

CLASSIFIED

File No. Dossier 20-1-2-4-OTT-1973/CIDA C0811
Volume 1 From - De 73-6-5 To - À 73-1-11

ACRYX
CLASSIFIÉ
BICO A-2
BICO A-2

BICO A-2

TITLE — TITRE:

Political Affairs - Policy and Background -
Canadian External Policy and Relations -
Heads of Mission Meetings - Ottawa, Canada -
1973/CIDA (June 10-12, 1973 re: CIDA
Strategy Review)

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Retention period - Période de retention:

PUBLIC RECORDS APPROVALS
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ACCESS TO INFORMATION
EXAMINATION
DATE: 3/1/95
William A

DEPARTMENT
OF
EXTERNAL AFFAIRS

MINISTÈRE
DES
AFFAIRES EXTÉRIEURES

File No. Dossier 20-1-2-4-CTP-1973/CIDA C0811
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MINISTÈRE
DES
AFFAIRES ÉTRANGÈRES

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RESTRICTED

January 11, 1973

File
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MEMORANDUM TO GWE GAP GPP ECD ECP

cc. PDE

Ref.: ECD's memorandum of January 5 to PDM

Subject: Possible Meeting in Ottawa of Heads of Post
in Developing Countries

I should be grateful if you could let me have your comments on this proposal within the next few days so that we may approach CIDA again in the not too distant future with a considered reaction to Mr. Gérin-Lajoie's idea. While we may well have to indicate to CIDA considerable misgivings about the original concept, I would hope that we may come forward with positive alternatives which might be more manageable and serve the purposes of not only CIDA and this Department but all Departments concerned.

Our relations with CIDA would benefit if we were in a position to engage in a substantive discussion with CIDA before they are committed to a firm proposal.

Mr. Smith has already raised with Mr. Gérin the question of the timing of the meeting, how it could be fitted in with other commitments and the schedule of visitors, and whether it might be possible to limit participation on a selective basis so that the posts in any one region would not be entirely stripped. It would be helpful to have your views on these subjects. We should also look at other possibilities such as limiting the envisaged meeting to one geographical area and how scheduled Heads of Mission meetings might be affected by such a proposal. If a meeting is to take place in Ottawa at all, we should also develop views as to its possible format and to how best it could be prepared.

There will no doubt be other suggestions. We could see whether a meeting of interested Bureaux is required when your reactions have been received. If a meeting is required, we could aim at holding it not later than January 19.

D.I.F.
D'I.F.

11.1.44(us)

ECD/L.A.H. Smith/pem

MEMORANDUM

BEST ORIGINAL AVAILABLE
MEMORANDUM ORIGINAL

PDM (through ECP)

RESTRICTED

ECD

January 5, 1973

Possible Meeting in Ottawa of
Heads of Post in Developing Countries.

FDE
SWP
GAP
GPP

I understand that during your recent luncheon with the CIDA President Mr. Gerin-Lajoie raised with you the possibility of convening a meeting in Canada of our heads of post involved in the aid programme and that you were generally agreeable to the idea. Mr. Fowell mentioned today that you had certain questions about when such a meeting might be convened, how it could be fitted in with other commitments and the schedule of visitors, and whether it might be possible to limit participation on a selective basis so that the posts in any one region would not be entirely stripped.

2. I discussed these and other matters with Jacques Gerin. According to him, CIDA was thinking of a meeting in the late winter or early spring, perhaps March or April, with a date to be fixed later. The purpose of the meeting would be to look at longer term strategy over the next five years in the light of the expected growth of the programme and the objectives which might be achievable for it in any one country. Mr. Gerin classified it as planning for the future and in this sense he thought it would be useful to have a report from the post managers as well as from interested departments in Ottawa. He also saw such a meeting as a logical follow-up to the regional meetings which had taken place in the field between Mr. Gerin-Lajoie and heads of post.

3. Mr. Gerin took our point about the difficulty of inviting all heads of post from developing countries and said CIDA would be considering a more selective approach. On the other hand, he pointed out that some noses might be out of joint if some heads of post were invited and not others.

4. Mr. Gerin emphasized that CIDA thinking was still at a very preliminary stage and that, before going any further, they had simply wanted to clear the matter in principle with you. They are now taking it for granted that this Department has agreed in principle and they will therefore be developing their thoughts and preparing some papers which they will clear with us.

L.A.H. Smith
Director
Aid and Development Division

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

Classer

MEMORANDUM

TO
À *V* POF

FROM
De GWP

REFERENCE
Référence Your memorandum of January 11

SUBJECT
Sujet Possible Meeting in Ottawa of Heads of Post in Developing Countries

e-030

SECURITY
Sécurité RESTRICTED

DATE January 12, 1973

NUMBER
Numéro

FILE	DOSSIER
OTTAWA <i>20-1-2-4-OTT/73/CIDA</i>	
MISSION <i>19</i>	

ENCLOSURES
Annexes

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PDE
GAP
GPP
ECP
ECD

I must confess to a bias against the convening of mass meetings to deal with unmanageable agendas. I suspect that this may turn out to be such a meeting.

2. If CIDA wants "to look at longer term strategy", as has been suggested, the perspective is clearly global. It will involve judgments about the relative apportionment of funds as between various regions and such matters as programme content and priorities (e.g. how strong an accent on employment creation should there be in Canadian projects and how is this to be reconciled with Canadian content restraints). I doubt if a broad discussion on these lines would leave time to examine in any but the most superficial way "the objectives which might be achievable....in any one country". I could envisage particular, knowledgeable heads of posts being co-opted for such a meeting. I find it much more difficult to see the whole host being brought to Ottawa for what would, in practice, amount to cooling their heels until the discussion comes around to their particular country.

3. Furthermore, there are now excellent opportunities for discussing the regional complexion and the individual country make-up of our aid programmes. We discussed the Caribbean programme at considerable length at our regional heads of post meeting in Port of Spain in December 1971. We also had the opportunity, in November 1972, to do the same with our Latin American programme at Brasilia. CIDA was competently represented at both these meetings which, incidentally, generated a wide range of ideas that are still in play. It has, as you may know, been agreed to set a review of the Latin American programme in train within the next few weeks - a review that will presumably draw on the conclusions reached at Brasilia.

4. It is also relevant to bear in mind that heads of post now return to Ottawa periodically as a matter of policy. These mid-term visits offer a good opportunity to all concerned for reviewing and restructuring country programmes as necessary.

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15.1.26/05

- 2 -

5. In sum, it seems to me that:

(a) if the purpose of the meeting is to discuss aid policy in global terms, the presence of our heads of mission in Ottawa is not required (other than, possibly, a handful to act as resource personnel);

(b) if there is to be a discussion of regional or country programmes, there are other, more productive, opportunities for doing this;

(c) any meeting to look at longer term strategy is likely to be unmanageable if all our heads of post were to be asked to attend;

(d) it is not good practice to denude so many of our posts at the same time; it is not as if this was the only occasion when their presence in Ottawa is anticipated (periodic consultations, official visits, personnel recruitment, rating review and promotion boards) nor is it as if many of them did not have competing local commitments; and

(e) the cost-benefit ratio of the whole exercise is questionable.

6. By way of a gloss, I should add that CIDA has pleaded, in defending their performance record in Latin America, severe shortage of resources both at home and abroad. It does not make very good sense for them to concentrate so many resources on forward planning when current programmes are being held back for lack of them.



K. Goldschlag,
Director General,
Bureau of Western Hemisphere Affairs.

GAA/H. H. Carter/1k

GAP

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GAA

20-1-2-4-OTT/73/CIDA
19

Possible Meetings in Ottawa of Heads
of Posts in Developing Countries

GAP
(Courvette)
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Mr. Hatheway

I strongly share your misgivings about this project. To my mind regional meetings of Ambassadors in the field are definitely preferable to summoning them home in groups to Ottawa. However, if we are required to go ahead with the project and name representatives from our particular areas, my first choice would be Jim Barker, in view of his relative experience in Tanzania and the active aid programme he is concerned with. Of my other Heads of Post I would dismiss from consideration Broadbridge, Campbell and Wardroper because they are so new to their respective jobs. Ralph Reynolds has recently been back in Ottawa and in any case our aid programme to Ethiopia is a small one. Noble Power has also recently been here but our programme in Ghana is an active one and, as you know, it has special problems in view of the debt repudiation situation. Bill Olivier is new to his job but the question of Uganda is currently so important that this must be taken into consideration. So my first choice would be Barker, with a toss-up between Olivier and Power if Anglophone Africa is required to send two representatives.

2. I would certainly urge that such a meeting in Ottawa should not take place less than one month after our meeting in Nairobi, in order that those concerned would have a chance to catch up with their respective jobs before coming here. In this context, we might also bear in mind that Easter is very late this year, i.e. April 22, so the period from April 18 to 24 would presumably be unsuitable for a meeting in Ottawa.

H. H. CARTER

H. H. Carter,
Director,
African Affairs I Division

EXTERNAL AFFAIRS



AFFAIRES EXTÉRIEURES

TO ✓ GAA, GAF, GAM
A

SECURITY RESTRICTED
Sécurité

FROM GAP
De

DATE January 16, 1973

REFERENCE
Référence

NUMBER
Numéro

SUBJECT Possible Meeting in Ottawa of Heads of Post
Sujet in Developing Countries.

FILE	DOSSIER
OTTAWA	
20-12-4-011/73/150	
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ENCLOSURES
Annexes

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PDE

*Olivier ?
Barker ?
Power ?*

Mr. Goldschlag, Mr. Wainman-Wood and myself have all recorded misgivings about this whole idea but from a brief conversation I had with the Under-Secretary recently I gather that he would prefer to find some way to go along with Mr. Gérin-Lajoie's idea in a modified form rather than say that it is not feasible at all.

2. I should, therefore, like you to give some thought to which selected Heads of Post we might nominate to be invited to a meeting in Ottawa to discuss the future of our aid programmes and at what time. My tentative view is that we ought to think of about three or four Heads of Post from Africa and probably none from the Middle East, since there are no bilateral aid activities in that area. The African ones might be selected from East Africa, West and North respectively to get a sufficiently varied spread. I would think also that we should choose Heads of Mission who have been at their post for a reasonable length of time, or have been exposed to aid activities in previous posts, so that it is more likely they have well-formed ideas about our aid programmes. Another criteria might be that we choose Heads of Post who want to come to Ottawa in any case over the next few months for routine consultation. These criteria for selection, and others you might think of, will not, of course, necessarily converge.

3. In East Africa, Mr. Barker has been longest at his post and has one of the largest country programmes in Africa. Mr. Olivier has, of course, the special cases of Uganda and the EAC and it would be handy to have him in Ottawa soon for consultations. In the West, all the Heads of Post are relatively new except Mr. Déry. On the other hand, Mr. Mathieu in Abidjan has a bigger and more complicated programme with the inclusion of Niger, and also it would be handy to have him in Ottawa for consultations about the staffing of his post and the filling of the position of Canadian representative on the African Development Bank. In North Africa, the obvious choice would be Mr. Hardy in terms of scale of programme and his previous experience, although he is in Ottawa at the moment and might find it difficult to get away from his post again in the immediate future.

4. On timing, in view of our current preoccupations, I would be inclined to suggest that Mr. Gérin-Lajoie's meeting not be arranged before April, or possibly late March, so that African Heads of Post are given a reasonable interval to recover from the HOP meeting in Nairobi.

- 2-

5. Please let me have your views and comments so that we can send our collective wisdom on to Mr. Fortier.



A. S. McGill
Director General

ECD/L.A.H. Smith/pen

EXTERNAL AFFAIRS

AFFAIRES EXTÉRIEURES



MEMORANDUM

PDF (through ECP)

OM ECD

REFERENCE Your memo of January 11

SUBJECT Possible Meeting in Ottawa of
of Heads of Post in Developing Countries

file
Pls show to Mr. J. J. [unclear]

SECURITY
Sécurité

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DATE

January 16, 1973

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You asked for comments on the above subject so that a considered reaction could be given to Mr. Gerin-Lajoie's proposal.

2. As mentioned in my memo of January 5, CIDA envisages such a meeting in the context of general strategy over the longer term. We have now received from CIDA a copy of Mr. Gerin-Lajoie's paper on strategy for 1975-80 and I am attaching a copy. I have been invited to attend an informal session with Mr. Gerin-Lajoie on January 19 so that he can explain more fully his thinking behind his paper. It seems to me that points 2, 4 and 6 of his objectives might have implications which we would want to examine more carefully, but I should be grateful for any comments which those receiving this memo might want to pass to me before the meeting with Mr. Gerin-Lajoie.

3. With respect to the general question of a meeting in Ottawa of heads of post, I would share some of the reservations expressed by GWP and GAP. Provided, however, that only a limited number of heads of post would be invited ("particular, knowledgeable heads of post" as described by GWP), and provided that a useful agenda can be worked out, it seems to me that there would be some advantage in accepting the CIDA proposal that some heads of post be involved in the review of strategy. It does not seem to me that important enough issues are involved that we should be simply negative to the CIDA proposal.

L.A.H. Smith,
Director,
Aid and Development Division.



TO-A

FROM-DE

Paul Gérin-Lajoie

CLASSIFICATION - CLASSIFICATION

FILE NO. - NUMERO DE DOSSIER

CROSS REFERENCE - RENVOIS

DATE - DATE

le 4 janvier 1973

RE Stratégie pour 1975-80

Toile de fond

Un certain nombre de raisons amène l'ACDI à s'engager dans l'élaboration d'une stratégie pour 1975-80 avant la mise au point du projet du budget annuel 1974-75, notamment les suivantes:

- a) au moment du budget 1974-75 nous serons rendus à mi-chemin de la deuxième décennie de développement proclamée par les Nations unies sans que le Canada ait précisé l'échéance et les moyens de réalisation de l'objectif de 0.7% du P.N.B. à consacrer au développement international. Il apparaît important de voir si nous pouvons maintenant fixer cette échéance et ces moyens;
- b) l'ACDI a atteint un volume d'activité et a mis en oeuvre une diversité de politiques tels qu'il est maintenant opportun de faire le point et d'envisager les modalités selon lesquelles cette action devrait se poursuivre dans les années prochaines;
- c) le gouvernement procède actuellement à une évaluation de ses politiques économiques et à l'élaboration d'un programme partiellement renouvelé à cet égard. Comme les politiques et les activités de l'ACDI ont une incidence importante sur la vie économique canadienne, il s'impose que ces politiques et ces activités fassent l'objet d'une revue d'ensemble et vraisemblablement d'une révision à la lumière de la nouvelle conjoncture canadienne.

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Objectifs poursuivis

A la lumière de ces circonstances, il paraît opportun de proposer au gouvernement d'adopter les objectifs suivants:

- 1 - Atteindre progressivement d'ici 1980 un budget de coopération au développement international qui corresponde à l'objectif de 0.7% du PNB.
- 2 - Développer la capacité de l'ACDI de réaliser un tel programme, compte tenu:
 - a) des procédures administratives à rendre plus efficaces;
 - b) du personnel à recruter et à former.
- 3 - Reviser et diversifier les formes de transfert de ressources et de connaissances que prennent les programmes de coopération pour que ceux-ci correspondent aux besoins variés et changeants des pays en voie de développement. (Ici se posent, entre autres, des questions comme le paiement des frais locaux, les achats dans les pays du Tiers-Monde, l'"aide non liée" en général.)
- 4 - Placer le Canada (l'ACDI) en relation plus directe et plus rapide avec les pays de la coopération pour permettre une meilleure faculté d'écoute et de réaction à leurs besoins.
- 5 - Assurer une participation plus étendue et plus dynamique du monde des affaires et généralement de l'économie canadienne dans son ensemble à la réalisation du programme canadien, à la fois dans le cadre de nos activités bilatérales et dans les multiples organisations internationales auxquelles nous participons.
- 6 - Contribuer à la formulation de nouvelles politiques ou de nouveaux arrangements commerciaux et monétaires internationaux qui facilitent l'accès des produits des pays en voie de développement à des marchés internationaux plus étendus et plus stables.

...3

Partnership nécessaire

La poursuite de tels objectifs exige une action énergique et conjuguée de sources diverses.

D'une part, les ministères normalement engagés dans les politiques de développement international - les Affaires extérieures, l'Industrie et commerce, les Finances, le Conseil du Trésor - sont appelés à jouer avec l'ACDI un rôle essentiel, non seulement dans l'étude de la situation actuelle et la formulation de politiques nouvelles, mais également dans la mise en oeuvre de la "stratégie" qui pourra être adoptée. Le C.R.D.I. devra assurément participer aux travaux à divers égards. On devrait d'ores et déjà se demander si le ministère de l'Expansion économique régionale ne pourrait pas également remplir un rôle utile.

D'autre part, dans le secteur privé, le rôle du milieu des affaires prendrait une signification nouvelle et devrait être assuré par des mécanismes efficaces.

Echéancier

L'échéancier pour la réalisation d'un tel projet devrait être très court. On vise à mettre au point un document pour le Conseil des ministres à temps pour l'époque de préparation du projet de budget 1974-75, soit en mars 1973.

Consultations ministérielles et autres

L'importance de la question et la priorité qu'il faudra lui donner à cause des délais très courts exigent des interventions au plus haut niveau.

Le Secrétaire d'Etat aux Affaires extérieures a déjà été saisi oralement du projet dans ses grandes lignes. Je poursuis actuellement mes rencontres individuelles avec les sous-ministres des ministères en cause. On devrait envisager aussitôt que possible par la suite une rencontre des ministres et sous-ministres de ces ministères pour donner à l'entreprise une sorte de mandat collectif.

- 4 -

Par ailleurs, il va de soi que les mécanismes habituels de consultation interministérielle au niveau des fonctionnaires rempliront leur rôle.

Finalement, l'ensemble des cadres et des services de l'ACDI seront engagés à fond dans cette opération d'analyse et de construction, destinée à permettre au Canada de jouer un rôle toujours plus dynamique et plus utile dans l'entreprise mondiale de la coopération au développement international.

P. G.-L.

GAP

Restricted

GAA

**Possible Meetings in Ottawa of Heads
of Posts in Developing Countries**

I strongly share your misgivings about this project. To my mind regional meetings of Ambassadors in the field are definitely preferable to summoning them home in groups to Ottawa. However, if we are required to go ahead with the project and name representatives from our particular areas, my first choice would be Jim Barker, in view of his relative experience in Tanzania and the active aid programme he is concerned with. Of my other Heads of Post I would dismiss from consideration Broadbridge, Campbell and Wardroper because they are so new to their respective jobs. Ralph Reynolds has recently been back in Ottawa and in any case our aid programme to Ethiopia is a small one. Noble Power has also recently been here but our programme in Ghana is an active one and, as you know, it has special problems in view of the debt repudiation situation. Edil Olivier is new to his job but the question of Uganda is currently so important that this must be taken into consideration. So my first choice would be Barker, with a toss-up between Olivier and Power if Anglophone Africa is required to send two representatives.

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H. H. CARTER

H. H. Carter,
Director,
African Affairs I Division

GAP
(Couvrette)
GAN
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PDE
Mr. Hatheway

MEMORANDUM

ECD

RESTRICTED

GWP

January 18, 1973

Your memorandum of January 16

OTT-73-217A

Possible Meeting in Ottawa of Heads of Post
in Developing Countries

20-1-2-4-		
19	-	

Judging from Gérin-Lajoie's paper, this represents a serious effort at long-term planning. I agree that we should be co-operative; indeed, there is room here for a serious contribution on our part. I remain unpersuaded that the discussion envisaged calls for more than very selective participation by our heads of post or that it will leave room for the translation of overall strategies into individual country objectives. This could, however, be envisaged as a second stage.

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2. Gérin-Lajoie assumes that the broader economic context is going to have to play a larger part in the shaping of future aid strategies. Presumably he would be willing to contemplate a measure of accommodation of the aid programme to the national interest at large. To the extent that foreign policy is now generally recognized as the extension of the national interest into the international environment, it may be possible for us to turn Gérin-Lajoie's approach to good account.

3. Economic growth was identified in our review as one of the principal themes of Canadian foreign policy. If, as Gérin-Lajoie seems to anticipate, the domestic economic environment were to become a more important consideration in the activities of CIDA, a number of issues should be faced: Can the aid programme develop some complementarity to whatever industrial strategy is formulated, i.e. should we perhaps give greater weight to the provision of goods and services in which we intend to promote efficiency and international competitiveness (rather than using it, as we have at times in the past, to sustain industries that are in difficulty)? What account should be taken of the dictates of more widely dispersed industrial capacity within Canada? Should we remain as shy as we have been of using aid monies as others have done to support trade and investment transactions (e.g. by using such monies to subsidize interest rates)? How much of a push should the aid programme be giving to, say, our engineering companies which tend to be more dynamic in penetrating foreign markets than the exporters of Canadian goods, perhaps because they are not as closely locked into the Canada-U.S. corporate trade pattern? Is there any way in which the aid programme can be used to underpin the Third Option?

4. These are iconoclastic notions at this stage. But they will need to be looked at in a policy context in which, as Gérin-Lajoie appears to take for granted, there is a risk of pressing domestic

*file
fadm*

ACTION COPY

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

FM DSLAM 921 MAY17/73

TO EXTOTT **L**GAP

MCGILL DE BARKER

20-1-2-4-OTT-73-CIDA	
19	25

---CIDA MTG OF HOPS OTT JUN10-12

HAVE IMPRESSION THAT AT TIME OF REF MTG JACQUES GERIN MAY RAISE WITH ME QUESTION OF SUPPORT FOR PROPOSAL WHICH HE TOUCHED ON LIGHTLY AT LAST HOP MTG RE POSSIBLE SATIONING OF CIDA CONSULTING GROUP FOR EAST AFRICA PERHAPS IN ARUSHA.

2. AS I UNDERSTAND IT SUCH GROUP WOULD CONSIST OF VARIOUS TECHNICAL EXPERTS EG ENGINEERS, ECONOMISTS ETC WHO WOULD BE ABLE GIVE EXPERT REVIEW TO EAST AFRICAN PROJECTS AND BE AVAILABLE FOR ON SPOT QUICK ASSESSMENT AND ADVICE ON AID PROJECT PROBLEMS AS WELL AS NEW PROJECTS. GATHER GROUP MIGHT BE HEADED BY PRETTY SENIOR CIDA PERSONAGE

3. AT FIRST BLUSH THERE IS SOMETHING TO BE SAID FOR HAVING QUICK LOCAL ACCESS TO THIS KIND OF EXPERTISE WHICH COULD MOST USEFULLY ASSIST MISSIONS IN ASSESSING NEW PROJECT PROPOSALS AND HELP IN CONSIDERATION OF TECHNICAL PROBLEMS WHICH ARISE. (HOWEVER NOT/NOT CLEAR TO ME THAT THIS MOST COST-EFFECTIVE WAY TO MAKE SUCH ADVICE AVAILABLE IN PRESENT CIRCS HERE).

4. ON OTHER HAND CAN ALSO SEE MANY POSSIBLE PROBLEMS FOR MISSION AND DEPT WHICH COULD DEVELOP EVEN IF NOT/NOT PERHAPS AT FIRST. AT PRESENT MISSIONS LEVERAGE WITH TANZ AUTHORITIES IS BASED VERY LARGELY ON ROLE WE PLAY IN HELPING DEVELOP AND ASSESS PROJECTS AND IN THEIR

...2

PAGE TWO 921 CONFD

MANAGEMENT. IF HIGH LEVEL GROUP WERE ON GROUND INEVITABLY MISSION
COULD BE BYPASSED ON IMPORTANT AID MATTERS AND OUR GENERAL ROLE IT
SEEMS TO BE COULD THUS BECOME LESS USEFUL. IN ADDITION SUCH A
MISSION BEING NECESSARILY ORIENTED TO TECHNICAL AND ADMIN ASPECTS
COULD WELL LACK SENSITIVITY TO POLITICAL AND ECONOMIC DEVELOPMENTS
AND ATMOSPHERE HERE ASSESSMENT OF WHICH IN MY VIEW IS AN ESSENTIAL
CONTRIBUTION WHICH MISSION MAKES RE PROJECTS AND PROGRAM. POSSIBILITY
THAT SUCH A MISSION FOR EAST AFRICA MIGHT BE BASED IN ARUSHA ALSO
COULD POSE SOME DIFFICULTIES FROM OUR POINT OF VIEW (EG RE CHANNELS
OF COMMUNICATION) AND CERTAINLY IF THERE WERE DISPOSITION IN DEPT
TO CONSIDER PROPOSAL WE WOULD WANT TO ENSURE AND PARTICIPATE IN
VERY CAREFULLY WORKED OUT GUIDELINES TO ENSURE OPTIMUM CONTINUING
EFFECTIVENESS MISSION ACTIVITIES HERE.

5. IN BALANCE OFF CUFF I SEE MORE DISADVANTAGES THAN ADVANTAGES BUT
COULD BE THAT WITH BROADER VIEW AND MORE INFO THIS WOULD NOT/NOT BE
CASE. WOULD VALUE VIEW YOU CARTER AND SMITH.

6. GRATEFUL ANY PRELIMINARY COMMENTS YOU MIGHT HAVE AND IF POSSIBLE
OPPORTUNITY DISCUSS THIS WITH YOU AND OR OTHERS CONCERNED IN DEPT
IN OTT ON FRI JUN8.

171100Z 400

MESSAGE

	PLACE	DEPARTMENT	ORIG. NO.	DATE	FILE/DOSSIER	SECURITY SÉCURITÉ
	LIEU	MINISTÈRE	N° D'ORIG.		20-1-2-4-011-73-01A	
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TO/A	DSLAM (BARKER DE MCGILL)	PRECEDENCE
INFO		MAY 31 15 27 '73
DISTR.		

REF YOURTEL921 MAY17
 SUB/SUJ CIDA MTG OF HOPS OTT JUN10-12

ECD ARE PREPARING MEMO ON REGIONAL AID MISSION IDEA AND COMMENTS YOUR REFTTEL USEFUL TO THEM IN PUTTING TOGETHER EXTER VIEWS. ^{CONCEPT} ~~IDEA~~ OF REGIONAL AID MISSIONS IN ONE FORM OR ANOTHER WILL CERTAINLY BE ON AGENDA FOR HOP MTG.

2. WE HOPE TO HAVE PRELIMINARY DISCUSSIONS WITH HOP ATTENDING MTG IN EXTER BEFOREHAND. IN GENERAL HOWEVER ~~THE~~ THINKING HERE IS WHAT IT IS NOT/NOT NECESSARY TO CONCERT VIEWS ^{ON ALL MATTERS} BEFORE CIDA CONSULTATIONS START. THOSE OF US IN DEPT NATURALLY HAVE FULL CONFIDENCE THAT HOP WILL MAKE CONSTRUCTIVE CONTRIBUTION TO MTG WUT OF THEIR OWN EXPERIENCES AND WITHOUT BRIEFING BY DEPTL COLLEAGUES. DRAFT CIDA PAPER WHICH ^{YOU} ~~WE~~ SAW AT NROBI IS NOW INTO ITS THIRD ^{VERSION} ~~DRAFT~~ AND APPARENTLY CONSIDERABLY CHANGED. WE ARE ALL WAITING TO SEE LATEST VERSION BEFORE TRYING TO DECIDE WHAT PARTICULAR POINTS WE WISH TO ARGUE IN COURSE OF CIDA CONSULTATIONS.

DRAFTER/RÉDACTEUR	DIVISION/DIRECTION	TELEPHONE	APPROVED/APPROUVÉ
SIG..... A.S.McGill/eg	GAP	2-7133	<i>A.S. McGill</i> A.S. McGill Director General

- 2 -

priorities crowding out external ones. The more closely the aid programme is rooted in the scheme of domestic priorities, the less likely is the risk of its having to take second place, even if we fall short of meeting the 0.7 per cent of GNP target in the planning period to be examined.

5. Gérin-Lajoie raises the problem of resource transfers under points 3 and 6. I have long felt that, at some stage or other, we should put our aid effort into this kind of larger context, i.e. should all the weight fall on the general taxpayer or should some of it be shifted to the consumer (by way of more liberal commodity policies) and the producer (by way of easing special restraints on low-cost imports from less developed countries, the GPS, active efforts to assist LDC's in expanding their access to the Canadian market etc.). This may not be the time or the forum but I do not see how the issue can be avoided in the longer term, particularly in cases where resources are in fact being transferred in the reverse direction or where aid programmes are being directly offset by other government policies.

6. There is also the problem of programme content. As I suggested in my previous memorandum, employment and the mounting social pressures associated with it is one of the problems being faced in greater or lesser magnitude by almost all developing countries. It is also, of course, a very current problem in Canada. Are there nevertheless ways in which we can build a greater employment content into our programmes in particular areas (the Caribbean being a case in point)? A discussion of this would seem to fit into Gérin-Lajoie's point 3 where he raises such questions as payment of local costs and purchases in developing third countries to which, presumably, Canadian content restraints should be added.

7. I have some reservations about point 4 which you appear to share. I would myself place much greater emphasis on co-ordination of aid among major donors not only through such mechanisms as the consortia and DAC but in LDC capitals where the total impact and sector weight of a variety of aid inputs can be assessed to much better effect.

8. These are very preliminary comments on Gérin-Lajoie's skema. I cannot pretend that they exhaust the implications of what is being proposed. But perhaps one or two of the points raised may be helpful to you in your meeting with Gérin-Lajoie.

K. GOLDSCHLAG

K. Goldschlag,
Director General,
Bureau of Western Hemisphere Affairs.

John J. ...
GAF (3) (X) (S) (M)

INFO ONLY

20-1-2-4-OTT-73-CIDA
19

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REF EXTOTT ECD525 MAY22

---CONSULTATION OF SELECTED HEADS OF POST:CDN AID STRATEGY

75-80

FRUPOSE OF MTG TO PROVIDE OPPORTUNITY TO HOP TO PARTICIPATE
IN EXCHANGE OF VIEWS ON CDN INT DEVELOPMENT STRATEGY WITH
PARTICULAR REF TO THEIR COUNTRIES OF ACCREDITATION DURING
PERIOD 1975-80.

2. AS BASIS FOR DISCUSSIONS, DOCUS HAVE BEEN CIRCULATED TO
YOU. EXTER ARE PREPARING FURTHER PAPER ON ROLE OF HEADS OF
MISSIONS IN AID PROGRAM IN ADVANCE OF MTG. REVISED VERSION
OF CIDA PAPER WILL ALSO BE MADE AVAILABLE AT MTG.

3. PRES OF CIDA WILL HOST DINNER/RECEPTION SUN JUN10.

INVITATIONS INDICATING TIME AND PLACE WILL BE AT YOUR HOTEL
ON ARRIVAL. CONFERENCE SESSIONS WILL TAKE PLACE IN CIDA ROOM 6A
JUN11 AND 12 FROM 9 AM TO 6 PM INCLUDING WORKING LUNCHEONS.

4. PROPOSED AGENDA AS FOLLOWS:

SESSION I JUN10 PM DINNER. GEN EXCHANGE OF VIEWS.

SESSION II JUN11 AM (1) OPENING STATEMENT BY PRES OF CIDA ON
CURRENT THINKING ON STRATEGYM

...2

PAGE TWO PRA3 UNCLAS

(2) OPENING STATEMENT BY HOP (THIS WILL PROVIDE OPPORTUNITY OF MAKING PRELIMINARY STATEMENT OF YOUR VIEWS ON ROLE OF CDN DEVELOPMENT ASSISTANCE PROGRAM AGAINST BACKGROUND OF TOTALITY OF CDN OBJECTIVES IN THESE COUNTRIES IE POLITICAL, COMMERCIAL, DEVELOPMENT ASSISTANCE, AND OTHER OBJECTIVES. POINTS RAISED WILL BE PURSUED IN GREATER DEPTH IN COURSE OF FOLLOWING AGENDA ITEMS).

SESSION II AM (1) COUNTRY PROGRAMMING OF AID. (2) CRITERIA FOR GEOGRAPHIC ALLOCATION OF BILAT. ASSISTANCE. (3) SPECIAL PROGRAMS FOR LLDCS. (4) SECTORAL CONCENTRATION AND SECTORAL GUIDELINES.

SESSION IV JUN 12 AM (1) ROLE OF MISSIONS, HQ AND LDCS IN FORMULATING AND IMPLEMENTING DEV ASST PROGRAMS. (2) PROGRAM PLANNING AND MANAGEMENT IN FIELD. (3) ROLE OF TRADE COMMISSIONER. (4) FUNDS FOR SMALL PROJECTS.

SESSION V PM (1) CHANNELS FOR CDN ASSISTANCE BILAT MULTILAT NGO. (2) TERMS AND CONDITIONS OF ASSISTANCE. (3) FORMULATION OF STRATEGY 75-80.

5. GRATEFUL YOUR COMMENTS ON DRAFT AGENDA AND ARRANGEMENTS.

011954Z 450



Canadian International
Development Agency

Agence canadienne de
développement international

file
4-20-1-2-4-OTT/13/EJN
19

June 5, 1973

Mr. K. Goldschlag
Director General
Bureau of Western Hemisphere Affairs
Department of External Affairs
206 Langevin Block
Ottawa, Ontario

Your file Votre référence

1050-6-0

Our file Notre référence

Dear Mr. ^{Klaus} Goldschlag:

Heads of Post Consultation: Canadian International Development Strategy
1975-80 - June 10-12

I am pleased to confirm the invitation you have already received informally to attend a consultation with selected Heads of Post June 10-12, 1973 on the subject of the Canadian International Development Strategy 1975-80.

The purpose of the meeting is to provide an opportunity to selected Heads of Post responsible for development assistance programs in different regions of the world to participate in an exchange of views on a Canadian International Development Strategy 1975-80 with particular reference to their countries of accreditation.

The Consultation will open Sunday, June 10, 1973 with dinner/reception at the Carleton Towers Hotel (7:30 p.m.) hosted by Mr. Paul Gérin-Lajoie. The remainder of the meetings will be held June 11 and June 12 in Room 6A, CIDA, Jackson Building. It is envisaged that our sessions will take place from 9 a.m. to 6 p.m. each day, including working luncheons. The consultation will close June 12 with an informal reception at CIDA immediately following the end of the last working session.

Your participation would be a valuable contribution to our work on a Canadian International Development Strategy for 1975-80. I do hope you will be able to attend.

Yours sincerely,

H.J. Hodder
Vice-President,
Special Adviser to the President

122 Bank Street
Ottawa, Canada
K1A 0G4

122, rue Bank
Ottawa, Canada
K1A 0G4

Date
OCT 19 1978

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File No./Dossier no: **20-1-2-4-OTT-1973/CIDA** Vol. No. **1**

Subject/Sujet: **Central Office Policy & Background - Canadian External Policy & Relations - Board of Missions Meetings**

Date From/De: **Ottawa, Canada - 1973/CIDA June 10-12, 1973 re: CIDA ~~by~~ Strategy Review** Date To/A: _____

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