



CAIDP - RPCDI

*Strategy Update for the Period 2015-18 for the
Canadian Association of International
Development Professionals*

***Supporting Canadian Expertise
and Global Development***

November 2016

Message from the Board

The global environment is changing quickly, providing new opportunities and challenges for Canadian development professionals. CAIDP has responded with new approaches to provide support to members and the broader development community. As a result, we feel it is important to review the current, CAIDP Strategic Plan 2013-2018 and make some adjustments to it. The analysis underpinning the current plan is sound, but some rethinking is required to guide future actions.

On January 28th 2015, Board members held a day long retreat. In this meeting, we were joined by representatives of several CAIDP member organizations. From this, a draft Strategic Plan update was developed and feedback obtained from stakeholders and CAIDP members. This Strategic Update is the product of that exercise and provides a framework for the next two years.

History of CAIDP and Recent Changes

The Canadian Association of International Development Professionals (CAIDP) was incorporated as a non-profit organization in February 1993. Initially it was known as CAIDC, the Canadian Association of Development Consultants (CAIDC). CAIDP is a voluntary organization run by and for its members. The objectives of the association are to:

- Foster excellence in international development consulting;
- Promote the collective professional interests of international development consultants;
- Provide a forum for members to exchange professional information and engage in professional development;
- Give a voice to the international development consulting community.

Since the formulation of our Strategic Plan 2013-2018, we have seen a growth in membership of 50% including individual consultants and firms. Our network of development professionals that subscribe to our information and networking hub has reached over 1,100, placing CAIDP as one of the largest sources of development news and opportunities. CAIDP has been more proactively involved in promoting the collective interests of international development professionals through liaison and consultations with Global Affairs Canada, international and Canadian non-governmental organizations, other industry associations, government departments, UN agencies, International Finance Institutions and the Organisation for Economic Co-operation and Development. This has assisted in raising the profile of Canadian development professionals and provided access to dialogue and consultations on important global and domestic developments. Our yearly conference has doubled its attendance since its inception in 2009. In collaboration with the [Canadian Council for International Cooperation](#) (CCIC) and other partners, CAIDP's conference is providing a Canadian platform for information and networking on international development issues.

At the same time, the profile of our members has been changing. Once very focused on the Canadian market, a majority of our members now export 50% or more of their professional services, and this trend is increasing. They are undertaking new partnerships and approaches to building markets. Both of these factors call for a realignment of the support CAIDP can add to their efforts.

Mission

To promote Canadian excellence in achieving international development results.

Vision

Effective international development through the enhanced participation of Canadian development professionals from the private sector, NGOs and academe

Value Proposition

CAIDP is uniquely positioned to help Canadian development professionals work and participate effectively internationally; our membership is growing and diversifying, we are building vital connections across the country and globally, and we are gaining recognition as the voice for the professional development sector. On our way to 2018 our niche role is to...

1. **Be a Community of Practitioners** - We connect peers – new to the field and experienced - and foster collaboration in pursuit of development that is accountable, effective and transparent internationally;
2. **Represent Interests** of Canadian Development Professionals to Others - We amplify the voice of Canada's development professionals as the intermediary between the Canadian community (supplier, policy advocacy, knowledge community) and client communities (donors, country partners, local organizations, and policy makers);
3. **Facilitate participation in Global Development** - We facilitate the ethical participation of Canadian development professionals to offer a full range of services in the global development arena;
4. **Help improve Knowledge/Skills/Tools of our Members**- We build knowledge, skills and tools to help our members meet the challenges of a complex and changing development landscape and to anticipate the evolving need for CAIDP services; and
5. **Build Public Awareness** - We showcase the breadth and depth of Canadian talent in the service of international development.

Emerging Environment

External Environment

The landscape of development financing is changing. Official Development Assistance (ODA) from OECD countries, still critically important particularly for least developed countries, continues to decline as a source of global development financing. Funding from private donors, domestic revenue sources and private investment is on the rise. New major donors are emerging, providing south-south cooperation including new financing facilities. Increasingly, donors emphasize new partnerships as a crucial part of the financing equation. This means increased cooperation between governments, private companies, funds, traditional development partners and civil society—using the strengths of each party to finance development more effectively.

This expansion of global funding partners expands the opportunities available to Canadian development professionals. Accessing these, however, has become more complex. Procurement processes are being revised to allow more country specific approaches. Increasingly, bilaterals such as United Kingdom and European Commission and multilaterals such as the African Development Bank are looking to consortia for their competitive selections. Shifting policies at the developing country level are impacting the approaches to contracting and doing business at the country level.

At the same time, the Canadian aid landscape is changing making it more difficult for Canadian development professionals to participate in its delivery. For the last five years, Global Affairs Canada has decreased its funding through the Canadian private sector and non-governmental organizations with increasing proportions being channelled through multilateral institutions. With the amalgamation of foreign affairs, trade and development, procurement approaches are changing with increased financial requirements being placed on bidders, limiting which are able to bid on contracts. Individuals have fewer routes through which their services may be accessed.

Some changes are being seen within Canada, however, that could start to produce new opportunities. The Liberal government, elected in 2015, has undertaken an International Assistance Review (IAR) including extensive public consultations. CAIDP was actively involved in the consultation process ensuring that members across the country participated. A submission was also made by CAIDP focusing on how Global Affairs could overcome some of the biggest obstacles to implementing its new ideas and approaches.

With these shifts, Canadian development professionals are increasingly looking at international opportunities—accelerating a trend that began over a decade ago. Building strong networks globally has become an important success factor in finding business and implementing projects. The increased use by donors of local expertise and contracts to local country consultants has triggered a rethinking of approaches by the international consulting community. Greater emphasis is now being placed on organizing around the ever more networked and globalized responses to challenges. Many lack the skills and experience to function in this more demanding world. Increasingly, independent brokers are being called on to play a facilitator role to ensure that new partnerships among public, private and NGO sectors are managed well and achieve their targets.

Internal Environment

Many of the approaches CAIDP has taken over the last few years have responded to these shifts and provided increasing support to members. For example, the Association routinely seeks member perspectives on industry topics, develops positions accordingly, engages government agencies in dialogue and reports back.

Our attempts to address the challenges and opportunities of today's business environment have placed a lot on the shoulders of CAIDP volunteers. During 2016, a review was undertaken of the options for implementing a secretariat for CAIDP. The conclusion was that there were limited prospects in the short term for establishing a secretariat function. This means that CAIDP will continue to rely on volunteers for its activities. This limits the support and interventions that can be undertaken and calls for CAIDP to be strategic in those activities it pursues.

Strategic Priorities

Externally...

1. **Advocacy and policy influence** in the international development field
 - a. Use the Government of Canada's policies on partnering with civil society organizations¹ as a framework for advocacy and policy engagement with the Canadian Government, along with other Canadian and international policy commitments as levers for influence;
 - b. Continue to participate in the International Assistance Review process launched by Global Affairs, providing support to resolving some bottlenecks for implementing the new government priorities;
 - c. Carry out research on topics identified by our members as concerns related to international development policies and practices, and disseminate results among CAIDP membership and the general public through our communications initiatives and outreach activities;
 - d. Identify and use "leverage points" in Canada and among relevant offshore organizations/networks to advance Canadian participation in international development activities; and
 - e. Use the yearly conference and other fora to engage decision-makers in policy dialogue.

2. **Effective networking and communication** across and beyond our member community
 - a. Grow the information Hub as an "attractor" for Canadian development practitioners;
 - b. Make the CAIDP web site more interactive – integrate bulletin and website;
 - c. Facilitate working groups on the basis of member type (e.g. corporate membership), interest in specific issues, or other categories;
 - d. Give local firms in overseas markets access to CAIDP web to locate potential Canadian partners and introduce CAIDP to brokerage firms that are already linking firms;
 - e. Establish partnerships with other organizations that can provide shared benefits to CAIDP members (e.g. Devex and DevelopmentAid memberships); and
 - f. Build relationships with Canadian and international organizations to facilitate business development

3. The **knowledge, skills and tools** to be globally competitive
 - a. Refine our understanding of the international market place;
 - b. Solicit members on knowledge, skills and tools they can offer (as the "supply community"), and on gaps that need filling;
 - c. Source relevant professional development expertise/resources and make available to the membership through webinars, conference sessions, or other sponsored events; and
 - d. Showcase member knowledge skills and tools to other members through webinars, conference sessions or other co-sponsored events.

4. **Public recognition** of the contribution of our sector to Canada

¹ E.g. the Civil Society Partnership Policy launched in March 2015 by DFATD (now Global Affairs Canada).

- a. Continue to promote, with key stakeholders, Canadian development services as an important export sector for Canada;
- b. Strengthen CAIDP's presence and leverage in international practitioners fora with key partners such as the Canadian Chamber of Commerce and Canadian Evaluation Society; and
- c. Work with key partners such as the International Financial Institutions to raise the profile of Canadians and Canadian expertise internationally

And internally...

1. **Strengthen the base** to support member interests and CAIDP's value proposition
 - a. Mobilize more members to actively be involved in CAIDP
 - b. Review membership fee structure