

- Is the "project" excluded from an environmental assessment under the CEAA?

Some projects are exempted from the CEAA environmental assessment process. The severity of the potential environmental effects of such projects is considered minimal and thus excluded from the CEAA. Consult the "CIDA Procedural Guide to the CEAA" for a list of excluded projects. Examples of excluded projects include small buildings, maintenance, and minor repair of existing physical work.

Projects undertaken in response to an emergency are also exempted if they are carried out in the interest of preventing damage to property or the environment, or are in the interest of public health or safety. Examples include emergency projects conducted after a flood or a tornado. Consult Legal Services for further details.

9.4.4 Identification of the Environmental Assessment Track

Depending on the nature of the "project", an environmental assessment conducted in accordance with the CEAA may follow four tracks (or types): screening; comprehensive study; public review; or mediation.

The majority of environmental assessments conducted for "projects" funded in whole or in part by CIDA will likely fall under the first track (i.e. environmental assessment screening). A screening is an environmental assessment which includes consideration of the following:

- the environmental effects of the project, including the environmental effects of malfunctions or accidents that may occur in connection with the project
- the cumulative environmental effects that are likely to result from the project in combination with other projects or activities that have been or will be carried out
- the significance of the environmental effects
- comments received from the public
- measures to mitigate any significant adverse environmental effects of the project that are technically and economically feasible
- any other matter relevant to the environmental assessment (e.g. need for project, alternatives to the project)

"Projects", as defined under the CEAA, which are known to pose potentially significant adverse environmental effects are listed in the Comprehensive Study List regulation. Examples of such projects include nuclear facilities, hydroelectric generating stations, and large dams. In addition to the considerations outlined for a screening, a comprehensive study must also include the following factors:

- the purpose of the project
- alternative means of carrying out the project that are technically and economically feasible

- the environmental effects of any such alternative means
- the need for, and requirements of, any follow-up program in respect to the project
- the capacity of renewable resources that are likely to be significantly affected by the project to meet the needs of the present and those of the future.

A referral to a Public Review or Mediation can be made either by CIDA, or ordered by the Minister of Environment, at any time before, during or after a screening or comprehensive study. Panel reviews and mediation are advisory rather than decision-making procedures. CIDA retains all decision-making authority to determine whether to provide project funding. A referral to a public review is made when:

- it is uncertain whether the project is likely to cause significant adverse environmental effects;
- the project is likely to cause significant adverse environmental effects and CIDA must determine whether these effects are justified in the circumstances; or
- public concerns regarding the environmental effects of the project warrant further investigation of the project

A "project", funded in whole or in part by CIDA, will undergo an environmental assessment screening when it:

- is not on the Comprehensive Study List regulation
- has not been referred directly to a panel review or mediation

A "project", funded in whole or in part by CIDA, will undergo a comprehensive study when it:

- is listed on the Comprehensive Study List regulation
- has not been referred directly to a panel review or mediation

9.4.5 Conducting an Environmental Assessment under the CEAA

In most cases, the preparation of an environmental assessment report will be conducted by the executing agency or project proponent. However, CIDA will likely assist in the development of the terms of reference for, and implementation of, the environmental assessment by way of financial and/or technical assistance.

Following is a brief overview of the CEAA environmental assessment process.

Environmental Assessment Screening

CIDA form 1519-2 (Screening Report) must be completed for all environmental assessment screenings. In most cases, the environmental assessment screening will

be prepared by the executing agency or project proponent as a separate report or component of the feasibility and design study. The PM, in consultation with the Branch Environment Specialist, must ensure that all questions in form 1519-2 are adequately addressed in the environmental assessment screening report submitted by the executing agency or project proponent.

Upon receipt of the environmental assessment screening report, the PM, in consultation with the Branch Environment Specialist, must take one of three decisions based on the screening report:

- the project is not likely to cause significant adverse environmental effects (project may proceed)
- the project is likely to cause significant adverse environmental effects that cannot be justified in the circumstances (project cannot proceed)
- there is a need for a public review (referral to a Public Panel or Mediation) because:
 - it is uncertain whether the project will cause significant adverse environmental effects
 - public concerns warrant a referral
 - the project is likely to cause significant adverse environmental effects which may be justifiable in the circumstances

The PM, in consultation with a Branch Environment Specialist, must also decide on the need for a follow-up program to verify the accuracy of the environmental assessment screening report and determine the effectiveness of any measures to mitigate the adverse environmental effects of the project.

CIDA form 1519-3 (Review of Screening Report and CIDA Course of Action) must be completed upon receipt of the environmental assessment screening report for inclusion in the PAD. The PM must also forward a copy of the form to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

Comprehensive Study

Projects listed in the Comprehensive Study List regulation will commonly be subject to a more rigorous level of examination than an environmental assessment screening. The PM must immediately notify the Branch VP upon determination that a proposed project will be subject to a comprehensive study.

In most cases, a comprehensive study will be prepared by the executing agency or project proponent as a separate report or component of the feasibility and design study. The PM, in consultation with a Branch Environment Specialist, must ensure that all factors listed in section 9.4.4 are adequately addressed in the comprehensive study report submitted by the executing agency or project proponent.

Upon receipt of the comprehensive study report, the PM, in consultation with the Branch Environment Specialist and Branch VP, must take one of two decisions based on the report:

- further assessment is required.
- the comprehensive study report is acceptable and will be forwarded via the President to the Minister of Environment and the Canadian Environmental Assessment Agency.

The PM or the Environment Specialist must also complete CIDA form 1519-4 (Review of Comprehensive Study Report) and forward a copy to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

Upon receipt of the comprehensive study report, the Minister of Environment facilitates public access to the report prior to submitting to CIDA one of the following determinations:

- the project is not likely to cause significant adverse environmental effects (project may proceed)
- the project is likely to cause significant adverse environmental effects that cannot be justified in the circumstances (project cannot proceed)
- there is a need for a public review (referral to a Public Panel or Mediation) because:
 - it is uncertain whether the project will cause significant adverse environmental effects
 - public concerns warrant a referral
 - the project is likely to cause significant adverse environmental effects which may be justifiable in the circumstances

Unlike an environmental assessment screening, it is the Minister of the Environment who determines the significance of the project's environmental effects based on the comprehensive study report and public comments.

Following the determination by the Minister of Environment, the project is referred back to CIDA for a decision. Based on the determination by the Minister of Environment, the PM, in consultation with the Branch VP, must determine one of the following:

- proceed with project as planned
- proceed with project subject to modification
- abandon project
- refer project to a Public Review or Mediation

The PM must record the above decision in CIDA form 1519-5 (CIDA Course of Action Following a Comprehensive Study) and forward a copy to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

Public Review or Mediation

A referral to a Public Review or Mediation can be made either by CIDA, or ordered by the Minister of Environment, at any time before, during or after a screening or comprehensive study. Panel reviews and mediation are advisory rather than decision-making procedures. CIDA retains decision-making authority regarding project approval.

Both the Public Review and Mediation processes are administered by the Canadian Environmental Assessment Agency according to procedural guidelines. A referral to a Public Review or Mediation is made in the following circumstances:

- it is **uncertain** whether the project will cause significant adverse environmental effects;
- public concerns warrant a referral; or
- the project is **likely** to cause significant adverse environmental effects which may be **justifiable** in the circumstances

A public review can be conducted under any one of the following arrangements:

- a review panel
- a joint review panel involving appointee(s) from the recipient country
- a mediation, where appropriate
- a combination of a public review panel and mediator

Following the completion of a Public Review or Mediation, the Public Review Panel or Mediator submit to the Minister of Environment a report which outlines its conclusions and recommendations regarding the project. Contained in the report is one of the following determinations:

- the project is **not likely** to cause significant adverse environmental effects (project may proceed)
- the project is **likely** to cause significant adverse environmental effects that **cannot be justified** in the circumstances (project cannot proceed)
- the project is **likely** to cause significant adverse environmental effects which **can be justified** in the circumstances (project may proceed)

After taking into consideration the above report, the PM, in consultation with the Branch VP, must determine one of the following:

- proceed with project as planned
- proceed with project subject to modification
- abandon project

The PM must record the above decision in CIDA form 1519-6 (CIDA Course of Action Following a Panel Review or a Mediation) and forward a copy to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

9.4.6 Project Approval

The PM, in consultation with a Branch Environment Specialist, must complete the following environmental assessment fields in the cover sheet to the project approval document (PAD).

• Is an environmental assessment required under the CEAA? Yes No
Unknown at PAD stage (apply Section 54.2 of CEAA)

• CEAA requirements met? Yes No N/A

• Decision:

- the project is **not likely** to cause significant adverse environmental effects (project may proceed);
- the project is **likely** to cause significant adverse environmental effects that **cannot be justified** in the circumstances (project cannot proceed); or
- the project is **likely** to cause significant adverse environmental effects which **can be justified** in the circumstances (only applies after a public review or mediation under the CEAA)

All applicable environmental assessment forms are attached to the PAD. If an environmental assessment was conducted under the CEAA, a copy of the PAD cover sheet must be forwarded to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

Consult section 9.5 for instructions if the "Unknown at PAD stage (apply Section 54.2 of CEAA)" is selected in PAD cover sheet.

9.4.7 Implementation, Monitoring and Control

Where appropriate, contractual clauses regarding compliance with the CEAA are included in the contribution agreement.

The PM ensures that a copy of the results from any follow-up or monitoring program related to the environmental assessment are forwarded to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

9.4.8 Termination

The Environment Specialist ensures that lessons learned in the findings of the environmental assessment are fed into CIDA's corporate information system.

9.5 Essential Details of CIDA's Proposed Project are not Specified Prior to Disbursement

In many cases, lack of essential project details at the PAD will preclude a determination regarding the application of the CEAA. In effect, insufficient project details will prevent the PM from determining whether the proposed project is defined as a "project" according to the CEAA (see section 9.4.3). The PM must record this decision in both the Concept Paper and/or PAD cover sheet and form CIDA 1519-1 and forward a copy to the Public Registries Co-ordinator, Environmental Assessment and Compliance Unit, Policy Branch.

Where knowledge of the essential details of the proposed project is not sufficient at the PAD stage to enable the PM to make a determination as to whether or not the CEAA applies, the PM must ensure that, as far as practicable, the contribution agreement or MOU provides for an assessment of the environmental effects of the proposed project as early as practicable.

If the essential project details are unknown at the PAD stage, the PM and Environment Specialist must identify, in consultation with the recipient country or organization, the environmental assessment process to be applied to the project(s) prior to implementation. CIDA may follow one of three options:

- ensure that an environmental assessment is conducted under the process outlined in the CEAA
- ensure that an environmental assessment is conducted under the process in effect in the recipient country
- ensure that an environmental assessment is conducted under another recognized environment assessment process

Note:

The environmental assessment process to be applied to the project must, as far as is practicable, be consistent with the requirements of the CEAA. The PM should consult Policy Branch for assistance in determining the compatibility of foreign environmental assessment processes with the CEAA.

Prior to the entering into a financial agreement with any recipient country or organization, the PM, in consultation with the Branch Environment Specialist, must undertake the following steps:

- notify the recipient country or organization of Canada's legal requirements for environmental assessment under the CEAA
- determine, in consultation with the recipient country or organization, if it is practicable to apply the CEAA to the project, or any sub-projects thereof, to be carried out in the foreign state

If it is determined that applying the CEAA is not practicable in the circumstances, the PM must procure from the recipient country or organization written confirmation outlining the rationale for this determination. Consult Policy Branch for further information.

- determine, in consultation with Policy Branch and Legal Services, whether the environmental assessment process in the foreign state is consistent with the requirements of the CEAA
- determine, in consultation with the recipient country or organization, if it is practicable to apply the environmental assessment process in effect in the foreign state

If it is determined that applying the process in effect in the foreign state is not practicable in the circumstances, the PM must procure from the recipient country or organization written confirmation outlining the rationale for this determination. Consult YEA for further information.

- determine, in consultation with Policy Branch and Legal Services, whether it is practicable to apply another recognized environmental assessment process which is consistent with the requirements of the CEAA (e.g. World Bank Operative Directive 4.00)
- determine, in consultation with the recipient country or organization, if it is practicable to apply another recognized environmental assessment process to projects to be carried in the foreign state

If it is determined that applying another recognized environmental assessment process is not practicable in the circumstances, CIDA cannot legally enter into a financial agreement with the recipient country or organization.

The contribution agreement must contain a contractual provision to ensure compliance with the environmental assessment process selected above (i.e. CEAA, foreign state process, or other recognized environmental assessment process).

Contractual clauses developed by Legal Services also oblige the recipient country or organization to make available upon request any records relating to the environmental assessment of the project for inclusion in the Public Registries. Consult the Contract Officer on the project team for further information.

4. Lines of Business

LINES OF BUSINESS (LOB) have been introduced to describe different design and delivery mechanisms for moving a project from identification through project design, approval and implementation to evaluation. Each LOB involves:

- ◆ specific design, approval, selection, contracting and implementation parameters

At the Concept Paper stage, the most appropriate design and delivery mechanism is selected.

The number and characteristics of LOBs will be reviewed as required. An overview of each of the seven currently used LOBs is provided in Sections 4.1 through 4.7 below.

4.1 LOB 1: The Blueprint Model

LOB 1 projects require significant study, analysis and planning before approval. It is generally an integrated project, involving to greater or lesser degrees: infrastructure, institutional strengthening and human resource development. The project could be supported by policy changes or conditionality. Implementation will normally be by an Executing Agency (EA).

4.2 LOB 2: The Transfer / Support Mechanism

LOB 2 projects involve the transfer of resources to a recipient organization or country. Examples are lines of credit, projects with multilateral agencies or projects where CIDA is one of a number of donors in a parallel or co-financing arrangement or projects where CIDA supports EDC financed capital activities.

Whereas for a Line of Credit there may be a requirement for significant analysis, the design element is not intensive. Other projects are "off-the-shelf" where significant analysis is done by others hence CIDA's level of effort during the project cycle is relatively low and the level of risk to CIDA is expected to be low.

An Executing Agency may not be required.

4.3 LOB 3: The Quick Transfer Mechanism

LOB 3 projects are small, low cost, short and time sensitive. CIDA respond must quickly to these initiatives which can involve the transfer of ideas and technology. Many authorities for these projects exist within the Branch.

Projects may be high risk however leverage and influence will also be high. Projects are responsive in the broadest sense in that ideas can be initiated from the profit and not-for-profit sectors as well as from government, both Canadian and recipient.

Projects are normally executed through contribution agreements or under Technical assistance regulations (TARs) using cooperant contracts.

Projects are limited in size to \$5.0M; approval is by the Vice President.

4.4 LOB 4: The Responsive Development Fund

LOB 4 projects are responsive: a fund is established with a fixed financial envelope and a precise set of objectives. Clear criteria are developed for access to the fund. Individual sub-projects under the fund are within financial limits established during project design and will have specific results and deliverables. An EA is not normally required.

Sub-projects which are accepted under the fund result from competition through a request for proposals. Activities are executed and paid for through contribution agreements with private sector firms or institutions.

The PAD must inform the Minister of the method of seeking, evaluating and agreeing to proposals. The Geographic Vice President (VP) would normally approve the sub-projects.

Note:

Projects modelled after the Private Sector Development Fund where contribution agreements are signed with private sector firms must be approved by the Treasury Board as they are not covered by existing Criteria, Terms and Conditions.

4.5 LOB 5: The Iterative Model

LOB 5 projects often require significant study and analysis on an on-going basis during implementation. The philosophy is to learn by doing; milestones, outputs and results are detailed in the short term but are challenged through a strong management review process which gradually shapes the longer term results and activities. This process allows for lessons learned to be incorporated into the project design as implementation progresses. The project is often administratively intense as it demands close attention and on-going analysis from CIDA, the recipient government and contracted resources.

The approved budget may be considered as an envelope rather than a precise estimate of output costs. The project will likely be long in duration and could be subject to phasing. The project could be used as a vehicle to affect policy changes or conditionalities negotiated with the recipient government.

Projects may be either proactive or responsive. If proactive, implementation will be by an Executing Agency (EA). It will likely be advantageous to bring the EA on stream early in the project cycle to participate in planning. Contract planning will be essential to ensure that Requests for Proposals (RFPs) enable multi-stage contracts. If responsive, the project is implemented by a recipient organization. The recipient organization will play a major role in the project design phase.

4.6 LOB 6: Policy and Advocacy

LOB 6 is CIDA's analytical product. It recognizes that ideas and knowledge are translated into leverage and influence through policies, strategies and position papers. Examples are Country Development Policy Frameworks (CPFs), gender strategies or establishment of Canadian positions in international fora such as Consultative Group meetings.

Significant effort is applied to these activities and the leverage and influence that can be obtained through them. Demands for activities of this nature can originate within or outside of the Agency.

Costs are paid from either operating budgets or through Special Programs and Projects Expenses (SPPEs).

Ministerial approval is often required for specific positions or policies, for example the Canadian positions at Consultative Group meetings, the CDPF, etc.

4.7 LOB 7: Local Initiatives Projects

LOB 7 projects are generated and managed in the field without significant involvement from headquarters. Common examples are small project funds, WID funds, "Microréalisation" projects. The Canada Fund and Counterpart Funds are two special cases; Canada Funds have special allocation mechanisms while counterpart funds are governed by specific policies and guidelines. The latter, though tied to a project in LOB 2, is effectively managed in the field.

Projects may be labour intensive but the field may use contracted resources to minimize the administrative burden. The management focus of the Head of Aid is normally on ensuring that activities funded meet development criteria and that financial matters are dealt with according to accepted Agency and Government practices.

Contractual arrangements for local EAs and monitors will be simple and will be dealt with in the field. The main role of the field with respect to CIDA Headquarters (HQ) will

be one of reporting and cash management, and initially to prepare documentation for financial approval of the project. Projects are generally, though not necessarily, small. Canadian EAs or monitors will not be involved except in special circumstances.

The Minister is involved if selection or funding is outside the authority of the Vice President or the Head of Mission (HOM).

8.2.1 Appraisal Criteria

All project proposals must:

- Reflect the broad outlines and objectives of the assistance policy in the relevant region or country, directly address the themes or areas of intervention that have been established and specify synergies with other projects in the same area
- Take into account political imperatives and other situational imperatives
- Clearly specify the objectives, the targeted recipients (emphasizing women), the anticipated results, and how long they will last, in comparison with the investments that have been approved, as well as the possible negative consequences, especially with regard to the environment
- Clearly state how the proposed project takes lessons learned into account
- Set forth the underlying causes of the problems or difficulties that the proposed investment addresses and determine the nature and extent of risks, as well as the alternatives if things go badly
- Propose implementation that takes into account the nature of the project, the anticipated risks, the responsibilities of each stakeholder, expertise (Canadian capacity), and the administrative resources needed to develop the proposed project
- Specify the nature and extent of the direct and indirect benefits of the proposed investments for Canada, as well as possible negative consequences for Canada

8.3 Project Analysis

Once the Concept Paper has been approved, the Project Manager (PM) decides, together with CIDA's relevant professional personnel, on the analysis technique or techniques that must be applied in planning the project, in light of the nature and extent of the intervention.

8.3.1 Results of the Analysis

In general, the results of various analytic techniques must enable CIDA officials to make enlightened judgements before the fact on the rationale and anticipated effects of the projects and programs submitted to them for review and possible approval. The objective is to broaden and complete the knowledge of the overall environment in which the proposed projects and programs must operate. This approach is perfectly suited to CIDA's new role as a knowledge and results-based organization. It also provides CIDA with the means to enhance the quality of its activities and improve return on its investments.

Analytical techniques aim to:

- identify or define the anticipated results of the proposed activities
- establish adequate performance criteria
- discern the risks associated with investments with regard to resources (financial, human, technical)
- clarify the responsibilities and accountability of the people involved

The application of the analytical framework will help to:

- ensure consistency among planning papers for various projects and programs
- check Canada's ability to successfully complete the proposed activity, taking into account both the expertise and technical skills required and comparative advantages related to technical choices in the target sector
- evaluate the risks associated with the proposed activities
- support decision making about activities in which CIDA could become involved.

8.3.2 Presentation of the Results

Each of the analysis techniques described in this chapter can be applied to the consideration of a particular project. Taken in their entirety, however, the techniques have many elements in common. For instance, financial analysis and economic analysis address similar issues from different perspectives. It is understood that all of the techniques culminate in the formulation of conclusions, and possibly recommendations, about the selection or continuation of the project under study. Similarly, all the techniques require, to various extents, a review of the structures and decision-making processes that have been established as part of the project or in the recipient institution.

8.3.3 Analytical Techniques

Thirteen techniques are included in this chapter and are described in the following order:

- technical
- institutional/organizational and management
- social
- gender and development
- business and trade
- financial
- economic - input/output
- economic - cost/benefit
- sensitivity (applied to financial and economic analysis)
- environmental
- benefits to Canada (Canadian content, impact on business and trade, etc.)
- political
- risk

8.3.4 Technical Analysis

General Description

Technical analysis consists of evaluating the technical feasibility of a project, that is to say, all of the means and resources needed for it to succeed, as well as evaluating the risks involved in implementing the technology.

8.3.5 Institutional / Organizational and Management Analysis

General Description

Institutional analysis refers to the process that makes it possible to obtain complete, systematic information about the nature and mission of the institution and about its management and systems, the results of which could serve as input into CIDA decision making about the mode of financing and programs.

This kind of analysis helps better to recognize and encourage the emergence of responsible institutions, on both the financial and organizational levels, which are able to contribute significantly to resolving development problems in the local community where they are situated, often through "participatory" or co-operative management. It attempts as well to identify their partners and the networks to which they belong. Communication, co-ordination and integration are essential to the area and to the services of institutions.

Organizational analysis means analyzing the structure and components of the organization to improve its efficiency.

Management analysis means reviewing all activities designed to streamline an organization's operations to help it achieve its goals and implement its policies.

Finally, these analysis make it possible to assess the risks associated with launching initiatives with institutions that are often vulnerable and endowed with limited resources.

8.3.6 Social Analysis

General Description

Social analysis focuses on the living conditions of populations (givens, constraints, interests and needs) and evaluates the project's contribution to improving the living conditions of local populations, with a view to grass-roots development.

Target projects may be sectoral in nature (education, health, environment, population, etc.) or "multi-sectoral" (community development and "social safety nets"). Analysis of socio-cultural risks.

8.3.7 Gender and Development Analysis

General Description

The goal of this analysis is to ensure that the policy/programme/project actively supports women as equal partners in the sustainable development of their societies.

Gender and development is a cross-cutting analysis that looks at the relationship between men and women; it examines the roles, needs, work, interests and the relative position of both women and men. It spans social, cultural, economic, environmental and political considerations. While improving the status of women is an established and important development co-operation objective in and of itself, there is strong evidence that additional advantages will flow from meeting this goal (i.e.. reduction in fertility rates, increased family standards of living, economic growth, improvements in labour force productivity...).

8.3.8 Business and Trade Analysis

General Description

Business and trade analysis consists of evaluating the chances of marketing and distributing the goods and services created by the project or by the recipient institution as well as commercial risks

8.3.9 Financial Analysis

General Description

Financial analysis consists of applying the array of methods for examining the project's financial position and its operating results, determining whether the project will be able to maintain its financial balance, judging its future prospects, and identifying financial risks. This analysis allows financial forecasts, namely, a number of forecasts to determine the financial resources needed to achieve the objectives of the project.

Financial analysis is conducted on the basis of consolidated accounting documents published over several years by the recipient institution (if available) or on the basis of various other industrial, commercial, economic, legal, accounting and financial data that can be gathered with regard to both the project and the sector of activity to which it belongs, as well as competitors, customers and suppliers.

8.3.10 Economic Analysis: Monetary Evaluation of Inputs and Outputs

General Description

Input-output analysis presents, generally through the use of matrices, the operations carried out among the various economic entities in the project, to highlight the resources utilised and the results derived from each of these entities.

By "input" we mean here all means (activities, resources) mobilized to obtain the desired results (or outputs), including for instance wages and salaries, benefits, other personnel costs, operating costs, and receipts from loans, grants and contributions.

By "output" we mean here all goods produced during a production process or over a certain period of the project.

8.3.11 Economic Analysis: Identification of Costs and Benefits

General Description

Cost-benefit analysis consists of making a qualitative and quantitative analysis of a program or activity to determine all costs and benefits of implementing and operating this program or activity.

This method of analysis and budgetary evaluation helps to determine whether the costs of operating a program or service, of manufacturing a product, or of acquiring materials are justified in comparison with the benefits that they are likely to generate.

8.3.12 Sensitivity Analysis (applicable to financial and economic analyses)

General Description

Systemic analysis is particularly well suited to sensitivity analysis.

Sensitivity analysis focuses on the effects of a change in one variable on other variables and the final result of the project.

This analysis helps in particular to identify certain scenarios and risks that seem to affect the project's chances of success or the overall evaluation of alternative solutions.

8.3.13 Environmental Analysis

General Description

Environmental analysis involves examining the conditions of the bio-physical environment and the economic, social and institutional frameworks that influence the status and management of the environment, to adjust the project design to maximize its environmental benefits and thus to contribute to sustainable development.

Environmental assessment is the process for determining the expected nature and scope of the project's adverse effects, examining alternatives, and defining measures to eliminate or mitigate these adverse effects. The **Canadian Environmental Assessment Act** governs the terms and conditions for this assessment. A separate guide is available from the Environmental Assessment and Compliance Unit, Policy Branch.

8.3.14 Political Analysis

General Description

Political analysis focuses on how the project fits into the political situation in the target region and country. It addresses the effects of the project on the political environment, and vice versa, as well as the political risks.

8.3.15 Analysis of Benefits to Canada (Canadian Content, Impact of Business and Trade, etc.)

General Description

Benefit analysis shows the benefits for the Canadian economy of the project activities conducted in Canada and in the recipient country.

This method evaluates the project's contribution to partnership. This is one of the foundations of Canada's official development assistance strategy. Its objective is to encourage and strengthen ties between individuals or institutions in Canada and in developing countries.

Benefit analysis deals basically with procurement of goods and services from Canada. Strategic or political considerations are taken into account in other kinds of analysis.

10. Management Plan

10.1 Introduction

The Management Plan outlines the management approach to be used in implementing a project including the roles and responsibilities of the parties and describes the project in a comprehensive manner. It is prepared prior to project approval and serves as a project design tool and later as a management tool. Where a management plan is to be signed by Canada and the recipient government, it is generally revised following project approval and prior to signature in order to reflect the concerns of the two parties.

A Management Plan is required for Blueprint (LOB 1) and Iterative (LOB 5) projects. For projects developed under other lines of business a Management Strategy (see below) may be prepared instead. The decision to prepare a Management Strategy instead of a management plan should be related to the complexity of the project.

10.1.1 LOB 2 - Transfer Support Projects

For lines of credit and counterpart funds, the management strategy should examine options and identify the most appropriate manner to ensure that an assessment of the environmental effects of the proposed project is conducted in accordance with a process approved by both CIDA and the recipient country/organization. If the project includes sub-projects made possible through CIDA funding and the essential details of these sub-projects are unknown at the PAD, the management strategy must also ensure that these sub-projects are assessed either under the CEAA (if required) or under an assessment process of the recipient country, or an institution such as the World Bank, which is consistent with the requirements of the CEAA

10.2 Contents of the Management Plan

The following are the suggested contents for a Management Plan:

Project Description

- Goal, purpose, results, performance indicators and outputs of the project (as in the Logical Framework Analysis).
- Other essential background information needed to understand the reason for the project.

Scope of Work

- Work Breakdown Structure (WBS) including a chart, to second level of detail showing responsible entity for each activity
- A brief output-oriented description of each activity

Management Strategy

- A summary of how non-output oriented thematic issues are incorporated into the management approach (e.g. environmentally sound development, sustainability, increased participation of women, etc.)
- How it is intended to deal with constraints, critical assumptions, uncertainties and risks

Schedule

- A graphic representation of activities in the WBS to show their planned start, duration and interdependency highlighting management activities of CIDA, the recipient country, the EA and major milestones.

Budget

- Costs by activity (including inflation) summarized by planned contract and funding source
- The contingency allowance with supporting rationale
- The risk allowance with supporting rationale
- The disbursement profile by fiscal year

Organization

- A description of roles and responsibilities of participants including management committees (supported by chart) and reporting relationships.
- The Terms of Reference (TORs) for planned contracts (EA(s), monitor(s)) at final draft stage.

Monitoring and Control

- A description and justification of methods to be used to monitor and control the project (monitors, audits, team members, committees).
- A matrix of reports required (purpose, author, recipient, content, frequency).

Evaluation Plan

- Description, justification, budgets and schedule of types of evaluations planned; establishment of baseline data.

Contract Plan (see Chapter 11)

Procurement Plan

- A summary of procurement required
- An indication of the preferred procurement mode (Public Works and Government Services Canada, CIDA, CIDA/Canadian Executing Agency, recipient country) and reasons for the selection
- Describe procurement methodology, logistics and transportation plan and payment process (purchase order confirmations, advances, financial encumbrances)
- Provide preliminary equipment list
- Address the manner in which the project will be handed over to the recipient country

11. Contract Plan

11.1 Overview

The contract plan is a major feature of the project design process. It is an internal CIDA planning document which defines all contracts, contribution agreements, administrative arrangements, etc. which the team anticipates will be required to carry out the project. The plan links these to the project design. It also indicates linkages between the various contractual components.

Contract Plans are prepared during project design when:

- The total value of all the elements of a project/program is estimated at \$1.0M or more
- The complexity of the project, no matter what value, justifies a contract plan
- The project team envisages the possibility of directed sourcing with the same contractor for phases subsequent to the initial contract

The policy for contract planning also applies to Contribution Agreements (as for country focus projects) and other "contractual" documents.

???

The contract plan is prepared at the same time as the Management Plan. There is an important link between the contract plan, [the Logical Framework Analysis and the Work Breakdown Structure as reflected in the project design.] The contract plan elements must be consistent with and integrated into other project management documents, including the Project Approval Document and the Memorandum of Understanding to facilitate implementation, including comparison of expenditures versus budgets and estimates on contract documents.

The PM is responsible for preparing the Contract Plan. The Contracts Officer should be involved at an early stage in the design and preparation of the plan. Other team members also participate in the contract planning exercise.

If the contract plan raises major policy questions or identifies significant risks, this should be identified in the Concept Paper.

The PM should keep the contract plan up-to-date, so that it reflects changes which may have an impact on the existing or proposed contracts.

11.2 Content

The following are the suggested contents for the contract plan:

- a list of all anticipated contracts (excluding sub-contracts) foreseen at each stage of the project cycle
- For each contract identified:

- Outputs for which the contractor is accountable
- Estimated value of the contract (in Canadian dollars)
- Selection methods: competitive or non-competitive, (i.e. directed sourcing or sole sourcing)
- Selection authority, whether by the Minister, Vice President, Director General/Director or Local Consultant Selection Committee (LCSC)
- Entity awarding contract: (CIDA, Mission, PWGSC, recipient country)
- Recipient country
- Types of contractors: non-profit organization, private firm, individual, government department, or a combination of those (indicate the leader)
- Contracting authority: CIDA Mission, Treasury Board, PWGSC, recipient country
- Basis of payment
- Estimated start date (based on analysis of estimated duration of activities in selection and contracting process) and contract duration
- Special considerations
- Linkages between the various contracts
- Procurement of goods

11.3 Use of the Contract Plan

The contract plan is used in project planning, approval and implementation:

- As a section of the Management Plan.
- As a basis for the bid solicitation document, the Request for proposal (RFPs), and subsequent evaluation (which must be in accordance with the content of the contract plan).
- As a basis for requests to the Minister for selection approval for services contracts (which should include such information contained in the contract plan as may be considered relevant to the selection decision).
- As a supporting document for submissions to Treasury Board for contract authority approval, particularly those involving potential directed sourcing for subsequent phases.

■ *Pre-Departure Training* 2.2

The Briefing Centre conducts monthly pre-departure orientation programs for each of the following regions: Asia, Americas, Francophone Africa and Anglophone Africa. The programs are for two to five days and are tailored to persons on long or short-term assignments.

Participants are given access to a wide range of information and cross-cultural effectiveness strategies as well as the opportunity to exchange information and ideas with administrative officers for the project, both from CIDA and the executing agency. Pre-departure programs are conducted by firms under contract to the CIDA Briefing Centre which specialize in training.

Strategies for Cross-Cultural Effectiveness 2.2.1

Each pre-departure session is designed to provide participants with strategies for personal and professional effectiveness in a cross-cultural environment including:

- an understanding of Canada's development philosophy and the objectives and policies of CIDA's technical cooperation programs;
- information about the project and the context of CIDA's development activities in the host country;
- information about the physical, political and economic environment in the host country, and in the area of assignment in particular;
- an awareness of the culture and people of the host country and the realities of working in a foreign environment;
- an introduction to the major religions of the country;
- if applicable, an awareness of how learning the local language can increase job effectiveness and integration into the community;
- an understanding of the process of transfer and exchange of skills and the factors of professional effectiveness;
- an understanding of the process of adaptation and the importance of intercultural communication;
- an awareness of the environmental implications of development;
- an awareness of health conditions in the host country and the safeguards necessary to ensure good health for all family members;
- exposure to methods for coping and adjusting family life overseas;
- an awareness of the principles of gender analysis: gender roles and relations between men and women in day-to-day lives and in work in particular.

At the end of each pre-departure training session, participants evaluate the quality and relevance of the sessions. The results are used to improve future programs.

■ *In-Country Orientation Program (ICOP)*

2.3

As an extension of the pre-departure activities, the in-country orientation program (ICOP) provides a variety of services designed to enhance the professional effectiveness of advisors and their host national counterparts, as well as to further prepare them for life in their host country. The objective of the ICOP is to maximize project effectiveness by assisting advisors and their families to integrate into the host culture and by fostering cross-cultural communication between advisors and nationals.

Through this program, advisors discover ways of adapting to a different cultural setting, effecting cross-cultural communication and making professional contacts. This program, however, cannot substitute for personal effort on the part of each individual.

The Briefing Centre has ICOPs in more than 40 countries¹ worldwide. Programs are usually administered by locally-contracted organizations and supervised by CIDA Field or Program Support Units or by the Canadian Embassy.

ICOP Activities

2.3.1

Advisors and executing agencies should contact the ICOP in their country of assignment to determine what services are available and how to access them. Each program will have activities specific to the country in which it is located. The following are examples of activities which might be included in a particular program.

a. On-arrival orientation

On-arrival orientation may include greeting at the airport, a welcoming kit, an introduction to the project, and orientation sessions on housing, shopping, transportation, and licences and permits.

b. Language training

It is ICOP policy to encourage advisors and their families to learn the local language in order to function effectively in the host country.

Canadian advisors assigned to projects in Indonesia, Thailand, Angola, Mozambique, and the Latin American countries receive intensive language training on arrival for one to twelve weeks, depending on their needs.

Executing agencies should contact the local ICOPs for information about language training. Each ICOP has a language learning policy which will help the executing agency plan the training period necessary for each advisor. Where intensive language training is not provided by the executing agency, the ICOP may offer training and tutorial programs.

c. Ongoing support

Ongoing support services include advice on schooling and information on bringing up children overseas, health and counselling services, employment and volunteer opportunities for spouses.

d. Cultural awareness activities

From time to time, ICOPs organize workshops to help advisors better understand the culture of the host country. Topics may include: values in the host country, the extended family, or the role of religion. These workshops encourage advisors and host nationals to exchange views and to discuss their own perceptions of each other.

e. Cross-cultural effectiveness

The program provides ongoing support for the advisor and counterparts through workshops and seminars addressing issues in the workplace. The workshops encourage better understanding between advisor and counterpart in the context of their project and help them work together more effectively.

f. Newsletter

Some ICOPs have organized an in-country newsletter as a forum for Canadians and host country nationals to communicate with each other and share their experiences in the host country, as well as for the ICOP to pass on useful information and advice on language or cross-cultural issues.

g. Pre-return orientation

This session, which is held approximately four months prior to return, assists in the transition from life in the overseas community back to life in Canada. Re-entry into Canadian society can cause adaptation problems for the returning advisor and family. It is well known that the culture shock, upon return, is sometimes more difficult to cope with than when arriving in the country of assignment. This can be aggravated by uncertainties relating to employment, housing, establishing or re-establishing relationships and keeping "up-to-date" with changes in Canadian society since departure.

Appendix III-9

Canadian International Development Agency (CIDA) Service Contracting Process

Date: March 1995
Title: Service Contracting Process
Sponsoring Department: Canadian International Development Agency (CIDA)

Basic Description

The Canadian International Development Agency (CIDA) has developed a contracting process that improves access to CIDA service contracts for Canadian suppliers. The new system is a market-driven, less costly and more transparent contracting process intended to improve competitiveness. The goal is to give the greatest number of Canadian suppliers the opportunity to take part in international development activities.

Eligibility criteria

Companies must be Canadian owned (at least 51 % beneficially owned by Canadians) and based in Canada; individuals must be Canadian citizens or have permanent resident status. In general, contracts under \$700,000 will continue to be directed to small- and medium-sized firms with 50 employees or less, and the conflict of interest rules will still apply.

Target groups

Canadian business concerns providing services, and Canadian consultants.

Comprehensive description

Sourcing for service contracts over \$100,000

Prequalification

CIDA will invite suppliers via the Open Bidding Service (OBS) to prequalify for contracts. For this purpose, CIDA will post a prequalification notice on the OBS inviting all interested suppliers to bid.

The notice will contain information on the proposed work, the approximate contract value, the skills and experience sought, the criteria that will be used to evaluate bids, and the maximum number of suppliers who will be invited to submit an official bid (up to five (5)). Bids will normally be five to ten pages in length.

Evaluation of bids will be conducted by a team of CIDA specialists consisting of the project manager, one or more technical or sectoral specialists and a contracting management specialist.

Bids will be evaluated on the basis of financial viability, management skills, experience of key personnel, and previous successful work by the supplier on similar projects.

A list of suppliers meeting CIDA requirements will be submitted to the Minister responsible for the Agency, who will approve a short list of no more than five preselected suppliers to be invited to submit a detailed proposal.

In some cases, such as a limited supply base in Canada, CIDA may omit the prequalification stage and issue a call for detailed proposals directly on the OBS. On an exceptional basis, CIDA will sole-source a supplier. This would be limited to instances of unique capacity to provide the required services, intellectual property, financial capacity, or for subsequent phases of a project.

Detailed proposals

Detailed proposals will be evaluated by CIDA specialists responsible for evaluating bids. CIDA will make its evaluation in two parts: technical and financial. A maximum of 800 points out of 1,000 (or 80%) will be allocated to the technical part and 200 points (or 20%) to the financial part. The supplier who submitted the proposal that meets all the requirements stated in the call for proposals and who also represents the best quality/price ratio will be selected for contract negotiation purposes.

The proposal representing the best quality/price ratio will be the one that received the highest point score for technical excellence and financial competitiveness.

The results will be reviewed by the Evaluation Review Board, an internal committee of senior managers responsible for ensuring the integrity of the process.

Sourcing for service contracts under \$100,000

CIDA will use several mechanisms for awarding contracts valued at less than \$100,000.

Standing Offers

- A. CIDA's standing offer system will be continued, but access and the process will be simplified. Suppliers and consultants will be informed of new standing offers through the OBS. Availability of standing offers will be broadened to meet CIDA's operational needs.
- B. CIDA will also use the government-wide standing offers administered by Public Works and Government Services Canada.

Special Operating Agencies (SOAs)

CIDA will maintain its arrangements with Special Operating Agencies such as Consulting and Audit Canada, and Canada Communication Group of Public Works and Government Services Canada.

Open Bidding Service (OBS)

- A. CIDA may also advertise its requirements for contracts under \$100,000 on the Open Bidding Service.
- B. In some cases, CIDA may direct a contract to a single supplier and then advertise it on the OBS with an Advanced Contract Award Notice (ACAN).

Discretionary selection

- A. CIDA may send requests for summary proposals directly to a short list of consultants. For this purpose, CIDA will use its own knowledge of the supplier base or may use supplier lists or inventories from other government departments.
- B. CIDA may direct a contract to a specific consultant where operational needs and cost effectiveness dictate.

Subscribing to the Open Bidding Service (OBS)

For information on how to subscribe to the OBS, call (613) 737-3374 in the National Capital Region or 1-800-361-4637 (toll free) from anywhere in Canada.

■ *Effective Advisor*

1.2

A successful overseas assignment is one in which an advisor is able to provide information, training and technology thereby enhancing the host country's capacity to manage and develop its own resources. Effectiveness is measured by the advisor's ability to transfer skills, knowledge and expertise to host country nationals. A prerequisite is the ability to live and work effectively in the cross-cultural setting of an overseas assignment.

Note that effectiveness does not refer simply to the technical success of a project. For example, a road construction project may have been completed to standard and within the time limits and budget; but if skills were not transferred due to a lack of intercultural communication, the advisor has not been truly effective.

Three inter-related elements are necessary for an individual to be effective overseas:

Professional Expertise

1.2.1

Professional expertise has traditionally been the main selection criterion for overseas assignments. Selection committees screening candidates have usually looked primarily at an individual's professional qualifications, skills and experience in a specific technical area. The required expertise is broader than this, however, and includes the ability:

- to assess the technical capabilities of the overseas job situation;
- to be innovative in adapting existing technology and training methods to local needs and realities; and
- to effectively work with host nationals to develop solutions to problems using the knowledge and skills of both nationals and expatriates.

Adaptation

1.2.2

Adaptation is the degree to which advisors and their families adjust to the culture and environment overseas. It involves learning to cope with unfamiliar situations and the problems of a new environment (e.g. housing, personal security, availability of goods and services, health concerns, living in an expatriate community) and can have a direct influence upon an advisor's professional performance. In a cross-cultural environment where so much is unfamiliar, advisors may have to rely more on their own "inner" resources and those of accompanying family members. Family members are often obliged to learn new ways of relating to one another and to the environment. Cross-cultural adaptation is discussed in more detail in Section 1.4 below

Cultural Interaction

1.2.3

Cultural interaction requires interest in and contact with host nationals and their culture. Culture here means more than art and artifacts; it includes tools, traditions, institutions, and even political systems and administrative practices. Cultural interaction includes interaction with host nationals both on the job and socially, a knowledge of the local language, a concern with training, and a tolerance and openness to the local culture and customs. Cultural interaction can help to establish mutual trust and respect between the advisor and the nationals involved, which in turn, can lead to a greater understanding of local perceptions and attitudes towards the problems and issues to be confronted. The most effective advisor will not look on the host culture as a constraint on development, but rather as the key to understanding the problems and issues and to defining the solutions.

The three factors above affect one another and their overlap defines the area of overseas effectiveness, as shown in Figure 1.

The Effective Transfer of Skills and Knowledge

1.2.4

A strong commitment to the transfer of skills is essential, whether this takes the form of formal training or informal, on-the-job interactions. Not only is the development of local personnel an integral goal in itself, it is also an essential factor in the sustainability of activities once advisors have left.

A strong commitment is also needed because the transfer of skills in a cross-cultural setting is a complex, long-term process which can be disrupted by a variety of factors. It is a very demanding task requiring a great deal of commitment, energy and

perseverance while offering few incentives. It demands a high degree of understanding, cooperation, and patience, and a willingness to overcome a variety of interpersonal, cultural, social, economic, and political obstacles.

Insufficient human resources, political interference, a lack of qualified counterparts, the absence of essential equipment, supplies, or back-up facilities, or the inappropriateness of a particular technology, are some of the problems that can impede even the most able and determined advisor.

Nevertheless, appropriate personal and interpersonal qualities and abilities are absolutely necessary for effective transfer of skills. Although possession of these skills does not guarantee success, given the uncontrolled external factors involved, without them there is little potential for transferring skills and knowledge. The personal characteristics of the advisor are an essential base for effective technical assistance.

Canadians working in a developing country will encounter far more impediments to success than they normally would in Canada. Sending a person to work on a CIDA development project without careful screening could be a costly mistake both for the person and for the project.

This section outlines various steps that might be included in an effective selection process.

Recruiting Candidates

1.3.1

Job description

The job description should accurately describe the duties of the position, so that recruitment is based directly on the needs and context of the project.

As this description forms the basis of the entire recruitment process, it is advisable to budget for sufficient time and expertise to develop an accurate job description.

When duties are unclear, candidates should be told so. In the past five years, the most common problem identified in project debriefings has been inaccurate or incomplete job descriptions. They contribute to unrealistic expectations, disappointment, morale problems, and reduced effectiveness.

Statement of qualifications

Based on the job description, the statement of qualifications describes, in point form, the training (academic or technical degrees and diplomas), work experience and language of work needed for the position. In addition it outlines the knowledge, abilities, personal suitability and physical capabilities required.

Requirements should be realistic and practical, neither too restrictive nor too general. The statement should be clear as to the minimum necessary to qualify.

At this point, it may be necessary to consider other avenues, such as whether a national of the host country could perform some of the duties, or whether a long-term advisor could be supported in weak areas by short-term advisors.

Salary evaluation

Salaries are negotiated in function of the job description and the statement of qualifications.

Market search

A thorough search of the market should attract good candidates, e.g. through data banks, professional associations, and advertising in professional publications and newspapers.

Selection of suitable candidates

A grid or chart based on the job description and the statement of qualifications is helpful. Precise values, such as points out of 100, are given to each qualification required, according to its relative importance. This grid will aid in evaluating the résumés of the various candidates, and in determining a sufficient number of candidates.

Seven or eight candidates for a position is ideal, since a number of them may not be available when contacted. At least 3 or 4 should be interviewed.

Interviewing Candidates

1.3.2

Preparation for interviews

Prior to the interviews, the candidates are contacted, dates and times set, and travel arrangements made. Each candidate is sent a job description, a statement of qualifications and a description of living conditions in the country of assignment.

Where appropriate a pre-selection briefing may be arranged for the candidates in conjunction with the CIDA Briefing Centre. See Chapter II, Section 2.1.

The interview

Both the questions to be asked and the likely responses should be prepared in advance. The aim is to assess the candidate's qualifications, i.e. knowledge, abilities and personal suitability.

Knowledge refers to the technical aspect of the position. It is measured by closed questions such as "Can you name ...? How many ... are there? What are the factors which ...? Where can you find ...?" At least one question is prepared for each area of knowledge required.

Abilities are the candidate's skills and talents, often acquired through past work experience, such as the ability to manage, analyze, evaluate, advise, write and work in groups. Here, more open questions are used, such as "What is your opinion? What would you do if ...?"

Personal Suitability can mean the difference between succeeding or failing to apply one's knowledge and abilities once in the country of assignment. Special attention should be paid to these qualities, which are outlined in detail in Section 1.5 (Profile of the Effective Advisor) of Chapter II

The best way to discern these qualities is through a personality survey administered by a qualified psychologist. However, in an interview many character traits can be revealed through open questions that encourage candidates to describe real behaviour and actual experiences, and relate their experience to the requirements of the job.¹

In addition, throughout the interview, interviewers have the opportunity to observe whether the candidate displays good listening skills, a non-aggressive attitude, patience and tolerance.

Physical capabilities are more often relevant for overseas work than for work in Canada. For example, a job requiring extensive travel over rough roads could lead to serious problems for someone with a back condition. A high altitude posting may be dangerous for someone with a heart condition. The executing agency should be aware of the health aspects of the specific job and posting site, and make these requirements clear to candidates.

Interviewers should take notes to keep a detailed and accurate record for later evaluation.

Selecting Candidates

1.3.3

Evaluation

After all the interviews for a position have been held, each interviewer individually awards points for each of the candidate's answers. They then meet and discuss their evaluations, eventually reaching an agreement.

Interview report

This is a confidential document drawn up for future reference for each candidate. It summarizes the interviewers' evaluations and gives examples from the interview to support their assessment.

Reference check

At least three of the candidate's references should be checked. Questions related to the requirements of the position should be prepared in advance and asked of all referees. Referents should be encouraged to elaborate, and to support their statements with examples.

Decision

The candidates are ranked in order of qualification. All interviewed candidates are notified, in writing, of the decision. If no sufficiently qualified applicant is found, a second search is necessary.

Approval and Hiring

Selection culminates with the signing of a contract or written agreement between the executing agency and the individual, stipulating the advisor's role, responsibilities and duties, as well as the remuneration and benefits of the position.

For some projects, before signing the final agreement with key project personnel such as a project manager, the executing agency may have to submit the name and résumé of the retained applicant to CIDA for approval and an in-depth security check. In some cases, approval of the host agency in the recipient country is also required.

Please refer to Section 2.2 below for other pre-contractual requirements.

AFRICA AND THE MIDDLE EAST BRANCH PROGRAMS

A) General programming focus

◆ North Africa and the Middle East

CIDA's goal in North Africa and the Middle East is to contribute to sustainable development within the broader context of promoting peace and security. Canada's ODA focuses on economic reform, environmental sustainability and capacity building. In the context of environmental sustainability, the objective is to promote the sustainable management of natural resources, in particular water. In the Middle East, one of the priority sectors is environment/water. The Jordan program, for example, focuses on water sector reform. CIDA's programming in Egypt also focuses on the environment, especially the management of water and soil resources and support to social and economic reforms. One of CIDA's current initiatives includes the protection and development of the Nile river. However, land degradation, degradation of marine and coastal areas, waste management and degradation caused by the pressures of rural and urban development are also concerns.

◆ West Africa

In the West Africa Region, the programming framework being currently drafted, identifies as a programming thrust bringing Canadian experience to bear on maintaining sustainable fisheries harvests, securing reliable water sources, supporting the efficient management of large river ecosystems and capacity development in environmental resource management. A strategic focus for CIDA in Ivory Coast is preserving the environment. CIDA will also support the implementation of the International Convention to Combat Desertification in the region.

◆ East and Central Africa

The East and Central Africa Region was subjected to substantial budget restrictions in 1992. As a result, efforts were concentrated on the Panafrican program and the Cameroon country program. Main programming sectors are agriculture for the Panafrican program and rural development for Kenya. In Cameroon, CIDA has supported railway and water infrastructure, forestry and the environment. The current bilateral program concentrates on forestry/environment. A recent decision was reached in the branch to formally split East and Central Africa into two separate regions. Both regions will be preparing an RDPF and re-evaluating the selection of core program countries.

◆ Southern Africa

In Southern Africa, CIDA has taken a combined regional and bilateral approach with five core countries (Malawi, Mozambique, Zambia, Zimbabwe and South Africa). Natural resource management is important in the first four countries, with the focus on the Zambezi River Basin program. In Malawi, environmental management and food aid programs have been approved.

CIDA's efforts in Zambia are also focusing on agriculture and environmental management. In Zimbabwe, CIDA supports environmental management. SADC receives annual bilateral support for projects in natural resources, energy, mining, and agriculture.

B) Programming in the field of environment

Since the 1993 Progress Report, Africa and the Middle East Branch has continued to implement environmental projects in Egypt, Zambia and Zimbabwe which were approved prior to October 1993. Since that date, the Branch has approved thirteen projects related to environment, for a total budget of \$52.5 million.

Egypt - Environmental programming in Egypt was pursued through the approval of four projects; this includes the Environmental Information System project, a \$12.8 million project to enhance the capacity of the Egyptian Environment Affairs Agency to retrieve, process, analyze and disseminate environmental information (land/water applications) and to assist Government of Egypt decision-makers to formulate and implement environmental policies, legislation and programs. Other projects approved included support to a public environmental awareness program by the Ministry of Public Works and Water Resources, and two projects related to institutional support for the protection of the water resources of the Nile Basin. Furthermore, the Panafrican program recently approved a \$2 million project for the institutional strengthening of the Tecconile, an intergovernmental organization of countries of the Nile river. Three other projects in the field of environment are now at the planning stage.

Middle East Regional - An initial \$750 000 project in the field of environment was approved in 1995 (Palestinian Environment Project). Two other projects now being planned are related to environmental law enforcement and to environmental assessment.

West Africa - A \$500 000 project was approved to support the Fisheries Sub-regional Commission (Commission sous-régionale des pêches) with the objective of strengthening fisheries surveillance and the conservation of Atlantic halieutic resources along the West African coast.

Cameroon - A \$2.5 million project was approved to support environmental non-governmental organizations in Cameroon. In addition, a \$15 million project in the field of forest management was designed to include an environmental component.

Southern Africa - Four projects were approved for a total of \$17.8 million. They include a \$8.3 million project for the conservation of the Zambezi basin wetlands, a \$4.9 million project to assist Southern African countries in enhancing their capacities in the area of environment and resource management, including areas such as watersheds, wetlands, ecotourism, land use, sustainable agriculture, waste management, energy systems and grasslands-rangelands. The third project relates to the conservation of Lake Malawi biodiversity (\$4.2 million) and the last one to the production of a master plan for the environmentally sustainable development of tourism in the Victoria Falls area. Three other projects in the planning phase are related to drought mitigation and adaptive strategies, sustainable agro-forestry, and indigenous forest management.

AMERICAS BRANCH PROGRAMS

A) General programming focus

◆ Caribbean

One of the three objectives of the Caribbean Development Policy Framework (CDPF) is to strengthen the region's capacity in environmental management. The Caribbean Program focuses primarily on regional institutions or organizations serving the CARICOM countries and on bilateral projects serving more than one of these countries. The Caribbean Program aims to enable people of the region to plan and manage their own development. Fiscally and environmentally sustainable development is another key objective.

◆ Central America

One of the three main objectives of the Canadian cooperation program in Central America, as outlined in the 1989 Regional Policy Framework (reconfirmed in 1995), is to support the sustainable development of natural resources. Environment, like Women In Development and human rights, is treated as a cross-cutting theme and is integrated in all program areas. Therefore, the two other priorities for programming in Central America, economic recovery and adjustment and poverty alleviation, must take into account environmental considerations.

◆ South America

The objectives of CIDA's program in South America are to alleviate poverty, promote good governance and human rights, support equitable and sustainable growth, and support management of natural resources. Project mechanisms have included balance-of-payments assistance to generate counterpart funds assistance in strengthening the capacity of key institutions; supporting the cooperative efforts of international Latin American institutions to address regional development problems; and supporting activities of Canadian and local non governmental organizations and institutions.

B) Programming in the field of environment

Americas Branch has continued to implement the projects in the field of environment which were underway when the 1993 Progress Report was prepared, such as the Environment Development Program, Trees for Tomorrow, the Green Fund in Jamaica, the Arenal Conservation and Development Project in Costa Rica, and the Hardwood Forest Development Project in Honduras or the Riseralda River Basin management plan; although one project had to be terminated in the western Amazon state of Acre. Counterpart funds and Canada funds continued to finance small projects helping the poor; a number of those small projects were aimed at adopting environmentally sustainable practices.

New projects directly related to the environment have been approved since October 1993 and they include the following.

Caribbean - A \$500 000 special project and program expense was approved to specifically support the planning and delivery of environmental programs and projects in the Caribbean region.

Central America - A \$15 million project to modernize Costa Rica's Productive Sector was approved to increase the competitiveness of the productive sector in an environmentally sound manner. The project will finance a Productive Sector Modernization Fund, an Institutional Strengthening Fund, strategic planning and promotional programs, and the development of strategic alliances between Costa Rica and Canada. The project is directed at both the creation of an enabling environment and capacity development for the protection of the environment. Other projects in the field of environment are now at the planning phase in Central America: a second phase to the Arenal Conservation and Development Project which is now in its 4th year and a second phase to the Honduras Hardwood Forest project which will permit consolidation of the model for conservation and sustainable use of tropical forests. A project which would support, amongst other objectives, the sustainable management of natural resources is also under consideration for the Guayape Valley in Honduras.

Latin America Regional - The ARPEL Environment Project is a \$5 million project which was approved in 1995 to assist ARPEL, a consortium of Latin American petroleum companies, to develop and implement environmental protection technologies. Another project, currently in the planning stage, will assist the Latin American Energy Organization, which is made up of 26 countries, in the development of a master degree program in energy and environment.

South America - Two projects in the field of environment were approved in Brazil. The first one, Radar Remote Sensing Training, a \$980 000 project, will increase Brazilian capacity to use radar remote sensing technologies in environmental monitoring and management, particularly in tropical rain forests. The second, Environmental Training in Brazilian Industry, is a \$5 million project to support adoption of environmentally sustainable processes and technologies by Brazilian industry. This project will strengthen the Brazilian National Industrial Apprenticeship Service (SENAD), environmental training and industry service programs, and develop links between Brazilian and Canadian institutions. Another project, Energy Sector Management Assistance Program, a \$960 000 project, will help newly formed public sector institutions in Peru to undertake analysis related to energy pricing, efficiency, supply and use; it will also permit the upgrade of capabilities in the Directorate of Environmental Affairs and to prepare environmental assessments for specific natural gas fields. Two other projects are at the planning stage: one pertains to the public sector reform in Colombia which will likely include one component related to the environment; the other project, in Brazil, pertains to integrated water management at the Sao Paulo Environment Secretariat.

ASIA BRANCH PROGRAMS

A) General programming focus

◆ Regional

CIDA's assistance to the Association of South-East Asian Nations (ASEAN), a six-nation regional group, focuses on human resource development, science and technology, and environmental management.

◆ South Asia

In South Asia, programming focuses on supporting sustainable development through economic and social policy reform, sound environmental management, community-based social development and productive incomes, and good governance and human rights.

◆ Southeast Asia

CIDA's major programming priorities in the countries of the region are private-sector collaboration, environmental cooperation, governance, human rights, and the integration of women in development.

◆ China

A new development policy framework for China was released in November 1994. The environment has been identified as one of the areas of intervention for Canada's aid program in China. This area includes three components: global environmental issues, particularly global warming; economic cooperation linkages in the fields of water, urban management, geographic information systems, energy and waste management; and environmental impact assessment.

B) Programming in the field of environment

Progress has been made in the implementation of those projects in the field of environment that were already approved when the 1993 Progress Report was produced, such as support to the Chinese Council for International Cooperation on Environment and Development, Environmental Management Development in Indonesia, and the Pakistan Environment Program. Since October 1993, the following new activities have been undertaken:

◆ Regional

The Canada-ASEAN Center has funded senior level advisors to work with the governments in Southeast Asia, both to help them carry out environmental programming and to gain important feed back for the Canadian industry. The Asian Pacific Ocean Cooperation Phase II, a \$ 7.3 million project whose goal is to increase the capacity for sustainable ocean resource management among Southeast Asian nations was recently approved. An extension is now being considered for the ASEAN-Canada Cooperative Program on Marine Science, Phase II, an \$11.05 million

project which has been operating for four years and aims at improving coastal marine resource management

Other projects are at the planning phase: the Economy and Environment Program for South East Asia, a program set up and supported by the International Development Research Center to support research and training in environmental and resource economics; the Asian Institute of Technology Urban Environmental Management Program, which is designed to develop a graduate level interdisciplinary program in urban environmental management and to establish a technology transfer facility for Canadian urban environmental management technologies; and a Seminar on Indicators of Sustainable Forest Management.

◆ South Asia

In India, two projects have been established through the India-Canada Environment Facility. The Nagaland Environment Protection and Economic Development Through People's Action project focuses on the ecological management of a mountainous region. The second project focuses on Co-operative Forest Protection. A \$485 000 pilot project followed by a \$7 million project has been approved to enhance the ability of the Environmental Management Division of the Confederation of Indian Industry to promote environmentally sustainable industrial development (energy conservation, waste minimization and pollution prevention). Another project to facilitate environmental cooperation and linkages between Canadian and Indian institutes is being planned. Finally, CIDA is working in the energy sector in India to design and operationalize environmental management in the power sector in Kerala State.

In Pakistan, two projects are being planned in the area of energy and environment. The first one is with the Water and Power Development Authority. It will focus on increasing the use of demand side management and strengthening environmental planning capacity. The intent is to promote energy conservation and thus reduce the need for new power generation facilities such as hydro-electric dams and thermal power stations. The second project will assist the Energy Section of the Ministry of Planning to undertake strategy energy planning and financial analysis for the Ninth Five Year Plan.

In Nepal, a \$500,000 Small Projects Environment Fund has been established to support community level environment projects and other small activities such as workshops and seminars. Working with the Water and Energy Commission Secretariat of Nepal, CIDA is currently planning a project to improve the environmental management of water and energy resources.

◆ Southeast Asia

In Viet Nam, two projects have been approved. The Policy Implementation Assistance Project is a \$8 million project to support economic and administrative reforms; one component of the project will strengthen the capacity of the National Environment Agency. The second project is the Viet Nam Canada Environment Project. This \$10 million project, which has a municipal and provincial focus, includes 3 main components: a) environmental monitoring; b) industrial and urban pollution management; and c) environmental impact assessment.

In Indonesia, CIDA is providing continued support through the Environmental Management Development in Indonesia (EMDI) project. A newly-approved \$20 million project,

Collaborative Environmental Protection in Indonesia, will move from policy development to strengthening capacity for implementation on the island of Sulawesi. CIDA's primary partners will be the Environmental Impact Management Agency, and selected university environmental study centers.

The principle element of the current environmental strategy for Thailand is the Natural Resources and Environmental Management Project, which focuses on critical environmental policy, planning and implementation bottlenecks. The goal of this \$10 million project is to assist Thailand in the management and sustainable development of its natural resources by strengthening the capacities of key Thai institutions to develop and implement policies and integrated programs for natural and environmental management. A \$ 500 000 Environment Linkages Fund has recently been approved to support the development of linkages between Thailand and its neighbors Cambodia, Laos and Viet Nam. The goals of these linkages are to improve and promote sustainable development practices and improved management of natural resources and the environment. Other smaller programs and projects such as support given to NGO groups have significant environmental components.

In the Philippines, Phase II of the Environment and Natural Resources Management Project has been approved. This \$2.5 million project aims at strengthening the capacity of the Institute of Environmental Science and Management to contribute to the Philippine environment and natural resource policy formulation and implementation. CIDA has also reviewed all projects to effectively integrate environmental management practices. In December 1994, an environmental mission to the Philippines identified the following areas for new programming: develop and disperse environmental science and technology; promote community based natural resource management, and enhance capacity in environmental policy development and strategic planning.

In Malaysia, CIDA's environmental goals are to integrate environmental considerations into CIDA activities, and to work with Malaysia to improve its capacity to promote environmentally sustainable development. Mechanisms such as the Canada Fund for local initiatives and industrial cooperation, the Women's Entrepreneurial Fund, and the Environment Support Fund, are the main channels for environmental specific activity.

◆ *China*

CIDA is currently planning three new projects which will support China's Agenda 21 program: energy efficiency in buildings; a sustainable resource management master plan for Tarim basin; and an industrial environmental improvement project focusing on pollution prevention technologies.

3.0 UNCED-RELATED ACTIVITIES

CIDA continues to be one of the three main departments involved in the United Nations Conference on Environment and Development (UNCED); the others being Foreign Affairs and Environment Canada. A number of activities were pursued by many CIDA branches during the period covered by this report in relation to UNCED and international environmental conventions follow-up. These included:

- ◆ the Commission on Sustainable Development (CSD)

CIDA is one of three core departments, along with Foreign Affairs and Environment Canada, responsible for the Canadian Government's involvement with the CSD. Multilateral Programmes Branch works closely with Policy Branch in coordinating the Agency's input to CSD activities. Activities during the review period have included representation at CSD formal sessions, intersessional activities such as meetings of the Ad Hoc Working Group on Finance, and preparations for Canada's National Report to the CSD. For each of the past two years, Policy Branch has funded the costs of printing the Canadian report, which is distributed to interested individuals and groups across the country and internationally.

- ◆ Framework Convention on Climate Change

CIDA's input into Canada's National Report on actions to meet commitments under this convention is coordinated by Policy Branch. CIDA's policies and programs play an important role in implementing the Convention, both through its contribution to the Global Environment Facility and through its bilateral programs. For instance, CIDA supports a number of projects related to energy efficiency such as in China or in the Caribbean where energy efficiency studies were financed with the University of West Indies.

- ◆ Convention on Biological Diversity

Multilateral Programmes and Policy branches are regularly involved in interdepartmental discussions on follow-up activities both in terms of their implications for the GEF and other multilateral institutions and for CIDA's programming. Multilateral Programmes Branch participated at the first Conference of the Parties to the Convention on Biological Diversity.

A number of CIDA's programming initiatives contribute to the objectives of the Convention such as the recently approved Lake Malawi Biodiversity project in Africa or the "Restoration Ecology of Caribbean Black Sea Urchins, *Diadema antillarum*", funded under the Sustainable Development Program of the Canada-University of West Indies project. "Research and Training for Biodiversity Management and Environmental Economics" is also part of this project.

- ◆ Convention to Combat Desertification

Policy Branch held the lead in Canada's participation in the negotiations leading up to the signature of the Convention to Combat Desertification in October 1994. Africa and Middle-East Branch is housing Canada's Coordinating Office for this Convention as this Convention is extremely important to African countries, particularly Sahelian countries. In addition, the Branch is allocating \$274.1 million over five years, from existing and planned budgets, to support activities aimed at combating desertification. A small percentage of these funds has been allocated to urgent activities and will be disbursed over the next two years. Most of Canada's contribution will be made in West Africa.

- ◆ Global Environment Facility

The Multilateral Programmes Branch manages Canada's contribution to the Global Environment Facility and is consequently responsible for the articulation of Canadian positions on the GEF. The GEF was established in 1990 with an explicit mandate to support programming to address four sets of global environmental issues: the conservation of biological diversity, climate change, the depletion of the ozone layer, and international waters. The GEF was restructured and replenished by \$ US 2 billion in 1994. The Canadian share is 4.28%. CIDA disbursements to the GEF in 1994/95 totaled \$15.2 million.

- ◆ Capacity 21

Out of Green Plan funds, Multilateral Programmes Branch has administered, over the review period and ending this fiscal year, a \$2 million contribution to the UNDP's Capacity 21 program. Capacity 21 is an UNCED initiative that helps developing countries implement Agenda 21 by incorporating the principles of sustainable development into their programs, by involving all stakeholders in development planning and environmental management, and by creating a body of experience and expertise in sustainable development and capacity building that will be of continuing value.

- ◆ Green Plan International Partnership Fund

The Multilateral Programmes Branch manages this initiative, which facilitates the participation of developing country representatives at international meetings which focus on Canada's post UNCED priorities including biodiversity, desertification, land and forest resources, and

hazardous waste. Over the review period this program has enabled representation from developing countries at sixteen international meetings.

- ◆ Multilateral Fund for the Montreal Protocol on Substances which Deplete the Ozone Layer:

The Multilateral Programmes Branch has recently assumed the responsibility to issue notes to meet Canada's responsibility under the Protocol. It is anticipated there will be encashments against notes in this fiscal year.

- ◆ Sustainable Development of Small Island States Conference

CIDA, in collaboration with Foreign Affairs, funded regional technical meetings and an intergovernmental workshop on a coastal zone management information system in preparation for the Conference held in Barbados in April 1994. The region's governments and NGOs participated fully. Policy branch and Americas Branch participated in the Conference.

- ◆ ODA Debt Conversion Agreements

ODA Debt Conversion Agreements have been signed in Honduras, Costa Rica, Nicaragua, El Salvador and Colombia, and local currency funds are being provided for environmental programming.

- ◆ Forest Principles

Policy and program branches provided funding support and technical guidance in domestic and international consultations on forest related issues. These discussions culminated in a decision at the third session of the Commission on Sustainable Development to establish an inter-governmental panel on forests which would permit continued North-South dialogue on global forest issues including a legally binding forest convention, indicators defining sustainable forest development, and improved international cooperation.

- ◆ Support to NGO involvement

The Canadian Partnership Branch supported the participation of NGOs in UNCED-related activities through the Canadian Council for International Cooperation (CCIC). For instance, CCIC co-chaired the steering Committee for the International NGO Forum (sometimes called the NGO Alternative Treaty Process) which brings together national and regional environment and development networks to explore ways to improve their effectiveness in working together and in developing credible policy alternatives. This included co-ordination, facilitation and planning for an international meeting of 70 national and regional environment and development networks in October 95. CCIC also organized member roundtables following the Commission on Sustainable Development, the Global Environment Facility, the Climate Change Convention and other UNCED follow-up activities. Other activities include: financial and other support for Southern and Canadian NGOs attending informal and formal sessions of the CSD; participation in organizing a committee for the CSD inter-sessional meeting on the Economics of Sustainability in Manila; and assistance to the CSD NGO Steering Committee.

Americas Branch also provided financial support to the Alliance for Sustainable Development (known earlier as the Central American Commission on Environment and Development).

GENDER ANALYSIS GUIDELINES

Gender Analysis: What to Ask

- Who is the target (both direct and indirect) of the proposed policy, program or project? Who will benefit? Who will lose?
- Have women been consulted on the "problem" the intervention is to solve? How have they been involved in the development of the "solution"?
- Does the intervention challenge the existing gender division of labor, tasks, responsibilities and opportunities?
- What is the best way to build on (and strengthen) the government's commitment to the advancement of women?
- What is the relationship between the intervention and other actions and organizations—national, regional or international?
- Where do opportunities for change or entry points exist? And how can they best be used?
- What specific ways can be proposed for encouraging and enabling women to participate in the policy/program/project, despite their traditionally more domestic location and subordinate position?
- What is the long-term impact in terms of women's increased ability to take charge of their own lives, and to take collective action to solve problems?

Gender Analysis: What to Do

- Gain an understanding of gender relations, the division of labor between men and women (who does what work), and who has access to and control over resources.
- Include domestic (reproductive) and community work in the work profile. Recognize the ways women and men work and contribute to the economy, their family and society.
- Consult with women—individuals, women's organizations, and gender experts.
- Identify barriers to women's participation and productivity (social, economic, legal, political...).
- Gain an understanding of women's practical needs and strategic interests, and identify opportunities to support both.
- Consider the differential impact of the initiative on men and women, and identify consequences to be addressed.
- Establish baseline data, ensure gender disaggregated data, set measurable targets, define indicators, and define expected results.
- Outline the expected risks (including backlash) and develop strategies to minimize these risks.



Women's access to CIDA's health programming

CIDA works to support women's health in developing countries by supporting health programs and the organizations which administer them as well as by providing assistance to broad-based economic growth and the empowerment of women. The following is a cross-section of current and recent CIDA assistance in the health sector.

- ◆ Over the years, CIDA had supported a variety of organizations that have family planning and population/demographics studies as their main purpose. These include the World Population Council, the UN Population Fund, and the Centre for Applied Research on Population and Development.
- ◆ The Aga Khan University, in Pakistan, is cooperating with the McMaster School of Nursing to strengthen its nursing faculty, upgrade training of its nurses, and increase the status of nursing in this country where the profession has not had a positive image and, therefore, has not attracted enough students to meet the needs of the population.
- ◆ Presbyterian World Service and Development is supporting a mental health project, in Mexico, which helps Guatemalan women refugees by training female health professionals in refugee assistance and recovery.
- ◆ Through the Canadian Public Health Association, CIDA supports a major program of education and training to Southern African organizations fighting AIDS. Prominent among the educational efforts are women's groups, which use theatre, song, slogans, and humour to raise awareness among men about AIDS prevention. In another program, in French-speaking West Africa, CIDA supports Laval University's information, community education, disease control, and government support activities, with special interest in the needs of women and youth.
- ◆ CIDA supports MATCH-International, which does extensive programming on women and violence issues, including helping a local NGO set up the first shelter for battered women in Lima, Peru; organizing conferences on gender violence in Africa; assisting in research and publication of a book on violence in Pakistan; and giving workshops to other Canadian groups on how to respond to violence when working in other cultures.
- ◆ Over the years, CIDA has supported African organizations, such as the InterAfrican Committee on Traditional Practices Affecting the Health of Women and Children, which are educating the public about the health hazards of such customs as female genital mutilation.
- ◆ CIDA is a long-time supporter of UNICEF, which has mother-and-child health programs, that involve activities such as immunization, nutritional education and supplements, health and hygiene education, literacy, income generation, etc., in most countries throughout the world.
- ◆ CIDA also supports the World Health Organization's Safe Motherhood Initiative, which aims to cut maternal mortality in half by the year 2000 through family planning and maternal health programs.

(Source: CIDA and Gender Equity Information Kit, Aug. 95)



education, particularly literacy and numeracy skills. The following are examples of recent basic education initiatives for women supported by CIDA.

- ◆ In Bangladesh, the Bangladesh Rural Advancement Committee is carrying out a basic education program for poor rural children in 2,500 villages. Sixty percent of the students are girls, and 60 percent of the teachers in the program are women, unlike the formal education system, where women teachers form eight percent of the work force.
- ◆ UNICEF is managing a primary education program for girls in 15 African countries, including training for teachers, assessing curriculum to ensure gender sensitivity, researching and identifying socio-cultural barriers to girls' participation in education, and building institutional capacity for girls' education.
- ◆ In the Leeward and Windward Islands, UNICEF is teaching adolescents about the implications of teenage pregnancy, providing parenting education and information on mother and child health, using such innovative message carriers as calypso music on the radio, television programs, and theatre, as well as basic education classes.
- ◆ In Pakistan, CIDA supports a World Bank program of support to women's technical training centres, which has resulted in the training of more than 325 women in secretarial work, architectural drafting, dress design, hairdressing, and computer work.
- ◆ In the Philippines, UNICEF's child survival and development program involves an education component, for mothers, in health and nutrition. Over 100,000 mothers have been trained, with benefits for 400,000 children. Another project trains parents in small business management in a livelihood assistance program, the profits from which enable the parents to pay tuition fees for their children's education.
- ◆ Street children—both boys and girls—in Belo Horizonte, Brazil, are being given shelter, health care, nutrition, and training to help them improve their situations.
- ◆ In Tanzania, a multidimensional training fund for women provides formal and non-formal training in Canada, Tanzania, and third countries.

Canada's role in education for women

CIDA supports the goals of the "Education For All by the Year 2000" Conference in Jomtien, Thailand, in 1990. Its strategy stresses primary education and adult basic



CIDA's contribution to the status of the girl-child

CIDA is strongly committed to improving the status of the girl-child. A number of programs targeting children benefit girls.

- ◆ **Education**—Through the provision of technical assistance, purchase of equipment, and evaluation services, CIDA is supporting the primary school systems in Burkina Faso and Senegal.

- ◆ **Human rights**—A number of programs for street children, providing skills training, shelter, basic education, health, and counselling are also being supported in Brazil, Vietnam, Peru, and Bolivia. In India, a program involving rehabilitation and advocacy for child labourers is receiving support.
- ◆ **Health**—CIDA supports a wide variety of projects, from a dentistry program for children in Egypt to an innovative child-to-child peer health education program in Nicaragua to world-wide programs of micronutrient supplementation, provision of Vitamin A, iodization of salt, immunization against major childhood diseases, and numerous community health projects.

Specifically for girls, CIDA is supporting a multi-country initiative, by UNICEF, in Africa to improve their access to primary education, which includes training for teachers, assessing curriculum to ensure gender sensitivity, and identifying barriers to girls' participation. A program targeting girls in Bangladesh by providing women teachers is also being supported. Skills training, particularly in non-traditional trades, is being offered to girls in Pakistan and Brazil.

Programs associated with the WHO's Safe Motherhood Initiative are also receiving support, as are AIDS awareness projects for young girls and women. CIDA has also supported the InterAfrican Committee on Traditional Practices Affecting the Health of Women and Children, and it has provided support for sexual assault centres in the Philippines, Peru, and Liberia. A special fund in Pakistan has supported a study on the Koranic interpretation of the status of the girl-child, and support to advocacy and legal literacy groups from the Philippines, Honduras, Zimbabwe, and West Africa are helping women and girls exercise their rights. In addition, public education campaigns, from Senegal to Bangladesh, are increasing public awareness of girls' rights, value, and potential as partners in development.



Women and Poverty

Creating conditions for sustainable livelihoods for women

In poverty reduction, the focus is on improving the poor's access to, control of, and benefit from economic, social, and natural resources and decision-making. It is a process by which the causes of deprivation and inequity are addressed, and it involves empowerment of the poor, improvement in their productive capacity, and reduction of barriers limiting their participation in society. It doesn't just address relief measures; it addresses causes. The following is a sample of current and recent projects supported by CIDA which illustrate poverty reduction targeted to women.

- ◆ At the policy level, CIDA advocates macroeconomic planning which takes into consideration the impact of various economic initiatives on women, such as the current multi-donor project to study the impact of structural adjustment programs on women in Africa to determine how they can better reflect gender considerations.
- ◆ In Egypt, the Women's Initiatives Fund has provided loans and training for women in the poorest area of the country. So far, over 2,000 loans have been granted, and the project has resulted in 150 new businesses, with 200 women owners and another 350 employees, involved in such activities as textile production, soap manufacturing, and plastics recycling.
- ◆ In China, the All-China Women's Federation and the Association of Canadian Community Colleges are managing a program to help women entrepreneurs adjust to the market economy, funding training sessions, organizing study tours, establishing women's credit organizations, and specifically targeting women in the poorer regions and ethnic minorities.
- ◆ In Malaysia, a Women's Initiatives Fund has supported conferences for women entrepreneurs on such key issues as the impact of industrialization on women's health, AIDS, economic alternatives to prostitution, the role of women in transitional economies, and the situation of women domestic workers.
- ◆ CIDA also supports major regional training institutions that target women entrepreneurs, such as the Asian Institute of Management and the International Centre for Entrepreneurship and Career Development in India.
- ◆ In Colombia, the Calmeadow Foundation of Canada is providing training workshops and a revolving fund to assist micro-entrepreneurs in low-income communities. Women comprise 60 percent of the borrowers in this program, and their increased participation is being encouraged.



Women's Empowerment

Canada's role

The following is a cross-section of current and recent projects supported by CIDA to increase women's access to decision-making by training them in appropriate skills, sensitizing current leaders and decision makers, and heightening public awareness about women's abilities to lead.

- ◆ Training programs associated with credit projects, income generation activities and other business-related initiatives—from the micro-credit loans of Women's World Banking, to Calmeadow Foundation programs, to the numerous micro-enterprise support projects from Cameroon to the Philippines to Peru have also empowered and motivated women in a very concrete way. Since they head, or are the only workers in, most of these enterprises, they develop decision-making and leadership skills necessary to make the business work; and, as heads of successful businesses, they have economic power at home and in the community.
- ◆ In India, CIDA's Gender Equity Fund supported a workshop on women's participation in the political process, with special emphasis on the local government, in the state of Orissa; similar workshops on political participation of women have been held in Kenya and Thailand.
- ◆ In Jordan, the Canada Fund for Dialogue and Development funded a workshop of 60 women entitled "Women as a Leading Force for Understanding and Cooperation between Arabs and Jews."
- ◆ In Indonesia, Canada is helping the Indonesian Ministry of State for the Role of Women to enhance the capabilities of its staff through study tours, gender training and other staff development, research, the design of a management information system, and technical assistance from a Canadian advisor.
- ◆ Through the Centre d'études et de coopération internationale (CECI), CIDA supported a wide variety of cross-country consciousness-raising activities in Senegal during International Women's Day, such as discussions and workshops on the impact of social economic change on women and the family; theatre presentations and discussions on the Family Law Code; a round-table on women and structural adjustment, discussions on the consequences of female circumcision and various other issues, which were well attended by both women and men of all ages.



Canada's support to women and the environment

In environmental programming, projects have helped women improve their standard of living by providing them with the appropriate tools, technology, and financial support to farm more productively and manage resources more efficiently. Women are also encouraged to participate in environmental decision-making and to speak out on issues that impact on the environment.

- ◆ Through the Aga Khan Foundation Canada, CIDA supported a women's

organization in Gujarat, India, which has reclaimed unproductive wasteland lost to salt damage by constructing a rainwater catchment system, planting saline-tolerant trees, constructing biogas plants, and introducing smokeless stoves into the region. The women also set up their own savings clubs to provide small loans to members and to follow up on new drinking water projects.

- ◆ Through its support for UNIFEM, the UN Development Fund for Women, CIDA has made possible a project in Mali to train, equip, and provide credit for women to establish a waste disposal business in Bamako. The business prospers and currently provides garbage removal services for 18,000 residents.
- ◆ Through the Green Fund, in Jamaica, CIDA is funding a number of initiatives targeted to women, including the establishment of a bottle recycling plant.
- ◆ Through CARE Canada, a drylands agricultural project, in Indonesia, is regenerating abandoned soils through tree and

bush plantations. Training in sustainable agricultural practices, particularly for women's agricultural groups, is helping transmit the skills which will control erosion in the future after the project itself is completed.

- ◆ Through the Ontario Public Interest Research Group, traditional medicinal herbalists from Canada, Mexico and Nicaragua—mainly women—have been able to study and exchange information on ecologically-friendly medical practices in their respective countries while, at the same time, ensuring that indigenous knowledge and culture is not lost.
- ◆ CIDA has provided support for the organization, World Women in the Environment, to enable members to attend conferences, strengthen networks, and disseminate information.

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Appendix V-5

Indicative listing of types of interventions, implementation agencies and developing country partners

This note outlines in broad terms the types of interventions taken or supported by CIDA in the areas of human rights, democratization and governance, the agencies through which it has implemented programs, and the developing country partners with which it works.

1. Types of Interventions

CIDA has supported a wide range of interventions in support of human rights, democratization and good governance objectives. Among these have been initiatives to:

- strengthen the advocacy role of organizations in civil society, including building the capacity for independent social, economic and political analysis, through training, technical assistance, participation in conferences and international networking;
- build the service role of organizations in civil society, through funding for institutional development and program initiatives addressing particular needs, for example, the legal rights of street children, humanitarian and legal support for political prisoners and their families and human rights education;
- build the participation in civil society and the political process more generally of women and other marginalized groups in society, through support for education and outreach programs, and policy development;
- build the role of an independent, responsible media through training, technical assistance and linkages between journalists;
- improve the functioning of the legal system, for example, through the training of judges and practitioners, provision of equipment, facilities, and documentation (laws, law reports), and dissemination of information;
- support law reform, for example in relation to gender equality, land rights, family law and working conditions, through technical assistance and study tours;
- widen access to the law, through public outreach, legal education, pamphlets on legal issues, training of paralegal workers, and provision of paralegal services;

- support improvements in the functioning of democratic institutions such as legislatures, legislative committees, research branches, offices of the Speaker, through training, provision of equipment and facilities, study tours to Canada and linkages to Canadian institutions;
- support the development of electoral processes, including voter education campaigns, strengthening electoral institutions, providing Canadian observers, supporting domestic observer groups, providing materials and equipment and assisting with electoral mapping;
- develop post-secondary education programs that build knowledge and skills in such areas as human rights law, law reform and policy development;
- support conflict resolution and dialogue initiatives, through sponsoring fora, mediation initiatives, networking and linkages to concerned Canadian organizations;
- support governments undergoing democratic transitions, for example, by providing technical assistance on such issues as public service reform, law reform, regulatory reform and policy development and by upgrading the knowledge and skills of the new leadership.
- assist demobilization of ex-combatants in support of peace/reconciliation initiatives, for example, by providing humanitarian assistance, supporting land registration and transfer programs, and assisting the development of cooperatives.
- assist governments in developing procedures for financial accountability, such as technical assistance and networking to build the capacity of audit institutions and public accounts committees.
- work with other donor agencies to share information and program insights, and coordinate program interventions and policy approaches.
- encourage international financial institutions and regional development banks to increase the priority placed on rights, democracy and governance in their policies and programs.

**LOGICAL FRAMEWORK ANALYSIS
BANGLADESH RURAL MAINTENANCE PROGRAMME PHASE III**

NARRATIVE SUMMARY	SUSTAINABLE RESULTS	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK ANALYSIS
<p>PROJECT GOAL</p> <p>To contribute to the long term economic growth and development of the rural areas of Bangladesh</p>	<p>LONG TERM IMPACT</p> <p>Improved incomes and increased agricultural production in areas serviced by Phase III maintained roads.</p> <p>Increased economic opportunities due to improved access to growth centres</p>	<p>V.I. TO GOAL</p> <p>Changes in household incomes & expenditures and school attendance.</p> <p>Changes in local business/market activities in rural areas where the project operates.</p>	<p>Review and analyze:</p> <ul style="list-style-type: none"> - published social and economic indicators (eg. W/Bank, UN, GOB reports) - Independent impact evaluation 	<p>CRITICAL ASSUMPTIONS FOR GOAL</p> <ul style="list-style-type: none"> - The number of rural landless and/or unemployed does not exceed expected trends. - GOB maintains priorities for poverty alleviation, particularly for women, and improvement of rural infrastructures
<p>PROJECT OBJECTIVES</p> <p>1. To assist in the development of sustainable and cost effective road maintenance of union roads by providing employment in rural destitute women</p> <p>To provide life management skills training to women working on the roads, enabling them to earn a living when they leave the project rather than returning to destitution (defined by GOB as earning less than 16 taka per day in 1994)</p> <p>3. To transfer the road maintenance component from CARE to the Ministry of Local Government, Rural Development and Cooperatives (MLGRD&C)</p> <p>4. To establish the appropriate systems and procedures to ensure the income generation component (NIRD) components and programme coordination are transferred to an appropriate existing or newly created Bangladesh entity committed to maintaining the focus on destitute women</p>	<p>SHORT TERM IMPACT (end of Phase III)</p> <p>A cost effective road maintenance programme developed to facilitate increased local business and market activities in rural areas where the project operates</p> <p>A four year road work cycle is created for approximately 36,000 destitute women, 78,000 women received training and accumulated enough savings to establish income generating activities which provides adequate income to support their families</p> <p>The ownership, funding and management of the project is progressively transferred from CARE to a local partner (s) according to a schedule agreed upon by all the key stakeholders</p>	<p>V.I. TO OBJECTIVES</p> <ul style="list-style-type: none"> - road maintenance costs reduced by at least 25% from Phase II - a network of 72,000 km of earthen roads maintained yearly - standard of living improved for 36,000 destitute women employed on four year contracts - 60% of RMP crew members trained and reassigned from the programme do not return to destitution - RMC Unit established in MLGRD&C with a Project Director and staff who will work closely with the Program Unit of CARE RMP for the purpose of eventual adoption of the Road Maintenance Component of the Project - new institutional entity selected and agreed upon by all the key partners to manage IDC and coordinate program - GOB contributions increased from 10% in 1994 to 35% in 1998 and to 90% by June 2001 (CIDA to negotiate with GOB) 	<p>Interview GOB officials, project staff & participants</p> <p>Review and analyze:</p> <ul style="list-style-type: none"> - project reports - monitoring, evaluation reports - bank statements - audit reports re counterpart fund - relevant GOB reports, budgets - relevant independent studies - donor reports - agreements/exchanges of letters on transfers of project responsibilities 	<p>CRITICAL ASSUMPTION RE: OBJECTIVES</p> <ul style="list-style-type: none"> 1. Rural destitute women continue as RMP target group - Unions remain within the program - IDC training is effective - GOB transfers RMC to MLGRD&C - MLGRD&C willing and able to monitor road maintenance quality according to current RMC methodology and criteria - GOB increases its contribution to RMP as agreed and continues to support RMP institutionalization - No major environmental disasters occur in Bangladesh

PROGRAM SUMMARY	SUSTAINABLE RESULTS	VEIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK ANALYSIS
<p>PROJECT OUTPUTS</p> <p>1 Road Maintenance Component (RMC) design extended to all participating unions by June 1998</p>	<p>OUTCOME (by December 1996)</p> <ul style="list-style-type: none"> - Continuous job creation for destitute rural women - increased cost effectiveness of rural road maintenance throughout Bangladesh - MLGRD&C monitors the quality of the road maintenance and progressively administer the of RMC, ensure timely release and transfer of funds for crew salaries and CARE's operational costs, provide motivation and support to Union Parishads to deposit their contributions, ensure four-year cycle of road crews is maintained and support selection and employment of destitute women 	<p>V.I. to OUTPUTS/OUTCOME</p> <ul style="list-style-type: none"> - network of 72,000 km of earthen roads maintained by 36,000 women - crew size cut from 15 to 10 - 2,000 unions on new RMC design by 1996, 3,600 by 1998 - crew members trained in group formation and technical road maintenance (54,000 training days for 9,000 new members each year) - Union Parishad staff trained in crew management and monitoring (6,100 days for 900 unions each year) 	<p>MEANS OF VERIFICATION</p> <p>MEANS OF VERIFICATION</p> <p>Review and analyze:</p> <ul style="list-style-type: none"> - relevant project reports - RMP and RMC costs - MLGRD&C monitoring reports - bank statements <p>Interview project staff & participants, GOB officials</p> <p>Visit field</p>	<p>CRITICAL ASSUMPTION RE OUTPUTS</p> <ul style="list-style-type: none"> - unions participate in RMP - unions allot adequate financial and human resources for road maintenance and monitoring - central government supports union initiatives to generate revenues and training and capacity building activities undertaken by RMP staff and project counterparts to improve their capabilities to administer and monitor the program - timely selection of roads
<p>2 Crew women trained in life management skills and released each year in undertake self employment activities</p>	<ul style="list-style-type: none"> - Crew women trained in survival skills and released each year to undertake self employment activities - IDC pilot evaluated 	<ul style="list-style-type: none"> - 100,000 person days of training in life management skills and income generation delivered annually to 9,000 crew women - a minimum of 60% of participants have not returned to destitution three years after release from RMP - 162,000 person days of follow up in assisting the women to resolve problems in operating income generating activities 	<p>Review and analyze:</p> <ul style="list-style-type: none"> - project reports, studies - monitoring, evaluation reports - independent studies - evaluation of IDP pilot <p>Interview project staff & participants, GOB officials</p> <p>Visit field</p>	
<p>3 RMP staff capacity upgraded</p>	<ul style="list-style-type: none"> - Project staff capable of delivering RMP services 	<ul style="list-style-type: none"> - 490 days per year training for RMP management staff - 4,400 days per year of staff development for sub office personnel - approx. 2,400 days of training each year for RMC and IDC field trainers 	<p>Review and analyze:</p> <ul style="list-style-type: none"> - project reports, studies - monitoring, evaluation reports - Transition Phasea review 	<ul style="list-style-type: none"> - required outside training is available, suitable and affordable
<p>4 RMP publicized in Bangladesh and Canada</p>	<ul style="list-style-type: none"> - Increased awareness of RMP in Canada and Bangladesh 	<ul style="list-style-type: none"> - Information resources, including a video on RMP, produced for the Canadian market 	<p>Review and analyze:</p> <ul style="list-style-type: none"> - project reports, studies - the video - media coverage - conference, seminar presentations 	<ul style="list-style-type: none"> - GOB provide assistance in the implementation of the media campaign - Canadian TV stations show the film in Canada

NARRATIVE SUMMARY	SUSTAINABLE RESULTS	VERIFIABLE INDICATORS	MEANS OF VERIFICATION	RISK ANALYSIS
<p>4. Joint donor entity for RMC and programme construction selected</p>	<ul style="list-style-type: none"> - Project stakeholders agree on selection of new institution by December 1995 - Development and implementation of project support systems for management, finance, monitoring and training which allows transfer from CARE to the new entity (ies) of the responsibility for the IDC and program coordination according to a schedule agreed upon by the stakeholders 	<ul style="list-style-type: none"> - management plan by December 90 specifying Phase III inputs, outputs and expected results to June 2001 	<p>Review and analyze:</p> <ul style="list-style-type: none"> - project reports, studies - monitoring, evaluation reports - project steering committee minutes - Transition Phase review 	<p>GOB is committed to exploring and supporting a self sustaining institutionalization model</p>
<p>5. Integrated project monitoring and evaluation system developed, implemented and transferred</p>	<ul style="list-style-type: none"> - Relevant base line data updated 	<ul style="list-style-type: none"> - data collection tools refined and tested, baseline data collected - Transition Phase review (1996) - mid term evaluation (1999) 	<p>Review and analyze:</p> <ul style="list-style-type: none"> - project reports, studies - monitoring, evaluation reports 	<ul style="list-style-type: none"> - MLGNDAC uses existing RMC methodology and agrees to integrate CARE monitoring systems with its own

LOGICAL FRAMEWORK ANALYSIS

From FY 1990/91 To FY 1991/92
 Total GDN Funding 1,570.74
 Date Prepared November 20, 1990
 Prepared by Project Manager

Project Title and Number NCRW Institutional Strengthening Project (234/17010)

Narrative Summary	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>Project/Invest Program Purpose:</p> <p>To enhance NCRFW capability to promote policy formulation and policy and program implementation in support of the full participation and integration of women in all aspects of national development, as well as in the PDWV and its updates.</p>	<p>Measures of Goal Attainment:</p> <ul style="list-style-type: none"> - Increased participation and integration of women in Region VIII. - Increased understanding of NCRFW mandate and role by Focal Points, HRD divisions, and key government officials. - Increased mainstreaming of the PDWV planning process with the national planning process. - Increased gender responsiveness of the annual budget of the Government of the Philippines. 	<p>Source of Information and Methods Used:</p> <ul style="list-style-type: none"> - Independent evaluation - Project review meetings' minutes - NCRFW records 	<p>Assumptions for achieving final targets</p> <ul style="list-style-type: none"> - Continued commitment of the GOP and of senior politicians and bureaucrats in equity in Philippine society.
<p>Project Purpose:</p> <p>To strengthen the institutional, management and program delivery capacities of the NCRFW, Focal Points, and key line departments and other government agencies to address women's issues in planning, implementation, monitoring and evaluation.</p>	<p>Conditions that will indicate purpose has been achieved:</p> <ul style="list-style-type: none"> - Improved links between NCRFW and line departments - Increased understanding of and sensitivity to gender issues. - Increased awareness of women's issues in selected line departments' planning, implementation, monitoring and evaluation. - Increased incorporation of women's issues in the national planning process. - Improved implementation of the PDWV by line departments - Institutionalization of WID training plans within line department's HRD programs. 	<ul style="list-style-type: none"> - Independent evaluation - Project review meetings' minutes - NCRFW semi-annual performance reports - NCRFW records - WID coordinator activity reports 	<p>Assumptions for achieving Purpose:</p> <ul style="list-style-type: none"> - Ability of the NCRFW to influence government institutions in support of the PDWV. - Continued retention of trained personnel. - Follow up to training by Focal Points and HRD trainers. - Allocation of funds to WID training by institutions.
<p>Outputs</p> <ol style="list-style-type: none"> 1. Training: <ul style="list-style-type: none"> a) GSI course development and delivery to trainers by local expert resources b) GAP course development and delivery to trainers by local expert resources c) Delivery of briefings to politicians, and training to NCRFW personnel and Local Point by local expert resources. d) Other specialized training 2. Capacity building: <ul style="list-style-type: none"> a) Skills development for NCRFW personnel and Local Points by local expert resources b) Study visits to Canada 3. Informational materials production. 	<p>Magnitude of Outputs:</p> <ol style="list-style-type: none"> 1. 3 day GSI course curriculum course; 5 day training in GSI course for 150 HRD division trainers; 5 day GAP course development and packaging; 4 to 10 day training in GAP course for 150 HRD division trainers and 10 technical resource persons; 6-2 to 1 hour briefings for Legislators, Senators, Undersecretaries Assistant Secretaries; delivery of GSI and GAP courses to NCRFW and Local Points; 4) 3 day specialized training course for other GSI officials. 2) Research and case studies development, workshops and seminars for NCRFW and Local Points, 10 to 12 study visits for key GSI officials 3) Brochures, sound slide and video presentations on NCRFW and the national machinery 	<ul style="list-style-type: none"> - Project review meetings' minutes - NCRFW semi-annual performance reports - NCRFW annual workshops and budgets - NCRFW quarterly financial reports - WID Coordinator activity reports 	<p>Assumptions for achieving Outputs:</p> <ul style="list-style-type: none"> - Continued interest in and support for the Project by Focal Points and HRD division trainers. - Full establishment and recognition/support for focal points in priority 30 agencies.
<p>Inputs</p> <p>CIDA bilateral financial contribution NCRFW project management, administration, technical and financial support</p>	<p>Implementation Target (Type, Quantity, Cost, Year(s):</p> <ul style="list-style-type: none"> - CIDA financial contribution \$1.53 million, 1990-1991 to 1991-1995 - NCRFW personnel, facilities, and other resources valued at \$21,000, 1990-1991 to 1991-1995 - GOP counterpart amounting to \$97.5 thousand for salaries of contractual project personnel. 	<ul style="list-style-type: none"> - Project review minutes' meetings - NCRFW semi annual performance reports - WID Coordinator activity reports - NCRFW annual workshops and budgets - NCRFW quarterly financial reports - CIDA records 	<p>Assumptions for providing Inputs</p> <p>Availability of financial, human, and technical resources from all sources</p>



