

# **SUMMARIES OF KEYNOTE AND SESSION PRESENTATIONS**

From the Conference:

## **Redefining Development Partnerships: A New Role for Canadians in Global Equality and Cooperation**

**2014 International Cooperation Days**

Co-hosted by:

**Canadian Association of International Development Professionals (CAIDP) &**

**Canadian Council for International Co-operation (CCIC)**

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# **Redefining Development Partnerships: A New Role for Canadians in Global Equality and Cooperation**

## **1. Introduction**

Partnership is central to global development cooperation. Strong principles of partnership, alongside long-term commitment, solidarity and global citizenship, are what distinguish the international development community from other actors. Yet, the changing global cooperation landscape and the wide range of development stakeholders that now occupy this space are fundamentally challenging and transforming these partnerships.

“Redefining Development Partnerships: A New Role for Canadians in Global Equality and Cooperation” was the theme of the first joint annual conference of the Canadian Association of International Development Professionals (CAIDP) and the Canadian Council for International Co-operation (CCIC). This landmark conference saw the reintroduction of the well known ‘development days’ with the 2014 International Cooperation Days. For the first time, CAIDP and CCIC brought together their diverse memberships along with sector representatives and stakeholders from across Canada and abroad to meet, discuss and learn from each other’s unique perspectives and expertise.

A public event on May 13, 2014, co-hosted by the University of Ottawa’s School of International Development and Global Studies (SIDGS), set the scene by bringing together two Members of Parliament, one former CIDA chief of staff and CTV’s Don Martin to discuss and debate “Canada Missing in Action? Evaluating Canada’s Role on the International Scene”. The joint conference, which followed and took place May 14-15, aimed to:

- Examine partnerships within current Canadian and international aid and contracting environments;
- Discuss different types of partnerships and identify the fundamental principles underlying their success;
- Investigate ways to build and ensure equitable and effective partnerships;
- Take stock of emerging challenges and opportunities, and what they suggest for our own partnerships;
- Strengthen participants professionally through improved knowledge of partnering tools and existing opportunities for funding and contracting; and
- Identify tools and strategies to monitor, evaluate, and report on partnership impact.

The conference was attended by nearly 300 international development professionals from civil society organizations (CSOs), the private sector, government and academia. The conference agenda and table of workshops are provided in Appendix A.

## 2. Welcoming Remarks and Conference Overview

Julia Sanchez, President-CEO of CCIC, Jim Cornelius, Board President of CCIC, Pamela Branch, Board President of CAIDP and Richard Beattie, former Board President of CAIDP, welcomed participants and gave a brief overview of the conference. Ms. Sanchez noted that the theme of partnerships is particularly relevant in a rapidly changing development environment, and there is considerable interest in exploring private sector and multisector partnerships. Mr. Beattie remarked that International Cooperation Days (ICD) had formerly been organized by CIDA, but had not taken place for a number of years. CAIDP and CCIC decided it was timely and appropriate to welcome ICD back to the sector alongside this type of event. The conference itself was a new partnership activity for CAIDP and CCIC, and was organized with no government funding.

## 3. Opening Plenary – Partnerships in a Changing Global Context

The opening plenary featured three expert panellists who brought a Southern perspective to the question of partnerships.

**Kalpona Akter, Executive Director of the Bangladesh Center for Worker Solidarity (BCWS)**, described how global partnerships have helped organizations fighting for workers' rights in Bangladesh continue their work, and make positive changes for workers in the face of severe government harassment. Since the Rana Plaza factory collapse in 2013 more than 150 corporate brands have signed on to the Bangladesh Accord on Building and Fire Safety, which provides legally binding assurance regarding the commitment to inspect and improve garment factories, and ensure unions are part of the process. Partnerships with global NGOs, unions and international campaigns were key to achieving this. Similarly, through partnerships with global unions and NGOs, a trust fund to provide compensation to the Rana Plaza victims has been established. Partnerships between global and local NGOs and unions have helped to encourage respect for workers' legal right to form unions.

**Sering Falu Njie, Deputy Director, Policy, UN Millennium Campaign**, noted that partnerships should not be considered solely in terms of financial support but rather in terms of enhancing human dignity and welfare. The traditional dichotomy of North-South, developed-developing is changing. International efforts – including the new Global Partnership for Effective Development Co-operation and the Millennium Development Goals (MDGs) – have relied on the conventional paradigm of developed countries providing aid to finance development. The real challenge is how to support effective domestic resource mobilization for countries to finance their own development. When donor countries mobilized billions to bail out financial institutions during the financial crisis, while claiming they lacked funds for development assistance, this served as a wake-up call for developing countries.

The UN Secretary General has called for an inclusive and transparent process to finance the Post-2015 Development Agenda. Citizens have a role to play in development and need to be considered as equal and critical partners. The High-Level Panel called for a redefinition of partnerships for development, which should include, among others, local and national governments, parliamentarians and the private sector – not just through corporate social responsibility (CSR), but through ethical development financing. While civil society is sceptical of the UN “privatizing development” the private sector has a role to play and the UN needs to ensure accountability and transparency.

**Bianca Suyama of Articulação SUL, Brazil**, noted the growing importance of emerging players, notably the BRICS, in development and described how the principles of South-South cooperation differ from those of traditional North-South relationships. South-South relations are more horizontal, and are a reflection of their own strategic interests. For recipients and partners, these new actors seem more legitimate and appealing. They come with new funds, free from conditionalities, and recognize differences in political and development trajectories. Emerging powers are challenging traditional development paradigms and institutions, and the development cooperation system is no longer defined by a select few. One of the roles of civil society is to qualify the debate and mediate the consensus, to ensure that the perspectives of the most excluded and marginalized influence policies and practices. This can only be done through partnerships.

Ms. Suyama described a specific South-South cooperation project developed and implemented by social movements in Brazil, South Africa and Mozambique to promote knowledge exchange between farmers, technicians and rural leaders about native seeds. The social movements and NGOs involved had a long history of engagement before this project, and the slow building of trust and similar ideological backgrounds were important to its success. It took time to build mutual understanding and develop the project cooperatively. The project built on the traditional knowledge of the farmers, and emphasized intercultural dialogue and mutual respect for the diversity of knowledge and wisdom. It was led by people with first-hand experience and all had something to gain and learn from the cooperation: it was a bi-directional relationship, with freedom of knowledge and ownership. The trajectory and experience of Brazilian social movements inspired the African partners, and there were ripple effects of strengthened autonomy and relationships. This example provides food for thought on how to move from rhetoric to practice in terms of partnerships.

### **3.1 Discussion**

During the discussion, the panellists and conference participants discussed a number of issues relating to sustaining political and public support for development work, the UN and the Post-2015 Development Agenda, roles for Northern governments and development practitioners, and utilizing the strengths, and addressing the challenges of diversity in partnerships. Points raised included the need to consider the role of global capital, and the resistance of many UN member governments to addressing structural issues underlying poverty such as human rights, governance and inequalities (gender, access, political, geographic).

There is a role for Northern development agencies to bring technical and financial support to South-South partnerships, and a role for governments and individuals with experience in processes of cooperation. Much as DFID has been facilitating engagement between Brazilian and African partners, there could be opportunities for trilateral cooperation (South-South-North, North-North-South, etc.) Brazilian CSOs are providing cooperation assistance to the Netherlands on how to work on participatory budgeting. These new sorts of partnerships provide a more balanced approach for engagement in international cooperation.

There is a lack of funding for innovative organizations. Internationally, at a research and academic level, IDRC is recognized as a unique funder that supports innovative work. A network of think tanks was established recently to discuss South-South cooperation: it could benefit from support from Canada. Diversity of ideas is also critical in partnerships. Diversity brings challenges, but in order to foster creativity and innovation taking risks and being comfortable with “borderline chaos” is required.

## 4. Keynote Address: Redefining Partnership in the Canadian Context

*The Honourable Christian Paradis, Minister of International Development and Minister for La Francophonie*

The full text of the Minister's speech can be found at:

<http://www.international.gc.ca/media/dev/speeches-discours/2014/05/14a.aspx?lang=eng>.

Highlights of the presentation included the following:

The Minister is committed to working with any partners that can help achieve the common goals of poverty eradication, prevention of disease and death, global wealth creation, and opportunity for all. This means choosing the right partner for the right task, those with the right skills to deliver real results for those in need. This will not always be the same type of partner.

Canada needs to work in cooperation with developing countries, which are best placed to understand their citizens' needs. We must also work in partnership with the private sector, both local and Canadian. As we look to post-2015 development goals, we need to be innovative and find new ways to finance development. Foreign direct investment (FDI) is significantly outpacing official development assistance, and more people can be lifted out of poverty if we employ the right tools, leverage such transfers and engage in development financing using a combination of funding options.

We need to be more open and innovative in order to accelerate progress and meet our development objectives. Each player has a *raison d'être*. Mobilizing the private sector does not mean we should ignore civil society. The important role of civil society, in representing the views of the poorest and most vulnerable, is recognized. The partnership to address maternal, newborn and child health (MNCH) is one example that demonstrates what Canada can accomplish when we work together.

We must ensure that Canada has a coherent approach in terms of civil society, and a vision for establishing effective partnerships that represent everyone: governments, organizations and Canadians in general. Engaging Canadians in international development is critical. At the end of his address, the Minister announced the launch of the Calls for Proposals for the International Youth Internship Program, the International Aboriginal Youth Internships Initiative, and the Volunteer Cooperation Program.

### 4.1 Discussion

Following his speech, the Minister responded to questions posed by Julia Sanchez, which were based on questions submitted by CCIC and CAIDP members in advance. Following are key points from this exchange.

- Responding to a question about the importance of ensuring that policies across the Canadian government will not adversely affect development policies and results, the Minister noted that the government is looking for synergies to ensure that policies are not in contradiction. Dialogue and innovation is important in order to identify and address issues.
- Julia Sanchez noted civil society's appreciation for the openness to dialogue shown by Minister Paradis and his team. In addition to participating in dialogue on the role of civil society, CSOs would like to be involved in dialogues about the role of private sector in development. Civil society has considerable experience, and some concerns as well as expectations regarding this issue. Minister Paradis commented that there is a need for private sector investment, noting the necessity for

funding of the post-2015 development agenda. The involvement of the private sector does not exclude the involvement of civil society. Both have an important role to play.

- Ms. Sanchez noted that, at a session at the Mexico High Level Meeting on the Global Partnership, a number of representatives had stressed the importance of ensuring an enabling environment for CSOs in the North as well as the South. She also noted that the structured framework on the enabling environment, developed by international development CSOs, is unique and can contribute to dialogue on an enabling environment within Canada.
- With respect to past delays in funding announcements, Minister Paradis noted that the government understands the need for transparency to ensure clarity regarding project funding decisions. Although budget constraints and the restructuring of DFATD have caused delays, now that the objectives have been well established, through dialogue we can work towards having a pragmatic, effective and predictable approach.
- Minister Paradis emphasized the importance of public engagement and better public understanding of how and why Canada is investing in development and what is being accomplished. He noted the important role played by remittances from Canadians to developing countries. He reiterated the need for innovative solutions to development challenges. The partnership to address MNCH is an example of how we can all work together to make significant progress, and civil society has been very proactive in this work.
- Ms. Sanchez raised the issue of financing for groups working on women’s rights, and asked if Canada had considered a specific objective on the rights of women in the post-2015 period. Minister Paradis noted the work Canada had been doing on the issue of forced marriage and women as development actors.
- The session concluded with Ms. Sanchez noting civil society’s interest in continuing dialogue as well as its interest in issues of financing, and Minister Paradis reiterating the importance of government, the private sector and civil society all playing a part in improving development effectiveness.

## **5. Keynote Speech: Redefining Canadian Foreign Policy – A New Role for Canadians in Global Equality and Cooperation**

*The Right Honourable Joe Clark, P.C., CC, AOE*

Mr. Clark discussed his beliefs that Canada should be aspirational in its international policies, value and assert its “soft power” assets (capacity to manage diversity and to lead multilateral cooperation) as well as its “hard power” assets (resource wealth, strong economy, military), and be forward thinking. We must recognize the profound changes in international relations and be aware of the “power of previous thinking”. Many of the changes taking place today are not routine, but are “root changes”.

The end of the Cold War and the growth of the Internet have significantly changed the world. Conflict is driven less by ideology and more deeply by culture, identity, religion and tribe. There has been a steady erosion of the former bulwarks of order (churches, governments, banks, business, military). Power is shifting among nation-states and from nation-states to non-state actors. Non-state actors are both “good guys” (CSOs, businesses committed to social responsibility) and “bad guys” (organized crime, terrorists). Governments are focusing too much on “fighting the bad guys” and not enough on how to build partnerships with constructive non-state actors. We need to rethink our assumptions about what is effective development.

Canada's hard power assets are critical, but not as unique as they were in the past. Canada needs to do more with its soft power assets of managing and respecting diversity, inspiring and practising multilateralism, and fairness and bridging of differences.

Governments are not good at working with non-state actors, and vice versa. Non-state actors often have more imagination and flexibility than governments, but do not have the mandate to change the rules. We need to "marry mandate and imagination". Beyond traditional alliances like OECD and NATO, Canada needs to look at alliances that suit circumstances now. These need not be formal, but involve working more closely with other countries or with non-state actors that share approaches that are like our own (multilateralism, bridging differences, building peace), and "leading from beside".

Canada needs to consider its role in multilateral organizations, work with other countries to build on the strengths of the UN rather than criticizing its weaknesses, and look at opportunities in the Commonwealth and La Francophonie. We need to make the case, with evidence, that just as investment is key to economic growth in the world, social development is essential to sustain growth, development and peace. Canada is becoming too inward-looking, and runs the risk of becoming an "international gated community". It is in our interest, and in our nature, to be part of the world in a constructive way.

## **5.1 Discussion**

In a discussion session facilitated by Carolyn McAskie, Mr. Clark responded to questions from participants. Key points made included the following.

It is easy to become insular. CSOs need to seriously examine how well they are engaging Canadians who have not previously been engaged. Partnerships are key to this. Many Canadians profess to be interested in development issues but don't know what they can do to make a difference. CSOs should highlight successes that give people a sense of how they could take meaningful action. Members of faith groups represent a potential constituency that could become more involved in broader development work.

Mr. Clark advised CSOs to look at their current practices of cooperation and consider partnerships beyond their usual collaborators. CSOs may be fearful of being co-opted when partnering with government or business, but that fear can prevent real results. He urged CSOs to develop and communicate evidence of successful innovations that improve conditions on the ground.

There is a need for academic analysis of Canadian government spending on defence versus issues of development, justice and equality. Organized crime is an issue that needs to be considered in approaches to governance work. In the absence of government support for pan-Canadian dialogues and Royal Commissions, we need to consider what other institutions or coalitions could lead efforts to discuss and debate Canada's role in the world. Issues of poverty and exclusion need to be addressed domestically (particularly regarding aboriginal peoples) as well as internationally.



## 6. Workshops

CAIDP and CCIC organized a variety of parallel workshops (see Appendix A). Brief summaries are provided here of the workshop presentations and discussions, grouped according to themes.

### 6.1 The Context for Partnerships

#### ***a) Taking Stock: the Changing Context for Development (New Myths, Old Myths and Canada's Future)***

The McLeod Group ([www.mcleodgroup.ca](http://www.mcleodgroup.ca)) had three speakers in a Charlie Rose style discussion focused on three key dimensions of development: Foreign Direct Investment (FDI), Gender Equality and Globalisation. They contrasted old and new myths, with ideas for a better future.

The myth was that FDI was the answer to long-term sustainable growth and the private sector can take care of almost everything. But FDI is only effective with the right policies. There is nothing wrong with Canadian or any FDI but this should not be part of the aid program. Donors need to promote local private sector development and open their markets to producers in poor countries.

Governments are forgetting the lessons of 40 years regarding women's agency and role in development, and instead are moving back into charity mode. Canada no longer funds women's rights organizations or projects designed to address gaps in gender equality. The Muskoka Initiative is saving the lives of mothers and newborns but it does not address why women and girls are at risk in childbirth, or why they become pregnant too soon or too often. Looking to the future we need a recommitment to gender equality.

Globalization has proved to be one-sided, with control of capital and technology favouring the North, and a myth of genuine country ownership of development. . Globalisation alone cannot end poverty. Inequality is increasingly recognized as a major impediment to effective development. The South is demanding a stronger voice – real partnership – in managing economic institutions. There could be a viable partnership path, but it has to be inclusive, chosen by equals, in a spirit of sharing, not opportunism or exploitation.

After the presentations, there was a lively discussion with the audience on Canada's role, the government's relationship with civil society, and the key role being played by Southern CSOs in pushing for inclusion in global partnership discussions.

### 6.2 Cross-sector Partnerships: Issues and Considerations

#### ***a) To Partner or not to Partner? Revisiting the Fundamentals***

On behalf of the Canadian Red Cross (CRC), Lai-Ling Lee discussed how the CRC and DFATD partner to enhance Canada's humanitarian assistance. She noted a number of aspects that have contributed to a successful partnership: establishment of a reference group; active management of the partnership; joint development of results with long-term duration; acknowledgement of partners' value; and public commitment at the highest organizational level to regular dialogue. Aspects that could help improve the

partnership even further include sustaining the partnership process/cycle; contract templates and planning tools that allow for partnership models beyond the traditional subcontract relationship; and adapting to stakeholder and staff turnover (maintaining the aspirational component of the partnership).

Stephanie Tissot, an independent researcher, examined the value of cross-sector development partnerships. Four types of value (not mutually exclusive) can be created: associational, transferred resource, interaction, and synergistic. As partners deepen their relationship – from philanthropic and transactional to integrative and transformational – they achieve greater value. Research into the Tim Hortons Coffee Partnership showed higher value created between partners that have collaborated more closely and for longer periods of time. There were benefits to beneficiary groups but the partnership has limited potential to address larger challenges such as climate change and limited bargaining power in the coffee supply chain. Cross-sector partnerships may have potential to provide sustainable solutions for larger problems but need to be more transformational.

Shelagh Savage discussed the partnership cycle and drivers for partnering. A [guide](#) developed by CCIC, Coady International Institute and Equitas summarizes much of this information. Values, principles and ethics can be difficult to discuss with partners; the [CCIC Code of Ethics & Operational Standards](#) can be a starting point. For resources on power and partnership, see [www.powercube.net](http://www.powercube.net). Through action research, Coady is working on developing a tool for partners to mutually identify indicators of trust, mutual respect, shared development goals and values, organizational autonomy and long-term accompaniment.

Points raised in discussion included the importance of partnership to achieve development results and the need for funders to recognize the importance of relationship building. CSOs may find academic and private sector partners to be more open than governments to new ways of thinking. Within organizations, internal departments (programming, communications, policy) need to come together to make a partnership work. Partnerships are most successful when there is a shared core value and organizations are committed to learning. Some feel partnerships cannot be equal when funding is involved, but government and private sector partners need the expertise and relationships of CSOs. Asset mapping is a useful tool to make these clear.

### ***b) CSOs Engaging with the Private Sector: The Canadian Experience to Date***

The workshop built on findings from a recent CCIC survey and report<sup>1</sup> of how Canadian civil society organizations are engaging the private sector through advocacy, dialogue, promotion and partnership. The report illuminates the great depth, variety, and complexity of the different approaches being taken, underscores the vast and diverse experience that Canadian CSOs have in engaging the private sector, and identifies the current and changing priorities of CSOs with respect to the private sector. The workshop allowed participants an opportunity to understand how four different organizations are engaging the private sector.

Publish What You Pay (PWYP) is an advocacy organization that uses a variety of different tactics to achieve change. PWYP-Canada and the Revenue Watch Institute approached the Prospectors &

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<sup>1</sup> “Leveraging the Private Sector? An overview and analysis of how Canadian international development organizations are engaging the private sector,” CCIC, March 2014. Available on-line: [http://www.ccic.ca/files/en/what\\_we\\_do/2014\\_03\\_26\\_PSE\\_Report\\_of\\_Findings.pdf](http://www.ccic.ca/files/en/what_we_do/2014_03_26_PSE_Report_of_Findings.pdf)

Developers Association of Canada (PDAC) and the Mining Association of Canada (MAC), and found a common interest in advancing mandatory payment disclosure standards for the mining sector. The four organizations created a formal working group and signed a Memorandum of Understanding to work together on policy recommendations. Recommendations were successfully negotiated because the collaboration focused on a well-defined issue, all organizations took ownership and developed relationships based on trust and a common understanding, the negotiation process was transparent and involved outreach and engagement, and international momentum provided support for the substance of the recommendations.

MiningWatch spoke about its engagement with the mining industry. This ranges from outcome-directed dialogue to various forms of advocacy. MiningWatch views partnerships between mining companies, aid agencies and development CSOs, encouraged by the Canadian government, as part of a wider public relations push to distract from the harmful impacts of the industry. Strengthening community agency and voice is critical, yet CSO contracts with mining companies in development partnerships may constrain these CSOs from speaking out about harm they may witness.

While *scaling up* is an important objective, as an organization committed to supporting the most vulnerable and marginalized, the LÉGER Foundation's (L'ŒUVRE LÉGER) work in community economic development is responsive and focuses first and foremost on *scaling deep*. Working with the private sector currently appears to be more in vogue than doing long-term work with marginalized populations; this is problematic, because engaging large Canadian companies may be crowding out the space and funding for local economic development. And while private sector collaboration should be encouraged, there are nonetheless legitimate concerns regarding the specific nature of multinational and Canadian firm involvement in private sector promotion in the South. For instance, simply linking small-scale producers of a certain agricultural commodity to the global supply chains of an MNC will not generate sustainable results unless producers and entrepreneurs are organized and empowered to protect their interests and their rights. Civil society involvement in private sector promotion is, therefore, more relevant than ever. In a globalized world, we need smaller, nimbler projects to respond to rapid change. Unfortunately, support for small-scale initiatives, developing innovative approaches for marginalized and vulnerable populations, appears to be waning. This amounts to a reduction in "research and development" in private sector promotion in the South, which in turn should raise concerns that we have de-emphasized the very innovations that will benefit the poorest - who should be the real focus of Canadian foreign aid.

World Vision Canada is active in the four categories of engagement identified by CCIC. It conducts advocacy (e.g. with Canadian retailers around child labour), dialogue in various fora, private sector promotion in the field, and various forms of partnership in the countries where they work. For this presentation, it identified two partnerships with Canadian companies. These partnerships are guided by identifying a shared development outcome, a role for a private sector player if they are implicated, the type of partnership engagement that may be required (within a spectrum), and how to foster better development. World Vision spoke about a project in Tanzania with smallholder farmers and a US food company around distribution, production and certification, and a local economic development project and participatory budget exercise with a local community and mining company in Peru. Partnership has to be about the way the company operates and its impact on the country or community not just about funded projects.

In discussion, it was noted that PWYP-Canada was able to build trust with MAC and PDAC by building personal relationships and avoiding ideological position-taking. All were open to addressing concerns

where these were shown to be valid. But partners also need to know the limits of what can be asked of the other. Partnerships take a lot of energy, work, dedication, and advocacy with the company. It is a long-term process and needs to be treated as such. Discussion of moving from project initiatives to transformational initiatives through joint planning with the company and long-term engagement.

### **c) What Role for Canadian MNCs in Promoting Equality and Cooperation?**

Agrifood MNCs were described by Sarah Martin as powerful actors in an integrated, globalized food system. They play key roles in establishing the rules at trade negotiations, the FAO, and increasingly in partnerships. Companies are motivated by commercial self-interest, not public good. Trends of market concentration, powerful global actors who shape governance rules, and a shift in value from agriculture to food processing have made for winners and losers, not for more equality.

Recent research conducted by NSI for the Trade Facilitation Office (TFO) found that many private sector partnership initiatives were motivated by the core business needs of the companies. Brian Mitchell (TFO) shared concerns about impacts of climate change on agricultural supply chains and urban migration on agricultural labour supply. MNCs have a valid role in development, including financing initiatives. Particularly around the supply sustainability, there is convergence between the profit motives of MNCs and development initiatives to improve the livelihoods of the poorest people.

On behalf of Bombardier Inc. Pierre Pyun shared that although the primary goal of Bombardier Inc. is profit, the company believes this is not incompatible with development goals. Its CSR approach is strategic and ingrained, and makes business sense: it is more than ensuring “social licence” or managing reputational risk. Bombardier’s core business of manufacturing and infrastructure has a strong alignment with developmental goals. The company invests in local skills training, localizing supply chains, creating jobs and developing management skills. There are opportunities for stakeholders (private sector, government, academia) to work together around “real economy” issues (e.g. capacity-building in manufacturing) where there is alignment of interests.

According to Professor Penelope Simons, the extractive sector could promote equality and cooperation by bringing new technologies, providing jobs and investing in communities, but investment does not necessarily bring sustainable development. Regulation is needed to require corporations to respect human rights and minimize their effects on the environment, but host governments are often unwilling or unable to regulate. It is not realistic to expect companies to operate contrary to their *raison d’être*, which is to generate profit; they will only comply with voluntary initiatives to the extent that it is profitable to do so.

In discussions facilitated by Professor Stephen Brown, views were mixed on whether there could be convergence between corporate interests and the interests of the most poor. In some sectors, there may be more opportunities for partnerships and collaborations. On whether government should support the role of the private sector in development and encourage CSOs to work with the private sector was contentious. CSOs and corporations often seem to be speaking different languages, and there is considerable mistrust. However, the “private sector” is not monolithic, and there are major differences in the development impacts and potential of different sectors; most of the controversy relates to the extractives industry. A suggestion was that more attention be given to encouraging dialogue and involvement of companies from other areas of strength in the Canadian economy. A broader question is the potential for MNCs to contribute to a country’s development, beyond projects and programs. The

questions being asked about partnerships need to be broadened, and there is a need for creative approaches.

#### **d) Exploring Innovative Multistakeholder and Multisectoral Collaborations**

Presenters at this poster session highlighted seven examples of innovative collaborations.

- ColaLife is a multi-stakeholder partnership with Coca-Cola, UNICEF Zambia, local CSOs, ministries of health and others, which uses the same principles and networks that Coca-Cola and other commodity producers use, to open up and leverage private sector supply chains for “social products” such as oral rehydration salts and zinc supplements.
- Primate’s World Relief and Development Fund worked with partners in Mozambique to develop bicycle ambulances to transport patients – primarily women ready to give birth – to health care facilities. The idea was adopted by other PWRDF partners in countries including Bangladesh (adapted to boat ambulances) and Burundi, reducing maternal deaths.
- The Inter-Council Network conducted innovative research on effective public engagement and developed a Global Hive of on-line tools, case studies and resources for good practice. It is the result of collaboration and partnership with over 1,000 practitioners and individuals.
- A pilot project of Oxfam Canada, Keystone Accountability and Rape Crisis Cape Town Trust supported Oxfam partners to obtain feedback from their constituencies. The use of cell phone apps for data collection and analysis allowed anonymous feedback and collection of real time data to monitor relationships, performance and program outcomes.
- Considerable knowledge is being generated by academics in Africa but is not being effectively disseminated and applied. Akada Network is a new African non-profit that aims to create online platforms to connect students, academics, institutions and social stakeholders, to bridge the knowledge gap, build capacity and connect collaborators.
- World Vision Canada has been collaborating with the Bill and Melinda Gates Foundation, Grameen Foundation and Dimagi, as well as mobile network operators, other CSOs and ministries of health, to create and deploy a shared platform for mobile health (Motech Suite) to support health and nutrition programming approaches in more than a dozen countries.
- L’Oeuvre Léger and UPA Développement internationale have collaborated on agricultural development programs for more than a decade and are partnered in Digniterre, a 360° joint program and campaign. A humanitarian assistance partnership between L’Oeuvre Léger and GlobalMedic focuses on water, short-term shelter and short-term medical services.

#### **e) Innovative Public-Private Partnering**

The Standard Integrated Government Tax Administration System (SIGTAS) is an integrated information system that enables developing country governments to automate the administration of taxes and licences and thus implement sound tax policies and collect more revenue. Sogema Technologies Inc. now works directly with countries, rather than through CIDA/DFATD.

Yemi Makinde of the Akada Network discussed how organizations need to innovate to ensure that they are not dependent on government support. Development actors are bringing in a private sector way of working, and more professionalism, and beneficiary countries have higher expectations. There are opportunities to use technology. There is a need for flexibility – to look at organizational procedures, to adapt to the new landscape.

### **6.3 Civil Society Partnerships: Principles and Practices**

#### ***a) Innovative Partnerships Within Canadian Civil Society: Achieving More With Less***

WUSC has partnered with CECI (for delivery of the Uniterra program), and with Farm Radio International and MATCH International Women’s Fund (WUSC provided space, time and support for the organizations to recoup, revitalize and strategize a way forward). Organizations usually enter partnerships when one or both are in crisis, but that is when they have the least to offer. It is better to seek partnerships before the crisis point. There has to be a strong business case for collaboration (financial viability) as well as a process for risk assessment.

A key benefit for Farm Radio International regarding its partnership with WUSC is that it has been able to reduce administrative costs and grow its program. It retained its Board of Directors and senior leadership that reports to both itself and WUSC. Another benefit is access to funding sources normally unavailable to smaller organizations, such as funding received from the Bill and Melinda Gates Foundation.

The Humanitarian Coalition emerged to reduce competition for funding between humanitarian aid agencies and combine fundraising efforts for disaster relief, in order to be more effective and increase public trust. An allocation formula determines the share of funding that will go to each member. The partnership has been able to open new doors, improve access to funding and have more productive conversations with government.

AQOCI’s community of practice on “gender in practice” was founded to enable CSOs to share information and collaborate on gender equality issues, and learn together as they do. A goal is to go beyond the learning of individuals to have an impact on the learning of organizations and structures. Limited time and the constant need to do more with less have been challenges but it has been successful in providing a space for collaboration and critical thought.

During the discussion period, issues raised included the need for standards in international development and humanitarian assistance, possibilities for mergers among mid-sized CSOs, the need for organizations in crisis to consider their relevance, the value of partners sharing the same space when possible, and the importance of considering efficiency and development results as well as values in partnerships.

#### ***b) From Principles to Practice: Different Approaches to Partnering with Southern Organizations***

KAIROS is a faith-based organization. Its solidarity model has changed over time. Often the struggles are the same in different places, and KAIROS partners with people with common cause. It has advocacy partnerships with Canadian organizations as well as partnerships in the South – both funded and non-funded solidarity partnerships. Partnerships without financing may be stronger.

Inter Pares has a feminist approach. Its approach involves understanding and challenging power dynamics in traditional North-South relationships, building relationships of common cause and solidarity, and promoting Southern leadership and autonomy.

Canadian Co-operative Association partnerships are based on principles of the cooperative movement and involve working with cooperatives in the South. There is a focus on institution building and developing a long-term process of empowering those who can create change in their own communities.

SUCO aims to build solidarity, and manages a volunteer cooperation program that is part of a long-term strategic partnership with its Southern partners. SUCO partnerships have a capacity-building focus related to agriculture and food sovereignty. SUCO has developed and systematized an agro-environmental approach. There is continuous evaluation and development of new strategies.

There was discussion of the importance of finding new ways of doing things. It is important to recognize that relationships, values and aspirations change over time. There is an emphasis on capacity building. A practical suggestion was to donate air miles to bring partners from the South to share their experiences.

### ***c) Time to Start Thinking About Mergers? Lessons Learned***

There have been relatively few CSO mergers in recent years. Two exceptions are the merger of CUSO and VSO Canada and the merging of Oxfam Québec and Club 2/3.

Key lessons from the Oxfam-Club 2/3 experience: 1) There must be real interest and a valid reason to merge. Don't move too quickly into structures and mechanisms. 2) The greatest risk of failure is if values aren't shared. Take the time to work with Boards and members to ensure that there are shared values. 3) The "how" is also important – the structure, the strategic plan. There are challenges in bringing together different organizational cultures and developing new management processes. Focus on what your organization is gaining and not on what is being lost. Organizations need to make some sacrifices, but a merger can help an organization learn, adapt to new realities and improve.

CUSO sought to merge with VSO Canada in order to better fulfill its mission after a series of funding cuts. On paper, the values and vision of the two organizations were very similar, but there was great internal resistance over issues of organizational culture, even after the agreement was signed. The merger ultimately went ahead, but there was great upheaval. The lesson is that the emotional dimension of a merger is important, and concerns expressed by staff and others should be taken seriously.

In discussion, benefits to merging with organizations that can bring complementary expertise and fill gaps were noted. A merger is a corporate decision that permanently changes the organization. Interim steps, such as collaborating on projects or programs, can help to build comfort before proceeding to a merger. Each organization's expectations need to be clearly understood before a written agreement is developed. There is a need for communication at all levels, strong leadership from the Board, attention to perceptions and rapid action on emerging problems. Civil society has an ethic of diversity, but CSOs need to consider whether their impact can be improved through merging. Julia Sanchez noted that CCIC could organize a future workshop on mergers if members were interested.

#### **d) Canada's Women's Rights Movements: Bridging Common Ground for a 2015 Agenda**

The CSO Women's Rights Policy Group (WRPG) recently issued *Digging Deeper: Towards Greater Action on Global Rights for Women and Girls*. The study explored CSO programming in support of girls and women, trends in international granting of Canadian foundations, and the funding trend for gender equality programs by CIDA. The time is right for a large-scale Canadian collaborative initiative in support of women's rights, which includes joint programming, fundraising and awareness-building, and which draws on the interest of women philanthropists, CSOs, government, and foundations. There is a need to bring activism and rights back into the discussion on gender, and a broader view of women and women's agency. The WRPG is working on policy and public awareness components of a campaign to be launched in September.

In discussion, panellists and participants exchanged on questions of how Canadian CSOs can increase their support towards women's rights programming, how to encourage more interest in international women's rights among Canadian foundations, and how to promote a women's rights strategy within Canadian foreign policy.

### **6.4 Partnering Tools and Opportunities for Funding and Contracting**

#### **a) Working with DFATD: What can the Canadian Development Community Expect?**

Presenters discussed what has happened since CIDA was amalgamated into DFATD and noted that the mandate and themes of the development assistance envelope have not changed. Over the past decade, however, the development landscape has evolved significantly in ways that will prompt future changes to development policies. DFATD must find the right partners for the right job and go beyond traditional partnerships. New tools beyond traditional grants and contributions are necessary. Important issues include migration and diaspora (remittances), information and communication technologies (ICTs), urbanization, democratic transition, MNCH, accountability, immunization, nutrition, the post-2015 agenda, the private sector, transparency, and organizations such as the G-20.

Following the merger, the Grants and Contributions Management Bureau has grown to absorb several other corporate functions, now providing "one-stop-shop" support for grants and contributions management across the Department. Performance security requirements have been recently revamped, however, DFATD is open to further dialogue. DFATD has aligned with World Bank and other like-minded donors on anti-corruption requirements. Applicable taxes are an issue with varying interpretations, and a working session to find alignment in interpretations could be useful. There is increased work with the private sector, requiring additional authorities (e.g. repayable contributions) and future information sessions. The policy on transfer payments will still apply. The management framework guiding priorities of the International Assistance Envelope unit will need to be re-evaluated given the merger. There will not be changes on the development evaluations front, but thematics as well as country programs are being evaluated.

Issues raised in the discussion period included the importance of remittances as a means to promote growth in the global economy. The "countries of focus" approach is here to stay, and will be periodically reviewed and updated. For unsolicited proposals DFATD will be increasingly looking for partners to contribute as well (ie. not pay 100% of costs).



### **b) The Future for International Development Graduates**

Lauchlan Munroe (University of Ottawa) reviewed opportunities for graduates, including in the private sector (CSR, consulting and management services firms), social services in Canada (many analogous issues) and graduate/professional studies. Rachelle Anctil (WUSC) provided advice on job search strategies. Discussion covered challenges facing those seeking to enter the field mid-career, skills sought by employers and strategies to help candidates stand out.

### **c) Canadian Competitiveness in the International Market for Development Services**

The session focused on providing information for successfully exporting services (i.e., selling to international clients), accessing government support services and the current gaps in both. Two recent reports were presented.

The Canadian Chamber of Commerce recently released *Turning it around: How to restore Canada's trade success*. Key recommendations include the need for Canada to integrate trade services and connect them to business, unify and build Canada's business brand, strengthen the "front lines" (trade commissioners), and work with the private sector to achieve Canada's aid objectives. On the latter priority, three recommendations were put forward: restore the balance between contributions to multilaterals and Canadian-led programming; adopt new tools to finance development projects; and re-energize the Office of Liaison with International Financial Institutions.

KPMG/Industry Canada research looked at the relationship between international trade and professional services in Canada, with a focus on small and medium firms. The size of the firm drives the export strategy. Specialized firms indicated a higher share of revenues from export sales. Export sales develop organically. Key tools to improve competitiveness of management, science and technical services include support to offset travel costs, trade missions etc., support for access to trade shows and R&D tax credits. They also highlighted the need to have government procurement act as a "springboard" for service firms to export and to enable trade commissioners to provide more support to professional services.

Discussion dealt with the prospects for individual development consultants, and the need to develop channels between individual consultants and small and medium companies to develop the community.

### **d) Market Opportunities for Canadian Development Consultants**

DFATD reviewed recent organizational changes, and how they affect the distribution of the technical specialists, who are a common point of first contact for consultants. In addition, there was a brief summary of the likely future DFATD policy orientations particularly with regard to sustainable economic growth and engagement with the Multilateral Development Banks, and a discussion of how this shapes opportunities for thematic and sectoral consulting work. In the ensuing discussion, participants noted the need for an updated organizational chart and staff directory for DFATD, and expressed great interest in the upcoming round of Requests for Supply Arrangements for sectoral and thematic services. Recent developments at the World Bank Group include new leadership, adoption of "twin goals" (ending extreme poverty and boosting shared prosperity), increased private sector coordination as "One WBG", reorganization and introduction of Global Practices and Cross-Cutting Solution Areas.

- For procurement guidelines for consultants, see <http://go.worldbank.org/U9IPSLUDCO>.

- For contracts and projects already awarded see <http://www.worldbank.org/projects/sector?lang=en> and <http://go.worldbank.org/LNIEW9VJFO>.

The Office of Liaison with IFIs Washington assists Canadian companies and partners: see [www.IFIWashington.gc.ca](http://www.IFIWashington.gc.ca). The support network for Canadian companies includes private sector liaison officers, government contacts, offices of liaison and Canadian trade commissioners, and Offices of the Executive Director ([www.tradecommissioner.gc.ca/eng/development-humanitarian-aid-markets/support-network.jsp](http://www.tradecommissioner.gc.ca/eng/development-humanitarian-aid-markets/support-network.jsp)).

### **e) Professional Accreditation: Necessary for International Development Consultants in a Changing World?**

The workshop addressed the need for professional accreditation in an increasingly competitive market and then heard from the CEOs of two organizations with different types of credentials.

The CES Credentialed Evaluator designation is a credential (not a certification). There are 49 fundamental competencies, grouped into five domains of practice: reflective, technical, situational, management, and interpersonal. A Credentialed Evaluator has proven, based on experience and/or education, that s/he has mastery of at least 70% of the competencies in each of the five domains.

The Certified Management Consultant designation is recognized in more than 45 countries. That designation is protected in law, but does not provide a professional exclusivity, like the auditors or doctors. It represents a commitment to the highest standards of consulting and adherence to a code of professional conduct. It is a competency-based professional designation that requires candidates to demonstrate evidence of their knowledge and skills. Discussions included possibilities to include designations in the procurement process and opportunities to explore accreditation for international development consultants.

### **f) IT and Social Media: Technology-Based Tools in Delivering Development Assistance**

ICTs are tools that can extend the efficiency of the user, facilitate engagement and access to information, enable more powerful data analysis and facilitate data creation. They can be used to enhance financial inclusion and diversity in investment and development assistance (social nets, e-commerce, mobile money, crowd-sourcing etc.).

DEVEX provides an online global community and networking for consultants and organizations. Active use of technology shows the engagement of the user in the field. Powernoodle builds cloud software that helps organizations increase the efficiency of their decision-making process. It creates “decision spaces” which are inclusive, objective, respectful, facilitative and transparent.

QLBS offers cloud-based computing systems to measure and build capacity. Monitoring and evaluation (M&E) is a consistent weakness of development projects. A cloud-based M&E system enables distribution of apps, automated updates and the possibility of instantaneous sharing. It provides transparency and accountability, builds knowledge capital with the possibility of aggregating knowledge, enables greater stakeholder participation and stimulates capacity-building and continuous improvement.

### **g) Handling/Avoiding Malfeasance in Partnerships**

Detailed due diligence, ongoing monitoring and requiring signed commitment to codes of ethics and codes of conduct can help to prevent malfeasance. There is zero tolerance from the donors' point of view. If there is a case of fraud or corruption, reporting mechanisms exist and a strong investigation will ensue. From a donor perspective, most of the problems are related to local partners and firms. Transparency is the best approach: the worst thing is to try to conceal evidence of fraud or malfeasance from donors. Donors will not penalize firms if there is cooperation, good faith and appropriate action.

In discussion, the need for DFATD to train firms on malfeasance and preventive mechanisms was noted.

### **h) Support Mechanisms for Resolving Disputes with Governmental Partners: A Townhall with the OPO**

The Office of the Procurement Ombudsman (OPO) is an independent, neutral organization with a government-wide mandate. Its mission is to promote fairness, openness and transparency in federal government procurement. Suppliers and federal departments can seek its assistance to help resolve contractual disputes. To achieve its mission, the OPO approach is focussed on three areas:

- Educate: Raise awareness of procurement issues and exchange information by listening and sharing information;
- Facilitate: De-escalate disputes and help resolve issues by encouraging dialogue between the parties; and
- Investigate: Examine and review procurement issues regarding contract award and contract administration, as well as potential systemic issues.

## **6.5 Monitoring, Evaluating and Reporting on Partnership Impact, and Engaging the Public**

### **a) Strengthening Partnerships Through Monitoring and Evaluation – Insights from Practice**

Oxfam Canada sought feedback from its Southern partners, and enlisted Keystone ([www.keystoneaccountability.org](http://www.keystoneaccountability.org)) to develop and apply a Development Partnership Survey. The third-party-administered survey is an easy, cost-effective way for partners to provide feedback. Results remain anonymous. The report for Oxfam Canada ([www.oxfam.ca/our-work/oxfam-canada-gets-top-marks-from-partners](http://www.oxfam.ca/our-work/oxfam-canada-gets-top-marks-from-partners)) affirmed the strengths and directions of its work but also noted areas for improvement, which will form the basis for dialogue with partners.

Daniel Buckles (SAS2) described a tool developed by a Community of Practice of Canadian CSOs to address the question of how to attribute particular results to an intervention, given complex systems, non-linear causality, multiple actors and general unpredictability. The tool uses a participatory approach and seeks to integrate the process of data collection, reflection and interpretation of its meaning, and decision-making. A key issue is defining the actors and their expected results, and not attributing results to higher levels if the distance between the levels is too great. The tool provides a visual depiction of the

“default scenario” results and the observed changes, and considers efficiency (means against results, intervening factors). It could be combined with other methods, depending on the purpose and context.

Lisa Burley (IDRC) highlighted how Value for Money (VfM) has risen to prominence as a determining factor in assessing effectiveness. Economy, efficiency and effectiveness are often referenced, but equity needs to be considered. The bilateral community lacks explicit definitions of VfM and there is confusion about how to interpret and apply the concept. Some are pushing it with new measures and discourse, driven by audit culture and privatization that represent a radical, monetized approach to assessing change and value for investment. A risk is that donors will push CSOs to adopt a transactional rather than a transformative approach. Contribution analysis and theory of change can help to establish an evidence base to demonstrate VfM for complex initiatives. CSOs in the UK have been determining their own definitions and processes for VfM.

There was discussion of how evaluation results are used in decision-making processes that are often highly politicized. Even when significant evidence is available, it does not seem to have much influence on investment decisions. There is a need for more rigorous ways to deal with complexity and qualitative evidence, and more longitudinal studies. As perceptions influence decisions, it was suggested that evaluation professionals work more closely with the communications professionals in their own organizations.

#### ***b) 'Female, 29 and shops at Lululemon': What research tells us about Canadians who care about international development***

Aga Khan Foundation Canada (AKFC) commissioned Colbourne Consulting to research Canadians' engagement, attitudes and opinions on development. The research was part of a broader project funded by DFATD and should be available on the AKFC website in future. Recommendations based on the research are: 1) Reframe international development around fairness, responsibility and partnership. Focus on education and health in the context of sustainable communities. Communicate real stories of community and individual impact. 2) Leverage Canadians' view of global responsibility and humanity. 3) Use an integrated multi-channel approach. 4) Target priority audiences. 5) Focus on awareness, education and interest to engage. Move from donations to long-term relationships. Get people engaged in the ideas.

In discussion, it was noted that CSOs should find ways to work collaboratively to invest in content that will connect with people and “go viral”. CSOs need to think innovatively and partner. There is a need to reach out to diaspora communities. Canadians may be interested in learning about development, but few will seek out information on their own. It is important to get information to them in ways that are engaging – not simply to raise money but to begin a relationship.

## **6.6 CCIC Annual General Meeting**

CCIC members participated in the 46th AGM of the Council.

## **7. Joint Closing Session**

Julia Sanchez and Pamela Branch thanked all those involved in making the conference a success. Andrea Vandette (Canadian Co-operative Association) and Tania Lewis (Oxfam Quebec) of the CCIC Emerging Leaders Network (ELN) reported on the ELN's participation and experience. Bianca Suyama and Sering Falu Njie then reflected on their impressions after participating in the conference plenaries and workshops.

Bianca Suyama noted the discussions about power relationships in partnerships, the need for understanding, negotiation and handing over of power to others. Conference participants have tools and experiences to help others who are struggling with this shift. There is much focus on capacity-building, but we need to build our own capacity to share power. Long-term partnerships go beyond financial relationships or specific issues and are based on common cause. It is easier to establish partnerships when there is a common goal, such as feminist analysis or faith, but what about establishing partnerships when there aren't those similarities? These instances are where we need to be investing, not only for complementarity but to challenge ourselves and how we work with social movements. We need to find ways to systematize and better tell our stories, in order to deal with the constraining "enabling environment" and convince donors and partners that it is worthwhile to invest and think beyond a single project.

Sering Falu Njie noted the opportunity for civil society to influence Canada's position on the Post-2015 Agenda. Civil society represents constituents and brings their legitimate views to government consultations. There was relatively little discussion of inequality at the conference, but inequality is becoming an important issue: what are the challenges, what are the drivers and how do we address it? Another important issue is accountability – for the development agenda, to the people, social accountability, and citizen accountability. There was discussion of gender issues at the conference, but a harder push is necessary. The discussion with Minister Paradis illustrated a level of amicability between government and civil society that is rare in many countries.

Julia Sanchez closed the conference, noting that while Canada may be doing better than many countries on issues of civil society and gender, we must continue to set the bar higher.