

Strengthening CIDA Partnerships With Canadian Civil Society Organizations

CCIC / CIDA 2002 Consultations, April 17 – 18, 2002

Summary Report

The 2002 CCIC / CIDA Consultations explored strategies and ways to strengthen Canadian civil society innovation and effectiveness in the context of new trends and directions in international cooperation. CIDA relationships and programs with civil society organizations (CSOs), including regular dialogues and mutual work on policy and practice, have evolved over 30 years in response to innovative development challenges and opportunities taken up by Canadian voluntary organizations. Consultation sessions highlighted current practices, approaches and tools for improved collaboration between civil society and CIDA.¹

The Consultation combined keynote speakers, two of which were from the South (Tony Tujan from IBON in the Philippines and Alejandro Montero from CET-SUR in Chile), and a series of panels and workshops on various issue themes. International Cooperation Minister Susan Whelan, CIDA President Len Good, Vice-President for Canadian Partnership Branch, Josée Touchette, and Gerry Barr (President-CEO of CCIC) were featured speakers at different points in the Consultation. In producing the summary report, CCIC has focused on key analytical points, new initiatives and important messages gleaned from the two days of discussion. This thematic approach draws together comments made at various points during the two days of plenary sessions and quoted comments juxtaposed in the summary were not made in this format. Summaries of four parallel workshops are included as an Appendix².

1. Setting a Context

Gerry Barr noted that CCIC and its members are committed to people-centred international development, focusing on the rights of the vulnerable and on a fundamental transformation of power relations that act to entrench and sustain inequality at all levels. But Tony Tujan pointed to a stronger trend in development cooperation -- the promotion of policies favourable to neo-liberal globalization with its negative impact on the rights of the poor and the displacement of marginalized sectors of the population.

These policies are increasingly imposed through aid conditionality on the world's poorest countries, with not only one-size-fits-all trade and investment open-door policies, but also rules for governance and highly flawed IMF/World Bank imposed poverty reduction strategy papers. Tony Tujan characterized a bureaucratization of aid in an "aid industry", which has replaced international cooperation. "Aid has become more a transfer of resources rather than investing in

¹ A background paper was prepared for the consultation, "Strengthening CIDA Partnerships with Canadian Civil Society Organizations: A CCIC Background Paper", March 2002, and is available on CCIC's web site, www.ccic.ca.

² These workshops focused on 1) New Roles in Capacity Building, 2) Health Programming and Development, 3) Deepening our Commitment to Public Engagement, and 4) Responding to Emergencies. Each developed sets of recommendations for Canadian CSOs and for CIDA in their respective area.

people. It is more focused on particular processes that developing capacity to achieve results, ... on equal distribution of resources and the underlying structures that create conflict.” In the aid industry, civil society organizations are conduits for development funding, lead by funder criteria and administrative requirements.

Len Good pointed out that in the 1990s official donors expanded their development model beyond economics and markets to take poverty and social issues, governance and institutional development and corruption into account. He noted that the decline in aid throughout the 1990s was turned around in Monterrey. Effectiveness became the issue in the late 1990s and early part of this decade – recognizing the central importance of country-led national strategies, donor coordination, public and civil society participation, and development knowledge as a resource. Realistic timeframes are required; a country does not change in 18 months.

While welcoming new resources, including the \$500 million Canada Fund for Africa, Gerry Barr took issue with the increasingly dense pattern of conditionality that is attached to these new aid resources. At Monterrey, George Bush linked a 50% increase in aid to those countries who “walk the hard road of economic, political and social reform”. Both, Gerry Barr and Tony Tujan, situated alternatives in the voices of citizens and people’s organizations that are demanding a role in determining new economic and social directions to improve the livelihood of majority of people who are now living in poverty.

Alejandro Montero, speaking from his experience in sustainable agriculture in the Andean region, situated their work in sustainable agriculture in local development strategies whose objective is the strengthening of livelihoods for citizens and inhabitants. Working locally, they developed these strategies taking account of impacts and outcomes for food sovereignty. Tony complemented this notion of local action with the observation that civil society organizations are playing crucial roles in policy intervention and public engagement, particularly in the South. Structural adjustment and globalization has made it imperative to address these issues and their impact on the poor.

Gerry Barr noted the centrality of civil society partnerships in supporting mobilization and development alternatives. Development is not always harmonious; difference and contention is also a key engine of positive social change, arising from demands for democratic accountability for poverty reducing policies from governments and other actors.

Tony Tujan cautioned Northern civil society organizations (CSOs) about their loss of autonomy as they are integrated into the “aid industry”, where CSO relations become as formal as those of government funders. These trends reduce the capacity of civil society organizations to develop people to people relationships.

2. Rights Based Approach to Development

Tony Tujan articulated the elements of a rights based approach to development, which is rooted in a political definition of poverty that emphasize social structures, empowerment and democratization. CSO partnerships, including Canadian CSOs, are exploring the implications of this approach:

- 1) CSOs choose to contribute to processes of empowerment, capacity building of CSO organizations for democratization, rather than the delivery of services.
- 2) Increased effort to transfer processes of research, technology, decision-making and organizing to community-based organizations.
- 3) Policy intervention is seen as a specific element of participation in development cooperation, with local citizens and intermediary organizations having a direct say in policy in the South.

He also noted the profound lack of political space in the South for policy intervention. Participation is often “limited to the concept of cooptation...you can only participate if you do not criticize.” He suggested, “there is room for development and innovation in policy development and intervention, especially in bilateral relations through processes that are more South-led and South-focused. This should complement the official bilateral processes.”

3. Changing Roles and Issues in CSO Relationships

Tony Tujan pointed out that CSO partnerships remain problematic in many areas, because they still often mirror development agency policies and are “based on funding relationships that are essentially unbalanced and unequal”. Our challenge lies in better grasping conditions of partnership in the North and South, “and addressing the lack of transparency in CSO relationships.” For IBON (Philippines), “the most positive partnerships ... have been in Nordic and Canadian relations where Southern organizations become part of the policy making of Northern NGOs.”

Minister Whelan referred to “the power of partnership”. “When I talk of partners I mean a multitude of partners [including parliamentarians and the private sector], and that is where the power will come from. If we lock ourselves in little segments and boxes, the developing world will never change. We need to take the work done over the past 30 years, look at what was done well and move to the next level...”

Challenged by Len Good’s assertion that NGOs cannot assume the status quo in their relationship with CIDA, one member responded that “if there is one sector in Canadian international cooperation that is innovative, creative and cost efficient, it is the sector we represent. We are not reproducing the status quo, we are opening the ways to do what no others would have the courage to do. What is our role as NGOs and our colleague at CIDA? It is not to manage the present but rather to build the future – the development of the future, and to do this we need to have some less structured ideas.”

Presentations and discussions during the consultation identified some key issues and areas where Canadian CSOs are changing.

Linking Policy with Practice

Partners in Rural Development and Canadian Foodgrains Bank described changes in their organizations and programs that placed increasing attention to building policy bases in partnerships overseas and in Canada. This is often an evolutionary change within organizations and can sometimes lead to difficult power relationships in Canada for organizations that have diverse memberships and constituencies.

Canadian NGOs face common issues in emerging policy roles:

- 1) *Legitimacy* On behalf of whom do we do policy work? Quality policy work depends on quality information and analysis. Canadian NGOs should have this capacity as they have close grassroots contacts – but Southern CSOs don't necessarily have this capacity. Working in networks and coalitions of CSOs with roots among Southern CSOs is most effective.
- 2) *Accountability* Since most of the resources for this work comes from the South, there are opportunities for truly reciprocal relationships. But we need to be careful in reporting the results of NGO policy work in Canada to recognize and highlight Southern resources and contributions.
- 3) *Paying for Policy Work* While some funding comes from private resources, what will be the funding roles for CIDA? Will the expertise and networks of NGOs be recognized as a valuable resource for CIDA's policy work? How can we meet RBM requirements in terms of results in this work?

Flexibility, Innovation and Risk

Canadian NGOs are focusing on impact and leveraging their development resources. To do so they must be increasingly open to all sources of knowledge, supporting actors in the best position to make the best impact, and being responsive to local as well as global initiatives. They bring experience in shared accountability, long-term relationship building, inclusive of diverse partnerships, an open iterative approach that accepts criticism and change. Increasingly, for example, Partners in Rural Development are less a resource transfer agency but one that fills particular gaps in local skills or mediating the demands of official funds with the need for local capacity building and institutional strengthening. In regions of conflict and scarcity of resources, they have had to find new approaches to contribute to the mitigation of conflict.

Networks: Supporting Multi-dimensional Relationships

Various speakers and members spoke about the growing importance of networks in CSO relationships and Canadian programming. Tony Tujan pointed to South-South-plus North networks that are led by and centred in the South with dynamic participation of the North. Alejandro Montero highlighted the importance of networks in sustainable agriculture for strengthening leadership, promoting sustainable practices and entrepreneurial leadership for local "solidarity" economies in the Andean region. In another example, Partners in Rural Development worked with others to establish a network of over 50 Indian NGOs. It is now a powerful network rooted locally across the country, transferring capacity and technology, and developing policy, in relation to rural renewable energy.

Direct Official Donor Funding for Southern NGOs

Direct funding of Southern NGOs by CIDA was identified as an emerging issue. Some questioned whether Southern NGOs would be comfortable in a relationship with CIDA as an "executing agency" for a CIDA bilateral programming. Others welcomed a diversity of

relationships but stressed that the involvement of Southern NGOs in international networks and partnerships is also a real value-added that needs to be taken into account. Tony Tujan responded that IBON had had some negative experiences with CIDA criteria and bureaucratic requirements. But he also said that for some Southern NGOs, direct funding from government funders is desirable in some circumstances where relatively large amounts of financial inputs are required. But he went on to say that they should not supplant “CSO relationships [that] are essential to get more direct, immediate support and direct benefits that do not marginalize others”. He found troublesome some official comments that Canadian civil society is not really important any more – “direct funding from foreign governments can be much more open to co-optation and political interests”. Len Good commented that Bilateral Branches will continue to seek out direct relationships with Southern organizations where “working directly with the Southern CSO will be the most effective”. But while “we will look for what is best in the specific context to meet development needs, ... “we do recognize that [Canadian] CSOs bring a great deal to the table.”

4. Strengthening Aid Effectiveness (SAE) and “Good Governance”

“The SAE was a very good process with a lot of good comments, information and discussion....I learned a lot about the developing world.” Minister Susan Whelan

“With regard to the social development priorities, CIDA has announced several targets...Those targets are very important to me and ensuring that we keep those commitments as we go through the SAE process – I believe that is very doable.” Minister Susan Whelan

“The SAE consultations [September 2001] were a thought-provoking exercise of democracy. I was struck by the respectful tone and desire of all parties to make their views very clear and listen to one another. It is obvious that the views of government and partners are different in many respects. But is that a bad thing? I believe that the tension between those different views is actually where the thinking happens. We cannot escape those tensions, we can only manage them.” Josée Touchette (CIDA VP for Canadian Partnership Branch)

The above comments were made in response to a challenge by Gerry Barr and several members for an accounting of the September public consultations by the Minister for International Cooperation on Strengthening Aid Effectiveness. CIDA President Len Good speculated that a final CIDA policy statement on strengthening its aid effectiveness would be put to Cabinet and made public in the fall of this year. Much of the dialogue on aid effectiveness in the April 2002 CCIC/CIDA consultation focused on questions of “good governance” and the positioning of civil society within programming modalities for aid effectiveness.

Partnership, Good Governance and Program Selectivity

Tony Tujan suggested that “when we look at aid effectiveness we often lose sight of partnership and it becomes easier to put in conditionalities and standards that can erode or destroy partnerships.” While we need to continue to ensure the effectiveness of aid, “the problem lies in ...[looking] simply at the quality of delivery, corruption, conditionality and administrative efficiency and losing sight of the importance of partnerships and the long term substantive

aspects of development cooperation such as democracy, participation, shared ownership and accountability.”

Len Good pointed to a changing discourse among large institutional development donors, “from effectiveness principles that I believe in, into a view that ... aid [is] effective by spending it in countries that can make use of our funds, with good governance etc.” He went on to say that “this can sound great but it does raise the question of what to do with the other countries. We [CIDA] are not planning on taking our funds out of those countries, but we are trying to signal, provide a carrot, that we want ... to invest more in countries that are trying to move down the path to democracy. They deserve a better relationship with Canada. This is not a new conditionality imposed by donors. That is what African leaders are saying.”

The CIDA President went on to clarify what he termed “the continuum of countries in which we work. Countries can be divided into three types: the high income countries (IBRD countries), the lower income (IDA countries) with weak governments, without national plans (Poverty Reduction Strategy Papers - PRSPs) where you work on the ground with civil society, and thirdly the poor IDA countries with good governments and articulated plans where you can apply the effectiveness principles”. He said that this last group amounted to 10 to 15 countries where CIDA will pursue these strategies. But even in these last group of countries “when we talk about working with government, ... we need to work with these countries on civil society participation....[W]e must work both with CSOs and government in these countries.”

Gerry Barr emphasized the importance of governance beyond governments. “Governance is about citizens active in public life. It involves governments, but also includes **spaces** where citizens and government dialogue, **spaces** also for debate, and discussion on the role of public advocates and social movements.” Tony Tujan pointed out that “many governments that are considered good governance governments are in fact very exclusionary and therefore a continuous process of engagement and advocacy is necessary”. He suggested, “much of the discourse on governance does not give justice to the way that local people think of governance”. A CCIC member asked whether Canada would be such a rich country “if we did not have millions of people across the country that organized themselves, [but rather] ...had waited to do just what the government wanted us to do”. He concluded, “there is an intellectual trap in just looking at government-led plans”.

CSO partnerships are essential to strategies for aid effectiveness and are not merely extensions of formal development channels. According to Josée Touchette, “civil society is integral to governance and [donors]...should emphasize this aspect of civil society within development cooperation while acknowledging the role of CSOs in social service delivery. It is the balance that we have to get right – this is the crucial issue.”

5. Challenges for Canadian Partnership Branch (CPB) and CSO Relationships

Josée Touchette highlighted three areas of challenges for CPB:

- 1) Because knowledge is the key to achieving CIDA’s mandate and because civil society possesses a vast range of valuable development knowledge, CIDA has to build on its relationship with civil society as part of its quest for aid effectiveness.

- 2) Within CIDA, there is a need to build a higher profile of the value that CPB and its partners can bring to the agency's decision-making.
- 3) There is a need to build an informed structured dialogue between CIDA and its Canadian constituency about key-programming issues including CIDA's relationship with civil society.

In the short term, CPB will be leading a process to finalize a new position paper on CIDA's cooperation with civil society (see below). The Branch will also be looking at management and efficiency issues that relate to a long-standing series of operating rules and procedures that now need reviewing.

CSOs and CIDA's country development program frameworks (CDPFs)

Arising from the July 2001 draft CIDA paper on aid effectiveness, many Canadian CSOs were concerned about a diminution for the responsive mechanism within new programming modalities that were being contemplated (and now implemented). CCIC received reassurances from both Len Good and Josée Touchette on these issues:

"There are debates in the agency but let me be clear that Canadian Partnership Branch is very much in favor of responsive programming. However, one size does not fit all – sometimes programming should be responsive, other times bilateral, and sometimes a combination. We know that we need responsiveness, but what we still need to consider is in what context it is the principle tool." Josée Touchette.

"The question of responsive programming is still on the table. We are, for the time being, continuing with the status quo, but the status quo is not absolutely right. For example, in working with Bolivia, the government complains that they don't know what Canadian NGOs are doing in their country. There is a need for more coherence between the different channels Canada works through. There is a question there, but that does not mean there is an answer, or at least not an easy one. In some countries CSO to CSO programming is the only way to work. The real question is what we do in [the 10 to 15] countries where we are doing SWaps and donor coordination, and we don't know what NGOs are doing. For now we live with it, but the question is very real and we should try and address it...We did not find the technical way to fit Canadian NGOs into that approach." Len Good

Josée Touchette pointed out that CPB is continuing to explore ways in which they participate in the development of CIDA's CDPFs, which are now intended to apply to all CIDA cooperation mechanisms. The frameworks must "take into account responsive programming and partnership questions with civil society and the private sector", where "CPB's knowledge of the capacity of partners to contribute to development will be crucial to these directions".

After further questions for clarification, Gerry Barr made the following summary:

"I think I understood that there will be a CIDA orientation that respects the autonomy of NGO contributions, placed in the context of CIDA's overarching framework, allowing for multi-year approaches and initiatives that will take place in all types of countries. I think I also heard that even with respect to bilateral channels there would be a sensibility for an approach that uses the responsive mechanism and that includes a respect for values and variation that CSOs can bring

to initiatives on their own and in partnership with Southern NGOs. These CSO initiatives sometimes work in approaches that are alternative to or supplementary of, core directions that may have been identified in national plans.”

A CIDA Position Paper on CIDA’s Cooperation with Civil Society

Josée Touchette reminded us that the Branch is just completing an agency-wide process for a CIDA position paper that “will look at the essential collaboration between CIDA and civil society and will also acknowledge some of the tensions that exist and are important in this dynamic relationship”. The paper will address ways to move the relationship forward. The paper will reflect internal discussions on issues arising from the SAE, but will not have all the answers. A draft could be launched for consultations with stakeholders in Canada and in the South in the fall of 2002.

Josée Touchette highlighted some broad issues that will be covered by the paper:

- 1) We must invest in learning, innovation and knowledge sharing to strengthen civil society in Canada and in the South.
- 2) It is important for CIDA to clearly establish its reasons for supporting civil society in the South and in Canada.
- 3) Civil society organizations are important vectors for public engagement in Canada and are integral to good governance in the South, while acknowledging their role in social service delivery. It is the balance that we have to get right – this is a crucial issue.
- 4) CPB should be led by principles of mutual learning, experimentation and capacity development in its programming and policy dialogue with civil society.
- 5) In the spirit of the Voluntary Sector Initiative, we would like to see CIDA and its partners work together to set the agenda for a structured dialogue with clear parameters. For example, to promote healthier organizational relationships such discussions should take place separately from funding negotiations.

6. Strengthening Public Engagement

Repeatedly members raised with CIDA the central importance for both Canadian CSOs and CIDA of engaging Canadians as global citizens in development cooperation. Gerry Barr challenged CIDA to demonstrate leadership with several important signals:

- an accelerated and comprehensive operational framework for public engagement programming;
- new human and financial resources; and
- clear senior managerial accountability across the Agency for CIDA’s public engagement strategy.

Minister Whelan highlighted public engagement in her address and added latter that for her “public engagement takes a variety of forms – I have not set a barometer yet on what it will look like [for CIDA].” Both, the Minister Whelan and Josée Touchette, looked forward to the results of the parallel workshop in the consultation on public engagement (see Appendix A) to further clarify these questions.

Josée Touchette commented that public engagement “is definitely an important issue for CIDA and its partners”.

Len Good expressed some dissatisfaction with the implementation of the current public engagement strategy and suggested the need to assess progress and make changes over the next year, in a process that was just beginning. He agreed with NGO commentary that public engagement was much more than communications -- “it is a continuum of capacity building to education and we need a comprehensive approach to it”. Several members stressed the critical importance of building capacity across the country to deliver program, where large cuts in the past decreased substantially this capacity.

7. Closing Remarks

CIDA President Len Good appreciated the open and candid dialogue in closing the consultation. Earlier he expressed appreciation that our ability to dialogue with each other is improving, even though the community might be a bit defensive. For his part, he continues to learn about Canadian NGOs as a community and their relation to the Agency. While he did not want to leave the community “with the reassurance that all will stay the same”, but “with the reassurance that the things we are concerned about will stay”. “The world is changing and we have to change and evolve, but we will continue to build on our relationship and talk to each other.”

In closing, Gerry Barr also indicated his appreciation for the strong participation by CIDA officials and members, which resulted in rich exchanges and discussions over the two days. He summarized his understanding of the changes in CIDA’s positioning for responsive programming within strategies for improved aid effectiveness. He welcomed renewed attention within CIDA for public engagement, even though the process seems at an early stage. He expressed interest in CIDA’s enhanced attention to policy and policy dialogue. CIDA is more open to NGO policy discussions. While NGO policy visions on the methodology side of things are quite broadly accepted, this is not as much the case on the trade side that has huge development implications. Finally, he welcomed the discussions on how policy connects North-South, South-South, and how policy is becoming a very important piece of the development project. CCIC will continue to seek out active collaboration with Southern colleagues in these deliberations, the strength of which was demonstrated by Tony Tujan and Alejandro Montero in these CCIC/CIDA consultations.

Appendix A

Report Back Notes from Parallel Workshops

1. New Roles in Capacity-Building [Coordinated by the Canadian Centre for International Studies and Cooperation (CECI)]

Some new roles in capacity building explored in the workshop presentations were:

- 1) Strengthening of CSOs in their policy advocacy work involves increasing spaces for democratic participation, strengthening the internal efficiency of organizations, and working to broaden their representativity.
- 2) Strengthening capacity in network development at the national, regional and international levels helps to improve synergy, influence and collective action.
- 3) Strengthening contact between government and civil society aimed at: building policy development capacity of CSOs, creating inter-sectoral alliances, better identifying opportunities for civil society, government dialogue, and strengthening the capacity of organizations to be heard and express opposition peacefully.

Recommendations for collaboration with CIDA:

- 1) Promote initiatives of local and global actors, based on an analysis of their needs. Responsiveness is key. A rights-based approach is about helping civil society participate as legitimate actors in defining their development needs. CIDA should assume this approach in working with other governments.
- 2) Support mechanisms involving a choice of partners that promotes diversity, inclusion, and solidarity among CSOs North-South, South-South, and South-North. Several people made reference to the South-South-North concept introduced by Tony Tujan. Do new mechanisms being put in place increase or diminish a diversity of opinion?
- 3) Dialogue between CIDA and NGOs promotes capacity building and learning when it is based on trust, knowledge-exchange, and on impact, as opposed to administrative relations and short-term results. New mechanisms are needed to share knowledge and build long term relationships.
- 4) Recognize that change and development occurs only over the long-term. Evaluation mechanisms must take this into account.
- 5) Polarizing work in capacity building between government or civil society must be avoided. The most effective work involves building the capacity of both government and CSOs.
- 6) We need to refine our accountability for results to focus more on impacts and we need to find ways for our Southern partners to assess our performance.
- 7) CIDA needs to be open to new ways of working to support new regional and global networks and consortia.

Questions:

- 1) What kind of environment is conducive to building relationships? They must be built on long-term commitments, trust and processes of mutual learning.

- 2) What kind of consultation are we engaged in? Is it authentic? Exclusive? What does CIDA do with divergent views? In Southern and Northern consultations should the government organize all consultations, and civil society participate in all processes? Who defines who the civil society participants are?
- 3) What happens when there are irreconcilable differences of view among CSO actors? Part of the role of CSOs in the North is to help Southern CSOs find common points to work on while respecting differences.
- 4) What are the implications when donors directly fund Southern CSOs? What about “protective cover” and solidarity?
- 5) Relationships between CSOs globally are changing. Northern CSOs are no longer the spokespersons for Southern CSOs. How can Northern CSOs enter into new alliances with Southern CSOs and facilitate the building of alliances and networks among CSOs? These alliances must encourage the healthy diversity of opinions and attention must be paid to who is not represented.

2. Health and Development [(Coordinated by Canadian Society for International Health (CSIH))]

Recommendations / General Principles

- 1) Recognize the importance of investing in health, within the context of poverty reduction.
- 2) Build trust between CIDA and CSOs
- 3) Need to support the implementation of a policy framework that will acknowledge inter-sectoral approaches and programs
- 4) Need to support the equitable distribution of resources i.e., distributing health resources in a way that targets the poorest. Look at the necessary partnerships to address this and the mode of operation with partners - recognize the capacity and wisdom of Southern partners
- 5) Traditional funding of Partnership Branch is most appropriate, but appears to be threatened and needs to be augmented and balanced by the Bilateral and Multilateral Branches. Support and priority should be given to partner-driven technical assistance, e.g., South-South
- 6) Reform bilateral country program frameworks to include partnership with CSOs in Canada and in partner countries
- 7) Need CIDA policy frameworks that will acknowledge inter-sectoral policies, equitable distribution of resources; e.g., support for financing of vertical programming in partnership with primary health care and health systems strengthening

Approaches:

- 1) Utilize SWAps, but need more research on impact, civil society involvement, and include key actors who deliver health services
- 2) Utilize/integrate equity and the rights-based approach into programming
- 3) Support CSOs in capacity-building of human resources
- 4) Focus on social development priorities

- 5) Recognize inter-sectoral approaches as a useful approach to health and development
- 6) Recognize limitations and road blocks of PRSP processes
- 7) Make connections with CSOs work on the ground
- 8) CSOs should be involved in developing CIDA country strategies (not just CIDA Partnership branch)

Tools:

- 1) Develop tools to integrate principles of equity and rights-based approaches into programming at CIDA, and to improve negotiation and accountability regarding such integration
- 2) CIDA needs to support a global mechanism for accountability on international commitments
- 3) Develop a rational strategy/framework for civil society to provide long-term support
- 4) CIDA should accept tools that are developed to account for the collective capacity of Southern partners
- 5) Tools should be developed to recognize inter-sectoral approaches

Funding Mechanisms:

- 1) CIDA should support vertical programming within the framework for health system / primary health care system strengthening
- 2) Sustained multi-year funding is necessary for long-term partnerships with civil society
- 3) Flexibility is needed for funding of Canadian technical expertise (Bilateral and Partnership mechanisms)
- 4) Support and priority should be given to Southern-partner-driven programming.

3. Deepening our Commitment to Public Engagement [Coordinated by the Canadian Council for International Co-operation (CCIC)]

Recommendations to CIDA

- 1) CSOs, whether large or small, who are doing consistent public engagement programming, need access to multi-year funding. The issue is not size of the organization/program, but rather consistency in public engagement work. There is recognition, however, that short-term funding is still useful, particularly when you are looking at seeding new projects or ideas for innovation and for research. The workshop is not arguing for one funding window. It may be useful to have different windows for different size NGOs, but access to multi-year funding essential.
- 2) Strong recognition that we need to get better and more systematic at measuring impact. However, because public engagement is such qualitative long-term work, impact assessment is often very difficult, and not everything can be easily measured. There is a need to look at linkages between measuring impact, reporting and the building of understanding on public engagement within CSOs and CIDA.
- 3) Recognition that public engagement is a key integral part of what development cooperation is about. CIDA needs to look seriously at agency cross-fertilization in relation to public

engagement. It needs to be integral to CIDA programmes and extend beyond Communications and Partnership Branches. One way is through champions in CIDA who have experience in public engagement but are now in different areas of CIDA.

- 4) Support for public engagement must include support for critical thinking and work that allows for action.
- 5) There is vagueness in the terminology of public engagement. This may be a strength, but we also need to be more catalytic and develop more synergy across the public engagement work. One vehicle could be better mechanisms for research and a sharing of that research and best practice information.
- 6) Concerning the continuum of public engagement to action we should build different opportunities for people to engage at different points in the continuum that suits their needs and interests.

4. Responding to Emergencies [Coordinated by the Group of Agencies Policy Action Group on Emergency Response (PAGER)]

Key points from the presentations made in this workshop include:

Marv Frey (Canadian Foodgrains Bank) gave a short presentation on the changing context of emergencies and the changing response. The new responses include Disaster Preparedness, Rights-Based approaches, Advocacy and Human Rights, Gender Equity and Good Governance.

Norm Macdonnell (CIDA IHA) gave a presentation from the CIDA IHA perspective. He did note the challenges that local CSOs have in working in impartial and neutral ways. He also noted the lack of participatory approaches being employed in emergency situations. He reported that multilateral agencies are currently working to improve program effectiveness and accountability and that about 3% of CIDA IHA's funds go to Disaster Preparedness.

Megan Rock (Canadian Red Cross) provided an overview of the Sphere Project, started after the Rwanda crisis in the mid-90s as a way to improve emergency programs. This project sets out a charter of rights, which are based on international humanitarian law and promotes and proposes a Rights Based approach to emergency situations.

Recommendations to CIDA and Canadian NGOs

- 1) Continue to find ways to strengthen the participation of Southern CSOs in emergency responses. (noting that in certain situations local CSOs are not able to be neutral in situations of conflict);
- 2) Canadian CSOs and CIDA need to resist the temptation of presenting simplistic images and messages to the Canadian public when the reality is otherwise
- 3) CIDA should increase its support to CSOs for emergency programs
- 4) CIDA should improve its co-ordination within its various departments within CIDA, especially during the transition from the emergency phase to rehabilitation phase

- 5) CIDA should assist Canadian NGOs to better collaborate with the multilateral coordinating groups such as OCHA.

Participants List by Organization

Organization Name	Last Name	First Name
Action Canada for Population and Development	Fillion	Johanne
Action Canada for Population and Development – Presenter	Woods	Zonny
Adventist Development and Relief Agency Canada	Lofton-Brook	Oliver
Aga Khan Foundation Canada	Eaton	Chris
Aga Khan Foundation Canada	Ladhani	Nazeer
Association québécoise des organismes de coopération internationale	Néméh	Francine
British Columbia Council for International Cooperation	Wrathall	Denise
Canada World Youth	Pearce	Matthew
Canada World Youth – Rapporteur	Proudfoot	Jennifer
Canadian Co-operative Association	Julian	John
Canadian Crossroads International	Takacs	Karen
Canadian Crossroads International	Pelletier	Danny
Canadian Executive Service Organization	Bonnell	Clare
Canadian Feed the Children	O'Brien	Kevin
Canadian Food Grains Bank – Presenter	Frey	Marvin
Canadian Foodgrains Bank – Presenter	Clark	Stuart
Canadian Labour Congress	Nitoslawska	Anna
Canadian Nurses Association	Webber	June
Canadian Nurses Association – Presenter	Sabourin	Hélène
Canadian Public Health Association – Presenter	Hilson	Margaret
Canadian Red Cross – Presenter	Rock	Megan
Canadian Society for International Health	Jones	Laurie
Canadian Society for International Health	Slawecki	Eva
Canadian Society for International Health – Presenter	Hatcher-Roberts	Janet
Canadian Society for International Health – Presenter	Kagis	Maija
Canadian Society of International Health – Presenter	Schatz	Paulette
CARE Canada	Paterson	Richard
CARE Canada	Contah	Charles
CCIC	Vézina	Joanne
CCIC	Issaka	Margaret Mary
CCIC	Ostling	Kristen
CCIC	Moreno	Esperanza
CCIC	Simpson	Ann
CCIC	Desjardins	Maria
CCIC	Munn-Venn	Karri
CCIC	Tomlinson	Brian
CCIC	Sreenivasan	Gauri
CCIC	Joncas	France
CCIC	Lacroix	Denise
CCIC	O'Neill	Mary
CCIC – Presenter	Dale	Jacquie
CCIC – Presenter	Barr	Gerry
Centre canadien d'études et de coopération internationale	Chaurette	Michel
Centre canadien d'études et de coopération internationale	Sanchez	Julia

Organization Name	Last Name	First Name
Centre canadien d'études et de coopération internationale – Presenter	Lagacé	Hélène
CET-SUR (Chile) – Presenter	Montero	Alejandro
Christian Children's Fund of Canada	Katich	Marlene
Christian Children's Fund of Canada	Greenwood	Allan
Christian Reformed World Relief Committee	Van Geest	Matt
CIDA	Horba	Andrea
CIDA – Africa and Middle East Branch	Colquhoun	Marcia
CIDA – Americas Branch	Gagné	Darky
CIDA – Asia Branch	Kato	Shoko
CIDA – Communications Branch, Corporate Communications	Grenier	Marise
CIDA – Communications Branch	Shaw	George
CIDA – Communications Branch	Turcotte	Paul
CIDA – Communications Branch	Wasilewski	Ania
CIDA – Institutional Cooperation Division	Francoeur	Claude
CIDA – Minister for International Cooperation	Whelan	Susan
CIDA – Multilateral Branch, International Humanitarian Assistance	Macdonnell	Norm
CIDA – Partnership – NGO Division	Beggs	John
CIDA – Partnership Branch – Presenter	Touchette	Josée
CIDA – Partnership, Institutional Cooperation Division	Belzile	Anne-Sophie
CIDA – Partnership, Membership Specialized Orgs Pgms	Mailhot	Françoise
CIDA – Partnership, NGO Division	Burzynski	Ray
CIDA – Partnership, NGO Division	Cook	Norman
CIDA – Partnership, NGO Division	Gagné	Francine
CIDA – Partnership, NGO Division	Drouin	Marie-Andrée
CIDA – Partnership, NGO Division	Trépanier	Claire
CIDA – Partnership, NGO Division	St-Cyr	Pierre
CIDA – Partnership, NGO Project Facility	Beninger	Jane
CIDA – Partnership, NGO Project Facility	Marchand	Blaine
CIDA – Partnership, Policy, Strategic Planning and Ops	Bennett	Richard
CIDA – Partnership, Policy, Strategic Planning and Ops	Derouin	Bob
CIDA – Partnership, Policy, Strategic Planning and Ops	Gagnon	Marie-Claude
CIDA – Partnership, Policy, Strategic Planning and Ops	Gosselin	André
CIDA – Partnership, Policy, Strategic Planning and Ops	Pak	Ok-kyung
CIDA – Partnership, Policy, Strategic Planning and Ops – Presenter	Saxby	John
CIDA – Performance Review Branch, Evaluation Division	Beaulieu	Remy
CIDA – President	Good	Len
CIDA – Africa and Middle East Branch, Southern Africa Pgm	Dava	Gabriel
CIDA – Policy Branch, Policy Analysis and Development Div	Saraswati	Jeea
Coady Institute	Gladkikh	Olga
Counterpart Canada	Dickson	Jennifer
Counterpart Canada	Bruce	Geoffrey
CUSO	Anatol	Keith
CUSO	Whelan	Michelle
CUSO	Cockburn	Don

Organization Name	Last Name	First Name
Développement et paix	Letendre	Robert
Développement et paix – Presenter	Brunelli	Gilio
Cardinal Léger et ses Oeuvres	Massé	Jean-Pierre
Cardinal Léger et ses Oeuvres	Cérat	Gilles
Horizons of Friendship	Rebolledo	Patricia
Horizons of Friendship	Murdock	Susan
Horizons of Friendship	Bragança	Ruth
IBON (Philippines) – Presenter	Tujan	Tony
Inter Pares	Morbida	Rita
Inter Pares	Kane	Molly
International Development and Relief Foundation	Bhabha	Mohamed
Manitoba Council for International Cooperation	Hamilton	Janice
Mennonite Central Committee Canada	Foxall	Justine
Ontario Council for International Cooperation	Brown	Tracy
Ontario Council for International Cooperation	Rainville	Karine
Oxfam-Québec	Véronneau	Pierre
Pacific Peoples' Partnership	Parikh	Rita
Partners in Rural Development	Kerr	Judy
Partners in Rural Development – Presenter	Breuer	Tony
Philippine Development Assistance Program	Forbes	Peachy
Philippine Development Assistance Program	Flores	Clarissa
Primate's World Relief and Development Fund	Ignatieff	Andrew
Results Canada	Salmon	Blaise
Saskatchewan Council for International Cooperation	Winslow	Clay
Save the Children Canada	Peffer	Justin
Société de partage (SOPAR)	Lalonde	Jennifer
Société de partage (SOPAR)	St-Michel	Sonia
South Asia Partnership – Canada	Harmston	Richard
Street Kids International	McCarney	Rosemary
Terre sans Frontières	Gonneville	Robert
Transfair Canada	Thomson	Bob
UNICEF Canada	Wolff	Lisa
United Nations Association in Canada	Mason	Steve
USC Canada	Cross	Ron
VSO Canada	Stuart	Mary
VSO Canada	Hogan	Barbara
WaterCan	Yap	George
World University Service of Canada	Dolgin	Marc
World University Service of Canada	Levine	Barbara
World Vision Canada	Vandergrift	Kathy
World Vision Canada	Postma	Will
World Vision Canada	Tripp	Linda
YMCA of Canada	Campbell	Sherry