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Canada 

Executive Summary

Introduction

The Infrastructure Services Performance Review (ISPR) is a comprehensive performance review of CIDA investments in infrastructure services that is being conducted under CIDA's Performance Review Policy (1994). The ISPR consists of a number of sub-studies including one aimed at assessing the rationale and effectiveness of CIDA's investments in four Specialized Training Institutes (STIs) that receive funding from Canadian Partnership Branch's (CPB) Educational Institutions Program (EIP) and that are involved in infrastructure services support: CIPID (Canadian Institute for Petroleum Industry Development), PROGENER (Programme international en gestion d'entreprises du secteur de l'énergie), TEMIC (Telecommunications Executive Management Institute of Canada) and IAMTI (International Aviation Management Training Institute).

The objective of this study was to assess the extent to which CIDA's investments in the four STIs support Canada's ODA program priority of *help(ing) developing countries deliver sound infrastructure programming, with an emphasis on poorer groups and capacity building*, and the extent to which they are satisfying CIDA's *Framework of Results and Key Success Factors* (CIDA, 1996). In keeping with the purpose of the ISPR, the study focused on the results and appropriateness of CIDA investments in STIs, outstanding issues and lessons learned, and recommended actions that will contribute to improved design and implementation of future CIDA investments in STIs.

The principal sources of data for the review were documents, including previous commissioned evaluations of the STIs by CIDA in 1997 and a review of selected project documents which are listed in Appendix III. In addition, key project stakeholders were interviewed between October 1998 and April 1999.

EIP investments in STIs were designed before the adoption of results-based management policies and practices in CIDA, and at a time when the Agency was just beginning to explore the concepts of institutional assessment and capacity development. It is therefore important to consider that EIP investments in the STIs were not necessarily designed, planned, managed or monitored in ways that would be in keeping with today's expectations. A summary of the report's main findings and recommendations follows.

Main Findings

Context

The STIs serve as professional development institutes to mid-level and senior managers, specialists and government officials from developing countries in the energy (CIPID and PROGENER), aviation (IAMTI) and telecommunications (TEMIC) sectors. Most of the STIs have strong links with industry in Canada (notably IAMTI, CIPID and TEMIC).

The mandate and activities of the STIs concentrate on the delivery of training services to individuals (although some include organizations in their targeted clientele); only one (TEMIC) has the mandate to promote international cooperation and trade between Canada and developing countries. While the ISPR review is concerned with poverty reduction in developing countries, poverty reduction is not an identified priority of the STIs under review.

The Canadian government (including DFAIT (Department of Foreign Affairs and International Trade), CIDA, PCIAC (Petro-Canada International Development Assistance Corporation), Industry Canada and others) has invested at least \$57 million in the STIs over the past 10-15 years. It has been instrumental in the creation of these institutes and has played an important role in their longevity. While the STIs were once heavily dependent on GOC financial support, most have reduced this reliance through revenue diversification in the past five years.

CIDA expectations of STIs have changed considerably over time (encompassing both commercial and developmental reasons) and currently are not clearly defined. To date, CIDA's relationships with the STIs are centralized in Partnership Branch; previous evaluations of the STIs found that CIDA had under-utilized the STIs by not using them as a resource in their area of expertise.

Results

According to the 1997 evaluations, CIDA investments in the STIs have had a number of important benefits for individuals and organizations in Canada and in developing countries, although most of these results were unintended:

- The STIs have generally satisfied CIDA expectations regarding the quantity of training activities delivered (intended)
- Training investments have helped most participants build relevant management skills and abilities, and for some have resulted in positive multiplier benefits for their colleagues and in their workplaces (unintended)
- Some economic benefits have been realized for Canadian business in the energy, telecommunications and aviation industries (unintended)
- Indirectly, CIDA investments have permitted the STIs to build their capacities and improve their performance (unintended) On the other hand, CIDA investments in the STIs have the potential to enhance CIDA's overall capacities related to infrastructure services; however, this potential has not been fully realized yet.

Key Success Factors

CIDA investments in the STIs are consistent with EIP objectives and some aspects of Canada's draft Infrastructure Services (IS) policy statement. However, they do not further EIP's stated mandate of building the capacities of educational and training institutions of developing countries, nor are they consistent with the overall objective of the draft IS policy (to help reduce poverty in a sustainable manner). While women's participation in STI-funded activities appears modest, it is reported to be in keeping with or greater than their actual representation in the

sectors from which they originate. Overall, CIDA investments in the STIs appear to be more developmentally appropriate from individual rather than organizational or institutional perspectives.

Recommendations for Future Directions

The draft IS policy reinforces Canada's commitment to IS. In terms of CIDA investments in STIs, the Agency's challenge is to determine if and how its investments can be more strategic in the future. The study proposes four areas for enhancement in current CIDA practices:

1. CIDA should clarify the rationale for and expected results of its investments in STIs.
2. CIDA and STIs should explore the feasibility of supporting interested STIs to go beyond training of individuals to support organizational and/or institutional capacity building. Should the STIs expand the scope of their services and programs to encompass capacity building, CIDA and the STIs should consider ways to ensure that such programs appropriately address equity and access priorities.
3. CIDA should find ways to encourage and support greater communication and coordination among its programs to support its policies and investment in IS.
4. CIDA should find ways to build stronger, mutually beneficial relationships with the STIs that go beyond a funding relationship.