

Minister of International Development  
and Minister for La Francophonie



Ministre du Développement international  
et ministre de la Francophonie

Ottawa, Canada K1A 0G2

JUN 20 2017

The Honourable Kevin Sorenson  
Chair  
House of Commons Standing Committee on  
Public Accounts  
House of Commons  
Ottawa ON K1A 0A4

Dear Mr. Sorenson,

On behalf of the Government of Canada, I am pleased to respond to the Report of the Standing Committee on Public Accounts entitled *Special Examination Report – International Development Research Centre, of the Fall 2016 Reports of the Auditor General of Canada*, tabled in the House of Commons on February 22, 2017.

I would like to thank the Committee for its work and the resulting recommendations. The Government of Canada has carefully considered the report's recommendations and welcomes the Committee's interest in the important work of the International Development Research Centre (IDRC). As Canada's only Crown Corporation focused on international development, IDRC is a key strategic partner in advancing Canada's development and foreign policy priorities and in supporting research and innovation in developing countries.

Below is the Government's response to the two recommendations made by the Committee.

**Recommendation 1: That no later than December 31, 2018, Global Affairs Canada needs to consider making legislative changes to allow the members of the IDRC's Board of Governors to serve until a replacement is found, and the Centre needs to move to staggered terms going forward.**

The Government of Canada takes this recommendation under advisement.

The Government of Canada recognizes that appointments to the IDRC Board of Governors are essential to the Board's effectiveness and its ability to fulfill its oversight and decision-making responsibilities. The Government has taken a number of steps recently to ensure the IDRC Board of Governors has the appropriate complement. In line with the new Government's approach to Governor in Council (GIC) appointments that supports open, transparent and merit-based selection processes, in June 2016, a Chairperson and six new governors were appointed to the IDRC Board of Governors. This process resolved issues related to a lack of quorum, and improved the gender parity as well as geographic and linguistic diversity of the Board. To further safeguard against a lack of quorum moving forward, the Government, following an open, transparent, and merit-based selection process, will consider creating a list of qualified candidates, which would be used to recommend candidates to the Governor in Council to fill current and future vacancies.

As such, I will direct Global Affairs Canada (GAC) to work in close collaboration with IDRC, in order to bring forward recommendations to the Governor in Council for IDRC Board of Governors positions, in accordance with the new approach to GIC appointments.

Existing appointment provisions in the *IDRC Act*, if exercised, would serve to fill vacancies in a timely manner and support the staggering of appointments. The *IDRC Act* (s.5 (4)) stipulates that retiring governors are eligible for re-appointment to the Board in the same or another capacity, subject to approval by the Governor in Council. In addition, the *IDRC Act* (s.5 (3)) stipulates that governors be appointed to the extent possible so as to ensure fewer than half the terms of all governors expire in a given year.

**Recommendation 2: That no later than December 31, 2018, IDRC needs to provide the Committee with a progress report explaining how the Centre has put in place a systematic approach to integrate its strategic direction, risk management, and performance measurement and reporting with its planning and monitoring systems. This report should also explain how the Centre ensures coordination and communication of these corporate-level activities throughout the Centre.**

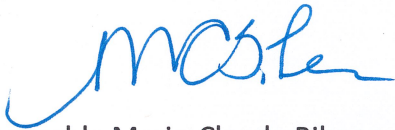
The Government of Canada agrees with this recommendation.

In line with the Committee recommendation, IDRC has indicated that the Chairperson of the IDRC Board and IDRC's President would be pleased to appear before the Committee and provide a progress report, no later than December 31, 2018. This progress report will include an update on the actions IDRC has taken to integrate strategic directions, risk management, and performance measurement and reporting with its planning and monitoring systems, as well as how the Centre ensures coordination and communication of these corporate-level activities throughout the organization.

As noted in the Committee Report, IDRC has met many of its commitments under their Management Action Plan in terms of aligning strategic direction, risk management, and performance measurement and reporting with the organization's planning and monitoring systems. The implementation of IDRC's integrated risk management practices is ongoing. IDRC's Board of Governors, including its Finance and Audit Committee, play an active role in monitoring the implementation of the Centre's Action Plan in response to the Office of the Auditor General of Canada's special examination recommendations.

Once again, I would like to thank the Committee for its work in producing this report, and for its valuable recommendations.

Sincerely,

A handwritten signature in blue ink, appearing to read 'm. bibeau', is written in a cursive style.

The Honourable Marie-Claude Bibeau, P.C, M.P.