

beyond their past dependence for assistance on France and Belgium and find access to new relations around the world. Again let me stress that since this is a comparatively recent program for Canada, we can seize the opportunity to shape our work there so that it fits as closely as possible to the objectives defined in the latest thinking among donor and recipient countries, and to the objectives of social development which I have been describing.

There is a difference with CIDA's bilateral program in Latin America. It will be oriented, at least at the start, towards the supply of technical assistance. This is, however, balanced by the fact that the \$60 million we have already advanced through the Inter-American Development Bank is being taken out in the form of capital assistance. Our new program of technical assistance will, as far as possible, be linked to work in education, agriculture, forestry and community development that may help to spread the benefits of change over a comparatively wide section of the people. The countries to which the CIDA teams of specialists have begun to go to identify specific projects -- Colombia, Peru, Brazil and the Central American republics -- are ones where the need for development assistance is great, and yet where there is planning organization within the countries to make good use of such assistance. This does not mean that we shall not offer similar assistance to other countries in Latin America in due course; we are also concerned to help in regional projects and in schemes of third-country training scholarships. There is nothing, therefore, exclusive about the list of countries the CIDA teams have started to visit.

(4) Speeding up the progress of projects

It is, of course, one task to plan the substance of new programs in *francophone* Africa and Latin America, and another task to complete them within the shortest possible time. The question of speedy implementation (or, as it is sometimes put in a slightly less constructive way, the problem of disbursements) has been raised in your Sub-Committee, as well as in the recipient countries and among the general public in Canada. There are contrasting things I wish to say on this subject. First, we should recognize that international development is a complex business: it must be clear that development projects, involving millions of dollars, are not matters to be settled overnight. Completing a capital-development project is, more often than not, a matter of years. For food aid, commodity assistance and technical aid, the "pipeline" from appropriation to disbursement is shorter. CIDA planning and operations officers have worked hard, within their present capacity, to cut the pipeline as short as possible.

But secondly, I should add, in contrast, that there are certain improvements to be made. Now that the structure of the Planning and Operations Branches have been fitted more smoothly alongside each other, the CIDA capacity to speed up implementation of projects can perhaps best be improved through an increase in staff who are familiar with the region with which they work, and who have skills in the business of international development. This is a new point not sufficiently stressed. International development is a relatively new, and certainly unique, business. CIDA has been learning, through its own experience, about the rather special type of qualifications required in its staff; a virtually new category -- that of development officer -- is emerging. And we need more of them.