecast number of man years devoted to the aid program by geographic region.
6. Branches and divisions in CIDA should be encouraged to comment to the posts and at the ICER review meetings on the posts' country programs insofar as they represent specific plans of action to achieve stated objectives. If a post's plan of action for the aid program is considered by CIDA to be inadequate or seems unlikely to achieve aid program objectives the Agency's reactions should be enunciated.
7. There is some feeling in the ICER Secretariat and in some departments that the review meetings should focus more on an analysis of posts program plans in relation to their country objectives than on the secondary question of allocating manpower resources at the margin. The Secretariat this year has encouraged posts to improve their program narratives, to provide more statistical data about program related activities and to show more clearly the relationships between programs.

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Potential Areas for Improved Cooperation Between
CIDA and Other ICER Departments Regarding
Country Programming

1. Hopefully it should be possible in 1975 to bring the CIDA and ICER country programming cycles into phase. The adoption of a mutually acceptable cycle should enable CIDA to set program goals for posts after ICDA consideration with sufficient lead time for posts to prepare their ICER country programs. The cycle should also enable decisions to be made on overseas aid staffing levels prior to the ICER country program meetings.
2. There would seem to be further scope for improving the quality and uniformity of aid program narratives in ICER country programs. Additional quantitative data related to aid should be in the narrative section and ICER departments should have other data about the country and Canada's relations with it in order to facilitate discussion at ICER review meetings.
3. Satisfactory resolution of the question of aid staffing overseas should help to reduce some current frictions.
4. Mrs. Overend may find it useful to review the CIDA and ICER filing systems to determine whether it would be desirable and feasible to make some changes in the CIDA files on ICER matters.

Major Activities in Annual Country Program Cycle

Activity

- | | |
|--------------------------|---|
| May - June | - country and program objectives (applicable to the next program year) reviewed interdepartmentally and in consultation with posts and modified as necessary. |
| 1 August | - latest date for despatch to posts by DEA of agreed country and program objectives and of "policy guidance". |
| 1 August | - despatch of country programming forms to all posts. |
| August | - release by Treasury Board Secretariat of "B" budgets including program and support resources. |
| 15 September | - despatch to all posts of detailed instructions for completion of Country Program. |
| | - despatch, on Section 2/1 and 2"2 of the Country Program format, of the agreed manning levels for the coming program-year. |
| October - 15 November | - preparation by posts of the Country Program for the up-coming program-year and resource estimates for the forecast-year. |
| 15 November | - deadline for <u>receipt</u> in Ottawa of the Country Program from all posts. |
| 15 November - 1 December | - mass reproduction and distribution of Country Programs. |
| 1 December - 31 January | - study of Country Programs by departments and agencies; preparation and circulation of global aims and priorities and of position papers on specific issues. |
| February | - interdepartmental Country Program review meetings; confirmation of program positions for the program-year and agreement on proposals for "B" budget for the forecast-year; priorities for increments to be established on a regional basis. |
| March | - DEA submission of its "B" budget to Treasury Board, including consolidated interdepartmentally-agreed list of new positions requested. All other departments include forecast for their foreign operations in their departmental "B" budgets. |
| | - DEA submits to Treasury Board its assessment or "overview" of the global situation and priorities especially as applicable to the forecast-year. |
| April | - feedback to posts by DEA including record of Country Program review meetings, outcome of posts' specific requests, comments on the quality of the Country Program, on utilization of resources, on priorities, assessment of trends, etc. These to be based on consultation with departments and agencies concerned |

ANNEX C



Interdepartmental Committee on External Relations
Comité interministériel sur les Relations extérieures

Ottawa, September 6, 1974

UNCLASSIFIED

TO: All Posts

FROM: ICER Secretariat

SUBJECT: Country Program Instructions Fiscal Year 1975/76

It has been decided this year that all posts will be required to provide a new Country Program (CP). Contrary to expectations, last year's experiment of allowing posts an option of providing or not providing a new CP gave rise to several difficulties and therefore the option has been dropped. For the upcoming Fiscal Year 1975/76 and forecast years 1976/77 and 1977/78 posts are asked to take a completely fresh look at their programs and priorities. While some sections of the CP's may require minor amendments or no revision at all, posts are requested to submit a complete Country Program.

The Country Programming System is intended for use as a management tool at posts and at headquarters, primarily in the areas of policy and operations coordination, program management and, secondarily, in the allocation of personnel and financial resources. The need for brevity and conciseness in the written portions should be emphasized as the responsible officers of participating departments and agencies at headquarters need to read and review some eighty-seven CP's from one hundred and ten posts.

Where a Country Unit comprises more than one post, one Country Program should be produced. (The only exception is the United States, and until a method of co-ordinating the CP's has been worked out, it has been accepted that each Consulate there will prepare its own CP and provide Washington with a copy.) With the Head of Mission co-ordinating the CP for the whole of the Country Unit, the heads of all detached posts should participate, and all aspects of operations in the territory covered should be included in the CP. In those countries where there are M&I offices outside of the capital post, the M&I office in the capital post will co-ordinate the input to the Country Program from the other offices and will be responsible

... /2

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2. Les membres du personnel de soutien qui exécutent certaines fonctions de programme doivent figurer à la fois dans la section 4/2 et dans la présente section. Normalement, le temps consacré par du personnel de soutien à des fonctions de programme ne devrait pas dépasser 0.4 année-homme et devrait refléter le programme (affaires consulaires, aide au développement, et le reste) dans lequel la personne exerce un rôle de programme. Il peut survenir des situations de courte durée ou des imprévus qui modifieront considérablement les fonctions d'un employé. Si ce genre de situation se prolonge de façon à convertir un poste de soutien en un poste de programme, les missions devront en informer le secrétariat du CIRE et faire les recommandations qui s'imposent pour régulariser la situation.

3. Le temps total comptabilisé pour chaque personne doit correspondre à une année-homme dans les sections 4/2 et 5/2. Si un membre du personnel doit quitter son poste avant la fin de l'année financière 1975-1976, vous devrez l'inscrire comme suit: "J. Tremblay et remplaçant", par exemple, et indiquer une année-homme entière même si son remplaçant n'arrive que plus tard dans l'année.

Organigramme

Le 15 octobre, toutes les missions recevront des copies d'organigrammes complets qu'elles devront certifier. Ces organigrammes sont le résultat de l'application de principes de gestion sains et de notre interprétation des données suivantes: renseignements demandés dans le cadre du programme par pays de l'an dernier; renseignements fournis par les différents bureaux du ministère des Affaires extérieures, et dossiers des postes de la Section de la classification, Direction de la planification et du perfectionnement du personnel.

A l'aide du programme par pays de la mission, veuillez réviser les organigrammes aux chapitres suivants: numéros des postes, niveaux de classification des postes comblés par des Canadiens ou par des employés engagés sur place, titres des postes et voies hiérarchiques.

Dans le coin supérieur droit, l'administrateur de programme approprié doit certifier l'exactitude des renseignements. Veuillez joindre le document original certifié au programme par pays au moment de le soumettre au Secrétariat du CIRE. Si des modifications s'imposent, en exposer les motifs sur une feuille distincte que vous joindrez aux organigrammes.

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to the Head of Mission for the total M&I input to the Country Program. Each separate program is to be integrated on a country-wide basis and the preparation of that section will be the primary responsibility of the officer managing that program or, where not practical, an individual appointed by the Head of Mission. Where a program which is the responsibility of one department is supported by program personnel of one or more other departments or agencies, e.g. the Immigration Program, the senior officers of the supporting departments or agencies will prepare their input to that program in concert with the senior officer of the responsible department and within the time frame set by the Head of Mission.

The Country Programming System is an important technique and source of information in the management of the Canadian Government's foreign operations. It is also a mechanism for posts to comment on the methods and policies for the achievement of Canadian objectives in the territory covered by the mission and for recommending the most effective and efficient country program to achieve these objectives over the next three years.



G.A. Rau
Secretary

Section 4/2: Profil d'utilisation du personnel - Personnel de programme

1. Inscrivez les noms de tout le personnel de programme, par ministère, en indiquant le numéro du poste immédiatement à côté ou en dessous du nom, ainsi que le groupe d'occupation et le niveau du titulaire. Sous la rubrique "relations générales" et les rubriques qui suivent, indiquez le temps que chaque personne devra normalement consacrer à chacun des divers programmes mentionnés, de même qu'à tout nouveau programme approuvé conformément au para. 2 des instructions concernant la section 3/3.
2. Les membres du personnel de programme qui exécutent certaines fonctions de soutien doivent figurer à la fois dans la section 5/2 et dans la présente section. (Voir les instructions concernant les sections 2/1 et 2/2 (para. 2 et 3) pour les définitions du personnel de programme et du personnel de soutien.) Normalement, le temps consacré par du personnel de programme à des fonctions de soutien ne devrait pas dépasser 0.4 année-homme et devrait refléter le programme (affaires consulaires, aide au développement, et le reste) dans lequel la personne exerce un rôle de soutien. Il peut survenir des situations de courte durée de ces imprévus qui modifieront considérablement les fonctions d'un employé. Si ce genre de situation se prolonge de façon à convertir un poste de programme en un poste de soutien, les missions devront en informer l'administration centrale et faire les recommandations qui s'imposent pour régulariser la situation.
3. Le temps total comptabilisé pour chaque personne doit correspondre à une année-homme dans les sections 4/2 et 5/2. Si un membre du personnel doit quitter son poste avant la fin de l'année financière 1975-1976, vous devrez l'inscrire comme suit: "J. Tremblay et remplaçant", par exemple, et indiquer une année-homme entière même si son remplaçant n'arrive que plus tard dans l'année.
4. Il se peut que le nombre total d'années-hommes indiqué au bas de la section ne corresponde pas au nombre total de noms inscrits; par exemple, dans les cas où des membres du personnel de soutien sont inscrits comme exécutant des fonctions de programme, le nombre total d'années-hommes ne coïncidera pas avec le nombre de personnes inscrites. Le nombre total d'années-hommes doit cependant correspondre exactement au total de la section 4/1.

5/1: Déploiement du personnel de soutien

Il s'agit de la compilation des renseignements statistiques concernant le personnel de soutien qui se trouvent au bas de la section 3/3 de chaque programme. On voudra bien se reporter au para. 2 des instructions concernant la section 3/3 si l'on ajoute des programmes dans les espaces laissés en blanc.

5/2: Profil d'utilisation du personnel - Personnel de soutien

1. Inscrire le nom de tous les membres du personnel de soutien qui exécutent des fonctions de soutien en indiquant le numéro, la classification et le niveau du poste, ainsi que la désignation du poste (chauffeur, commis, sténographe, par exemple). Indiquez le temps que chaque personne devra normalement consacrer aux divers programmes au cours de l'année financière 1974-1975 et les prévisions de l'emploi du temps durant l'année financière 1975-1976. Vous remarquerez qu'il y a deux lignes, celle du haut pour l'année financière 1974-1975 et celle du bas pour l'année financière 1975-1976.

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I. Instructions: General

Deadline

The target date for receipt of completed Country Programs in Ottawa has been set at November 15, 1974. This is two weeks earlier than last year when it was found that the period was far too short for printing, distributing and reviewing the CP's as well as for departments to prepare position papers prior to the Country Program Review meetings.

Security Classification

All Country Programs received in Ottawa are marked "For Government Use Only". Posts are requested to use any other classification sparingly, as it complicates distribution. Posts which still consider a portion of their CP as classified should send that section separately and insert a page at the appropriate spot in the Program indicating this action.

Multi-Country Responsibilities

Where a post in "Country A" is responsible for a program in the territory of a post in "Country B", the amount of time spent by "Country A" personnel on the program in "Country B" should be indicated in "Country A's" program. "Country B", which has a program directed in its territory by personnel of "Country A", should mention the fact in its program but should not indicate the time spent by personnel of "Country A". It should, however, show the amount of time its own staff spent on that program if it exceeds 0.1 man-years.

Preparation and Distribution

1. After preparation of the Country Program, the post carrying out a program in another country unit should send a copy of the relevant portion of its CP to the other post(s) concerned for information purposes.
2. Use decimals not months when giving portions of man-years. These should be shown as 1.0, 0.4 not 1 or .4. The unit to be used is 0.1 or whole multiples thereof.
3. This year special forms have been introduced for Sections 4/2 and 5/2 for Missions or Delegations to international organizations. These will only be distributed to the posts concerned in place of the regular forms.
4. Forward the ORIGINAL copy of the CP. Carbon copies or photocopies are not acceptable as the quality of reproductions is poor if the original is not used. Please do not bind or perforate the CP in any way.

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Section 3/3: Programme

1. Exposez brièvement de quelle façon la mission se propose de réaliser les objectifs du pays et du programme qui ont été fixés pour l'unité en précisant ce que la mission entend accomplir, dans le cadre de son plan d'action, au cours de la période à l'étude. Un programme distinct devra être élaboré, identifié et décrit pour chaque programme qui occupera un membre du personnel de programme pendant au moins 0.1 année-homme.
2. Les missions ne devront élaborer pour l'année financière 1975-1976 aucun nouveau programme qui n'a pas été approuvé lors de la dernière étude des programmes par pays. S'il existe quelque incertitude à ce sujet, les missions devront solliciter l'approbation du CIRE avant de décrire un nouveau programme qui ne figurait pas dans leur dernier programme par pays.
3. L'exposé de chaque programme doit indiquer, sous les rapports quantitatifs et qualitatifs, comment les objectifs de ce programme seront réalisés. Il s'agit d'un plan d'action, non d'un exposé des fonctions ni d'une liste des activités du personnel. Il ne s'agit pas non plus de décrire la situation actuelle ou future du territoire de la mission.
4. Par le passé, certaines missions ont établi, d'une manière générale, l'importance ou l'intérêt relatif de chaque programme. Afin d'uniformiser tous les programmes par pays, les missions nous faciliteraient la tâche en classifiant les programmes comme suit: d'un intérêt supérieur à la moyenne, moyen, inférieur à la moyenne, ou sans intérêt.
5. L'élément principal de l'exposé est le plan d'action de la mission, moins détaillé d'année en année, pour les trois prochaines années financières. Ainsi, l'exposé pour l'année financière 1975-1976 doit indiquer en détail comment la mission prévoit réaliser les objectifs du programme du pays compte tenu des politiques canadiennes actuelles ou latentes. Normalement, l'exposé pour l'année financière 1976-1977 sera moins détaillé et portera surtout sur les changements prévus dans l'orientation, l'ordre de priorité ou le milieu des activités et l'incidence de ces changements sur le programme et les effectifs autorisés. Enfin, dans les prévisions pour l'année financière 1977-1978, on devra s'efforcer d'exposer en termes plus généraux les principaux changements de fond qu'il faudra apporter au programme par suite des tendances ou de l'évolution envisagée ou déjà amorcée de la situation.
6. Les données relatives au personnel pour l'année financière 1974-1975 devront refléter le niveau d'activité actuel de chaque programme. On doit indiquer les besoins en personnel pour chacune des trois prochaines années financières. Tous les changements dans le niveau du personnel demandé devront être expliqués en détail dans cette section plutôt que dans une demande distincte. Il importe que le total des années-hommes de la section 3/3 corresponde aux chiffres appropriés des autres sections.

Section 4/1: Déploiement du personnel de programme

Il s'agit d'une compilation des renseignements statistiques concernant le personnel de programme qui se trouvent au bas de la section 3/3 de chaque programme. Les missions voudront bien se référer au para. 2 des instructions concernant la section 3/3 lorsqu'elles ajouteront de nouveaux programmes dans les espaces laissés en blanc.

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II. Instructions: Detailed

Cover Page: "Country Unit"

Indicate the name of the country in which the mission is resident, do not include the names of other countries to which the Head of Post or other personnel are accredited or those of other geographic areas covered by the post. Those posts accredited to a major international institution (i.e. Permanent Mission of Canada to the United Nations) should use the name of the delegation or mission.

Table of Contents

Provide a table of contents including topic and page number. Starting with Section 1, number all pages consecutively.

Section 1: "Territory Covered"

This year, for the first time, posts are being requested to complete Section 1 in its entirety (i.e. Parts A, B and C).

- Part A. Indicate those programs which are the responsibility of the post, but which are being implemented in countries, territories or institutions located outside the country in which the post is located (i.e. outside the "Country Unit").
- Part B. Indicate those posts located outside the "Country Unit" which are responsible for programs in the "Country Unit".
- Part C. In the case of a country where there is more than one post, indicate by post and program the geographic area (i.e. state, province, county, district) covered by the post.

Sections 2/1 and 2/2: Manning Levels

1. The information needed to complete these sections will be forwarded separately. The FY 1974/75 manning levels should have been received by all posts prior to the receipt of instructions. The FY 1975/76 levels may be subject to change and therefore are not expected to be available before mid-September. Posts will be advised as soon as possible as to their approved levels for FY 1975/76. Personnel are to be listed in either 2/1 or 2/2, not both.
2. It is the normal expectation that an individual counted as program staff would have operational responsibilities in the implementation of a program for at least 0.6 man-years and that, similarly, an individual designated as support staff would be occupied for at least 0.6 man-years in providing clerical, secretarial or other administrative support services.

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- d) l'ensemble des intérêts canadiens, de même que la portée et la nature des relations susceptibles de s'établir entre le Canada et le pays ou l'institution en cause.

3. Ce faisant, le sommaire devra, autant que possible, exposer la priorité relative des programmes en fonction de leur importance pour le Canada et de l'urgence de chacun. Il devra mettre en relief les tendances, les activités et les événements qui sont de nature à exercer une grande influence sur la réalisation des objectifs canadiens.

4. Dans les pays où il existe plusieurs missions (sauf les Etats-Unis), la mission coordonnatrice devra remplir cette section en y incorporant l'apport des autres missions. Elle devra intégrer en un seul programme cohérent tous les éléments du programme de l'unité.

Section 3/2: Sommaire des changements dans les besoins en personnel

1. En décrivant le programme dans la première colonne, énoncez brièvement les changements à apporter au personnel de programme et de soutien par classification et niveau (FS-1 ou Asst 5, par exemple) pour les années indiquées. Les différences numériques entre le personnel de soutien total de 1974-1975 et celui de 1975-1976 dans la section 2/2 et le total des changements dans le personnel de soutien pour 1975-1976 dans la section 3/2 devront coïncider.

2. Les demandes visant à augmenter le personnel de programme ou de soutien pour les années indiquées devront être formulées par ordre de priorité. Si les demandes visant à augmenter le personnel de programme pour l'année financière 1977-1978 ne suivent pas le même ordre de priorité que celles de 1976-1977, et si tel est aussi le cas des demandes touchant le personnel de soutien pour les années financières 1975-1976 et 1976-1977, veuillez le mentionner sous "observations", au bas de la page. Il se peut que l'ordre de priorité des programmes énoncé à la section 3/1 ne coïncide pas avec celui que les missions accordent aux augmentations de personnel, si les programmes hautement prioritaires ne prennent aucune expansion ou sont déjà pourvus d'un personnel suffisant.

3. Sous la rubrique "observations", exposez brièvement les raisons, exposées en détail dans la section 3/3, des changements de personnel.

4. Veuillez indiquer le ministère et la classification du personnel sollicité. Indiquer aussi si les changements de personnel recommandés sont attribuables à l'expansion ou à la réduction d'un programme en cours ou à la mise sur pied d'un nouveau programme.

5. Comme le coût du personnel canadien est beaucoup plus élevé que celui du personnel recruté sur place, les missions devront établir le bien-fondé de toute demande de personnel canadien visant à combler un nouveau poste.

6. En analysant leurs besoins en personnel, et notamment les augmentations de personnel, les missions devront tenir compte de toutes les contraintes prévisibles quant aux services de soutien, au matériel, aux locaux de la chancellerie et au logement pour le personnel canadien, et de tout autre facteur propre à la mission.

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Where the mix of responsibilities for a position changes over time to the point where the 0.6 man-year rule is consistently exceeded, it may be necessary to change the position designation from program to support or the reverse. Posts should comment on such positions in their covering letter to ICER Secretariat and suggest remedial action that might be taken at the post or in Ottawa, including possible re-designation.

3. Under the Administration and Support Services Program only officers will be counted as program personnel. All others are to be classed as support personnel whether they perform these functions on a full or partial man-year basis.
4. Posts are requested to specify their requirements for support personnel for FY 75/76 even though a forecast was made for this item in a previous CP. This will enable posts to review and reassess their future needs in the light of likely circumstances in the program and forecast years as they are now envisaged.

Section 3/1: Country Program Summary

1. The purpose of this section is to provide headquarters with a concise and cogent outline of the total country program which is best suited to achieve Canada's major objectives in the country or international institution. As such, the "summary" is not intended to be a résumé or collation of individual programs, projects or activities. The Country Program Summary should provide the coordinated overview of the complete program to be implemented by the post.
2. This section should be based, therefore, on the post's appreciation of the inter-related and complementary nature of the various programs. Thus, it should provide headquarters with a more meaningful and analytical evaluation of programs and of how a particular combination and pattern of programs constitute the best package, during the period under review, to achieve Canadian objectives. It is the occasion for the Head of Post and the Committee on Post Management to formulate a balanced program for the country, taking into account such things as:
 - (a) Canada's objectives in the country unit and those of each individual program for the country or institution concerned;
 - (b) the environment in which programs will be implemented and the major factors which are likely to affect the achievement of objectives;

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Si les responsabilités d'un poste varient au point de dépasser régulièrement la norme de 0.6 année-homme, il peut devenir nécessaire de changer la classification du poste et de faire passer le titulaire du personnel de programme au personnel de soutien ou l'inverse. Les missions devront fournir des observations à ce sujet dans la lettre d'envoi adressée au secrétariat du CIRE et recommander les mesures qui pourraient être prises à la mission ou à Ottawa, y compris la possibilité d'une reclassification.

3. Dans le programme de l'administration et des services de soutien, seuls les agents de la catégorie FS devront être considérés comme faisant partie du personnel de programme. Tous les autres devront être classés dans la catégorie du personnel de soutien qu'ils exercent ces fonctions à temps plein ou à temps partiel.
4. Les missions doivent indiquer leurs besoins précis en personnel de soutien pour l'année financière 1975-1976, même si elles ont déjà établi des prévisions à cet égard dans un programme précédent. Cela permettra aux missions de réviser et de réévaluer leurs besoins futurs en fonction des circonstances qui se manifesteront vraisemblablement, selon les perspectives actuelles, au cours de l'année du programme et des années sur lesquelles portent les prévisions.

Section 3/1: Sommaire du programme par pays

1. Le but de cette section est de fournir à l'administration centrale un exposé concis et convaincant du programme par pays qui offre, pour le Canada, le plus de chances d'atteindre ses principaux objectifs dans le pays ou l'institution internationale en cause. Le sommaire ne doit pas être un résumé ou une compilation des programmes, projets ou activités. Le sommaire du programme par pays devrait donner une vue d'ensemble cohérente du programme que la mission doit mettre en oeuvre.

2. En remplissant cette section, la mission devra donc se prononcer sur l'interdépendance et la complémentarité des différents programmes. L'administration centrale disposera ainsi d'une meilleure évaluation analytique des programmes; elle saura aussi comment une combinaison ou un agencement particulier de programmes pourra contribuer le mieux à la poursuite des objectifs du Canada au cours de la période à l'étude. Cet exercice donne également l'occasion au chef de la mission et au Comité de gestion de la mission d'élaborer un programme bien équilibré pour le pays en tenant compte des points suivants:

- a) les objectifs du Canada pour l'unité et ceux de chaque programme pour le pays ou l'institution en cause;
- b) le milieu dans lequel les programmes seront mis en oeuvre et les principaux facteurs susceptibles d'influer sur la réalisation des objectifs;
- c) les ressources restreintes disponibles et la nécessité de se concentrer sur la meilleure façon d'atteindre les principaux objectifs canadiens dans l'unité;

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- (c) the limited resources available and the need to focus on how best to achieve the most important Canadian objectives in the country unit;
- (d) the totality of Canadian interests and the extent and nature of likely relations between Canada and the country or institution concerned.

3. In doing so the summary should, as far as possible, distinguish between the relative priority of programs in terms of their importance to Canada and their urgency. It should highlight major trends, developments, events and activities which are likely to have a significant effect on the achievement of Canadian objectives.

4. In multi-post countries (except USA) the coordinating post should complete this section, incorporating material from other posts in the country. All information about a program in a country unit is to be integrated into a single coherent Country Program.

Section 3/2: Summary of Changes in Personnel Requirements

1. Listing the program in the first column, summarize the projected changes in program and/or support personnel by classification and level (i.e. FS-1 or Asst 5) of the years indicated. The numerical differences between 74/75 and 75/76 support staff totals in Section 2/2 and the total of changes in support staff for 75/76 in Section 3/2 should be the same.

2. Requests for increases for program and/or support personnel for the years indicated should be ranked by priority. If requests for increases for program personnel for FY 1977/78 do not rank in the same priority as FY 1976/77 and, similarly, for support personnel for FY 1976/77 and FY 1975/76, indicate this in the "Remarks" section at the bottom of the page. Priorities in programs as summarized in Section 3/1 may not correspond to the rating posts give personnel changes, as high priority programs may not be expanding or are already adequately staffed.

3. Under "Remarks", summarize the reason for personnel changes; these should be further explained in Section 3/3.

4. Include departmental affiliation and classification of personnel changes. Indicate if the personnel changes recommended are attributable to the expansion or contraction of an existing program, or to the establishment of a new program.

5. As the costs for Canada-based personnel far exceed those of Locally Engaged Staff, posts should substantiate any recommendation for Canada-based staff for any new position.

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II Instructions détaillées

Page couverture: "Unité"

Veuillez indiquer le nom du pays dans lequel la mission est établie; ne mentionnez pas le nom d'autres pays auprès desquels le chef de la mission ou d'autres membres du personnel sont accrédités, ni le nom d'autres régions géographiques qui se trouvent dans le territoire de la mission. Les missions accréditées auprès d'une institution internationale importante (Mission permanente du Canada auprès des Nations Unies, par exemple) devront indiquer le nom de la délégation ou de la mission.

Table des matières

Veuillez fournir une table des matières indiquant les sujets et le numéro des pages. Prière de numérotter toutes les pages dont l'ordre à compter de la section 1.

Section 1: Territoire de la responsabilité

Pour la première fois, les missions sont priées, cette année, de remplir la section 1 au complet (parties A, B et C).

Partie A: Veuillez indiquer les programmes dont la mission est chargée dans des pays, territoires ou institutions situées à l'extérieur du pays où se trouve la mission (c'est-à-dire à l'extérieur de l'unité)

Partie B: Indiquez les missions situées à l'extérieur de l'"unité" qui sont chargées de mettre des programmes en oeuvre à l'intérieur de l'unité.

Partie C: Dans le cas d'un pays où il y a plus d'une mission, nous vous prions d'indiquer, pour chaque mission et chaque programme, la région géographique (état, comté, district) qui relève de la mission.

Sections 2/1 et 2/2: Effectifs autorisés

1. Les renseignements nécessaires pour remplir ces sections vous parviendront sous pli séparé. Toutes les missions devraient déjà avoir été informées des effectifs autorisés pour l'année financière 1974-1975. Les effectifs autorisés pour 1975-1976 sont sujets à révision et, par conséquent, on ne devra pas les attendre avant la mi-septembre. Les missions seront informées le plus tôt possible de leurs effectifs autorisés pour l'année financière 1975-1976. Le personnel doit être inscrit soit dans la section 2/1 ou dans la section 2/2, mais pas dans les deux.
2. On s'attend normalement à ce qu'une personne qui figure parmi le personnel de programme assume des responsabilités opérationnelles dans la mise en oeuvre d'un programme dans une proportion d'au moins 0.6 année-homme, et qu'une personne figurant parmi le personnel de soutien se consacre dans une proportion d'au moins 0.6 année-homme à du travail de bureau, de secrétariat ou d'autres services de soutien administratif.

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6. In analyzing personnel needs, especially increases, posts should bear in mind all constraints placed on it for the provision of adequate support services, equipment, office space in the chancery and living accommodation in the case of Canada-based personnel, plus any other factors peculiar to your post.

Section 3/3: Program

1. Present briefly in narrative form how the post proposes to achieve the country and program objectives which have been set for the country unit. The program narrative should specify what the post expects to accomplish as a planned undertaking during the period under review. A separate program should be established, identified and described for each program that will require at least 0.1 man-years in program personnel time.

2. Posts are not to establish any new program for FY 1975/76 that has not been approved as a result of the last Country Program Review. If there are any questions regarding this point, posts are to seek the concurrence of the ICER before describing any new program, not included in their last CP.

3. The narrative for each program should identify in quantitative and qualitative terms how the objectives for that program will be accomplished. It is a plan of action not a job description or a list of activities or functions for personnel. Neither is it intended to be a description of conditions (present or future) in the territory covered.

4. In the past some posts have classified in a general way the relative degree of interest or importance of each program. In order to obtain uniformity in all CP's, it would be helpful if posts could classify each program according to whether it is one in which the post has: above average interest; average; less than average; or no interest.

5. The major element in the narrative should be the post's plan of action for the next three fiscal years in progressively less detail. The FY 1975/76 narrative should be a detailed outline of how it plans to achieve the program objectives for the country in the light of existing or anticipated Canadian policies. The FY 1976/77 narrative normally will be less detailed and focus on anticipated changes in emphasis, thrust or environment and their effects on the program and manning levels. The forecast for FY 1977/78 should attempt to outline in more general terms the major substantive changes in the program which should be made due to trends or evolutionary developments already underway or envisaged.

6. The personnel data for FY 1974/75 should reflect the current level of activity for each program. Personnel requirements are to be indicated for each of the next three fiscal years. Any changes in personnel levels being requested should be explained in detail in this section rather than by a separate submission. It is important that man-year totals in Section 3/3 correspond with appropriate man-year totals in other sections.

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I Instructions générales

Date limite

La date limite de réception à Ottawa des programmes par pays a été fixée au 15 novembre 1974, c'est-à-dire deux semaines plus tôt que l'an dernier, l'expérience ayant démontré qu'il faut prévoir plus de temps pour imprimer, distribuer et étudier les programmes et pour permettre aux ministères de préparer leur dépense avant les séances d'étude des programmes par pays.

Cote de sécurité

Chaque programme par pays transmis à Ottawa sera dès lors "Réservé à l'administration". Les missions sont priées de se montrer parcimonieuses pour ce qui est des autres cotes de sécurité, car celles-ci compliquent la distribution des documents. Les missions qui estiment qu'une partie de leur programme doit être classifiée enverront cette partie séparément et inséreront une page à l'endroit approprié dans le programme pour indiquer que cette mesure a été prise.

Responsabilités dans plusieurs pays

Lorsqu'une mission située dans le pays "A" est chargée d'un programme dans le territoire d'une mission en pays "B", le temps consacré par le personnel de la mission du pays "A" au programme exécuté dans le pays "B" doit être indiqué dans le programme du pays "A". La mission située en pays "B" doit mentionner dans son programme les activités du personnel attaché à la mission du pays "A", mais elle ne devrait pas indiquer le temps consacré à ce programme par le personnel du pays "A". La mission du pays "B" indiquera toutefois le temps consacré à ce programme par son propre personnel si ce temps dépasse un dixième d'année-homme.

Préparation et distribution

1. Après avoir établi le programme par pays, la mission qui met un programme en oeuvre dans un autre pays devra envoyer une copie de la partie pertinente de son programme à l'autre mission (ou aux autres missions) concernée(s), à titre documentaire.
2. On devra indiquer en décimales et non en mois les fractions d'années-hommes. Par exemple, on inscrira 1.0, 0.4, et non pas 1 ou .4. La plus petite unité à employer sera 0.1 ou des multiples de cette décimale.
3. Cette année, des formulaires spéciaux ont été conçus pour les sections 4/2 et 5/2 concernant les missions et les délégations auprès des organisations internationales. Ces formulaires ne seront distribués qu'aux missions intéressées, au lieu des formulaires ordinaires.
4. Veuillez nous faire parvenir l'original du programme par pays. Nous ne pourrions accepter ni les copies au carbone, ni les photocopies, car l'emploi d'une copie autre que l'original réduit grandement la qualité de la reproduction. Prière de ne pas relier ou perforer le formulaire du programme par pays.

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Section 4/1: Deployment of Program Personnel

This is a collation of the program personnel statistical information found at the bottom of Section 3/3 for each program. Posts are reminded of instruction Section 3/3 (2) when adding programs in the blank spaces provided.

Section 4/2: Personnel Utilization Profile: Program Personnel

1. List the names, grouped by departmental affiliation, of all personnel performing program functions with the position number (where readily available) indicated immediately beside or under the name and the occupational group and level of the incumbent. Starting with General Relations indicate the amount of time it is intended each individual spend on each of the various programs indicated, plus any that have been approved for addition as per instructions in Section 3/3 (2).
2. Program personnel who perform some support functions must be listed in Section 5/2 as well as this section. (See instructions 2/1 and 2/2 (2) and (3) for a definition of program and support personnel.) In normal circumstances the amount of time devoted by program personnel to support functions is expected not to exceed 0.4 man-years and should be broken down to reflect the program(s) (i.e. Consular, Aid, etc.) in which the individual is engaged in a support role. Short term or unforeseen situations may arise which will substantially alter an individual's functions. Should these dislocations continue or develop into a long term situation so as to change an individual's designation of program personnel to support personnel, posts are to advise Ottawa of the situation and suggest remedial action to redress or regularize the situation.
3. The total time allotted to each individual should equal one man-year in Sections 4/2 and 5/2. If an individual will be leaving his post before the end of FY 1975/76, he should be listed as e.g. J. Smith & successor, and indicate a full man-year even if the successor may not arrive until later in the year.
4. The totals of man-years across the bottom of the section may not necessarily equal the total number of names listed; i.e. in those cases where support personnel are listed as performing program functions, the man-year totals will not equal the number of individuals listed. The man-year totals must, however, agree exactly with those of Section 4/1.

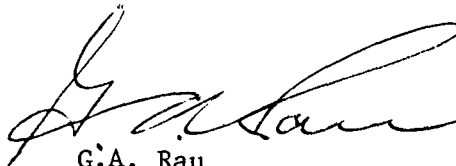
Section 5/1: Deployment of Support Personnel

This is the collation of the support personnel statistical information found at the bottom of Section 3/3 for each program. See instruction Section 3/3 (2) when programs are being added in the blank spaces provided.

... /7

ou de l'organisme qui fournit cette aide prépareront leur apport à ce programme de concert avec le fonctionnaire supérieur du ministère qui en est chargé dans les délais fixés par le chef de la mission.

Le système de programmation par pays constitue un important mécanisme et une source d'information précieuse dans le domaine de la gestion des activités du gouvernement canadien à l'étranger. Il permet aux missions de faire des observations sur les méthodes et les lignes de conduite destinées à réaliser les objectifs du Canada dans le territoire de la mission et de recommander le programme par pays qui permettra d'atteindre le plus efficacement ces objectifs au cours des trois prochaines années.



G.A. Rau
Secrétaire

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- 7 -

Section 5/2: Personnel Utilization Profile: Support Personnel

1. List the names of all personnel performing support functions by position number, classification and level and job title (e.g. driver, clerk, stenographer). Indicate the amount of time it is intended that each person will spend on the various programs for FY 1974/75 and is expected to spend in FY 1975/76. Note that two lines are used, top line for FY 1974/75 and bottom for FY 1975/76.
2. Support personnel who perform some program functions should be listed in Section 4/2 as well as this section. In normal circumstances, the amount of time devoted by support personnel to direct program function is not expected to exceed 0.4 man-years and should be broken down to reflect the programs (i.e. Consular, Aid, etc.) in which the individual is engaged in a program role. Short term or unforeseen situations may arise which will substantially alter an individual's functions. Should these dislocations continue or develop into a long term situation so as to change an individual's designation from that of support personnel to program personnel, posts are to advise ICER Secretariat and suggest remedial action to redress or regularize the situation.
3. The total time allotted to each individual should equal one man-year in Sections 4/2 and 5/2. If an individual will be leaving his post before the end of FY 1975/76, he should be listed as e.g. J. Smith & successor, and indicate a full man-year even if the successor may not arrive until later in the year.

Organization Chart

By October 15 all missions will receive copies of completed organization charts for certification. The charts are our interpretation compiled from information requested through last year's Country Program, Department of External Affairs' Bureau desk officers, position files of the Classification sector of DEA's Personnel Planning and Development Division and good management principles.

In conjunction with the post's Country Program, review the charts as to position numbers, Canada-based or Locally Engaged position classification levels, position titles and reporting relationships.

In the upper right hand corner the responsible program manager is to certify that the information is correctly reflected. Attach the original certified document to the Country Program to be submitted to the ICER Secretariat. If amendments are necessary, a full explanation is to be made on a separate sheet following the charts.



Interdepartmental Committee on External Relations Comité interministériel sur les Relations extérieures

SANS COTE

Ottawa, le 6 septembre 1974

A: Tous les postes

DU: Secrétariat du CIRE

SUJET: Programme par pays pour l'année financière 1975-76

Il a été décidé, cette année, de demander à toutes les missions de préparer un nouveau programme par pays. Contrairement aux prévisions, l'expérience que nous avons tentée l'an dernier en laissant les missions libres de préparer ou non un programme a donné lieu à plusieurs difficultés et, par conséquent, nous avons supprimé ce choix. En ce qui concerne l'année financière 1975-1976 et les prévisions pour les années 1976-1977 et 1977-1978, les missions sont priées de recommencer complètement l'étude de leurs programmes et priorités. Même si certaines parties du programme ne requièrent que des modifications de peu d'importance ou n'en exigent aucune, les missions voudront bien présenter un programme complet.

Le système de programmation par pays se veut un instrument de gestion pour les missions et l'administration centrale, premièrement dans les domaines de la coordination des politiques et des opérations et de la gestion des programmes et, deuxièmement, dans le domaine de l'affectation du personnel et des ressources financières. Nous insistons sur la brièveté et la concision des exposés, car les représentants des ministères et organismes participants à l'administration centrale devront lire et réviser quelque 87 programmes provenant de 110 missions.

Si un pays comprend plus d'une mission, un seul programme devra être préparé. (Les Etats-Unis constituent la seule exception et, d'ici à ce qu'une méthode de coordination des programmes ait été élaborée, il a été convenu que chaque consulat préparerait son propre programme et en ferait parvenir un exemplaire à Washington.) Le chef de la mission coordonnera la préparation du programme pour l'ensemble du pays, avec la participation des chefs de toutes les missions détachées; le programme par pays doit englober tous les aspects des activités à l'intérieur du territoire de la responsabilité. Dans les pays où le ministère de la Main-d'oeuvre et de l'Immigration a des bureaux en dehors de la capitale, le bureau de ce ministère situé dans la capitale où se trouve la mission coordonnera l'apport des autres bureaux au programme du pays et rendra compte au chef de la mission de l'apport total de la Main-d'oeuvre et de l'Immigration au programme. Les différents programmes devront être unifiés en un seul programme à l'échelle du pays et la préparation de cette section constituera la responsabilité primordiale de l'administrateur du programme ou, si cela est impossible, d'une personne désignée par le chef de la mission. Si un programme comme le programme d'immigration, par exemple, dont la responsabilité incombe à un ministère reçoit l'appui du personnel de programme d'un ou de plusieurs autres ministères ou organismes, les fonctionnaires supérieurs du ministère

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ICER

Abidjan

Dakar

12-3-CIDA
SEP 26 1974
CONFIDENTIELLE

OTTAWA KLA OG2

le 25 septembre 1974

Cher Neil,

Suite à notre récente conversation téléphonique, je vous transmets le détail des sommes et du personnel requis afin de mettre en place les bureaux d'ambassade d'Ouagadougou et de Bamako au sujet desquels nous avons obtenu l'assentiment des membres du CIRE.

Nous avions convenu déjà que chaque bureau devrait être composé d'un agent de planification, d'un commis et d'une secrétaire engagée sur place. Nous aurons donc à obtenir un total de 6 années-hommes.

Il serait possible de combler les postes d'agents de planification en mettant à Bamako l'agent déjà en place à Dakar et en affectant à Ouagadougou l'agent qui devait être ajouté aux effectifs d'Abidjan dès avril 1975. Ainsi, une année-homme serait transférée à chacun des deux nouveaux bureaux. Il reste donc à trouver les 4 années-hommes pour les postes de commis et de secrétaires ainsi que les sommes nécessaires à l'installation et à l'administration des bureaux.

Après une évaluation rapide des coûts, nous prévoyons qu'il en coûterait \$200,000 pour l'installation et \$75,000 par année pour les frais d'opération de ces deux bureaux.

Puisque le Conseil du Trésor ne nous laisse aucun espoir d'obtenir des ressources additionnelles, le ministère des Affaires extérieures devrait combler ce nouveau besoin à même ses ressources actuelles, ce qui nous semble très difficile à réaliser. Nous croyons cependant pouvoir réussir à trouver deux années-hommes et environ \$100,000 à même notre budget actuel, ce qui ne représente que la moitié des besoins.

Monsieur Neil Overend,
Vice-président, Programmes bilatéraux,
Agence canadienne de Développement international,
Edifice Jackson,
122 rue Bank,
O T T A W A

2 ...

CONFIDENTIELLE

Dans les circonstances, pourriez-vous examiner la possibilité que l'ACDI fournisse l'autre moitié des ressources requises, soit deux années-hommes et \$100,000 et une partie des frais d'opération. Cet apport de l'ACDI se ferait sous forme de transfert de crédits et d'hommes-années du budget de l'ACDI à celui des Affaires extérieures. Si vous étiez d'accord en principe, nos services administratifs pourraient se mettre en rapport avec les vôtres afin d'arrêter les modalités de cette opération dans les meilleurs délais.

D'autre part nous présenterons, tel qu'entendu, un mémoire au ministre sollicitant son approbation pour l'installation immédiate de ces deux bureaux, en lui soulignant qu'une partie des fonds et des effectifs seront probablement fournis par l'ACDI. Par ailleurs, la nécessité de présenter au ministre un mémoire très court ne nous permet pas de lui rappeler dans le même texte tout ce qui a été accompli au Sahel depuis quelques mois ainsi que les projets que l'ACDI est à mettre en marche. C'est pourquoi je comprends votre désir de soumettre au ministre un mémoire séparé sur l'état des projets de l'ACDI au Sahel.

... Je me permets donc de vous retourner ci-joint le mémoire que votre président avait fait parvenir au ministre le 10 septembre dernier, espérant que vous voudrez bien le soumettre à nouveau en n'y incluant pas les aspects administratifs.

Dans l'attente du plaisir de vous lire, je vous prie d'agréer, cher Neil, l'expression de mes meilleurs sentiments.

Le directeur de la Coopération,

R. McKINNON

Richard McKinnon



Canadian International
Development Agency

Agence canadienne de
développement international

file

12-3-74 CIDA

September 13, 1974

Your file Votre référence

Our file Notre référence

Mr. G.A. Rau
Secretary
Interdepartmental Committee *on* External Relations
Lester B. Pearson Building
125 Sussex Drive
Ottawa
K1A 0G2

Dear Mr. Rau,

Your note came in at a most appropriate time as I was *off* to London.

I will be reading *it* on the plane, discussing it with John Noble and *and he* pleased to give you some reactions on my return.

Yours sincerely,

Jacques Gerin
JG
Jacques Gerin
Vice-President (Policy)

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

DEPLOYMENT OF PROGRAM STAFF AT POSTS ABROAD

DEPARTMENT: C.I.D.A.

POST	MANNING LEVELS APPROVED FOR 1974/75	CHANGES RECOMMENDED AT COUNTRY PROGRAM REVIEW FOR 1975/76
ACCRA	Two PM	
DAR ES SALAAM	Two PM	
LAGOS	Two PM	
LUSAKA	One PM	
NAIROBI	Two PM	
PRETORIA		One PM CB officer
ABIDJAN	Two PM	One PM
NIAMEY	One PM	1 CB 0 Low Prior
ALGIERS	Two PM	
DAKAR	Two PM	One PM
KINSHASA	Two PM	One PM
RABAT	One PM	1 CB Low Prior
TUNIS	Three PM 2 PM + 1 PM	
YAOUNDE	Two PM	
SAIGON	One PM	
COLOMBO	One PM	
DACCA	Two PM	
ISLAMABAD	One PM	+ 1 CB - Low Priority
NEW DELHI	Two PM	
JAKARTA	Two PM	
KUALA LUMPUR	One PM	
BRIDGETOWN	Four PM	+ 1 CB - med -
GEORGETOWN	One PM	
KINGSTON	Three PM	
PORT OF SPAIN	One PM	
BOGOTA	Two PM	
BRASILIA	One PM	+ 1 CB -
LIMA	One PM	
SAN JOSE	One PM	
WASHINGTON (IADB)	One PM	+ 1 CB.
Total	10 PM 1 PM: 50 Total	- Bangkok

Port au Prince

file / circ. / diary

XX ICER / J.C. METCALFE / EC

12-3- CIDA
T

Lester B. Pearson Building, 125 Sussex Drive, Ottawa K1A 0G2

UNCLASSIFIED

July 24, 1974

Mr. Jacques Gérin
Vice-President
Bilateral Programs Branch
Canadian International Development Agency
Jackson Building
122 Bank Street
Ottawa K1A 0G4

Dear Mr. Gérin,

In a short time we will be issuing instructions to posts abroad with respect to the preparation and submission of Country Programs for FY 1975/76. An important element of this process is advice to the posts on the manpower resources which will be allotted to them for the implementation of their various program activities.

Changes in manning levels (numbers of positions) for program staffs cannot be determined, of course, until departments and agencies have received replies from the Treasury Board to the requests made in their Program Forecasts. Following this, departments will no doubt wish to review their priorities, with interdepartmental consultation when required, before making final decisions on the deployment of whatever new resources are authorized. As a preliminary step, however, we would like to verify our understanding of the current, FY 1974/75, manning levels.

— The FY 1974/75 deployment of program staff positions for your Department, according to our records, is listed on the attached table. We will be grateful if you could review this data and confirm or amend the information by August 8, 1974. Please contact the undersigned at 6-8781 or P.F. Brady at 6-5803 if the manning levels are correct. If there are amendments to be made we would appreciate receiving a revised list which reflects the deployment of your staff effective August 8, 1974.

We have also shown, for the posts concerned, the incremental changes for FY 1975/76 which were recommended in the last country program review process. Information regarding final decisions on these recommendations will be requested in due course.

Yours sincerely,

J.C. Metcalfe
Assistant Secretary

FILE / CIRC. / DIARY

ICER/P.F. BRADY/CR

12-3-CIDA

CONFIDENTIAL

Ottawa, July 18, 1974

Mr. Jean J. Guérin
Special Assistant to the
Vice-President - Administration
CIDA
Jackson Building
122 Bank St.
Ottawa, Ont. K1A 0G4.

Dear Mr. Guérin:

*Attached is a copy of a letter dated July 9, 1974, from Mr. E.P. Black, Director General, Bureau of European Affairs in External Affairs, to a number of his counterparts in various departments in Ottawa and to other interested bureaux and divisions in External Affairs. Unfortunately, in spite of CIDA's interest in several of the attachments to Mr. Black's letter an administrative oversight resulted in the omission of a letter to you or to Mr. Guérin. In the circumstances, I thought it might be helpful to ensure that copies of the draft letters concerning the January and February Country Review meetings would be available to the agency for any comments that may be appropriate.

*
on file
12-3-11

You may wish, therefore, to pass these on to Mr. Guérin for onward transmission to the officers concerned in the Bilateral and Multilateral branches. Since I have spoken to the Bureau of European Affairs, any comments which the agency may have could be made direct to the officers listed in Mr. Black's letter.

Yours sincerely

Encls.

P.F. Brady
Assistant Secretary

FILE COPY

MEMORANDUM

PDM

CONFIDENTIAL

May 27, 1974

POP/PDMI

CIDA programme in Madagascar

12-3-CIDA

CIDA has now sent a memorandum dated May 14 to the SSEA, copies to DEA, recommending the development of a five-year aid programme in the order of \$15 to \$20 million and the emplacement of a CIDA officer in Madagascar. The memorandum suggests all DEA agencies are in agreement, which is not quite the case. I think the proposal needs much more careful scrutiny before it goes to the Minister for a decision, for the following reasons:

- a) CIDA appears again to have precipitated events by an initiative to establish its own office in a country where we have no resident mission without consulting all interested agencies in this Department, let alone other Departments; indeed, there are some serious implications for this Department which do not seem to have been weighed;
- b) not only is CIDA tending unilaterally to reinforce its own representation abroad, but the establishment of an aid office is in fact a covert form of extending Canadian representation abroad in that diplomatic personnel are eventually required to handle ties and interests generated by a growing aid programme; there are several higher priorities for new posts than Madagascar in the line-up, which now extends into the period FY 1977-78;
- c) the question of locating in Tananarive has never been considered in the Country Programme Review or in ICER, although CIDA has had ample opportunity to raise it with ICER (the last being the April 30 meeting of the ICER, when new posts were discussed); consultations within the ICER framework should be undertaken before a recommendation with such wide inter-departmental implications is made;
- d) this Department will be expected to provide administrative support for a CIDA officer; our funds and personnel resources are already overstrained and committed up to FY 1975-76.

2. I understand that a similar initiative in respect of the Sahel project may be brewing.

(sgd.) R. D. Jackson

R. D. Jackson
Director

PDA
PDE
PDF
PDQ
GAP
ECP
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GAF
AFP

File

12-3-CIDA

April 26, 1974

- 1 -

INTERNATIONAL DEVELOPMENT ASSISTANCE

General

To formulate with the recipient government, analyze and recommend to CIDA a program which could involve the expenditure of about \$50,000,000 during the period FY 1975/76 to FY 1979/80, of which \$10,000,000 should be expended in FY 1975/76.

To administer in the field the current operational program which currently involves estimates expenditures of \$25,000,000 during FY 1965/76 to FY 1979/80. Expenditures on the current program in FY 1975/76 are estimated at \$10,000,000.

To evaluate and comment on significant economic and social events and trends which could affect the host country's progress towards sustained development and the Canadian aid program.

To represent Canada at appropriate meetings of the African Development Club and to provide periodic analytical reports on substantive developments of interest to Canada.

BEST ORIGINAL AVAILABLE
MEILLEUR ORIGINAL

Program Level and Composition

The following levels of expenditure are currently envisaged.

<u>Composition</u>	<u>FY (in millions of dollars)</u>					<u>Total</u>
	<u>1975/76</u>	<u>1976/77</u> ⁽¹⁾	<u>1977/78</u>	<u>1978/79</u>	<u>1979/80</u>	
<u>Grants</u>	<u>4.0</u>	<u>4.1</u>	<u>.5</u>	<u>1.0</u>	<u>.4</u>	<u>10.0</u>
Operational Projects	1.1	1.0	.5	1.0	.4	4.0
New Program	2.9	3.0				6.0
<u>Loans</u>	<u>13.7</u>	<u>20.0</u>	<u>1.0</u>	<u>2.0</u>	<u>1.0</u>	<u>60.0</u>
Operational Projects	8.5	7.8	1.0	2.0	1.0	20.3
New Program	5.2	12.2				39.7
<u>Food Aid</u>	<u>2.0</u>	<u>1.8</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>3.8</u>
Operational Projects	.3	.2				.5
New Program	1.7	1.6				3.3
<u>Special Programs</u>	<u>.3</u>	<u>.3</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>1.2</u>
Operational Projects	.1	.1				.2
New Program	.2	.2				1.0
<u>Total</u>	<u>20.0</u>	<u>26.1</u>	<u>1.5</u>	<u>3.0</u>	<u>1.4</u>	<u>75.0</u>
Operational Projects	10.0	9.1	1.5	3.0	1.4	25.0
New Program	10.0	17.0				50.0

(1) Figures for FY 1976/77 are indicative only.

Program Content

1. To develop a program in terms of the plans and priorities of the recipients' five-year development plan (1974-75) which focuses on large scale projects (over \$500,000) in the following economic sectors:

- transportation
- agriculture
- education

and which would utilize Canadian resources in areas where Canada is capable and competitive, i.e.

- vocational school equipment
- STOL aircraft
- communications systems and equipment
- rapeseed
- food grain storage and handling facilities
- tubewells, and irrigation equipment
- transportation sectoral studies

2. To develop a suitable program which would take into account constraints and strengths in the recipients' economy. For example:

- capability to mobilize domestic resources (i.e. no local cost financing)
- widespread corruption in the public and private sectors
- reluctance to accept "expert" expatriate advice
- the need for employment creation which is largely economically self-sustaining
- the lack of qualified professional and technical manpower

3. To give priority consideration in FY 1975/76 to the development of the following planned projects now under consideration

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and to those current operational projects which, unless appropriate remedial measures are taken, may not be completed on schedule and within approved budgetary levels

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- 4 -

4. To cooperate more closely with other Canadian and multilateral agencies, i.e.

- EDC as regards suitable projects to contribute to increasing foreign exchange earnings
- IBRD in the parallel financing of agricultural projects directed at self-sufficiency in food

5. To include in the development of the five year program an element which would take into account, as appropriate, Canada's long-term industrial development and foreign trade objectives, especially as regards:

-
-
-

6. To develop an aid program which limits the extent and nature of the "brain drain" from the recipient country.

- 5 -

Reporting

1. The post's annual evaluation of the program should be received before December 31, 1975.
2. The proposed development program should be received in Ottawa by November 15, 1974.

Visits

1. To arrange a suitable program for the country program team which plans a visit in the spring of 1975 in conjunction with the aid group meeting.
2. To visit each project site at least twice during the program year and to maintain both formal and unofficial contact with all project personnel

CHECKLIST - PREPARATION OF SUBSTANTIVE FILES FOR MICROFILMING
LISTE DE CONTROLE - EXAMEN DE DOSSIERS - MATIERES POUR FINS DE MICROPHOTOGRAPHIE

Date

MAR 25 1982

Vol. No.

2

File No./Dossier no

12-3-CIDA

Subject/Sujet

Integration of the Govt Ext. Operations - Planning - Coordinating and
Integrating Services

Date
From/De

74-04-01

Date
To/A

~~80-12-16~~ 76-12-31

ANALYST/ANALYSTE

CLERK/COMMIS

Transmittal slips, action request forms and envelopes destroyed	Items misfiled sent to ACRC	Straight copies destroyed	Ephemeral items sent to ACRR	Items reclassified	Copies of drafts etc. destroyed
Notes d'envoi, fiches de service et enveloppes détruites	Erreurs, de classe- ment - ACRC	Doubles détruits	Items éphémères - ACRR	Items reclassifiés	Doubles de projets, etc. détruits
6		11		TRA PAR MOIX	WORK COMPLETED BY MOIX

BOOKLETS, PAMPHLETS, RECORDINGS, LEGAL DOCUMENTS,
CLIPPINGS, BRIEFINGS, NATO, U.N. AND SPECIALIZED
AGENCIES DOCUMENTS, ETC. PHOTOGRAPHS

LIVRETS, PAMPHLETS, ENREGISTREMENTS MAGNÉTIQUES,
DOCUMENTS JURIDIQUES, COUPURES DE JOURNAUX,
CAHIERS D'INFORMATIONS GÉNÉRALES, DOCUMENTS DE
L'OTAN, DES N.U. ET D'AGENCES SPÉCIALISÉES,
ETC. PHOTOGRAPHIES

Size and
clarity

Dimension et
qualité

ACL	ACLC	ACLL	ACLN	ACRC	ACRD	FAH	FAI	Cut Réduction	ACRE	Retyped Retapé
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MAR 25 1982

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