

s.15(1)
s.21(1)(a)
s.21(1)(b)

**Building on Achievement-a Proposal to Improve the EITI
Discussion from the 21st Meeting of the EITI Board**
October 24 – 26, 2012
Lusaka, Zambia

1. Context:

The proposals outlined in the *Building on Achievement-a Proposal to Improve the EITI* were developed by the EITI Strategy Working Group. The EITI Board discussed the 32 recommendations which addressed proposed changes under four headings: i) EITI Reports: Comprehensive and Reliable; ii) National Dialogue: Multi-stakeholder Groups and Use of Data; iii) Impact and Validation; and, iv) Changes to the Way the EITI is Set Out.

2. Main issues:

The main issues of contention under each of the areas are as follows:

- i) EITI Reports: Comprehensive and Reliable
 - a. [Redacted]
 - b. [Redacted]
 - c. [Redacted]
- ii) National Dialogue: Multi-stakeholder Groups and Use of Data
 - a. [Redacted]
- iii) Impact and Validation
 - a. [Redacted]
 - b. [Redacted]
 - c. [Redacted]
- iv) Changes to the Way the EITI is Set Out
 - a. [Redacted]

3. Overarching Canadian Positions (excerpt [Redacted])

- Canada supports efforts to improve the EITI, and its implementation. As such, it will be important that any new or modified EITI requirements provide clear guidance and benchmarks for host-countries and their MSGs to implement the EITI within national contexts.
- Canada recognizes the efforts of the EITI International Secretariat in assisting EITI implementing countries through the validation process and supports suggestions for improvements to the validation system (e.g., EITI Board and Secretariat management of Validator procurement and contracts).
- Further, Canada supports the EITI's efforts to address some of the challenges and shortcomings within the context of the Initiative (e.g. validation process, EITI National reporting, data reliability and standards). However, it is important that the EITI fully address these challenges (as noted above) and those of EITI implementing countries (e.g., secured

funding, reliable validators, multi-stakeholder group engagement) prior to expanding the scope of the initiative.

- That said, once the identified challenges to EITI implementation are addressed, some consideration could then be given to the future / evolution of the Initiative. [Redacted]

4. Outcome (excerpt from Report on Canadian Participation at EITI Board Meeting):

Canada played a significant role during these discussions, and was able to advance the majority of its positions regarding the proposed recommendations (i.e., encouraging EITI-implementing countries to improve EITI reporting within the context of domestic laws and national context, and within the current EITI parameters). However, a number of issues will require further deliberation and clarification by the EITI Board:

- **Additional information on revenue allocation down the "value chain":** [Redacted]
- **Sub-national Transfers:** [Redacted]
- **Project Reporting:** [Redacted]
- **State-Owned Enterprises (SOE):** [Redacted]
- **Licensing:** [Redacted]
- **Contract Information:** [Redacted]
 - The decision was taken that implementing countries may decide to make contracts public. [Redacted]
- **Annual Self Assessment:** [Redacted]
- **Annual Review of EITI Reports:** [Redacted]
- **Expert Panel to review EITI's Impact Globally:** [Redacted]

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- **New EITI requirements:** This recommendation will continue to be examined by the EITI Board, [REDACTED]
- **Allowing Countries to Adapt the EITI to their own context:** EITI Board members expressed [REDACTED]

It was noted that in the Draft Minutes circulated by the Secretary, a number of proposal were

[REDACTED]

s.15(1)

Drafted by: MDI Lachance with excerpts from NRCan Lyen/Pearson
Reviewed by: MDI Lynch/Lantz/Samson

s.21(1)(a)

s.21(1)(b)

CIDA Countries

**EITI Countries
(Implementing or In Dialogue*)**



***EITI- In Dialogue = not yet receiving or planning grant**

s.21(1)(a)

s.21(1)(b)
A0043362_4-00004

UNCLASSIFIED

T-24385

MEMORANDUM FOR THE PRESIDENT

EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE UPDATE

For Information

PURPOSE

The Extractive Industries Transparency Initiative (the 'Initiative') is an important element in CIDA's [REDACTED] on extractives and sustainable development. This memorandum provides you with an update on programming and visibility opportunities linked to the Initiative, and a recommendation concerning CIDA's future role in relation to the Board.

SUMMARY

- [REDACTED]
- CIDA is exploring opportunities to enhance Canadian visibility on extractive sector and development issues internationally through multilateral channels. This includes the upcoming Extractive Industries Transparency Initiative Global Conference in Sydney, Australia, in May 2013.
- CIDA will continue to play an influential role as a permanent member of the managing committees for the Extractive Industries Transparency Initiative Multi-Donor Trust Fund and the Extractive Industries Technical Advisory Facility.
- Next year marks a rotation of representation in Canada's constituency at the Board of the Initiative. Canada will need to [REDACTED]

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s.21(1)(b)

CONTEXT

In October 2012, Prime Minister Harper announced \$20 million in additional support for the Extractive Industries Transparency Initiative and Extractive Industries Technical Advisory Facility. The Government of Canada, represented by Natural Resources Canada (NRCan), holds an Alternate seat on the Board of the Extractive Industries

Transparency Initiative. Canada's participation and financial support to the Initiative support the Government of Canada's Corporate Social Responsibility Strategy and CIDA's Sustainable Economic Growth Strategy, and will help advance CIDA's framework and action plan on extractives and sustainable development.

CONSIDERATIONS

Programming Opportunities

[Redacted]

[Redacted] sets out countries that are receiving, [Redacted] financial support for strengthening revenue transparency.

[Redacted]

The extent to which the Initiative itself continues to evolve will also have implications for engagement by CIDA. In October 2012, Board members discussed 32 proposals for enhancing the Initiative in four main areas: 1) EITI Reports: Comprehensive and Reliable; 2) National Dialogue: Multi-Stakeholder Groups and Use of Data; 3) Impact and Validation; and 4) Changes to the Way the EITI is Set Out. More details on the proposals, and discussion on them at the October 2012 Board Meeting, are attached to this memorandum. The Board will discuss revised proposals in February 2013. CIDA expects to receive them by mid-January and will work with NRCan on Canada's response.

Visibility Opportunities

MGPB is also considering other opportunities to enhance Canadian visibility in the context of the Initiative.

[Redacted]

[Redacted] the Global Conference planned for May 24-25, 2013 in Sydney, Australia. [Redacted]

s.21(1)(a)

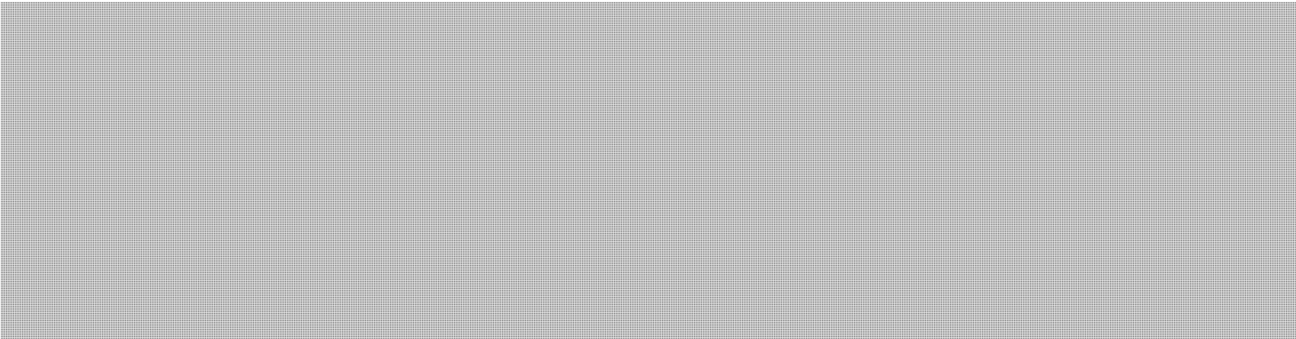
s.21(1)(b)

[Redacted]

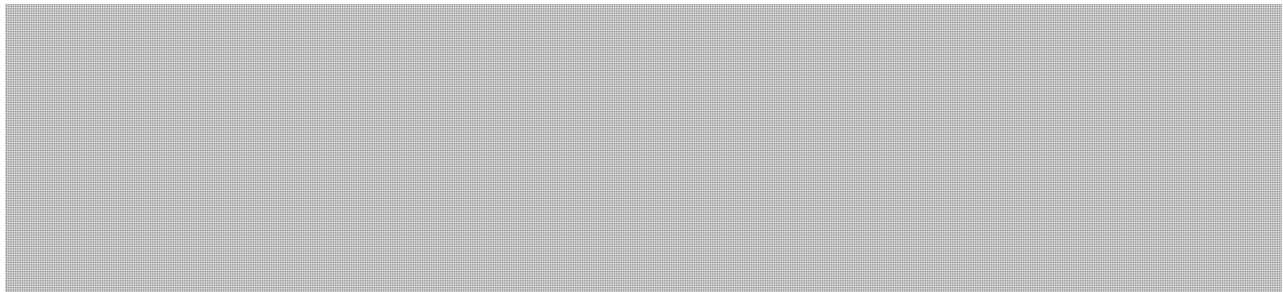
Canada's Role on the Board

Next year marks a rotation of representation in Canada's constituency at the Initiative. Canada will need to develop a position in order to take part in discussions on representation at the Board meeting in February 2013, and decisions on representation at the Global Conference in May 2013. Canada's role on the Board has important implications for CIDA.

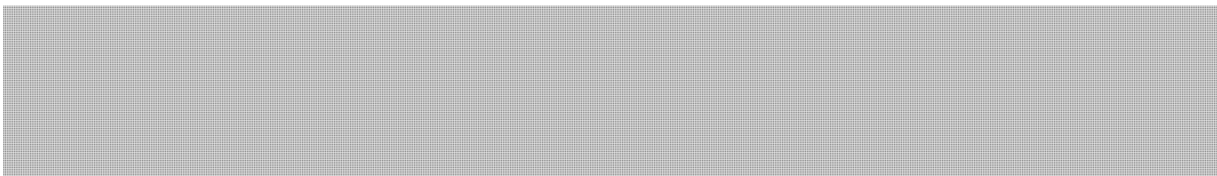
Canada is part of a four-country constituency including the United States, Australia, and Japan. Board members sit for a term of two years after which a new Board and Alternate representative are chosen at the global conference. Since 2011, Canada has held the constituency's Alternate seat while the United States serves as Board Member. Previously, from 2009 to 2011, Canada was the Board Member and the United States was the Alternate. From 2007 to 2009, the United States was the Board Member with Australia serving as Alternate.



The lead department responsible for Canada's representation is Natural Resources Canada (NRCan). CIDA takes part in an interdepartmental consultation group that provides guidance to NRCan on issues coming before the Board. NRCan also sits on the Validation Committee, which meets monthly to review revenue transparency reports produced by countries seeking Candidate or Compliant status.



s.15(1)
s.21(1)(a)
s.21(1)(b)





s.15(1)
s.21(1)(a)
s.21(1)(b)

Notwithstanding Canada's role on the Board, CIDA will continue to lead Canada's engagement with respect to our contributions to the extractive trust funds and to maximise complementary actions.

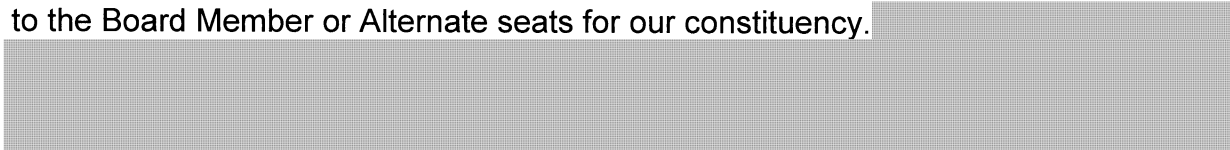
CONCLUSION



MGPB will continue to work to expand or enhance extractive sector and development programming, and further develop opportunities to enhance Canadian visibility on extractive sector and development issues internationally.

NRCan has initiated interdepartmental consultations on issues related to the upcoming Board meeting in February 2013, including on the question of Canada's role with respect

to the Board Member or Alternate seats for our constituency.



s.15(1)
s.21(1)(a)
s.21(1)(b)

Diane Jacovella
Vice President

Date

**Pages 10 to / à 37
are withheld pursuant to sections
sont retenues en vertu des articles**

14(a), 15(1)(g), 21(1)(a), 21(1)(c)

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

UNCLASSIFIED

T-24385

MEMORANDUM FOR THE PRESIDENT

EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE UPDATE

For Information

PURPOSE

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SUMMARY

- [redacted]
- CIDA is exploring opportunities to enhance Canadian visibility on extractive sector and development issues internationally through multilateral channels. This includes the upcoming Extractive Industries Transparency Initiative Global Conference in Sydney, Australia, in May 2013.
- CIDA will continue to play an influential role as a permanent member of the managing committees for the Extractive Industries Transparency Initiative Multi-Donor Trust Fund and the Extractive Industries Technical Advisory Facility.
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s.15(1)
s.21(1)(a)
s.21(1)(b)

CONTEXT

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CIDA's Sustainable Economic Growth Strategy, and will help advance CIDA's framework and action plan on extractives and sustainable development.

CONSIDERATIONS

Programming Opportunities

[Redacted]

[Redacted] sets out countries that are receiving, [Redacted] financial support for strengthening revenue transparency.

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[Redacted]

s.21(1)(a)

s.21(1)(b)

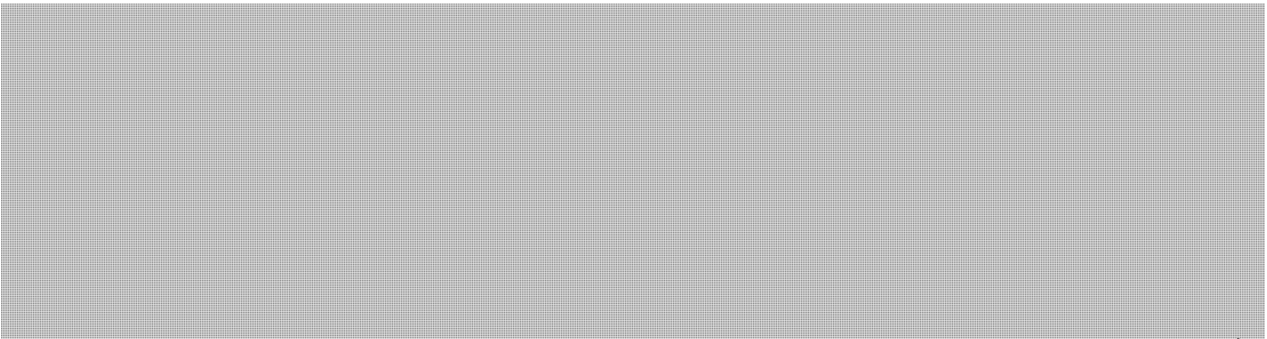
[Redacted] the Global Conference planned for May 24-25, 2013 in Sydney, Australia.

[Redacted]

Canada's Role on the Board

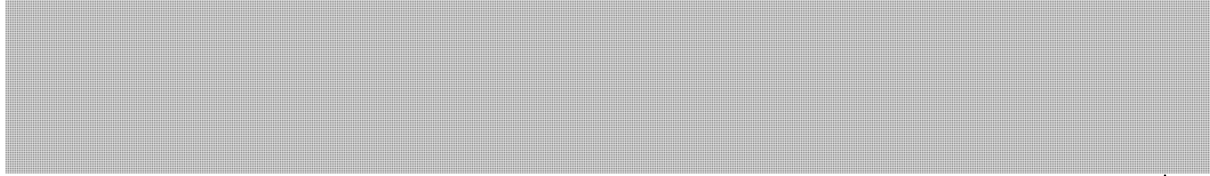
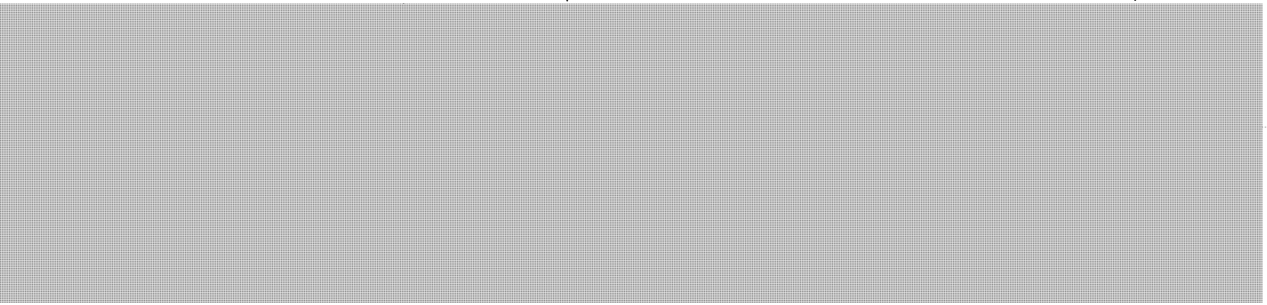
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s.21(1)(b)





s.15(1)

s.21(1)(a)

s.21(1)(b)

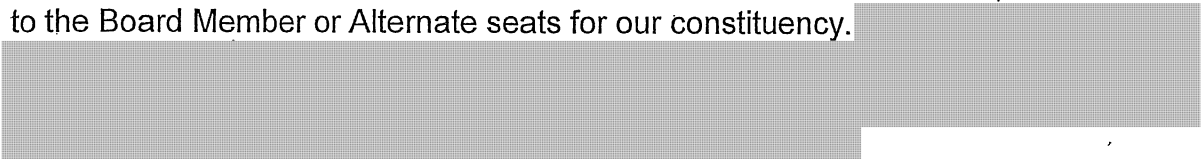
Notwithstanding Canada's role on the Board, CIDA will continue to lead Canada's engagement with respect to our contributions to the extractive trust funds and to maximise complementary actions.

CONCLUSION

[Redacted] MGPB will continue to work to expand or enhance extractive sector and development programming, and further develop opportunities to enhance Canadian visibility on extractive sector and development issues internationally.

NRCan has initiated interdepartmental consultations on issues related to the upcoming Board meeting in February 2013, including on the question of Canada's role with respect

to the Board Member or Alternate seats for our constituency.



s.15(1)

s.21(1)(a)

s.21(1)(b)

Diane Jacovella

Diane Jacovella
Vice President

December 18, 2012

Date

U-1270875



Canadian International Development Agency

Agence canadienne de développement international

UNCLASSIFIED

T-23204

MEMORANDUM FOR THE PRESIDENT

s.19(1)
s.21(1)(a)
s.21(1)(b)

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

For Decision

PURPOSE

This memorandum requests that you approve changing the title of the high-level official who will advise the External Advisory Panel for the Canadian International Institute for Extractive Industries and Development Call for Proposals from "ombudsman" to "Special Advisor", and that you select and appoint a "Special Advisor" to serve the External Advisory Panel on an as needed basis.

SUMMARY

- By signing decision memorandum T-22000, the Minister agreed to the appointment of an objective high-level official as an ombudsman to advise the External Advisory Panel on the interpretations and intentions of submissions under the Canadian International Institute for Extractive Industries and Development Call for Proposals, and on any conflict of interest issues that may arise in the context of the Panel's duties.
- Partnerships with Canadians Branch, in consultation with CIDA's Legal Services, has determined that the title of "Special Advisor" better suits the function defined in T-22000, and thus recommends changing this individual's title from "ombudsman" to "Special Advisor".
- Partnerships with Canadians Branch proposes [REDACTED] as candidates based on their experience and expertise: [REDACTED]. The Branch suggests paying the Special Advisor [REDACTED] plus travel expenses if needed.

CONTEXT

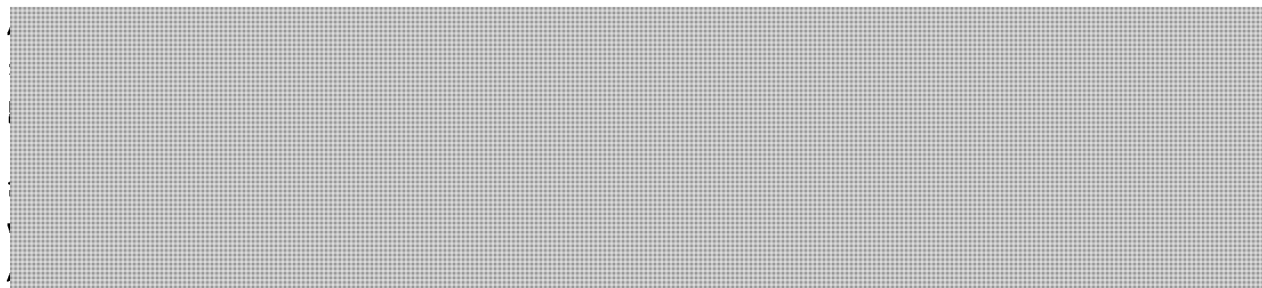
In June 2012, the Minister approved (via memoranda T-22731 and T-22000) key decisions regarding the evaluation process and methodology for the call for proposals to establish a Canadian International Institute for Extractive Industries and Development. Through decision memorandum T-22000, she agreed to the appointment of an objective, high-level official (e.g., with judicial experience) as an ombudsman. Operating on an as-needed basis, this official would provide advice to the External Advisory Panel on the interpretations and intentions of the submissions relative to the Call for Proposals, and on

D-1270875

any conflict of interest issues that may arise in the context of the Panel's duties. An updated diagram of the assessment process is enclosed as Annex 1.

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

CONSIDERATIONS

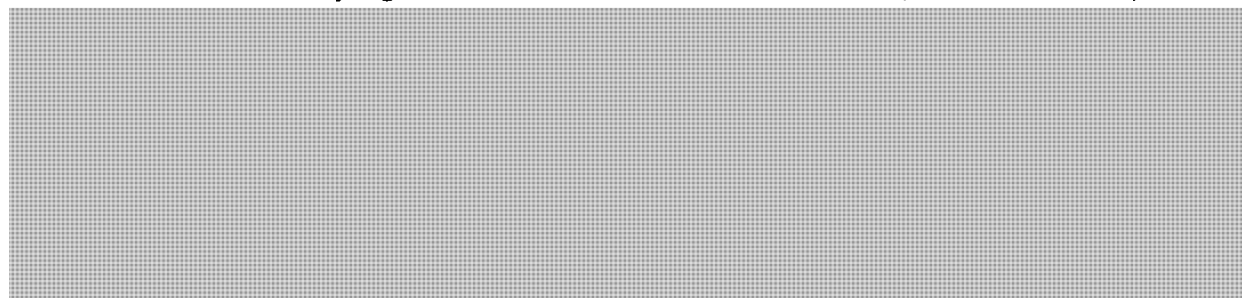


CIDA, the "Special Advisor" will provide advice to the Panel Chairperson regarding possible situations of real or perceived conflict of interest. He or she will also help the Panel concerning the interpretations and intentions of submissions. If needed, this could involve reviewing proposals, application guidelines and other call documents before advising the Chairperson.

The selected candidate will be an objective, high-level official with judicial experience and his or her own administrative, logistical and technical support. However, the candidate will not offer legal advisory services to the Panel Chairperson. He or she will not have personal, financial or business relationships with members of the Panel or with any of the applicants whose proposals are being reviewed by the Panel. He or she will have access to the same documents to which the Panel has access, and will be bound by the same confidentiality agreement. The proposed terms of reference for the "Special Advisor" are attached as Annex 2.

The Special Advisor will receive a flat payment of [REDACTED] for his or her service as "Special Advisor". Should the Special Advisor need to travel to Ottawa, a travel and accommodation lump sum allowance will be provided based on the directives and procedures established by the Treasury Board of Canada and the National Joint Council.

Partnerships with Canadians Branch approached trusted partners to identify potential candidates. Three former judges were identified based on their experience and expertise:



Full profiles are attached as Annex 3. CIDA has not discussed the "Special Advisor" role with any of these individuals.

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s.19(1)
s.21(1)(a)
s.21(1)(b)

COMMUNICATIONS

There are no communications implications for the "Special Advisor"



RECOMMENDATION

That you approve changing this high level official's title from "ombudsman" to "Special Advisor" and funding for this position, and that Partnerships with Canadians Branch approaches the proposed candidates,   to seek their interest and their availability. Partnerships with Canadians Branch will then recommend the appropriate candidate to you.

Darren Schemmer

Vice-President,

Partnerships with Canadians Branch

2012-9-19

Date

I AGREE with the recommendation to change this individual's title from "ombudsman" to "Special Advisor".

I DO NOT AGREE with the recommendation to change this individual's name from "ombudsman" to "Special Advisor".

For the role of Special Advisor, I AGREE that Partnerships with Canadians Branch approaches the proposed candidates:



I DO NOT AGREE that Partnerships with Canadians Branch approaches the proposed candidates.

Margaret Biggs

President

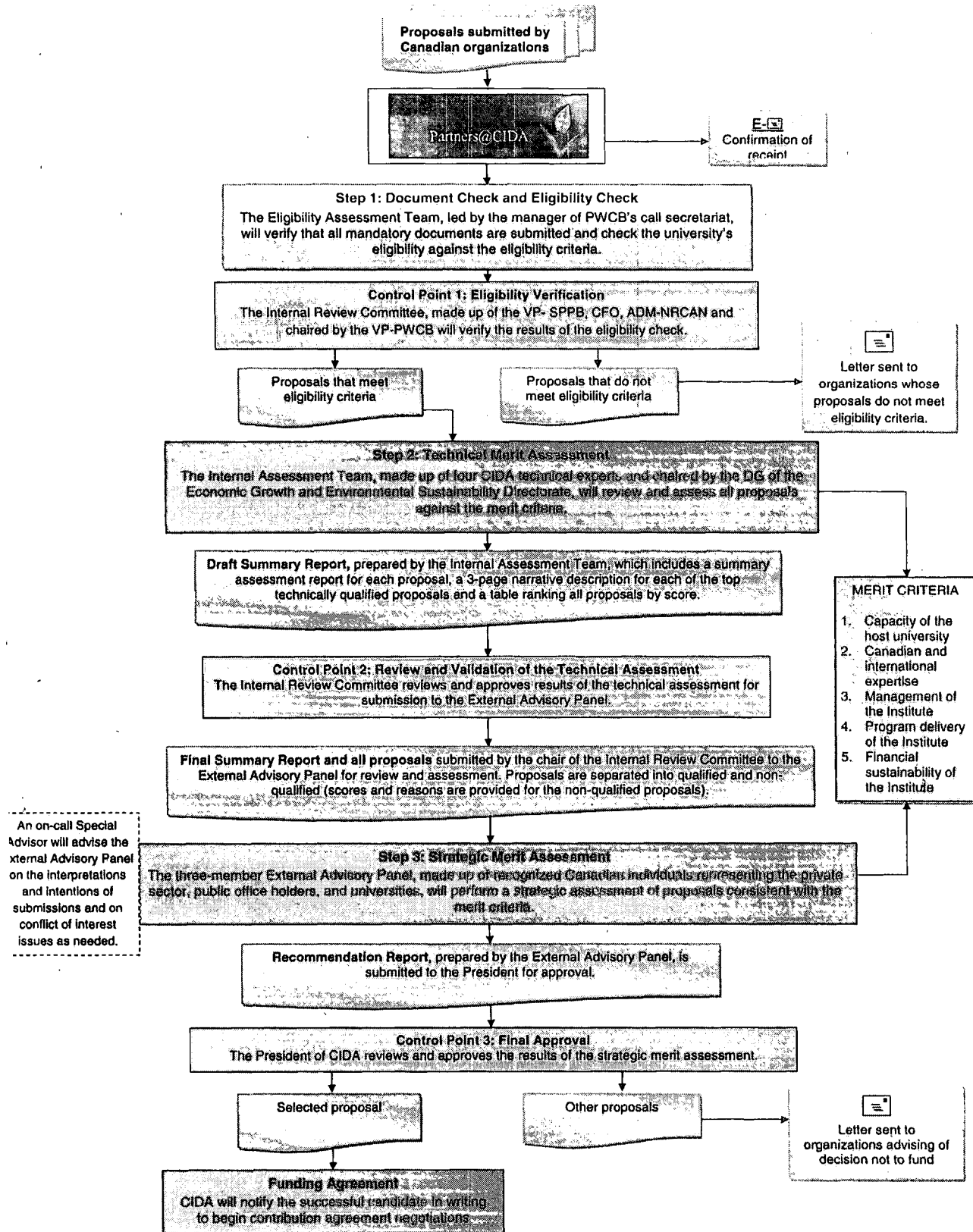
20 Sept 2012

Date

Partners for Development: Canadian International Institute for Extractive Industries and Development

Assessment Process Diagram with Control Steps

(For internal use only)



ANNEX 2: TERMS OF REFERENCE FOR THE SPECIAL ADVISOR

Purpose

These terms of reference define the roles and responsibilities of the Special Advisor to the External Advisory Panel that will recommend to CIDA the most meritorious proposal for creating and operating the Canadian International Institute for Extractive Industries and Development. These terms of reference accompany the "Terms of Reference for the Assessment and Review Bodies" (EDRMS #6105120), which define the structure and roles of bodies established for the assessment and selection process. Like the assessment and review bodies, the role of Special Advisor is based on the principles of integrity, credibility and independence.

Mandate

Working only at the request of the External Advisory Panel Chairperson, the Special Advisor will provide advice to the Chairperson on the interpretations and intentions of submissions under the Canadian International Institute for Extractive Industries and Development Call for Proposals, and on possible situations of real or perceived conflict of interest that may arise in the context of the Panel's duties.

Selection

The selected candidate will be an objective, high-level official with judicial experience and his or her own administrative, logistical and technical support. However, the candidate will not offer legal advisory services to the Panel Chairperson. He or she will not have personal, financial or business relationships with members of the Panel or with any of the applicants whose proposals are being reviewed by the Panel.

Responsibilities

The Special Advisor is responsible for:

- Signing a letter disclosing any activities, assets, and direct and contingent liabilities that might give rise to a conflict of interest with respect to his or her duties prior to commencing work;
- Respecting and adhering to the established procedures for confidentiality of information;
- Attending a briefing on the strategic merit assessment process as a listener;
- Responding to requests from the External Advisory Panel Chairperson in a timely manner; and
- Providing a statement on his or her interventions at the end of the process.

The Special Advisor could be called only at the request of the External Advisory Panel Chairperson to:

- Review proposals, application guidelines, the Panel handbook, and other call documents, having full access to all documents to which the Panel has access;
- Advise the Panel concerning the interpretations and intentions of proposals submitted;
- Provide advice to the Chairperson on addressing conflict of interest situations; and
- Provide written confirmation and justification of his or her advice.

Call For Proposals: Canadian International Institute for Extractive Industries and Development

Meeting Plan

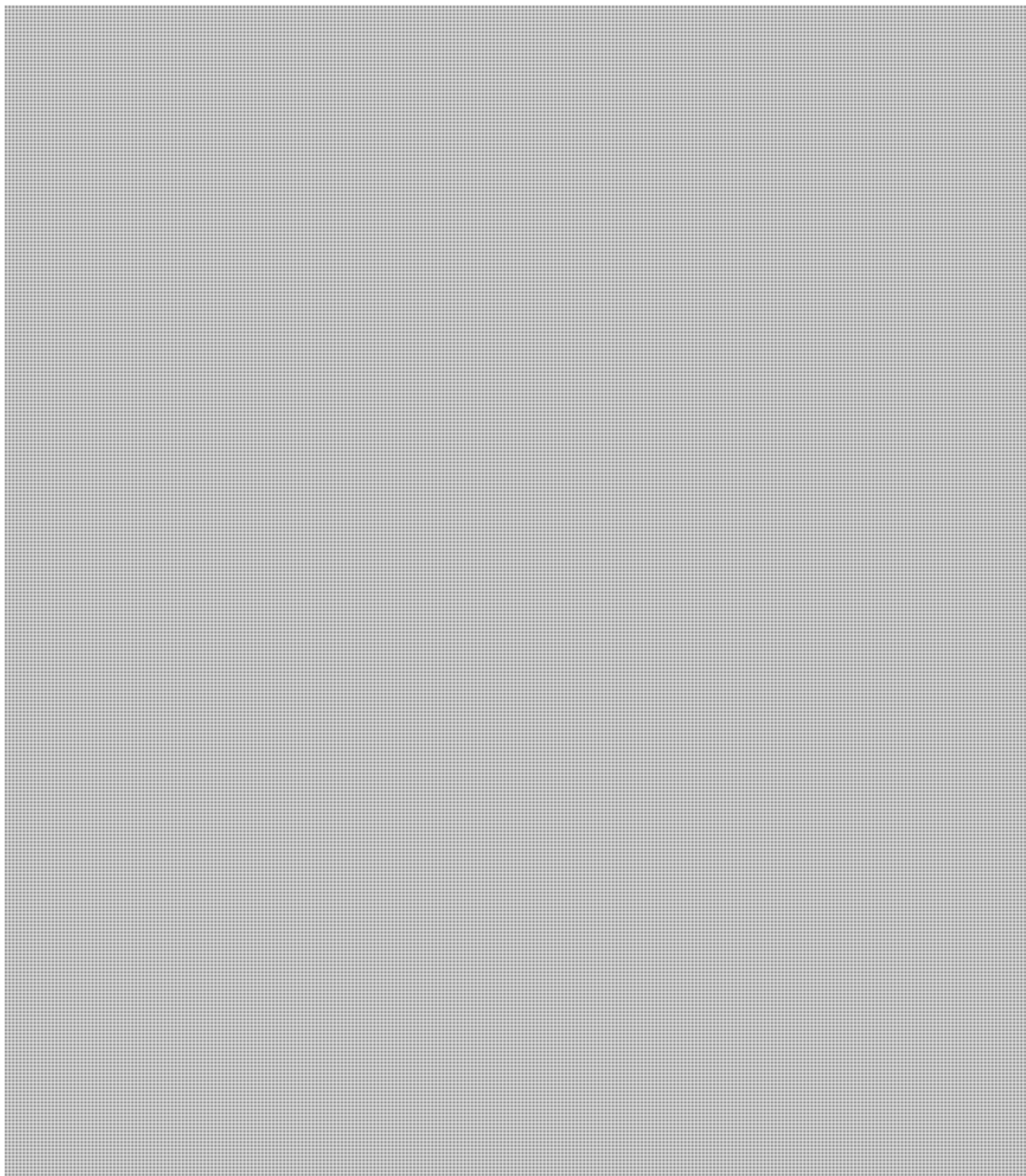
The Special Advisor is expected to attend, via teleconference, the October 2012 briefing on the strategic merit assessment process and to be on call for up to six working days, including for the two-day meeting of the External Advisory Panel October 18-19. The Special Advisor is not expected to work on site.

s.19(1)

s.21(1)(a)

s.21(1)(b)

ANNEX 3: POTENTIAL CANDIDATES FOR SPECIAL ADVISOR ROLE



Complete contact information can be provided at a later date.

U-1271057



Canadian International Development Agency

Agence canadienne de développement international

UNCLASSIFIED

T-23937

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

MEMORANDUM FOR THE PRESIDENT

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

For Decision

PURPOSE

To obtain your approval in principle of documents related to the selection of the university that will establish and operate the Canadian International Institute for Extractive Industries and Development.

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

CONTEXT

[Redacted content]

CONSIDERATIONS

[Redacted content]

COMMUNICATIONS

[Redacted content]

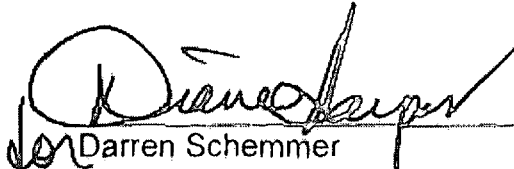
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s.21(1)(a)

s.21(1)(b)

RECOMMENDATION

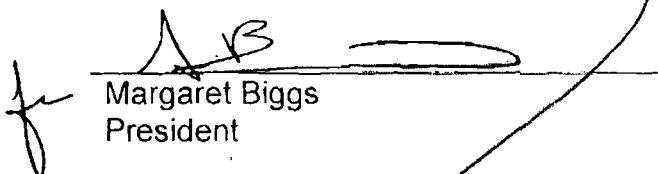
That you approve the draft information memorandum to the Minister regarding the selection of the host university and the draft letter to the proponent of the selected proposal.


for Darren Schemmer
Vice-President

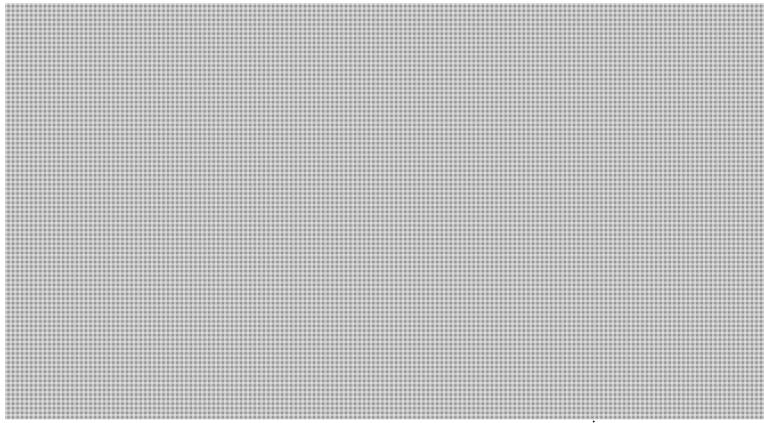
2012-10-30
Date

I AGREE with the recommendation.

I DO NOT AGREE with the recommendation.


Margaret Biggs
President

2 Nov 2012
Date





0-12/1057

MEMORANDUM FOR THE MINISTER

**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] 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 robust 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 A] as the most meritorious proposal, and recommended that I approve this selection.

CONTEXT

In June 2012 [redacted] 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.

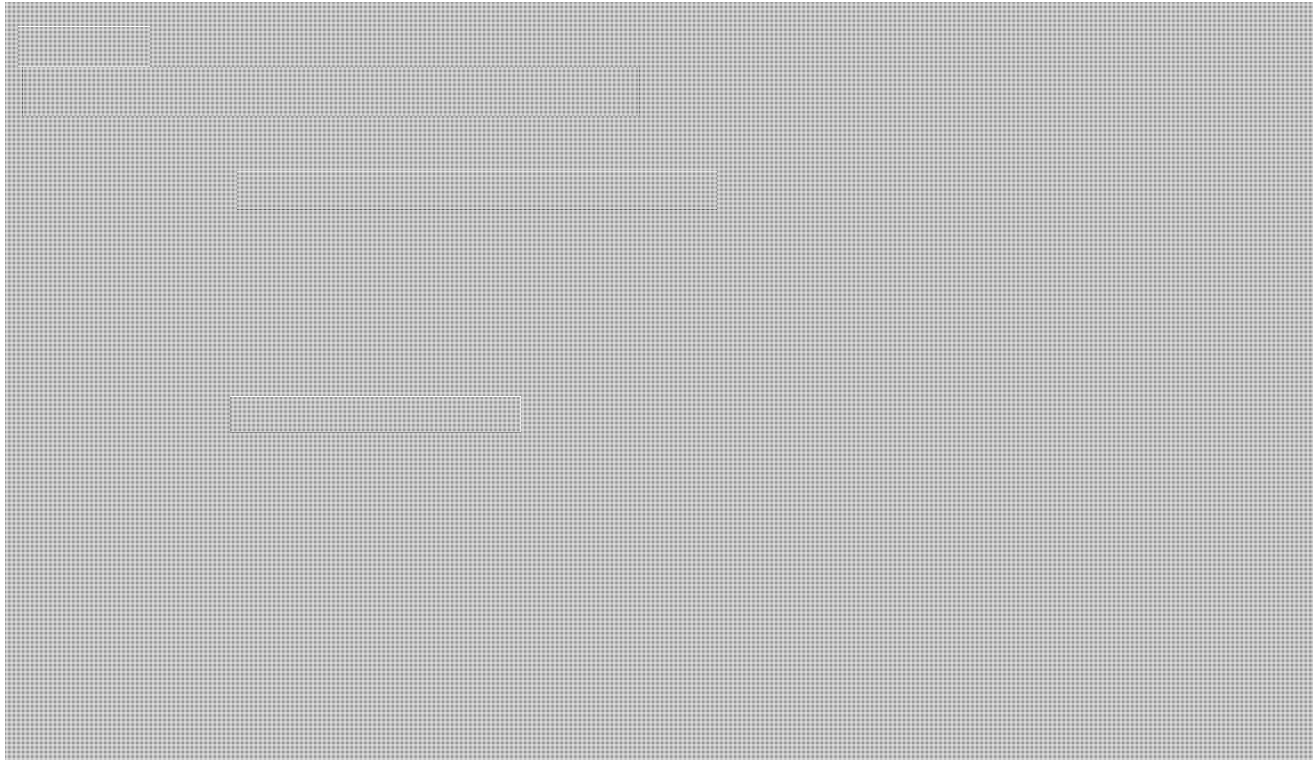
[redacted]

CONSIDERATIONS

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

s.21(1)(a)

s.21(1)(b)



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

CONCLUSION



Margaret Biggs
President

Date

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Canadian International Development Agency

ANNEX 2

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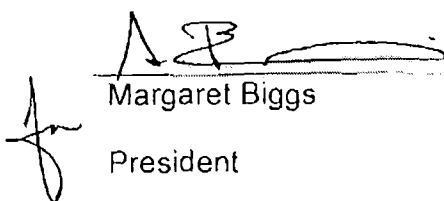
RE

MGMOS ANNEXED FOR REFERENCE

FURTHER TO THE DISCUSSION AT THE JUNE 4TH, 2012 DEPARTMENT BRIEFING ON THE CANADIAN INTERNATIONAL INSTITUTE FOR EXTRA INDUSTRIES AND DEVELOPMENT (CIIED)

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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Canadian International Development Agency / Agence canadienne de développement international

UNCLASSIFIED

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

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.

The Call for Proposal:

SP
with amended dates

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.

amended dates

SP

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

D-12/0393



Canadian International Development Agency / Agence canadienne de développement international

UNCLASSIFIED

RE: T-22000

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.

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



The Governance Model

- 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

June 6/12
 Date

Minister of International Cooperation

DRAFT LETTER – SELECTED
EDRMS #6192818

ANNEX 3

s.21(1)(a)

s.21(1)(b)

Date:

[ContactPerson]
[University]

Dear [ContactPerson],

Thank you for your interest in the Canadian International Development Agency's Partners for Development Program and for submitting a proposal to the Canadian International Institute for Extractive Industries and Development Call for Proposals.

[Redacted]

[Redacted] will be contacting you shortly to begin the negotiation process leading to the ature of a funding agreement.

Yours sincerely,

Margaret Biggs
President
Partnerships with Canadians Branch

[Redacted]

DRAFT LETTER – NON-ELIGIBLE
EDRMS #6192487

ANNEX 4

Date:



s.19(1)
s.20(1)(b)

Dear Sir/Madam,

Thank you for your interest in the Canadian International Development Agency's Partners for Development Program and for submitting a proposal to the Canadian International Institute for Extractive Industries and Development Call for Proposals.

We regret to inform you that your proposal cannot be accepted. The eligibility requirements for this call clearly state that the applicant must be officially designated as a Canadian university.

We wish you success in your future endeavors.

Yours sincerely,

*- shall you
not to do....*

Darren Schemmer
Vice President
Partnerships with Canadians Branch

LETTER - INELIGIBLE

ANNEX 5

s.21(1)(a)
s.21(1)(b)
s.69(1)(g) re (a)

Ms. Margaret Biggs
President
Canadian International Development Agency
200, promenade du Portage
Gatineau, Québec
K1A 0G4

Dear Ms. Biggs,

[Redacted]

The purpose of this letter is to delegate to you the authority to select the
operate the institute. I am delegating this authority in order to maintain the
independence of the assessment process set forth in the Call for Proposals.

Yours sincerely,

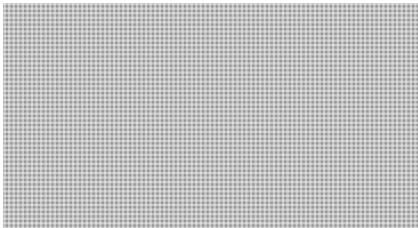
Hon. Julian Fantino, P.C., M.P.

EDRMS # 6270519

DELEGATE SELECTION
AUTHORITY MAIL →
LETTER PRES

DRAFT LETTER – NOT TECHNICALLY QUALIFIED

Date:



s.19(1)

Dear 

Thank you for your interest in the Canadian International Development Agency's Partners for Development Program and for submitting a proposal to the Canadian International Institute for Extractive Industries and Development Call for Proposals.

CIDA received five proposals under this Call. Although you presented an interesting proposal, it was found to be not qualified when assessed against the criteria established for this Call and explained in the Call's guidelines.

Should you wish to receive more information about this decision, please do not hesitate to contact Francois Montour, Director General, Economic Growth and Environment Sustainability at 613-997-1530.

We wish you success in your future endeavors.

Yours sincerely,

Darren Schemmer
Vice President
Partnerships with Canadians Branch

LETTER - UNQUALIFIED

DRAFT LETTER – TECHNICALLY QUALIFIED, NOT SELECTED

EDRMS #6192766

s.21(1)(a)

s.21(1)(b)

Date:

[ContactPerson]
[University]

Dear [ContactPerson],

Thank you for your interest in the Canadian International Development Agency's Partners for Development Program and for submitting a proposal to the Canadian International Institute for Extractive Industries and Development Call for Proposals.

We wish you success in your future endeavors.

Yours sincerely,

Darren Schemmer
Vice President
Partnerships with Canadians Branch