



CCIC Re-imagined Restructured Renewed

Following ten months of significant discussions among its members and the Board, the Canadian Council for International Co-operation (CCIC) has emerged with a new vision and plan for serving and representing the membership, including a restructured organization and a revised budget and revenue base.

The Council's vision and plan have been reworked to take account of dramatic financial changes following the July 2010 termination of CIDA program funding to CCIC. CCIC has emerged re-imagined, restructured, and renewed by the energy and commitment of its members to maintain the Council as a key voice for Canadian voluntary organizations working to end global poverty.

The sector faces a tough and challenging context ahead. There is uncertainty about funding and the reliability of CIDA's standards when judging funding proposals. Long-standing partnership models have been cast aside in favor of competition in a dramatically diverse field of development actors. And a chill has been cast on the key role of civil society organizations to speak out on public policy and advocate on issues that affect development – from gender equality to human rights and corporate accountability. To address these challenges, CCIC members have been clear – the sector needs to work together and will have to *use its collective voice if we are to effect change*.

This document provides:

A review of key priorities for CCIC identified by members in the 2010 Visioning Process

An overview of directions and strategic priorities affirmed by the Board of Directors

- Distinct voice and advocacy for the sector
- Effective analysis
- Convening, networking and coalitions
- Ethics
- Strengthening CCIC (institutionally)

A summary of the new shape and cost of the CCIC Secretariat

- The New Shape
- The New Cost, including **CCIC's new proposed formula for membership fees** – to be ratified by member organizations at the Council's Annual General Meeting in May 2011.
- A summary budget for 2011-2012.



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Top Priorities for the New CCIC: Re-Visioning the Council

At the CCIC Annual General Meeting in May 2010, members heard about the prospect of CCIC's CIDA funding being terminated. The Council looked to its members for guidance at that meeting: what should be key priorities for a new and restructured Council?

Top reactions from members included a firm commitment to continue the Council's work as *Canada's most authoritative source for analysis of Canada's aid program.*

Members also asked for *continued commitment to the Council's policy advocacy work beyond the aid file, on larger issues related to development and Canada's role in the world.*

Members also noted that there are some issues that cannot be addressed by member organizations on their own. For example, members concluded that only a central organization like the Council can *advance a common Code of Ethics and Operational Standards for the sector.*

Top priorities expressed by members:

- *to continue work as Canada's most authoritative source for analysis of Canada's aid program;*
- *to commit to policy advocacy work beyond the aid file, on larger issues related to development and Canada's role in the world;*
- *to advance a common Code of Ethics and Operational Standards for the sector.*

The Visioning Process

These basic messages and priorities identified by members at the AGM were taken up, affirmed and strengthened in a re-visioning process led by the CCIC Board of Directors and its Chair, Karen Takacs (Canadian Crossroads International), in the summer of 2010.

The Board mandated a special Visioning Group, made up of Board members, staff and experienced

colleagues from the membership, to think through the implications of funding cuts and the imperative needs of the sector. The Visioning Group's process included meetings with member organizations (in September) in Winnipeg, Toronto, Montreal and Ottawa. More than half of CCIC's members participated in this process of reflection and feedback.

Directions Affirmed by the Board of Directors

With drastic cuts in revenues and reduced resources, the Secretariat will do significantly less work on policy and organizational development. It will rely more heavily on members' networks and on civil society coalitions in which members and the Council have been regularly involved to carry out policy and advocacy work.

CCIC will concentrate on what it does uniquely well and on what generates benefits and an enabling environment for its members.



The Council's Mission Statement is reaffirmed:

“CCIC is a coalition of Canadian voluntary sector organizations working globally to achieve sustainable human development. CCIC seeks to end global poverty and to promote social justice and human dignity for all.”

The Council's broad vision of development as articulated in the 10-Point Agenda to End Global Poverty and Injustice is reconfirmed – not as a work plan for the CCIC Secretariat but as a guiding framework for CCIC as a whole and as a situating document to help inform the way in which Council spokespersons characterize the positions of the sector writ large. The 10-Point Agenda to End Global Poverty and Injustice asserts development in a human rights framework.

A renewed CCIC will:

- Continue to be acknowledged as a key public voice, representing international CSOs on questions of development effectiveness, the viability and the health of the sector, the role of civil society globally and Canada's role in the world;*
- Continue to be widely acknowledged as an effective convenor on issues defined by and relevant to its members;*
- Continue to be the “go to” source for analysis and information on the “Aid” file;*
- Have a more active and engaged membership, with a broader and more diverse membership base;*
- Be sustainable, with core functions funded with revenue from members and a diversity of other sources.*

(Excerpt from the Vision Statement)



Strategic Priorities

Distinct Voice and Advocacy for the Sector

CCIC is an influential voice described by Ottawa’s newsweekly Embassy as a government watchdog and “...passionate accountability and effectiveness advocate on international development.” The Council has a proven track record in influencing government policy, and adds profile and weight to key policy positions of members and coalitions.

CCIC is a “...passionate accountability and effectiveness advocate on international development.”

CCIC will be a strong advocate on issues related to Canada’s aid program, the implementation of the Canadian *Official Development Assistance*

Accountability Act, relations between CIDA and Canadian civil society organizations (CSOs), and other issues relevant to the sector.

- CCIC will play a leadership role to improve CIDA’s relationship with Canadian civil society organizations. CCIC has launched a major “propositional” initiative – calling for a “New Deal” for Canada’s civil society sector. Inspired by similar cooperation agreements in countries like Australia, CCIC’s proposal will serve as the basis for ongoing dialogue aimed at rebuilding the sector’s relationship with CIDA and restoring

confidence in the Agency’s standards, processes and approaches. The dialogue will be informed by elements of the *ODA Accountability Act*, CCIC’s *Code of Ethics and Operational Standards*, and the recently agreed-upon Istanbul Principles.

- CCIC will be a lead advocate on Canada’s Official Development Assistance (ODA) budget and priorities – aid quantity and quality. The Council will be a strong voice on Canada’s overall performance in terms of its commitments

under the *Paris Declaration on Aid Effectiveness* and the *Accra Agenda for Action*. The 2011 Busan High Level Forum on Aid Effectiveness will be a key moment to shine a light on Canada’s performance.

- CCIC will maintain a responsive capacity to add its voice and weight on issues of strategic importance to members concerning Canada’s role in the world, within the framework of the 10-Point Agenda to End Global Poverty and Injustice.

Embassy Magazine

Effective Analysis

A key CCIC value-added, affirmed by members, is its policy research and analysis capacity. Aid and development effectiveness and the implementation of the *ODA Accountability Act* will be the main policy priorities of the Council. Other key issues, related to Canada’s role in the world, may also require CCIC’s attention. CCIC’s analytical and research capacities are critical to support the Council’s communications and advocacy role.

Research and analysis priorities in the near term include:

- Monitoring and analysis of the implementation of changes in CIDA’s “Partnerships with Canadians Branch”, the call for proposal mechanism, and the implementation of CIDA’s three thematic areas (Food Security, Securing the Future of Children and Youth, and Sustainable Economic Growth).

- Working with members to develop proposals to implement, in Canada, the principles and recommendations that came out of the Open Forum for CSO Development Effectiveness.
- Enabling engagement in relation to Canada's first human rights impact assessments process for trade (e.g. Colombia).

Aid, development effectiveness and the implementation of the ODA Accountability Act will be the main policy priorities of the Council.

Convening, Networking and Coalitions

CCIC plays an important networking and convening role on important issues of core concern to members. Over the coming year, CCIC will enhance its collaboration with members' networks and CSO coalitions where policy and advocacy work are carried out, in order to increase its capacity and to ensure synergy of efforts.

Key priorities include:

- Participation in the Open Forum for CSO Development Effectiveness as it relates to the implementation in Canada of the Istanbul Principles for CSO Development Effectiveness. This will be the focus of a Forum linked to CCIC's 2011 AGM: *From Principles to Practice – Improving our development effectiveness as CSOs*.
- Exploration, with relevant members and coalitions, of the potential for greater collaborative policy work among Canadian CSOs concerning two thematic areas: i) *Global Health / Health Systems* (given emerging policy opportunities with the Canadian government) and ii) Environmental Justice, to support learning about the implications of key environmental negotiations and mechanisms for smallholder farmers and other vulnerable populations (in the context of climate negotiations and Rio + 20 in 2012).
- Monitoring and participation in key Canadian CSO policy coalitions, and work with the Policy



Advisory Group to maintain connections to members' priorities and to boost capacity to scan the policy environment and generate member input for CCIC's responsive policy work.

- Maintaining the three CCIC geographic working groups (Americas Policy Group, Africa-Canada Forum, Asia-Pacific Working Group) as important venues of member networking, engagement and participation, assuming that funding for these groups, led by members, remains at current levels.
- Annual member engagement events such as the regional meetings with members, the Leadership Forum and the Annual General Meeting, which provide opportunities for networking, learning and engagement with the leadership of the membership on issues of strategic importance for the sector.



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- The 2011 AGM will be a defining moment for the Council's future. Members will be invited to deepen reflection on the value-added of the Council and on how it could be more effective in its various roles, and to approve a new membership fee formula.
- CCIC remains open to convening "ad hoc" groups of member organizations to address specific issues identified and defined by members.

Ethics

Given the recognition of CCIC leadership with the *Code of Ethics and Operational Standards* and its trademark value, the Council will explore new approaches to its work on ethics based on the direction provided by the 2010 AGM and the visioning process. Both confirmed the Council's role in terms of monitoring member compliance with the Code.

A key priority is to explore ways to build a renewed capacity to implement a monitoring/compliance system for the Code, in a way that strengthens the sector and supports the implementation in Canada of the Istanbul Principles for CSO Development Effectiveness.

Strengthening CCIC (Institutionally)

CCIC has effectively managed the process of restructuring and renewing the Council and has emerged from the funding crisis as a strong and viable coalition, thanks to the energy and commitment of its members.

To rebuild CCIC's program capacity and flexibility in strategic areas for the membership, and to strengthen the Council institutionally, key priorities are:

Membership

Strengthening membership engagement with the Council
Maintaining current members (90) and attracting new members

Funding

Implementing the new membership fee structure
Securing additional funding from sources such as CIDA and foundations

Leadership and Staff

Ensuring effective transition and consolidation of CCIC's staff team

The New Shape and the Cost of CCIC

The dramatic loss of CIDA funding for CCIC's programs generated a crisis without precedent in CCIC's 40-year history – and an unprecedented response by CCIC members. The result is a restructured CCIC with a smaller but highly functional central body for Canadian civil society groups working in international development and cooperation. The new CCIC has fewer staff, and fees from members will cover core operating costs.

The New Shape...

From June 2011 on, the staff structure will be:

- CEO (full-time)
- Two (one full-time, one part-time) Program Officers, Policy:
 - Analyst: aid and development effectiveness
 - Analyst: non-aid issues, liaison with policy coalitions (10-Point Agenda)
- One (part-time) Program Officer, Communications/Advocacy/Member Engagement
- One (part-time) Office Manager/Executive Assistant

Funded by contributions from working groups (which include members and non-members):

Three (part-time) coordinators of geographic working groups:

- Americas (APG)
- Africa (ACF)
- Asia-Pacific (APWG)

Consultant support will also be required for accounting and information technology.

The New Cost...

At the 2010 AGM, and in subsequent consultations with members on proposals for a revised CCIC membership fee, we heard the following:

- That core CCIC functions should be funded by its members;
- That membership fees should be increased across the board, including raising the minimum

contribution;

- That members should pay according to the relative size of their budgets; and
- That the fee structure should be fair and transparent.

The Board and staff have developed a budget, work plan and revised membership fee structure that incorporates these principles. As shown in the summary budget below, CCIC's operations in 2011-2012 will depend heavily on revenue from membership fees and member contributions to working groups.

The proposed budget and revised membership fees represent a significant reduction from the initial proposal presented to members. In the first round of planning, it was felt that the Council would need to raise \$700,000 in membership fees to address key priorities within a balanced budget. The formula first considered was 0.4% of the first \$1 million of revenue and 0.2% of revenues thereafter, with the "cap" on fees raised to \$25,000. That formula would be similar to, or still less than, membership fees of our counterparts in the United Kingdom and the United States.

While there was widespread support for this proposal, there was also caution and concern, given the uncertain funding environment facing a number of members. After extensive consultation with member organizations (phone canvassing and members' meetings in Vancouver, Winnipeg, Toronto, Montreal and Ottawa), the Board decided that a more modest and sustainable goal needed to be set.

The new membership fee structure is expected to generate \$525,000 in revenues from membership fees.

This revised formula will cover only the bare essentials, leaving CCIC with limited program flexibility. The new cap is modestly higher than CCIC's old cap (set 25 years ago at a maximum of \$6,800), when expressed in 2011 inflation-adjusted dollars.

The new formula being presented to members for approval at the AGM is: 0.4% for the first \$1 million of revenue and 0.15% of revenues thereafter, to a maximum fee of \$15,000. The minimum fee will be increased from \$150 to \$300.



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This table offers examples of how membership costs will change:

Annual Revenue	Current	Proposed
\$50,000	\$150	\$300
\$100,000	\$300	\$400
\$500,000	\$1,500	\$2,000
\$1,000,000	\$3,000	\$4,000
\$3,000,000	\$6,825	\$7,000
\$5,000,000	\$6,825	\$10,000
\$7,000,000	\$6,825	\$13,000
\$8,300,000	\$6,825	\$15,000
\$10,000,000	\$6,825	\$15,000

Summary Budget 2011-2012

Revenues

Membership Fees	\$525,000
IDRC	114,000
Working Groups (including carry forward and registration fees)	142,800
Other Revenues (AGM registration fees, job postings, and donations)	55,000
TOTAL Revenue	\$836,800

Expenses

Staff Costs	\$376,000
Staff Cost – Working Groups*	151,600
Program Costs	142,000
Program Costs – Working Groups	48,200
Administrative Costs	119,000
TOTAL Expenses	\$836,800

* Salaries of working groups' staff are funded by contributions to the working groups by members and non-members.

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