

0-12/1103



Canadian International Development Agency / Agence Canadienne de Développement International

PROTECTED B

T-24047

SEEN BY MINISTER
MEMORANDUM FOR THE MINISTER
VU PAR MINISTRE

SELECTION OF THE HOST UNIVERSITY FOR THE CANADIAN INTERNATIONAL INSTITUTE FOR EXTRACTIVE INDUSTRIES AND DEVELOPMENT

For Information

PURPOSE

To inform you that I have selected the proposal submitted by University of British Columbia in coalition with Simon Fraser University to establish and operate the Canadian International Institute for Extractive Industries and Development as recommended by the External Advisory Panel.

SUMMARY

- CIDA has completed a rigorous process to assess proposals submitted under the Canadian International Institute for Extractive Industries and Development Call for Proposals.
- To maintain the independence of the assessment process set forth in the Call for Proposals, you have delegated to me the authority to select the successful proposal and enter into an agreement with its proponent.
- In its report, the External Advisory Panel identified the proposal submitted by University of British Columbia in coalition with Simon Fraser University as the most meritorious proposal, and recommended that I approve this selection.

CONTEXT

In June 2012, the Minister approved the evaluation process and methodology (T-22000) and the Terms of Reference for the External Advisory Panel (T-22731) for the Canadian International Institute for Extractive Industries and Development Call for Proposals. In information memoranda T-23311 and T-23623, CIDA informed you of the members of the External Advisory Panel and the individual selected to serve as Special Advisor to the External Advisory Panel.



s.69(1)(g) re (c)

CONSIDERATIONS

Per the approved Terms of Reference, the assessment process proceeded as follows.

On June 20, 2012, CIDA launched the Call for Proposals. By the Call's close on September 6, 2012, CIDA received proposals from five organizations: [redacted] the University of British Columbia, [redacted]

CIDA performed a document check and eligibility check of all five proposals. The proposal from [redacted] was deemed ineligible because it does not have a Canadian university as the lead applicant. The Internal Review committee verified and approved this decision.

s.20(1)(b)
s.21(1)(a)
s.21(1)(b)

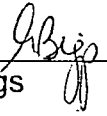
CIDA then conducted a technical merit assessment of all eligible proposals against the merit criteria provided in the Call for Proposals. CIDA determined that the proposal submitted by [redacted] was not technically qualified because of weaknesses in governance and management structure, program delivery and financial considerations. The Internal Review Committee validated this decision.

On October 18 and 19, External Advisory Panel members met in Gatineau, reached agreement on a unanimous recommendation that the most meritorious proposal was the one submitted by the University of British Columbia in coalition with Simon Fraser University. They reviewed all the proposals. The Panel's Chairperson submitted a report to me that explains the rationale supporting this recommendation. A summary of University of British Columbia's proposal is attached as Annex A.

CONCLUSION

I have approved the External Advisory Panel's recommendation to select the proposal submitted by University of British Columbia to establish and operate the Canadian International Institute for Extractive Industries and Development.

As discussed with your office, you will be publicly announcing the selection of the University of British Columbia during a speech to the Economic Club of Canada in Toronto on November 23, 2012.



Margaret Biggs
President

16/11/12

Date

THE UNIVERSITY OF BRITISH COLUMBIA

In coalition with: Simon Fraser University

Amount Requested from CIDA (5 years): \$25,000,000

Contribution from Organization(s) (5 years): \$17,126,877

Duration: 5 years

Project #: S-065811

Executive Summary

The quality of resource extraction governance in developing countries can have tremendous impacts – both positive and negative – on those living and working in developing countries. The University of British Columbia (UBC) and Simon Fraser University (SFU) have formed a coalition to establish a Canadian International Institute for Extractive Industries and Development (CIIEID), or the Institute. The Institute's mandate is to act as a centre for Canadian and world-class expertise in improving and strengthening resource governance to help developing country governments on a number of levels.

Specifically, the Institute will collaborate with in-country partners, and participants, to strengthen capacity building in policy, legislation, regulatory development and implementation, training, technical assistance and applied research related to the developing country's extractive industry sectors. Achieving the mandate will result in demonstrable improvements in developing countries' capacity to utilize and benefit from their extractive sectors in order to stimulate sustainable economic growth and reduce poverty for their citizens.

The Institute's approach will be to respond to developing country needs that countries have identified through a dynamic country-led process. Strategies to engage countries and build capacity will include:

- Delivering courses in developing countries for certificate programs for artisanal miners, community leaders and government officials;
- Inviting government officials, academics and community leaders to interact with Canadians working in this field via study tours, courses in Canada, fellowships, and dialogue;
- Hosting in-country (regional) dialogues to ensure multi-stakeholder representation and dialogue, to identify local needs and context, and to contribute to inclusion and gender equity; and
- Offering distinguished fellows the opportunity to collaborate with Canadian colleagues on 8-week joint projects related to the Institute's learning and educational activities, applied research, and technical assistance to ensure responsiveness to country needs.

The coalition and strategic partners have established relationships, and are ready to engage in initiatives that focus on Technical Assistance and research programmes. This will include multi-stakeholder engagement and dialogue, and applied research and Technical Assistance programs, including case studies, field trials and pilot programs.

The Institute's virtual centre will be in the Greater Vancouver area, home to some 80% of the world's mining exploration companies. Delivery of practical and results-oriented services will be through four integrated Activity Centres: the Advisory Centre, the Learning and Education Centre, the Engagement and Dialogue Centre, and the Applied Research Centre.

THE UNIVERSITY OF BRITISH COLUMBIA

Programming at the Centres will prioritize capacity building and knowledge sharing activities for three extractive sector areas: Governance Processes, Integrated Resource Management, and Economic Development and Diversification. UBC and SFU, as coalition members, offer complementary and diverse extractive industry expertise in international policy, corporate social responsibility, economic, environmental and social issues in mining, as well as in sustainability, education and stakeholder dialogue. The coalition has developed strategic partnerships with Canadian and foreign academic institutions in Australia, East Africa, Europe, South Africa, South America, the UK and the US, the Government of British Columbia, non-governmental organizations (NGOs) and international institutional project partners in Ecuador, Mali, Mongolia, Peru and Uganda.

The Institute has also secured, and will continue to expand the industry support required to build a sustainable operational infrastructure and to rapidly extend its global presence in developing countries. The coalition and its strategic partners aim to initially engage countries in the Americas, Sub-Saharan Africa and Asia, and will expand to other regions as driven by country needs.

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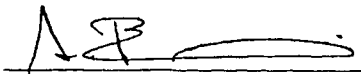
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RE: T-22000

FURTHER TO THE DISCUSSION AT THE JUNE 4TH, 2012 DEPARTMENTAL BRIEFING ON THE CANADIAN INTERNATIONAL INSTITUTE FOR EXTRACTIVE INDUSTRIES AND DEVELOPMENT (CIIID)

For Decision

This docket is further to memorandum T-22000 and the subsequent briefing of June 4th, 2012. Your confirmation of the following decisions is requested in order to proceed with a timely implementation of the Call for Proposal (CfP). Please indicate your agreement by checking the appropriate boxes and signing below.




Margaret Biggs
President



6 June 2012
Date

I AGREE with the following:



Evaluation Process and Methodology

 A two-stage evaluation process including the use of an internal assessment team to do a preliminary qualification of proposals and an External Advisory Panel that will recommend the most meritorious proposal.

Internal Assessment

-  The position and titles of the internal assessment team will be provided to you for your information prior to the call announcement on June 18th, 2012.
-  One member of the internal assessment team will be external to CIDA and come from NRCAN.

External Assessment

-  The terms of reference for the External Advisory Panel and Chairperson, specifying their roles and responsibilities, will be submitted to you for your approval prior to the call announcement on June 18th, 2012.
-  The External Advisory Panel will be comprised of three to five highly qualified Canadian individuals. Representation will target; 1-2 senior executives or former senior executives of a Canadian extractive firm (one from oil and gas and one

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RE: T-22000

from mining); 1-2 former deputy ministers and/or ministers at the provincial or federal levels of government; and 1 former Canadian university president or senior administrator with applied research experience.

- A Chairperson will be appointed from the selected panel members to ensure the confidentiality and integrity of the process and will be responsible for approving the evaluation report including a summary of the rationale for the recommended proposal.

SP

- An objective high-level official (e.g. individual with judicial experience) will be appointed as an Ombudsman to provide advice to the External Advisory Panel, on an as needed basis, on the interpretations and intentions of the submissions relative to the Call for Proposal, and on any conflict of interest issues that may arise in the context of their duties in assessing proposals and in formulating their recommendation.

SP

- The decision on the final selection of the External Advisory Panel Members, including the Chairperson, and the Ombudsman will be made by the President of CIDA.

SP

- The External Advisory Panel will make their recommendation on the successful applicant to the President of CIDA.

SP

- A memo will be prepared before the launch of the Call for Proposal, stating delegation for the evaluation process and selection of the successful applicant to the President of CIDA.

SP

- You will be informed of the final selection through an information memo provided by the President of CIDA.

SP

The Call for Proposal:

- The Call for Proposal documents and terms of reference for the External Advisory Panel will be submitted to you for your information and comment on June 7th, 2012. In order to launch on June 18th, 2012, your comments are requested by June 11th, 2012.

SP
revised
amended
dates

amended
dates

- The Call for Proposal will require applicants to submit letters of support with their proposals.

SP

- The Call for Proposal will invite applicants to describe: how they will achieve the mandate; the governance framework to carry out the mandate; their financial

SP

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plans to allocate funds; and, their plans to generate revenues and attain financial self-sufficiency.

- There will be an explicit reference to ensure that advocacy is not part of the mandate of the Institute.

The Funding Amount and Term:

- The amount of the contribution agreement will be \$25M over 5 years, including monitoring and evaluation costs.
- This is a one-time funding agreement; the Institute is expected to carry on beyond the five years in a self-sustaining model.
- A financial contribution (in cash, in-kind or both) from the Institution will be specified in the Call for Proposal, but no dollar amount and/or percentage threshold is to be specified; instead proposals will be evaluated based in part on the value and term of contributions.
- The Institute must declare the sources of its cash and in-kind contributions.
- The cash contribution cannot be sourced from other Federal Government sources.



The Governance Model

s.69(1)(g) re (a)

- The Institute will operate under the governance structure of the university; however, the proposals will be required to demonstrate how the university will assure programming independence as it relates to the mandate of the Institute.

with amendment on dates

Beverley J. Oda

Minister of International Cooperation

June 6/12
Date

D-1270655



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T-22731

MEMORANDUM FOR THE MINISTER

TERMS OF REFERENCE FOR THE EXTERNAL ADVISORY PANEL FOR THE SELECTION OF THE CANADIAN INTERNATIONAL INSTITUTE FOR EXTRACTIVE INDUSTRIES AND DEVELOPMENT (CIIEID)

For Decision

PURPOSE

Following the June 4, 2012 departmental meeting regarding the Canadian International Institute for Extractive Industries and Development (the Institute), this memorandum seeks your approval of the Terms of Reference for the External Advisory Panel (EAP), which will be responsible for the selection recommendation of the single most meritorious proposal to create the Institute.

SUMMARY

- In order to provide a credible, impartial and fair Call for Proposal (CfP) process and to ensure the independence of the Institute, an External Advisory Panel (EAP) will be established.
- The EAP will review and assess proposals against pre-determined evaluation criteria to make a selection recommendation to the President of CIDA of the single most meritorious proposal.
- In order to move forward with the Call for Proposals (CfP), approval is required on the Terms of Reference for the EAP.

TERMS OF REFERENCE FOR THE EXTERNAL ADVISORY PANEL (EAP)

Mandate:

As part of a credible, impartial and fair Call for Proposal (CfP) process and to ensure the independence of the Canadian International Institute for Extractive Industries and Development (the Institute), the External Advisory Panel (hereafter referred to as the EAP), will review and assess proposals against pre-determined evaluation criteria established by CIDA and make a selection recommendation to the President of CIDA of the single most meritorious proposal to create the Institute.

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Membership:

The EAP will be comprised of 3 highly qualified Canadian individuals selected by the President of CIDA and drawn from a mix of: the extractive sector, research institutions and former public office holders. The recruitment for the EAP will target:

- 1 former deputy minister and/or minister at the provincial or federal levels of government;
- 1 senior executive or former senior executive of a Canadian extractive firm; and
- 1 former Canadian university president or senior administrator with solid applied research experience.

CIDA will establish a process by which it will carefully screen for real, apparent or potential conflicts of interest, or the appearance of a conflict of interest, with potential members of the EAP prior to final confirmation of the panel members.

Meetings:

It is anticipated that the EAP will have one week to review the proposal documents in advance of a two-day evaluation meeting to discuss and reach agreement upon a selection recommendation of the single most meritorious proposal to the President of CIDA.

Secretariat Services:

CIDA will establish a secretariat to support the work of the External Advisory Panel, including the provision of meeting rooms, note takers and any other needs to facilitate fulfilment of their responsibilities.

Responsibilities:

CIDA is responsible for:

- The receipt and recording of proposals received on or before the cut-off date.
- The screening of proposals to ascertain their eligibility.
- Carrying-out a technical assessment by a team led by the Vice-President, Partnerships for Canadians, of all eligible proposals in accordance with pre-determined assessment criteria.
- A summary for each proposal and a preliminary qualification of all eligible proposals would be forwarded to the Chair of the External Advisory Panel.

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- The provision of the full applications to the External Advisory Panel if requested by the External Advisory Panel through the Chair.
- Assigning the Vice President, Partnerships with Canadians, to be an ex-officio resource for the External Advisory Panel.

Each Member of the External Advisory Panel is responsible for:

- Reviewing the list of applicants and declaring any conflicts of interest prior to receipt of any proposals for review;
- Signing a letter disclosing any activities, assets, and direct and contingent liabilities that might give rise to a conflict of interest with respect to their duties as a member of the EAP prior to the distribution of proposals for assessment;
- Respecting and adhering to the established procedures for managing conflicts of interest and confidentiality of information throughout the assessment process;
- Reviewing all documentation provided by the Internal Assessment Team in advance of the two-day EAP evaluation meeting, including the summary for each proposal and preliminary qualification of all proposals;
- Preparing explicit notes on reviewed proposals, documenting strengths and limitations, and ensuring that this documentation supports the assessment of the proposal against the pre-determined evaluation criteria for selection; and
- Travelling to Ottawa, Ontario to participate in the two-day EAP evaluation meeting and submitting all travel expense claims within 30 days of the completion of the EAP evaluation meeting.

The External Advisory Panel is responsible for:

- Reviewing proposals against the pre-determined evaluation criteria established by CIDA for the Call;
- Deliberating the strengths and limitations of the proposals to reach agreement on the selection recommendation of the single most meritorious proposal;
- Recording all comments and preparing an evaluation report and a 3-5 page description and rationale to support the recommended proposal; and
- Ensuring the mandate of the EAP is met throughout the process.

The EAP Chairperson is responsible for:

- Ensuring the confidentiality and the integrity of the process;
- Assessing any situations of real or perceived conflicts of interest, and taking actions to prevent and resolve those situations, including the referral to a designated Ombudsman on an as needed basis;

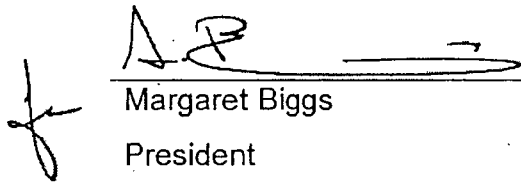
D-12/0655

- Chairing the EAP's discussions to facilitate agreement upon the selection recommendation, and acting as mediator in case of disagreement within the panel;
- Ensuring that the EAP's final selection recommendation and explanation accurately reflect the agreement reached by its members;
- Reviewing and approving the evaluation report and the 3-5 page description and rationale to support the recommended proposal; and
- Meeting with the President of CIDA or her designated appointee to submit the EAP report with the single most meritorious proposal.

D-12/0655

RECOMMENDATION


I recommend that you approve these Terms of Reference for the External Advisory Panel (EAP) for the selection of the Canadian International Institute for Extractive Industries and Development.


Margaret Biggs
President

14 June 2012
Date

I AGREE with the recommendation. I DO NOT AGREE with the recommendation.




Beverley J. Oda
Minister of International Cooperation

June 15/12
Date

D-1270876-103



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T-23311

MEMORANDUM FOR THE MINISTER

MEMBERS OF THE EXTERNAL ADVISORY PANEL FOR THE SELECTION OF THE CANADIAN INTERNATIONAL INSTITUTE FOR EXTRACTIVE INDUSTRIES AND DEVELOPMENT

For Information

SEEN BY MINISTER / VU PAR MINISTRE

PURPOSE

This memo serves to inform you of the individuals selected to form the External Advisory Panel that will recommend the most meritorious proposal to host the Canadian International Institute for Extractive Industries and Development (the Institute).

SUMMARY

- An External Advisory Panel (the Panel) will recommend to the President of CIDA the most meritorious proposal from a Canadian university to host the Canadian International Institute for Extractive Industries and Development.
- In identifying candidates for the Panel, CIDA targeted extractive sector executives, former public office holders and former university presidents.
- CIDA has selected three highly qualified experts to serve on the Panel: Gordon Peeling, [REDACTED] and Judith Woodsworth.

CONTEXT

On October 27, 2011, Prime Minister Stephen Harper announced the creation of the Canadian International Institute on Extractive Industries and Development (CIIEID). The Institute is intended to serve as a centre of world class expertise in strengthening resource governance, and will help developing country governments use and benefit from their extractive industries in ways that stimulate economic growth and reduce poverty. It will have the capacity to harness Canadian and international expertise to assist developing countries. As well, it will have established, collaborative relationships with other world-renowned centres in order to leverage leading practices and coordinate efforts in resource-sector governance.

The Institute is to be firmly established as an independent centre that is self-sustaining through the support of multiple stakeholders. CIDA will contribute up to \$25 million over five years to the Institute's establishment and initial operating costs.

On June 21, 2012, CIDA launched a call for proposals to solicit proposals from Canadian universities and coalitions of Canadian universities for the creation and operation of this Institute.

s.19(1)

In June 2012, your predecessor approved (via memoranda T-22731 and T-22000 attached for reference) key decisions regarding the evaluation process and methodology for the call for proposals to establish a Canadian International Institute for Extractive Industries and Development.

As part of a credible, impartial and fair call for proposals process and to ensure the independence of the Institute, CIDA will undertake a two-stage proposal assessment methodology. In the first stage, CIDA officers, specialists and managers will assess the eligibility and technical soundness of the proposals. In the second stage, an External Advisory Panel (the Panel) will perform a strategic merit assessment of the technically qualified proposals and recommend the single most meritorious proposal to the President of CIDA for approval.

CONSIDERATIONS

Potential members of the Panel were identified based on their expertise. CIDA targeted current or former senior executives of Canadian extractive firms, former public office holders (deputy ministers or ministers at the provincial or federal level), and former Canadian university presidents or senior administrators with applied research experience. Each member has signed a Conflict of Interest Disclosure and a Confidentiality and Non-Disclosure Agreement.

Each member will receive \$10,000 for their service, in addition to a lump sum allowance for travel and accommodation based on the directives and procedures established by the Treasury Board of Canada and the National Joint Council.

The call closed on September 6 and CIDA received five proposals.

CONCLUSION


The following individuals have confirmed their willingness and availability:

- Gordon Peeling, Director, Great Quest Metals Limited (for profile, see Annex 1);
- [REDACTED] and
- Judith Woodsworth, former President of Concordia University (see Annex 3).

In keeping with the "Terms of Reference for Assessment and Review Bodies" established by CIDA for this call for proposals, the former public office holder will serve as Chair.

CIDA maintains a list of other qualified individuals in the event that any of the selected members cannot serve due to unforeseen circumstances.

The Panel is to meet on October 18 and 19 to conduct the strategic merit assessment. We expect to be able to inform the Minister of the successful applicant by mid-November.



 Margaret Biggs
 President

11 Sept 2012
 Date

ANNEX 1: PROFILE OF GORDON PEELING

Director, Great Quest Metals Limited
Former Chief Executive Officer, Mining Association of Canada

Gordon Peeling has over 35 years of experience in the mineral policy and mining fields. He is currently a Director of Great Quest Metals Limited, a member of the External Stakeholder Advisory Committee of Inmet Mining Corporation and a member of the Global Advisory Board of Alexander Proudfoot.

In addition to a 20 year career in government at Natural Resources Canada (and the former Energy, Mines and Resources), Peeling has worked for Inco Limited and Gulf Minerals Canada Limited. He has served on the Government of Canada's Advisory Group on Corporate Social Responsibility, the Mining Sector Sustainability Table and several advisory bodies to various government departments. Peeling is a past First Vice President of the *Sociedad Interamericana de Minería*, and a past Chair of the International Copper Study Group and the Business and Industry Advisory Committee's Raw Materials Committee to the Organisation for Economic Co-operation and Development. He spent thirteen and a half years as President and Chief Executive Officer of the Mining Association of Canada before retiring in May 2011.

Experience in developing countries: Great Quest's projects in Mali include the Tilemsi Phosphate Project, Kenieba-Baroya, Bourdala and Kenieti Diamond Concession. The company holds 13 gold concessions in western Mali.

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**of the Access to Information
de la Loi sur l'Accès à l'Information**

ANNEX 3: PROFILE OF DR. JUDITH WOODSWORTH

Former President and Vice Chancellor, Concordia University

Dr. Judith Woodsworth served as President of Concordia University from 2008 to 2010. Dr. Woodsworth was President of Laurentian University (2002-2008) in Sudbury and previously held the position of Vice-President (Academic) at Mount Saint Vincent University (1997-2002) in Halifax. While President of Laurentian University, Dr. Woodsworth led the 2006 establishment of the Centre for Excellence in Mining Innovation to become an international centre for world-class, industry-driven research and innovation for the mining sector with \$20 million in government and industry funding (including \$5M from Xstrata Nickel). She also served on the board of the Ontario Mineral Industry Cluster Council.

Dr. Woodsworth is a member of the Literary Translators' Association of Canada and was founding president of the Canadian Association for Translation Studies. She has served as President and national Chair of French for the Future / *Le français pour l'avenir* and Chair of the Board of World University Service of Canada. She has also served on the Board of Directors of the Association of Universities and Colleges of Canada, and Montréal International and as Vice-President of the Conference of Rectors and Principals of Quebec Universities.

Experience in developing countries: As President of Concordia University and Laurentian University, and Vice President Academic of Mount Saint Vincent University, Dr. Woodsworth gained significant experience in university internationalization activities including missions to China, India, Mexico, and Thailand.

As past Chair of World University Service of Canada, she traveled to West Africa to visit development projects and led a partnership development mission to Vietnam. As an external consultant to the Association of Universities and Colleges of Canada, Dr. Woodsworth traveled to Ghana and Kenya to provide strategic advisory services to university bodies in 2011 under the CIDA-funded 'Strengthening Higher Education Stakeholder Relations in Africa' project with the African Association of Universities.

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T-23623

MEMORANDUM FOR THE MINISTER

CHAIRPERSON AND SPECIAL ADVISOR FOR THE EXTERNAL ADVISORY PANEL
FOR THE SELECTION OF THE CANADIAN INTERNATIONAL INSTITUTE FOR
EXTRACTIVE INDUSTRIES AND DEVELOPMENT

SEEN BY MINISTER
VU PAR MINISTRE

For Information

PURPOSE

To inform you of the individuals who will serve as Chairperson and Special Advisor for the External Advisory Panel that will recommend the most meritorious proposal to establish and operate the Canadian International Institute for Extractive Industries and Development.

SUMMARY

- An External Advisory Panel will recommend to the President of CIDA the most meritorious proposal from a Canadian university to establish and operate the Canadian International Institute for Extractive Industries and Development.
- CIDA has selected Susan M. W. Cartwright to replace [REDACTED] as Chairperson of the Panel following his disclosure of the potential for a real or apparent conflict of interest.
- CIDA has selected former Ontario judge Denise Bellamy to serve as Special Advisor to the Chairperson of the External Advisory Panel.
- The Special Advisor was originally to be called an "ombudsman". CIDA determined that the title of "Special Advisor" better suits her mandate and has changed the title accordingly.

CONTEXT

On October 27, 2011, the Prime Minister announced the creation of the Canadian International Institute for Extractive Industries and Development. The Institute is intended to serve as a centre of world class expertise in strengthening resource governance, and will help developing country governments use and benefit from their extractive industries in ways that stimulate economic growth and reduce poverty.

As part of a credible, impartial and fair Call for Proposals process and to ensure the independence of the Institute, CIDA is undertaking a two-stage proposal assessment methodology. In the first stage, CIDA officers, specialists and managers assessed the eligibility and technical merit of the proposals. In the second stage, an External Advisory Panel will perform a strategic merit assessment of the technically qualified proposals

and recommend the single most meritorious proposal to the CIDA President for approval.

Information memorandum T-23311 (attached as Annex 1) informed you of the selection of the three members of the External Advisory Panel, with [REDACTED] as Chairperson. Before sending proposals for review, CIDA asked Panel members to review the list of applicants and disclose any real, apparent or potential conflicts of interest. [REDACTED] disclosed a potential conflict of interest. As a result, CIDA accepted his offer to recuse himself from the Panel and has selected a replacement.

s.19(1)

As part of the Call for Proposals process, a Special Advisor will advise the Chairperson, at her request, on the interpretations and intentions of submissions under the Call for Proposals and on possible situations of real or apparent conflict of interest that may arise in the context of the Panel's duties. This mandate was defined in decision memorandum T-22000, attached as Annex 2. Following consultations with CIDA's Legal Services, CIDA determined that the title of "Special Advisor" better suits the mandate than the original title of "ombudsman". The title has since changed accordingly.

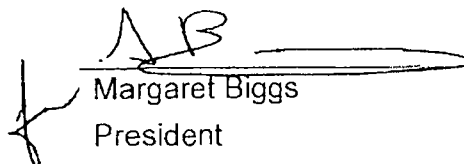
CONSIDERATIONS

CIDA has selected Susan M. W. Cartwright, part-time Commissioner of the Public Service Commission and former Foreign and Defence Policy Advisor to the Prime Minister, to replace [REDACTED] as the Panel's Chairperson. Ms. Cartwright's biography is attached as Annex 3.

To fill the role of Special Advisor, CIDA sought an objective, high-level official with judicial experience and without personal, financial or business relationships with members of the Panel or with any of the applicants whose proposals will be reviewed by the Panel. CIDA approached Denise Bellamy, a retired Ontario Superior Court Justice, and she accepted the role. Justice Bellamy's biography is attached as Annex 4.

CONCLUSION

Susan M. W. Cartwright has been selected to replace [REDACTED] as Chairperson of the External Advisory Panel that will recommend the most meritorious proposal to establish and operate the Canadian International Institute for Extractive Industries and Development. Denise Bellamy, retired Ontario Superior Court Justice, has agreed to serve as Special Advisor to the Panel's Chairperson.


Margaret Biggs
President

10 Oct 2012
Date

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est retenue en vertu de l'article**

69(1)(g) re (a)

**of the Access to Information
de la Loi sur l'Accès à l'Information**