

During the implementation stage periodic project reviews are undertaken to ensure that the objectives will be achieved and that the specific target group will benefit. If it appears that it will be impossible to complete the project as mutually agreed, the project may be terminated or a revised plan of operations negotiated with the recipient country.

After completion or termination, the project is often subject to an evaluation. This review seeks to determine whether the project was effective in achieving its stated goals and usually produces some useful "lessons learned" which are helpful in appraising new requests for similar projects.

During the above stages the project is continuously monitored on a regular basis by the planning and project officers and by the officer in the Canadian Embassy or High Commission concerned. These professionals receive documentation and reports from firms, institutions and individuals under contract with CIDA in the recipient country and may, as required, visit project sites.

Often very large and complex projects have a project monitor in the developing country who is able to identify deviations from plan and to work with Canadian and host government officials to ensure that the project proceeds as planned to achieve its goals.

Question 4

What assurance does Parliament have that CIDA is being run in the most cost-efficient way possible?

CIDA undertakes detailed assessments of the cost estimates for each programme and project it finances. Most of these are reviewed on a regular basis.

CIDA makes contributions to many international financial institutions, and technical assistance programmes of the United Nations, the Commonwealth, and La Francophonie. The vast majority require approval by the Treasury Board and by Parliament. In addition, CIDA undertakes regular reviews and periodic evaluation of the activities of these institutions.

With regard to financial support for the activities of non-governmental organizations, CIDA conducts a thorough review of the estimated costs of each programme or project proposal, many of which receive Treasury Board consideration. In addition to regular reviews and periodic evaluations of these programmes and projects, CIDA also does a major indepth, annual review of the major non-governmental organizations presenting projects and programs. Most of these organizations are responsible to an elected board whose constituency is concerned that their donated, non-governmental funds are being spent in the most cost efficient way possible.