

# TABLE OF CONTENTS

<b>Summary and conclusions</b> .....	9
<b>Part I</b>	
<b>KEY TRENDS IN POLICIES AND ORGANISATION</b>	
<b>Chapter 1. Strategic directions and financial commitments</b> .....	17
A. Canada's 1995 foreign policy statement: <i>Canada in the World</i> .....	17
B. Canada's development co-operation: priorities and management directives .....	18
C. The budget process and future prospects for Canadian ODA .....	19
<b>Chapter 2. Canada's development co-operation initiatives and programmes</b> .....	23
A. Overview of roles and structures in the Canadian government .....	23
1. Key actors .....	23
2. Policy coherence and aid co-ordination .....	23
3. Special Canadian initiatives .....	26
B. Main features of CIDA's policies and programmes .....	29
1. Geographical distribution .....	29
2. Poverty reduction .....	29
3. Programme priorities .....	30
4. Other important CIDA activities .....	34
C. Multilateral aid .....	37
<b>Chapter 3. CIDA: an organisation in renewal</b> .....	41
A. Towards a results-based culture and management system .....	41
1. Reports by the Auditor-General .....	41
2. Performance review, results-based management and the Framework of Results and Key Success Factors .....	45
B. Performance monitoring .....	47
C. Human resource renewal .....	48
D. Recentralisation and Project Support Units .....	48
E. Mainstreaming of sectoral expertise .....	49
F. Information systems .....	49
G. Procurement of services: new contracting system .....	50
H. Technical co-operation and capacity development .....	50
<b>Chapter 4. Partnerships in Canadian development co-operation: policies and practices</b> .....	51
A. Framework for a renewed relationship .....	51
B. CIDA's voluntary sector and special projects .....	53
C. CIDA INC .....	54
D. Provincial governments .....	54

<b>Chapter 5. Trade, investment and aid</b> .....	55
A. Trade and investment .....	55
1. Trade relations with developing countries .....	55
2. The North American Free-Trade Agreement (NAFTA) .....	55
3. Team Canada and trade diversification .....	56
4. Canadian investments in developing countries .....	56
B. Tied aid .....	57

**Part II**  
**BASIC PROFILES**

<b>Chapter 6. Structure of Canada's development co-operation programme</b> .....	61
A. Funding .....	61
B. Organisations .....	61
1. Canadian International Development Agency (CIDA) .....	61
2. Department of Finance .....	64
3. Department of Foreign Affairs and International Trade (DFAIT) .....	64
4. International Development Research Centre (IDRC) .....	64
5. International Centre for Human Rights and Democratic Development (ICHRDD) .....	66
6. Export Development Corporation .....	67
7. Other departments and agencies .....	67
<b>Chapter 7. Basic profiles of Canadian programme</b> .....	69
A. ODA volume and outlook .....	69
B. Composition and sectoral distribution of aid .....	71
C. Financial terms and debt forgiveness .....	72
D. Geographical distribution .....	73
E. Official aid .....	73
F. Aid reporting .....	73
<b>Notes</b> .....	75
<b>Press release of DAC aid review of Canada</b> .....	77
<b>Description of key terms</b> .....	81

**Tables**

1. Breakdown of International Assistance Envelope .....	24
2. Breakdown of Canadian bilateral official development assistance .....	30
3. Canada's share in multilateral development banks .....	38
4. CIDA staffing levels .....	48
5. Main ODA volume indicators .....	70
6. Share of total ODA net disbursements to multilateral agencies .....	71
7. The effect of the inclusion of refugee costs on Canada's ODA .....	71
8. Distribution of bilateral ODA commitments by major purposes .....	72
9. Geographically unallocated bilateral ODA .....	73
10. Major recipients of bilateral ODA net disbursements .....	74

**Figures**

1. ODA net disbursements .....	10
2. Future prospects for Canadian ODA .....	20

## Charts

1. Aid-related organisations of the Federal Government .....	25
2. Canadian International Development Agency (CIDA) .....	62
3. Department of Foreign Affairs and International Trade (DFAIT) .....	65

## SUMMARY AND CONCLUSIONS

### Boxes

1. South Africa/Canada Programme on Governance .....	27
2. Governance, Human Rights and Democracy: CIDA Activities .....	32
3. China Council for International Co-operation on Environment and Development .....	34
4. Environmental Impact Assessment .....	35
5. Peacebuilding, Human Rights, Democracy and Good Governance .....	36
6. Main Points in the Auditor-General's 1993 Report .....	42
7. Main Points in the Auditor-General's 1995 Report .....	43
8. Main Points in the Auditor-General's November 1996 Report .....	44
9. Results-Based Management .....	46
10. CIDA in South Africa: Partnerships in the Field .....	52
11. Assistance to Countries in Transition .....	63
12. Public Opinion, Information and Development Education .....	64
13. A New Approach to IDRC Programme Delivery .....	66