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1. Executive Summary

This is both an annual report for a successful year, and a final technical report for a successful three-year project. It includes a summary of activities and outcomes for 2016, in the context of the three-year project, as well as a final review highlighting significant external changes during the project period, opportunities that opened up for CCIC and its members, and how the Council responded.

Since the outset of the project in 2014, the three main project objectives have been to:

- respond to, and engage with global and national challenges and changes through collective reflection, analysis and action, informed by research;
- learn from, and adapt to these changes by supporting a process of continuous knowledge sharing and improvement within the community so as to remain a strong and relevant development stakeholder; and,
- develop and propose a meaningful, proactive and engaged role for civil society in any future development agenda.

To achieve these objectives, CCIC adopted three main strategies:

- working with others
- promoting dialogue and enhanced understanding
- advancing a propositional and proactive agenda

This project's objectives and approaches remained constant during the life of the project, despite dramatic changes in the national and global context in which it was implemented. The report illustrates that CCIC met all three project objectives, to a significant degree. Throughout the project period, CCIC provided important thought leadership for its members, analyzing the changing national and international realities and proposing responses to them in the form of reports, briefing materials and policy proposals. CCIC provided many opportunities for member learning and strategizing, on a wide range of topics, often using the resources it produced through research and analysis as discussion documents at learning events. CCIC engaged significantly and effectively in the government's International Assistance Review: convening its members; doing research and analysis; and preparing its own submission. The latter reflected the broad aspirations of the international civil society sector as a whole, and challenged the government to act decisively while providing a concrete sense that the sector's aspirations were achievable. CCIC's other activities this year – including the Women Leaders Forum and media workshop; a sold-out annual conference and 400-person public event; the first official Emerging Leaders Network annual general meeting; the inaugural IAR consultation with Global Affairs Canada; engagements with civil servants and political staff at Global Affairs Canada on Sexual Reproductive Health and Rights and to Public Engagement; a submission to the Canada Revenue Agency on how to rethink the rule and policies that apply to charities; and blog series on humanitarian systems, the IAR, the Global Fund Replenishment, and health (in collaboration with IDRC) – all demonstrated and enhanced CCIC's policy relevance and influence.

CCIC emerged from these activities and processes with strong, forward-looking policy proposals that were increasingly well-received by government. The three strategies streamlined CCIC's work and increased its impact, in a time of limited resources and multiple demands of the Council's staff. By the end of this three-year project, CCIC has successfully re-imagined, restructured and renewed itself, and is increasingly valued by its members and policy-makers in government. As the national and global context continues to evolve, CCIC is well-positioned to engage effectively with the policy landscape.

2. Introduction, Objectives, and Methodology

This report serves a dual purpose. It is the final technical report for this three-year project, as well as a detailed annual report for 2016. It includes a summary of activities and outcomes for the year, set in the context of the three-year initiative. To meet the requirements of a final report, a “three-year review” section has been added to this report outline (**Section 3**) which highlights significant external changes that occurred during the entire project implementation period, opportunities that opened up for CCIC and its members, and how the Council responded. With the exception of that addition, this report follows the format of CCIC’s yearly technical reports for 2014 and 2015.

Section 4 summarizes the year’s work for 2016, and **Section 5** provides a detailed report of activities and outputs in 2016, organized under the project’s three main objectives and sub-headings - which have remained constant over the three-year period. “Outcomes and lessons learned” are also included in Section 5, as well as some reflection on “Priorities looking ahead”. The former describes what CCIC has learned both in the past year, but also more generally during the three-year life of the project. The Priorities identify potential next steps following on from the work completed in 2016. This, in combination with the interim technical narrative reports for 2014 and 2015, provides a complete list of all the “products” of this project, most of which are available in electronic format and can be provided to IDRC for publication in their Digital Library, as required.

The three main objectives of the project were to:

- respond to, and engage with global and national challenges and changes through collective reflection, analysis and action, informed by research;
- learn from, and adapt to these changes by supporting a process of continuous knowledge sharing and improvement within the community so as to remain a strong and relevant development stakeholder; and,
- develop and propose a meaningful, proactive and engaged role for civil society in any future development agenda.

To achieve these objectives, CCIC adopted three main strategies, which were applied and refined across the three-year program, and are evident in the activities reported below. These strategies became important hallmarks of the Council’s *modus operandi* during the three-year reporting period, and remain central to CCIC’s methodology. They are:

- working with others
- promoting dialogue and enhanced understanding
- advancing a propositional and proactive agenda

As the report illustrates, CCIC met all three project objectives, to a significant degree. Throughout the project period, CCIC provided important thought leadership for its members, analyzing the changing national and international realities and proposing responses to them in the form of reports, briefing materials and policy proposals. CCIC provided many opportunities for member learning and strategizing, on a wide range of topics, often using the resources it produced through research and analysis as discussion documents at learning events. CCIC emerged from these processes with strong, forward-looking policy proposals that were increasingly well-received by government.

Each of the three strategies also proved effective¹ – significantly streamlining CCIC’s work and increasing its impact, in a time of limited resources and multiple demands on the Council’s staff. For example, CCIC set out to establish more intentional relationships with other development thinkers and actors in Canada, and successfully built more intentional partnerships in the academic community and with development professionals, including via joint initiatives with the Canadian Association for the Study of International Development (CASID) and the Canadian Association of International Development Professionals (CAIDP). The Council assessed its role in a large number of issue-specific NGO working groups and coalitions, and established a more strategic division of labour with many of them, identifying the “value-added” that the Council could offer to each. Similarly, CCIC worked in a more focused way with the Regional and Provincial Councils of International Cooperation.² The Council established a division of labour with them that allowed CCIC to concentrate on research, policy analysis, and convening organizations at the national level. This left regional convening and engagement with the Canadian public and smaller and medium -sized organizations largely to the Regional and Provincial Councils, who are often better equipped to mobilize the public around the issues that CCIC and its members address.

Much of the Council’s member engagement and all the major events and conferences CCIC convened during this three-year period were intended to promote dialogue, showcase new thinking and good practice, and enhance understanding – among members and within the wider development community. This was true across the range of topics and policy issues that are described below, but was perhaps most significant, and particularly appreciated,³ when CCIC brought members together to address contentious issues where members disagreed – for instance on the role of the private sector in development, and civil society partnerships with the extractive sector. These initiatives often involved a range of member organizations with differing perspectives and occasional outside experts, and became “safe spaces” where differences could be aired, perspectives shared and a consensus or way forward reached. Over the life of the project, the three strategies that CCIC adopted changed the dynamics among CCIC members, and built a more cohesive development community with renewed faith and confidence in the Council’s ability to convene the sector, be a conduit to the government for sector concerns and solutions, and be a representative voice for its membership.

This project’s objectives, and the approaches adopted to achieve them, remained constant during the life of the project, despite dramatic changes in the context in which it was implemented.

3. Three Years in Review: 2014 – 2016

When this program began in January 2014, relations between many CCIC members and the federal government were at an all-time low. For many, government funding had been reduced, and was available in less predictable ways than it had been in earlier times. Many member organizations had limited capacity and willingness to engage in public policy work given the chill on advocacy that had set

¹ See Chaurette, Michel. (2016) *Growing through adversity - CCIC’s Crisis: Post-Mortem and Lessons Learned*.

² Alberta Council for Global Cooperation, Association québécoise des organismes de coopération internationale Atlantic Council for International Cooperation, BC Council for International Cooperation, Manitoba Council for International Cooperation, Northern Council for Global Cooperation, Ontario Council for International Cooperation and the Saskatchewan Council for International Cooperation

³ This finding surfaced in a survey CCIC did of its members in July 2015 and has been repeated anecdotally.

in. CCIC had fallen from being considered an important strategic partner. The government of the day increasingly championed the role of the private sector as a primary development actor, and paid far less attention to the role of civil society. The Council itself was still in the process of trying to reimagine, restructure and renew itself – a process that began in 2010 following cuts in government support. This had occasioned a dramatic reduction in staff (from 28 to 9), a sell-off of major assets, a fundamental review by CCIC’s members of the Council’s priorities, a major increase in CCIC’s membership fees, a leadership change, and a re-framing of CCIC’s work around agreed areas of programmatic focus. As this project began in 2014, CCIC was still in transition. However, 2014 also symbolized a crossroads in the relationship between CCIC, the development community and the government.

By February, 2015, just one year later, the government had adopted the International Development and Humanitarian Assistance Civil Society Partnership Policy – marking a significant turning point in the relationship between the international development and humanitarian assistance community and the then Department of Foreign Affairs, Trade and Development (DFATD). The policy, developed in direct consultation with civil society, established a new framework with nine clear objectives for how the government engages with civil society. It also identifies CSOs as independent development actors with their own set of values to guide their work (the Istanbul Principles for CSO Development Effectiveness and the Humanitarian Principles), and recognizes the role that governments have to play in generating an enabling environment for civil society to realize their full potential. Finally, the policy commits to an annual review of its implementation in consultation with CSOs. The former government began to put in practice some of these objectives in 2015 following the policy’s adoption. To help inform this process, in the fall of 2015, CCIC developed a set of milestones and indicators for the coming one to five years to benchmark progress and signal how the Council envisaged implementation of the policy. The first report against these benchmarks will be produced in 2017, on the second anniversary of the adoption of the policy.

By the end of 2015 (Year Two of the project) a new Liberal government was in place, which had signaled its intention to re-assert Canada’s role on the world stage, accepted the universal nature of the new sustainable development goals (SDGs), reaffirmed that poverty would again be the focus of Canadian official development assistance, and declared that women and gender would be central to its approach. By the end of 2016, the government had nearly completed its “International Assistance Review” – a process that hadn’t taken place in almost two decades and that saw public consultation on the focus of Canada’s international assistance. CCIC and its members played a vital role. Except for the years immediately prior to this project, it is hard to remember a three-year period when CCIC had to act with more agility to adapt to change – in Canada but also in the wider world.

Throughout this period, for instance, CCIC was constantly assessing the implications, for its members and for public policy, of the 2013 merger of the then-Canadian International Development Agency with the Department of Foreign Affairs and International Trade, into a new department, now re-named Global Affairs Canada. Like others in the development community, CCIC was also touched by the research vacuum left in 2014 by the closure of the North-South Institute – an independent research organization that had examined critical issues of global development and financing, from a uniquely Canadian perspective. In this context, new research arrangements and new approaches to government relations were called for. Both are reflected in the Council’s strategic choices during the three years of this project, including in 2016. Looking forward to 2017, CCIC will be further strengthening its relationship with Canada’s academic community and government officials in a three-year project, again supported by IDRC, that will generate a range of collaborations between development and humanitarian academics and CSO practitioners, to better ground policy and practice in applied research and evidence.

While significant change was occurring at home, CCIC and its members were also responding to important developments internationally – which also called for quick analysis and action. After years of preparation by hundreds of thousands of development actors in every corner of the globe, September 2015 saw the adoption of the Sustainable Development Goals (SDGs) – successors to the Millennium Development Goals, and applicable in all countries, including Canada. These ambitious new goals integrate three broad pillars of sustainable development: economic, social and environmental. Their universal application challenges the Government of Canada to implement the SDGs in Canada, as well as abroad. For CCIC, this has opened opportunities for new forms of engagement with the Canadian public and with organizations whose focus is “domestic” – reflected in the clear collaboration with many organizations in CCIC’s annual conference in 2015. However, it also challenges the Council and its members to think in new ways about the sector’s work, globally and in Canada – an issue discussed at the 2016 conference.

After years of failure to reach an agreement, 2015 was also a critical year for global action on climate change. In December, world leaders met in Paris at the 21st Conference of Parties to the UN Framework Convention on Climate Change and adopted the *Paris Agreement*, with targets to reduce global warming, and post-2020 commitments on greenhouse gas emissions, climate change mitigation and adaptation, and finance. Canada played a high-profile role at COP 21, and raised hopes among civil society climate activists that Canada would continue to play a more constructive role on climate change. Finally, 2015 was the 20th anniversary of the *Beijing Declaration and Platform for Action (Beijing+20)*, a blueprint for advancing gender equality and women’s rights worldwide. In September 2015 world governments met at the *Global Leaders’ Meeting on Gender Equality and Women’s Empowerment: A Commitment to Action*, to reaffirm pledges and commit to making women’s empowerment and gender equality a national priority, integral to the implementation of the SDGs. With these new international commitments, and a self-declared feminist Prime Minister, CCIC and its members – who for years had championed the importance of gender analysis, and of women themselves – were now challenged to propose concrete ways to ensure that women were front and centre in development, including in Canada’s Official Development Assistance (ODA) programming.

Accordingly, in 2016, Canada was challenged to translate all these new global commitments into real change in policy, programming and practice – at home and abroad. This means developing a comprehensive plan, with adequate resources, to make measurable progress toward achieving SDGs; translating the Paris Agreement into real advances, addressing climate change in a meaningful way and putting it front and centre in all efforts to realize sustainable development; and building on advances in maternal, newborn and child health, and early and forced marriage, to adopt an over-arching approach to protect and promote the rights and freedoms of all women, girls and children. Having spoken out forcefully on all these issues in the previous years, CCIC was well placed in 2016 to propose concrete ways for Canada to meet its obligations to the SDGs, to climate change, and to women and girls – which it did in its submission to the International Assistance Review. And CCIC’s expertise on these issues has been recognized. CCIC President-CEO Julia Sanchez was selected in 2016 to be on an Advisory Council to the Commissioner on the Environment and Sustainable Development, providing input and insight on the implementation of the SDGs by Canada – at home and overseas. This broadening scope of CCIC’s activities also poses new challenges – requiring the Council to expand its relations with government officials beyond Global Affairs Canada, to the Ministers of Environment and Climate Change, of Status of Women, and of National Defence, among others.

To equip itself for the changes that have occurred over the past three years and other changes that are coming, CCIC also made several changes in its own operations. With support from IDRC funds, CCIC was able to hire a Member Engagement Officer who has been instrumental in helping us renew and

revitalize CCIC's relationship with its members – grounding the Council's work much more in their lived realities and needs. Drawing on CCIC's own finances, CCIC hired an additional policy officer and special projects officer. Combined, they have substantially increased CCIC's capacity to respond to emerging research and policy opportunities, develop propositional policy pieces that reflect CCIC's members' expertise and experience, and better situate the Council with respect to decision-makers as a key resource of information and policy expertise on global development cooperation. The new policy officer also filled a key gap that has been missing since 2010 and of key interest to CCIC's members – humanitarian assistance. In 2016, CCIC established a pilot policy working group on humanitarian assistance that has engaged humanitarian actors throughout the year in the lead-up to and following the World Humanitarian Summit. Members are keen to now formalize the working group, and are also looking to CCIC to house the Humanitarian Response Network (a community of practice) and potentially host a national humanitarian conference in the coming year or two. CCIC's Regional Working Groups – the Africa-Canada Forum, Americas Policy Group, the Asia-Pacific Working Group – also saw staffing changes, testing a more sustainable structure of two full-time staff, rather than three part-time staff. The new team has been integrated into CCIC's policy team to ensure synergies around CCIC's collective policy work. They have also built strong foundations for the three Working Groups, run effective workshops and trainings around areas of common interest and focus, held annual forums for learning, exchanging opinions and networking, and established annual exchanges with the respective geographic branches at Global Affairs Canada – all advances relative to three years ago.

By the end of this three-year project, CCIC has successfully re-imagined, restructured and renewed itself. It is now widely recognized by its members, public officials and politicians of all parties as the "go-to" source for analysis and information on ODA, as an effective convener for the international civil society sector, and as the principal national public voice for this sector. To illustrate this point, CCIC was identified by Global Affairs Canada as one of five Canadian NGOs that the new International Development Minister should meet in her first six months in office – listed in the Ministerial briefing book alongside multilateral agencies and other key global partners. In 2016, CCIC will reimagine itself again, with a light but effective reflection process to develop a new strategic vision, mission and organizational priorities that better reflect the new the space CCIC occupies, the role the Council plays with respect to its members, and the new realities of a post-2015 world. This will include a re-branding exercise for the Council – all as CCIC goes into celebrations for Canada's 150th in 2017 and ahead of CCIC's 50th anniversary in 2018. The Council hopes in 2017 to also establish a new strategic partnership with Global Affairs Canada – formalizing CCIC's already strong collaboration with the Department.

4. Overview 2016: synthesis of project accomplishments and challenges

In 2016, the new government's International Assistance Review (IAR) provided a unique opportunity for the entire international development sector, and CCIC members in particular, to hold important conversations among themselves and with the new government about CCIC's priorities and approaches for global development cooperation. The review dominated the Council's agenda in 2016 – during which CCIC was both convener and catalyzer of this national conversation around Canadian development and humanitarian priorities, and an active participant in it. Research, member engagement, internal and external communications were all undertaken within the context of a national process of consultation unlike anything the Council had seen before. It was not the only thing on the agenda, but it was never far away.

Prior to the review's launch, in its interactions with the Minister's office and with officials at GAC, CCIC focused largely on issues central to the CSO Partnership Policy (public engagement, diverse and flexible funding mechanisms in both development and humanitarian contexts, institutionalized dialogue and the enabling environment), ODA budget issues, SDG implementation, and advancing gender equality and women's rights (including thinking through how to implement the full range of reproductive and sexual rights into existing programming). With respect to the IAR, the Council pressed for a consultation process that would be as inclusive as possible of the diversity of interested civil society stakeholders in Canada; urged the government to provide a special place in the consultation for contributions from subject experts; and called for a timetable that was long enough, and provided enough advance warning to allow for thoughtful input and comment. Throughout, the Council argued that it would benefit the Minister, officials and the sector, if CCIC could play a convening and coordinating role before and during the consultations. As the report indicates, this is in fact what happened.

Once the International Assistance Review was launched, and a framework and schedule for public consultations was announced, CCIC shifted its attention to convening its members, doing its own research and analysis, and preparing its own submission, based on members' input and advice. CCIC wrote an analysis of the GAC discussion paper for the IAR, and attended a total of eight high-level and one working-level consultation, as well as 12 member-led and eight CCIC-led consultations, and prepared short summaries on each. The Council-led consultations included three regional meetings between GAC officials and member CEOs, and included representatives of the Council's Emerging Leaders Network.

The Council's own submission reflected the broad aspirations of the international civil society sector as a whole. It challenged the government to act decisively, while providing a concrete sense that the sector's aspirations were achievable. The submission received a lot of attention, and was received in the way it was intended: as a high-level and comprehensive reflection of what the international civil society sector hopes to see in Canada's new international assistance policy statement, and is prepared to work towards. The biggest challenge going forward will be for the government to meet the expectations it has created through the consultation process to deliver an ambitious new focus and approach to Canadian international assistance, coupled with an equally ambitious funding framework.

- Other highlights during the year include: CCIC's Women Leaders Forum and media workshop attended by numerous female Members of Parliament, with an public event and award ceremony in the evening attended by Status of Women Minister, Patty Hajdu, and Parliamentary Secretary for International Development, Karina Gould.
- CCIC's sold-out annual conference on *Fit For Purpose? CSO transformation for Agenda 2030*, public event with over 400 people on *Canada at the World Humanitarian Summit: Opportunities for Leadership and Legacy*, the first official Emerging Leaders Network annual general meeting, CCIC awards dinner, and inaugural IAR consultation with Global Affairs Canada.
- CCIC's submissions to, and discussions with, civil servants and political staff at Global Affairs Canada that are helping them think through how they implement an approach to Sexual Reproductive Health and Rights and to Public Engagement, and CCIC's submission to the Canada Revenue Agency on how to rethink the rule and policies that apply to charities.
- The start of a new Working Group on Humanitarian Policy, that within the year has proven its utility and value.
- CCIC's ongoing blogs and op-eds through Huffington Post – including series on the World Humanitarian Summit, the International Assistance Review, HIV/ AIDS, TB and Malaria in the lead-up to the Replenishment of the Global Fund in Montreal, and with IDRC on health.

5. Program Report against Objectives - 2016

5.1 Respond and engage

Objective 1: to respond to, and engage with, global and national challenges and changes through collective reflection, analysis and action, informed by research.

As already noted, 2015 was a year of enormous change – internationally and in Canada. 2016 required the Council and all its members to respond strategically to all of it – in the context of a new Canadian government. While the government’s International Assistance Review provided the framework for much of the Council’s work, there were other opportunities and forums in which to promote action on the SDGs, climate change, gender and development, and humanitarian assistance.

5.1.1 The Canadian government and international development challenges and issues

a) Shaping the post-2015 world

CCIC’s work in 2015 gave a high priority to the SDGs, and included the “We Can Do Better” campaign which mobilized members and their supporters around drawing greater political attention to the challenges of tackling inequality and human rights, gender equality and women’s rights, climate change and environmental sustainability. These themes, and the new lens of the 2030 agenda, underscored the focus of CCIC’s work in 2016 and spilled into all three objectives of this proposal – continuing to press the government at different turns to implement the SDGs in Canada and abroad (respond and engage – section 5.1.1 a)); engaging with global networks around best practices with respect to national implementation (section 5.1.3 a)); considering what the implications of this new agenda are for the CSO community in Canada (learn and adapt – section 5.2.1 a)); and proposing how the government can tackle this new agenda (section 5.3.1 a)).

Key activities and outputs 2016:

- (April) Wrote an op-ed for the Hill Times on the need for Canada to implement the SDGs at home and abroad. <https://www.hilltimes.com/2016/04/13/think-global-think-local/57622>
- (May) Held a member consultation with Global Affairs Canada following CCIC’s annual conference – the first high level consultation on the International Assistance Review. It was attended by 100 people from member organizations (See sections 5.2.1 and 5.3.1 for more details).
- (September) CCIC President-CEO was named to an Advisory Council to the Commissioner on the Environment and Sustainable Development of the Auditor General’s Office, and attended the first meeting. The intent of the role is to provide advice on how Canada should go about implementing the SDGs in Canada abroad.
- (September) Hosted a webinar and brown bag with Global Affairs Canada, attended by 40 participants, that examined the *State of Japanese aid and the implementation of the SDGs*
- (September) Wrote an op-ed on *How can Canada be a global leader on the Sustainable Development Goals* in the Hill Times (and IISD Blog). <http://www.iisd.org/blog/how-canada-can-be-global-leader-sustainable-development-goals>
- (April – December) Worked on the Alternative Federal Budget and other financing initiatives (aid, development finance initiative), including meetings with officials to discuss efforts to increase the overall aid envelope and ensure an ambitious five-year funding framework for global development cooperation in Budget 2017.

Outcomes and lessons learned:

- CCIC worked hard in 2015 to push the concept of universality – an intrinsic element of the SDG agenda – as a key outcome of the new SDG agenda. In 2016, this concept was fully embraced by both the new Liberal government and CCIC’s members – both of whom are now wholly convinced (at least in principle) of the centrality of the concept to future global development cooperation. The government has given early, repeated, and public recognition of the universal nature of the SDGs, and its commitment to work to implement the SDGs both at home and overseas.

Priorities looking ahead:

- Implementation of the SDGs in both Canadian domestic and international policy and practice, and working with a range of domestic and international organizations to move this agenda forward.
- Build on forthcoming international assistance statement to ensure an approach in Canadian global development cooperation policy that matches the ambition of Agenda 2030 – in policy and practice.

b) Humanitarian assistance for the 21st Century

In 2016 CCIC deepened its engagement in discussions with CSOs and government around humanitarian assistance, with a focus on filling a coordination gap in the humanitarian policy space. CCIC convened a new humanitarian policy and advocacy group involving most leading Canadian humanitarian organizations, produced several collaborative documents and events, and updated its analyses of humanitarian funding in Canada. Key policy issues CCIC engaged in included global humanitarian coordination, particularly in the context of the World Humanitarian Summit; multi-year funding mechanisms; and forced displacement.

Key activities and outputs 2016:

- Participated in quarterly meetings of the Humanitarian Response Network, as well as the HRN’s annual Heads of Agency Meeting. CCIC brought sectoral and policy lenses to these discussions, including moderating a panel at the Heads of Agency Meeting on the themes of the World Humanitarian Summit.
- (February) Wrote an op-ed piece in The Huffington Post on new Inter-Agency Standing Committee guidelines on gender-based violence in humanitarian emergencies.
http://www.huffingtonpost.ca/development-unplugged/gender-based-violence_b_9141612.html
- (April) Coordinated preparatory and follow-up calls for participants at a GAC-initiated consultation on multi-year humanitarian funding and the World Humanitarian Summit.
- (May) Coordinated and co-hosted a major 400-person public event with the Canadian Association of International Development Professionals (CAIDP) and the University of Ottawa’s School of International Development and Global Studies, called *Canada at the World Humanitarian Summit: Opportunities for Leadership and Legacy*. The event was held in conjunction with CCIC’s annual conference. Panels featured three leading Canadian humanitarians and representatives from the four major Canadian political parties. http://www.ccic.ca/about/2016_conference_events_e.php
- With CCIC’s humanitarian policy and advocacy group, developed and published a paper on multi-year funding mechanisms for humanitarian organizations (submitted to GAC) and a blog series on the World Humanitarian Summit (published on the Huffington Post; [initial post here](#)), as well as a joint letter on the humanitarian budget, and initiated a sub-group on forced displacement.

Outcomes and lessons learned:

- Having started off as a pilot process – a Working Group on Humanitarian Policy – there is clear interest among humanitarian organizations in Canada for a more coordinated approach to humanitarian policy and advocacy efforts.

- Where these coordination efforts produce broad consensus on substantive policy, the outputs are well-received within government. Global Affairs Canada staff expressed particular gratitude for the multi-year humanitarian funding paper.
- The growing severity and complexity of humanitarian need is increasingly recognized at the political level – represented most powerfully by the World Humanitarian Summit, the first global undertaking of its kind. As part of the required response to this need, many organizations are emphasizing the importance of a more integrated approach to bridging humanitarian assistance and development efforts, while upholding humanitarian principles and good practice. The government appears interested in exploring and developing opportunities for this integration.

Priorities looking ahead:

- The government specifically noted the needs of displaced populations alongside more general humanitarian assistance as a core theme for the International Assistance Review. Forced displacement appears likely to remain a key area of interest for the government and CSO partners going forward. The forced displacement sub-group will need to develop a clear work plan, including engagement with World Refugee Day 2017 and other potential political advocacy opportunities.
- Monitoring and assessing humanitarian content in the policy statement arising from the IAR, and humanitarian funding levels in Budget 2017 – in particular one year on from the World Humanitarian Summit. CCIC senses that there is a potential opportunity to develop a humanitarian strategy with the government once the international assistance statement is out.
- Continue to advocate for multi-year, predictable, and responsive humanitarian funding.

c) The role of the private sector and private finance in development

When the new government arrived in office in October 2015, CCIC's priorities changed in response to the new government's emerging agenda and their changing priorities. Under the previous Conservative government, with its private sector orientation, it was important for CCIC and members to understand how the private sector could contribute to development, and to signal how CCIC members were already working with the private sector. It was also important to understand how other bilateral and multilateral agencies were approaching the role of the private sector. The focus in the past two years seems to have shifted away a little from the role of the private sector in development to thinking about how private finance can play a role in global development cooperation. In this vein, in 2016, CCIC became more involved in monitoring developments at the OECD around the ODA modernization initiative, which is looking at a range of different financing tools. Domestically, CCIC commissioned a paper by students from the Norman Paterson School of International Affairs on best practices around Development Finance Institutes. This will be released in 2017 and shape CCIC's policy recommendations for a Canadian Development Finance Initiative when the government renews discussions on the DFI in 2017. That said, relative to previous years, there was substantially less focus on the private sector and private finance than there has been in previous years – hence CCIC's level of engagement on these issues was relatively minor.

Key activities and outputs 2016:

- (September - November) Participated in calls with European CSOs around the ODA modernization initiative, including meetings with Canadian government officials on the new Private Sector Instruments.
- (September – November) Commissioned a paper on best practices in Development Finance Institutes.

Outcomes and lessons learned:

- The active engagement of a broad spectrum of CSOs from different OECD countries has slowed the discussions around the ODA modernization initiative and the private sector instruments in a positive

way. This has created space for new proposals from governments to emerge, many of which take better account of the proposals advanced by civil society, and that will ultimately have better outcomes for development.

- CCIC staff and the Council's members are going to need to become increasingly conversant in issues related to development finance as donors look to leverage non-ODA resources for development. This will include getting a better grasp around concepts related to development and financial additionality – a key element in discussions around private finance for development.

Priorities looking ahead:

- Begin to become more conversant in the debates around new sources of private finance for development.

d) Canada's aid budget and Canadian aid trends

In 2016, for the first time in many years, Canada had a Minister and Deputy Minister of International Development who were openly talking about the need for a significant increase in the ODA budget in 2017 – delivering on the Minister's mandate to generate a five-year funding framework. In the past year, CCIC and its members have had a historic opportunity to build the case for an ODA increase, and to mobilize favorable public opinion around it. It is in this context that CCIC undertook the following activities, in budget and pre-budget submissions, and in submissions to the International Assistance Review.

Key activities and outputs 2016:

- Participated in numerous coordination meetings with a group of both CCIC-member and non-member organizations actively monitoring and campaigning on Canadian official development assistance (ODA). These meetings have focused on strategy and tactics to increase Canada's International Assistance Envelope. CCIC is playing a convening and coordination role in this regard.
- (January) Coordinated a meeting between a select group of CCIC members and the Chair of the OECD's Development Assistance Committee, Eric Solheim.
- (January) Produced the brief *Update on Canadian Official Development Assistance: Time for Canadian Aid to Really Bounce Back*. The brief provides an update on Canada's aid spending as of the start of 2016 across two different measures – the international assistance envelope (IAE) and ODA. http://www.ccic.ca/files/en/what_we_do/2016_01_Update_on_Canadian_ODA.pdf
- (February) Wrote an op-ed published in Embassy News on the need for clear targets for increasing Canadian ODA. http://www.ccic.ca/files/en/media/2016_02_03_Op_ed_Embassy_Increase_ODA.pdf
- (February) Produced the report on international development, which was published in *It's Time to Move On: Alternative Federal Budget 2016*, Canadian Centre for Policy Alternatives (pp. 106-110). https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2016/03/AFB2016_Main_Document.pdf
- (February 2016) Produced the brief *Smart, Transparent and Impactful Aid: Submission to Consultations on Budget 2016*. http://www.ccic.ca/files/en/what_we_do/2016_02_16_Brief_Budget_2016.pdf
- (March) Wrote a press release, quick-facts, and analytical brief for members on the 2016 budget. http://www.ccic.ca/files/en/media/2016_03_22_News_Release_Budget_2016_FINAL.pdf
- (April) Wrote a press release in response to new aid figures produced by the OECD. http://www.ccic.ca/files/en/media/2016_04_13_NR_OECD_Report.pdf (May)
- (August) Produced the brief entitled *Trends around Global Affairs Canada funding for civil society*. http://www.ccic.ca/files/en/what_we_do/2016_06_CSO_Funding_from_GAC.pdf

- (August) Updated statistics and a set of 25 slides for members on trends in GAC funding to civil society; updated whole of government statistics on children and youth and humanitarian assistance.
- (August-October) Made CCIC's submission to the pre-Budget consultation and updated the ten-year timetable for reaching the goal of 0.7% of GNI for international development; testified on this submission at the House of Commons Finance Committee.
http://www.ccic.ca/files/en/what_we_do/Appearance%20before%20the%20Finance%20Committee%20-%20Pre-Budget%20Hearings%20-%20October%2027%202016.pdf
- (September) We obtained funds from Gates to enhance Canada's global engagement around international assistance issues by doing research, providing tools and resources to key decision makers and to organizations in the sector.
- (October) Produced a brief entitled *Update on Canadian Official Development Assistance – Canada's aid takes one step forward one step back*. The brief provides an update on Canada's aid spending as of September 2016 across two different measures – the international assistance envelope (IAE) and ODA. http://www.ccic.ca/files/en/what_we_do/2016_10_Brief_Update_Canadian_ODA.pdf
- (October) Convened a technical group and held a workshop with the Department of Finance and Global Affairs Canada on ways to increase the international assistance envelope, and to enhance financial cooperation for development.
- (October) Produced a blog for the Canadian International Development Platform around three possible scenarios Canada can choose for reaching 0.7. <http://cidpnsi.ca/getting-to-0-7-three-scenarios-for-canada/>
- Produced an oped for the Hill Times on how Canada needs strong Canadian leadership on reaching the 0.7 target. <https://www.hilltimes.com/2016/11/16/now-ever-need-strong-canadian-leadership-world/87710>
- Continued to monitor developments around the aid budget, and began to explore alternative sources of funding for development (e.g. by coordinating a student research project on Development Finance Institutions, as noted above).

Outcomes and lessons learned:

- CCIC members continue to greatly appreciate the Council's budget briefs and trends analysis and value such analysis. CCIC is broadly viewed as the national voice of the international development and humanitarian sector, who can and should speak on behalf of the sector as a whole.
- CCIC budget submissions were well-received. The fact that CCIC was invited to testify before the House of Commons Finance Committee was the result of multi-partisan support for the inclusion of an international CSO perspective in the pre-budget consultations. Both the Standing Committee on Foreign Affairs and the Standing Committee on Finance included references to the 0.7 targets and the need to increase the aid envelope in their final reports (on countries of focus and pre-Budget consultations respectively).
- From a communications standpoint, the budget presents a challenge in being heard amidst the massive number and diversity of stakeholder responses. Prompt press releases and leveraging CCIC's member, media and social media networks are key.

Priorities looking ahead:

- Continue to press for increase in the ODA budget, and make links where possible and appropriate to other government priorities (e.g. climate action; peace and security; economic growth; diversity and inclusion).
- Press for new, diverse, and responsive funding mechanisms, including for CSOs, and for longer-term (i.e. multi-year) funding.

e) Moving the broader development agenda forward

In 2016, CCIC engaged in extensive research, analysis, advocacy, and outreach activities with government, academics, members and other stakeholders. These efforts came at a time when the Government of Canada was reevaluating its international assistance policy in numerous areas, as well as its policies towards charitable organizations.

Key activities and outputs 2016:

- (January) Produced a brief addressed to the Minister, entitled *Moving Our Common Agenda Forward: A Brief for Minister Bibeau*. This brief drew on CCIC's previous analysis to identify some priority international development and humanitarian assistance challenges and policy areas, as well as where Canadian CSOs and government have made progress and where there are still gaps. The brief also puts forward concrete proposals of what Global Affairs Canada (GAC), in collaboration with CSOs, can do to move this agenda forward – five proposals for the first hundred days and five proposals for the first year.
http://www.ccic.ca/files/en/what_we_do/2016_01_25_Brief_New_Minister_CCIC_priorities.pdf
- (May) Produced a brief entitled *Focus with Purpose: Submission to House of Commons Standing Committee on Foreign Affairs and International Development Study on Countries of Focus*, and testified at the House of Commons Foreign Affairs and International Development Committee concerning this study.
http://www.ccic.ca/files/en/what_we_do/2016_05_31_Focus_with_Purpose_FAAE.pdf
- (June) Co-organized a meeting with the UN Special Rapporteur on the situation of human rights defenders, with 22 Canadian civil society organizations, concerned with both a “domestic” and international human rights issues, on the situation of Human Rights Defenders internationally.
- (September) Produced a report entitled *Developing an Enabling Environment for Public Engagement in Canada: A Global Affairs Canada-Civil Society Partnership in the Making*.
http://www.ccic.ca/files/en/what_we_do/2016_09_07_Discussion_Paper_Public_Engagement.pdf
- (September) Represented CCIC at the Global Fund Replenishment Conference in Montreal.
- (November) Began working with feminist and women's groups in the CCIC membership and beyond, to prepare the ground for a broader discussion about refocusing Canadian aid program as a “feminist development policy”.

Outcomes and lessons learned

- CCIC members and government officials have been very positive about the Council's engagement with a broad range of policy issues, including human rights and charitable tax reform.
- The House of Commons Foreign Affairs and International Development Committee issued a report in Autumn 2016 on its study on Canada's countries of focus, which included many of the specific recommendations made by CCIC in its submission and testimony – including more transparency around the selection of countries of focus and substantial increases to ODA investments towards the 0.7% GNI target by 2030.
- This year CCIC broadened its engagement with political leaders and officials beyond the development teams at Global Affairs Canada to include officials from Finance Canada, the Canada Revenue Agency, the diplomatic arm of Global Affairs Canada, Environment and Climate Change Canada, Status of Women Canada, and the Auditor General. This broader engagement fits well with the universality inherent in Agenda 2030, and growing interest in the sector in breaking down silos and building cross-cutting approaches.

Priorities looking ahead:

- Continue building relationships with more parts of government, including the Prime Minister's

Office, the Privy Council Office, and the offices of the Ministers of Foreign Affairs, International Trade, Health, Finance, Immigration, Refugees and Citizenship, and National Defence.

- Examine ways to help members and government alike to break down silos and build new networks and crosswalks between sectors – including by supporting broad and inclusive conversations around core issues such as the SDGs, forced migration, development financing, and humanitarian principles.

5.1.2 Geographic regions: Africa, Asia, and Latin America

In 2016, CCIC continued to engage its members, the government of Canada and the broader community in discussions about development issues specific to Africa, the Americas and the Asia-Pacific region.

As noted already, in 2015, the Council adopted a new approach to its three geographic working groups, and re-structured its staffing for them. This was an attempt to facilitate greater collaboration, shared learning and potential synergies between the different Working Groups, and with other parts of the CCIC community. By May 2016, two new full-time staff had been hired to support all three groups and coordinate activities among them. The new structure appears to be stimulating the collaboration that was intended. The three groups prepared work plans, all with cross-cutting events and opportunities for common action.

With staff support, each Working Group coordinated highly successful events on the International Assistance Review with GAC counterparts in each of the geographic branches and contributed elements to CCIC's IAR submission. The three Regional Working Groups worked together to produce and publish in March a report on trade, investment and human rights *Whose rights are we protecting: ensuring the primacy of human rights over investor protections in the international legal regime*. Later in June, the Regional Working Groups helped coordinate meetings with selected MPs to discuss investment and trade issues raised in the report and organized a public forum on trade, investment and human rights at the University of Ottawa which was attended by more than 100 participants – from the regional working groups and academia. In November, staff organized a capacity building workshop for the three regional working groups. This first initiative of this kind for the three coalitions, the workshop was very much appreciated by RWG members. The workshop included separate strategy meetings for each working group. The positive response to that workshop indicate that there is an appetite for more common learning events.

a) All three Regional Working Groups

To facilitate future collaboration and synergies among the three Regional Working Groups, CCIC developed several tools, including a shared working group calendar, a “map” of all members' expertise and contributions to all three groups, and promotional material, communication and social media tools for each group – the latter in an effort to share ideas about good practices across the three groups.

Key activities and outputs 2016:

- (March) *Whose rights are we protecting?* Ensuring the primacy of human rights over investor protections in the international legal regime.
http://www.ccic.ca/files/en/what_we_do/2016_03_Whose_rights_are_we_protecting.pdf
- (June) Convened a public event in Ottawa entitled *Whose Rights are we Protecting?* Attended by 100 individuals from civil society and academia. <https://www.eventbrite.com/e/whose-rights-are-we-protecting-tickets-25600490757>
- (June) Organized three consultation meetings with the regional branches of Global Affairs Canada on the International Assistance review.

- (October) A member of the Regional Working Groups appeared before the Standing Committee on International Trade to testify on the Trans-Pacific Partnership.
- (November) Organized a capacity building workshop on parliamentary relations for the three regional working groups that included separate strategy discussions for each region (APG, APWG and ACF) and how to engage parliamentarians more actively in the work on the region.
- (November) Produced a parliamentary strategy guide on the 42nd Parliament for the Regional Working Groups.

Outcomes and lessons learned:

- CCIC's members have been invited to appear before the Standing Committee on International Trade to testify on the Trans-Pacific Partnership. This is due to the expertise that the working groups have generated on trade issues.
- There is interest and value in generating joint events between the working groups – facilitating joint learning, leveraging knowledge and generating opportunities for greater cross-collaboration between the working groups.
- The RWGs integration into CCIC's broader policy work is a work in progress and will need better coordination with Senior Policy Analyst in 2017.
- The RWG engagement in CCIC's annual conference was modest this year, due to the recent transition to the new structure and consolidation work needed from the two new employees. However, to better integrate RWGs' programming into that of CCIC, there will need to be better long-term planning of CCIC and RWG activities, with clearer expectations for the RWG team's role.

Priorities looking ahead:

- Regional Working Group staff will explore opportunities for more joint collaboration in 2017, potentially running a workshop for programming staff around human rights -based approaches to development.

b) Africa-Canada Forum (ACF)

The mandate of the Africa-Canada Forum is to develop collaborative strategies for policy development, dialogue, and advocacy with the Canadian government and multilateral institutions. Its main objectives are to improve the quality and impact of the work of participating groups through reflection and analysis of current programming relationships in Africa; to improve the coordination of policy development and strategies for joint action and advocacy; and to engage in dialogue with African counterparts and colleagues. In 2016, activities focused on key issues affecting the continent, including food security, climate change, and peace and security.

Key activities and outputs 2016:

- (March) In collaboration with Avocats sans frontières and World University Service of Canada, organized a brown bag lunch with Oumou Diallo, legal advisor and specialist on women's access to justice in Mali.
- (May) With the Canadian Coalition on Climate and Development and the Food Security Policy Group, organized and held a series of meetings with officials from GAC's Africa Branch on climate change, with guest speaker from Africa Tracy Sonny.
- (June) Organized and hosted a face-to-face meeting in Ottawa, attended by 35 participants. This included several sessions on the SDGs, Paris Agreement and climate change adaptation initiatives in Africa, and strategic planning sessions.
- (June) In partnership with Women, Peace and Security Network, organized a consultation on the IAR between ACF members and the Africa Branch of Global Affairs Canada.

- (November) Organized a discussion on sexual and reproductive rights in Africa in partnership with Inter-Agency Coalition on AIDS and Development.

Outcomes and lessons learned:

- The ACF's sustained dialogue and engagement with government officials has helped develop useful relationships within the Africa division of Global Affairs Canada, and better understanding of GAC policy in the region.
- GAC officials are now looking to ACF and its members for expertise around a range of issues affecting their engagement in the continent – including on food security, gender-based violence, peace and security and climate change adaptation.
- While the level of engagement of ACF members in the activities of the Forum has improved relative to previous years, in 2017, ACF staff will look to engage Coordination Committee members in playing more of a leadership role.

Priorities looking ahead:

- ACF will continue its dialogue with GAC on African issues and provide input for the new International Assistance Policy as well as government's priorities for Africa when the International Assistance statement is released.
- ACF will advocate for increased funding for Africa, and bring recommendations on how to implement programs in the region.
- ACF is looking to strengthen relations with MPs in 2017, and will be organizing meetings with the Canada-Africa Parliamentary Association to further develop this relationship between CSOs and MPs and explore areas of collaboration.

c) Americas Policy Group (APG)

The mandate of the APG is to articulate coordinated positions on Canadian foreign policy towards Latin America and to promote dialogue with the Canadian government and other bodies and learning among members. In 2016, activities focused on key issues affecting the continent, including with respect to the human rights situation in various countries (and the state of human rights defenders), peace and security, and trade issues.

Key activities and outputs 2016:

- (Ongoing) Facilitated dialogue with the Canadian government on ways to improve the annual reporting of the human rights impact of Canadian trade and investment in Colombia, and to support the peace process in that country.
- (Ongoing) Coordinated advocacy work through letters to government officials regarding human rights issues in Mexico and Colombia.
- (February) In partnership with the Women, Peace and Security Network, organized a brown bag lunch with Rosa Emilia Salamanca and Ricardo Mendoza on Women, Peace and Security in Colombia's Peace Process.
- (April) Organized the APG's bi-annual meeting in Montreal and adopted APG's Action Plan for 2016-17.
- (April) Coordinated and set up meetings with Members of Parliament of all political parties, GAC officials and the Canadian Embassy for a civil society delegation that went to Honduras to assess the human rights situation following the assassination of indigenous and environmental leader Berta Cáceres.
- (May) In partnership with Common Frontiers, the Colombia Working Group and CASA, held a brown bag lunch with Alfredo Molano, sociologist and journalist, and a specialist around the Peace Process in Colombia.

- (May) In partnership with the Mennonite Church Canada, held a brown bag lunch on migration in the Americas.
- (June) Coordinated an APG meeting with the Canadian ambassador to Honduras to discuss the human rights situation in the country following the assassination of Indigenous leader Berta Cáceres.
- (June) Held a consultation with APG members on the IAR, attended by APG members and Global Affairs officials, and later published the APG submission to GAC's International Assistance Review. http://www.ccic.ca/files/en/working_groups/apg_2016_07_14_IAR_submission_u.pdf
- (June) Supported and promoted the organization of a public event at the University of Ottawa on the state of human rights in Mexico by Amnesty International, Latin American and Caribbean Studies (Carleton U) and the Nobel Women's Initiative.
- (June) Coordinated the publication of an op-eds and articles on the human rights situation in Mexico, published in the Hill Times on June 29 and reposted in Development Unplugged Blog. <https://www.hilltimes.com/2016/06/29/three-amigos-must-speak-on-mexican-human-rights/71712>
- (October) organized the APG bi-annual meeting in Ottawa attended by 25 participants; the meeting included hot-topic sessions on Honduras, Mexico and Colombia, and a meeting with Parliamentary Secretary Karina Gould.

Outcomes and lessons learned:

- The Americas Policy Group continues to demonstrate the value of bringing together like-minded organizations to generate collective analysis on emerging issues in the Latin American context.
- The APG is beginning to see the value in engaging in sustained and longer-term dialogue with Global Affairs Canada on key issues, and fostering a closer relationship with Parliamentarians.
- The APG is attracting more members who bring new expertise to the group.

Priorities looking ahead:

- The APG will continue to focus on the human rights safeguards and monitoring in current and future trade agreements.
- The APG will deepen its dialogue with government officials regarding human rights promotion and protection in the region, and the implementation of the new international assistance policy.
- More broadly the APG is beginning to think about the implications of Trump's election as President, and its implications for the Americas and the renegotiation of NAFTA.

d) Asia-Pacific Working Group

The APWG's mandate is to monitor and share information and analysis on Canada's international cooperation and foreign policy agenda in the Asia-Pacific region: to provide a space for exchange of information and collaboration among members for policy dialogue and learning; to promote the experience and perspectives of voices from Asia in policy dialogue and development; and to facilitate the sharing of lessons and good practice in policy and program work. In 2016, the APWG focused its work mainly on country-specific knowledge-sharing and dialogue, research and analysis, and external communication among members; and the creation of three discussion sub-groups on Afghanistan, Indonesia and Philippines.

Key activities and outputs 2016:

- (Ongoing) Engaged in dialogue with GAC on investment treaties and human rights, and on issues of importance in the Asia-Pacific region, as identified by the three country-specific discussion groups and other APWG members.
- (June) Organized a dialogue between APWG members and the Asia-Pacific Branch of Global Affairs

Canada on the IAR. The dialogue with the GAC Asia-Pacific Branch was attended by 30 CSO participants and 25 civil servants.

- (June) Organized and held a face-to-face meeting in Ottawa, attended by 30 participants, and featuring sessions on “hot topics, a strategic planning workshop, and networking”.
- (July and September) Organized several brown bag lunches and learning events on climate change adaptation in Bangladesh and Japan’s international cooperation.
- (September) Hired an intern for an APWG Philippines research on mining in this country.
- (October) Organized a consultation meeting with the Asian Development Bank to provide input for their long-term planning (2030).
- (November and December) Convened conference calls for the APWG Afghanistan, Indonesia and Philippines group to share information and plan actions for 2017.
- (November) Wrote letters to Philippines officials regarding the peace process in the Philippines.
- (December) Hired another intern for Phase II of the APWG Philippines research.

Outcomes and lessons learned:

- Peer reflection and analysis within the APWG has helped identify areas of common research interest. This has helped develop a research focus around mining in the Philippines.
- Ongoing dialogue and engagement with government officials have improved and consolidated relationships with civil servants in the Asia-Pacific branch, and have identified in the APWG a go-to coalition for civil servants on issues in the region.
- Despite managing to identify areas of common interest in 2016, APWG members still have to learn to work better together on policy research to produce a coherent response.

Priorities looking forward:

- APWG will continue its dialogue with the Asia-Pacific Branch at Global Affairs Canada;
- Like the ACF, APWG is looking to enhance its collaboration with Members of Parliament. The APWG-Afghanistan groups will coordinate meetings between members and parliamentarians focused on Afghanistan, and APWG-Indonesia with the Canada-Indonesia Parliamentary Friendship Group. The APWG-Philippines group will continue its research on mining in the Philippines, maintain the monitoring of the Human Rights situation and the Peace process, and coordinate meetings between APWG members and the Canada-Philippines Parliamentary Group.

5.1.3 Engaging with Global Partners

One way for CCIC to maintain an accurate read on the pulse of the sector and on emerging issues of concern to civil society, is to participate actively in national and global networks and the public policy forums where they intervene. As the Canadian government re-engages internationally, it is becoming all the more important for CCIC to reassess its capacity to engage strategically and contribute effectively on the international scene.

As anticipated in 2015, CCIC continued to participate in several international networks and coalitions that bring the perspectives of civil society to intergovernmental forums and processes where international development and humanitarian issues are deliberated. The Council contributes the perspectives of CCIC members to these international discussions, reports back to members on these discussions, assesses their implications for Canadian policy and practice, and proposes action as needed. During 2016, CCIC’s CEO assumed new leadership roles on the governing bodies of CIVICUS (Board member) and the CSO Partnership for Development Effectiveness (Co-Chair), and became the civil society focal point for the Communities of Democracy, where Canada chairs the enabling environment working group. In Canada,

CCIC participated actively, on behalf of the international CSO sector, in Imagine Canada and the Voices-Voix coalition, both of which are dedicated to building an enabling environment for Canadian civil society.

Finally, the 12th edition of the World Social Forum was held in Montreal in August 2016. Many CCIC members and members of CCIC's Regional Working Groups were actively involved and organized numerous workshops. CCIC, in collaboration with Voices and the CSO Partnership for Development Effectiveness, organized debates on the state of civil society around the world, and also co-organized a workshop on accountability around the SDGs, with AQOCI. Both events were well attended.

a) Together 2030 and Action for Sustainable Development

Compared to previous years, CCIC has kept a relatively low profile in terms of engaging in international networks focused on the 2030 agenda. While the Council did participate in the 2nd High Level Political Forum at the UN in July, CCIC is simply observing the activities of both Together 2030 (the successor to Beyond 2015, which the Council was actively involved in) and Action for Sustainable Development (a new global network), and dedicating more attention on domestic implementation.

Key activities and outputs 2016:

- (January) Contributed to a Together 2030 blog on the new CCIC report on the SDGs in Canada. <https://together2030.wordpress.com/2016/01/28/achieving-the-sustainable-development-goals-a-canadian-perspective/>.
- (May) Invited the co-Chair of Together 2030 to participate in CCIC's Annual conference on *Fit for purpose? CSO transformation for Agenda 2030*.
- (July) Attended the High Level Political Forum (HLPF).

Outcomes and lessons learned:

- Although the majority of CCIC's attention has been focused on national implementation, there is still great value to be gained from remaining engaged in global networks. This is particularly true of networks that are sharing lessons learned regarding national implementation of the SDGs, experiences CCIC can draw from in the Canadian context.

Priorities looking ahead:

- CCIC will continue to attend the HLPF and remain a member of both coalitions and networks.

b) CSO Partnership for Development Effectiveness

The CSO Partnership for Development Effectiveness (CPDE) is a global open forum of civil society organizations, and the representative body for civil society within the Global Partnership for Effective Development Cooperation (GPEDC), a multi-stakeholder platform bringing together government and civil society for discussions of development effectiveness. CCIC is the North American regional representative on the Coordinating Committee and Global Council of CPDE.

Key activities and outputs 2016:

- CCIC's President-CEO was elected to a new role as co-chair of CPDE.
- (Ongoing) CCIC joined other members of the Coordinating Committee and Global Council at meetings in Brussels, The Hague and Rome, and on the margins of the World Social Forum in Montreal, to discuss CPDE's priorities, including follow-up on implementation of the Istanbul Principles; preparation for the revision of the GPEDC mandate and the outcome document at the Second High Level Meeting (HLM2) of the GPEDC; and reforms to the governance structure of the Partnership.

- (July-November) CCIC managed the selection and preparation process (including weekly email updates and two briefing calls over two months) for North American CSO participants to the GPEDC High Level Meeting and the Nairobi Civil Society Forum.
- (September – December) CCIC participated in the CPDE negotiation team preparing for the High Level Meeting in Nairobi, to prepare civil society's negotiating position on the development effectiveness agenda. CCIC provided feedback and comments on the communications strategy and tools that CPDE developed for the High Level Meeting and the adjacent Nairobi Civil Society Forum.
- (December) CPDE released a report entitled *Istanbul Five Years After: Evidencing Civil Society Development Effectiveness and Accountability*, to which CCIC contributed a chapter, entitled *Istanbul +5 – The Current State of CSO Development Effectiveness, Enabling Environment and Accountability in Canada*. <http://csopartnership.org/wp-content/uploads/2016/11/ISTANBUL-5.pdf> and http://www.ccic.ca/files/en/what_we_do/2016_11_29_Istanbul_plus_5.pdf.
- (November-December) Prepared for and attended the Second High Level Meeting of GPEDC in Nairobi, including side meetings with North American government delegations, and supported the drafting and revision processes for CPDE input on the Nairobi Outcome Document, as well as the official Civil Society Forum communique and CPDE press statements. The CCIC President-CEO participated in two side events on the enabling environment, and facilitated an Amphitheatre session on monitoring the enabling environment for civil society with the multi-stakeholder Task Team on Enabling Environment and Civil Society.

Outcomes and lessons learned:

- The HLM2 was largely a success for civil society, reinforcing the key achievements from past negotiations (such as the status of CSOs as development actors in their own right), and recognizing the globally shrinking space for civil society.
- The Canadian government is now more engaged in the Global Partnership, and has replaced the United States on the Steering Committee of the GPEDC.
- Canadian organizations, and CCIC in particular, have much to contribute to global civil society efforts around development effectiveness – through language skills, facilitation abilities, and comfort and experience dealing with Northern and Southern representatives from government, civil society, and the private sector.
- Canadian organizations have made progress in implementing the Istanbul Principles, including through efforts by national, regional and provincial councils in Canada to educate and collaborate around the Principles. However, challenges remain in fostering an enabling environment in which CSOs can maximize their potential. These challenges generally relate to the legal/regulatory landscape, funding modalities, and institutionalized policy dialogue.
- Institutionalization and training for CSO-led initiatives, including transparency and reporting (e.g. through an NGO aid map), can help CSOs share best practices, and potentially harmonize their own efforts with external frameworks.

Priorities looking ahead:

- Continue education and information-sharing efforts with CSOs and government officials in North America around the Istanbul Principles and development effectiveness.
- Work with GAC to share information and collaborate on developing plans for effective Canadian engagement by government and civil society in the GPEDC, including through CPDE's and GAC's seats on the Partnership's Steering Committee.
- Build the engagement of various sectors in Canada (youth, feminist, migrant, and other organizations) with CPDE.

c) Reality of Aid

The Reality of Aid Network (RoA) is the only major North/South international non-governmental initiative focusing exclusively on analysis and lobbying for poverty eradication policies and practices in the international aid regime. It brings together 172 member organizations, including more than 40 civil society regional and global networks, working in the field of international cooperation in the 21 donor countries of the OECD, and in Europe, the Americas, Africa, and in the Asia/Pacific. The *Reality of Aid* builds on a 20-year track record of independent assessment of aid policies and practices, accompanied by constructive dialogue with policy makers at national and international levels. CCIC sits on the Management Committee as the Vice-Chair. Members of the RoA Management Committee have become increasingly engaged in conversations with the OECD around the ODA modernization initiative and trying to open up the OECD Development Assistance Committee to more regular and institutionalized dialogue with civil society, South and North.

Key activities and outputs 2016:

- Participated in three meetings of the *Reality of Aid* Coordinating Committee, including a three-day meeting to reimagine the network's strategic vision and mission.
- Wrote the Canadian chapter, entitled *Canada: Continuity with change?* of the global biennial ROA report focused on *Technical Cooperation as an Aid Modality: Demand-led or Donor-driven?* and reviewed the “global aid trends” and political chapters for the report.
http://www.realityofaid.org/roa_report/technical-cooperation-as-an-aid-modality-demand-led-or-donor-driven/

Outcomes and lessons learned:

- Reality of Aid continues to demonstrate the timeliness, relevance and credibility of its analysis, and to find a place at the table in discussions with members of the OECD Development Assistance Committee.
- There is tremendous value to CCIC engaging in a global network of organizations, South and North, monitoring emerging trends related to official development assistance. The Council can relay developments around these issues to CCIC's membership.

Priorities looking ahead:

- RoA will continue to coordinate with other organizations around issues emerging out of discussions in the OECD Development Assistance Committee.

d) CIVICUS

CIVICUS is “a global alliance dedicated to strengthening citizen action and civil society around the world.” It implements a series of initiatives aimed at the following strategic objectives:

- **influence** – to ensure that civil society is taken seriously and is able to have a stronger influence on the making of decisions that matter to people's lives.
- **Connect** – to connect the different sources and forces of citizen action so that citizen action as a whole becomes more robust and effective.
- **Enable** – to promote better conditions for civil society to do its work, and to enhance and protect optimal standards for all civil society.

CCIC has been an active member of CIVICUS for many years, and in 2016 the Council's CEO was elected to the Board of Directors. She was subsequently designated as Treasurer and Chair of the Operations Committee.

Key activities and outputs 2016:

- (April) Participated in Global Assembly in Colombia and was elected on to the Board and have since participated in two CIVICUS Board meetings and two Operations Committee meetings, at which numerous important issues for global civil society were addressed, and key activities planned, including the format and location for the next global assembly and the strategic planning process.

Outcomes and lessons learned:

- Through participation in CIVICUS, CCIC can situate Canadian civil society issues in a global perspective, and bring international perspectives back to the work it realizes in the sector and with its members. CCIC is also committed to working across key global structures to ensure complementarity and avoid duplication. By participating in spaces such as CIVICUS, alliances and partnerships can also be forged that will complement and enrich CCIC's work, as well as eventually the work of members and the sector at large.
- There are lessons learned at two levels at least. First, in participating in different networks, CCIC can play a key bridging role between other global coalitions, in this case between CPDE and CIVICUS. Second, CCIC can learn a lot from the processes and mechanisms that have been designed at CIVICUS, and bring these to the governance and programmatic of what it does.
- CCIC has been able to contribute significantly to shaping key activities for 2018 that will have a positive impact on global civil society, including Canadian civil society. Both the strategic planning process that is underway at CIVICUS and some of the governance and risk mitigation measures that are practiced there are informing not only CCIC's immediate work, but also that of some of its members. Conversely, much of the experience that CCIC has acquired about successfully doing policy work and promoting knowledge sharing in a broad and diverse coalition is useful and brings value to CIVICUS and its board. Being on the board has also facilitated exchanges between CCIC and CIVICUS – for example the Council co-organized a session at the May conference on building innovation hubs, drawing on the experience of a CIVICUS initiative and the experience of CIVICUS's Chief Innovation Officer.

Priorities looking ahead:

- In February 2017, CCIC has invited the Secretary General of CIVICUS to visit Ottawa. A series of activities with CCIC's Board of Directors, with civil society groups at large (including national groups), and with Global Affairs Canada and IDRC are being planned.
- CCIC will be encouraging greater Canadian involvement and participation at the 2017 Global Assembly, which will take place in Asia and will focus on the impacts of climate change on island states.

5.2 Learn and Adapt

Objective 2: to learn from, and adapt to, these changes by supporting a process of continuous knowledge sharing and improvement within the community so as to remain a strong and relevant development stakeholder.

In 2016, CCIC continued to build the knowledge of its members by providing opportunities where they could come together to share ideas and strategize, and learn from one another about how to adapt to changing circumstances and emerging opportunities. The biggest forum for learning was, as in past years, CCIC's leadership forum and annual conference, as well as a number of impromptu dialogues with Global Affairs Canada officials. CCIC also developed a narrative toolkit for its members to shape how the international development community talks about global development cooperation in the context of a

new agenda for sustainable development – to be released in early 2017.

5.2.1 Canada and the 2030 agenda

With the adoption of the 2030 agenda in September 2015, both government and civil society have been challenged to think about what implementation of this agenda looks like in practice. How can organizations move beyond a siloed approach to international development, and truly integrate the three dimensions of sustainable development through a more holistic approach to global development cooperation. In 2016, CCIC began to challenge its membership as to how to learn from their experience around implementing the MDGs and adapt to a whole new and much broader agenda.

Key activities and outputs 2016:

- (May) Discussed with CCIC's members and government what implementation of the SDG agenda and Paris Agreement looks like in practice during CCIC's two-day annual conference, *Fit for Purpose? CSO Transformation for Agenda 2030*. The conference drew speakers from around the world, including a number of speakers from the South, and strong participation from both CCIC's members and Global Affairs. [http://www.ccic.ca/files/en/about/CONFERENCE%20REPORT%202016%20\(EN\).pdf](http://www.ccic.ca/files/en/about/CONFERENCE%20REPORT%202016%20(EN).pdf)
- (September) Ran a half-day workshop with the Canadian Cooperative Association on how to start integrating the ideas of the 2030 agenda into their programming. This has provided a template for similar workshops with other members.

Outcomes and lessons learned:

- The May conference began to challenge CCIC's membership as to what implementing the SDGs would look like in practice – and how civil society can collectively deliver on the ambition of leaving no one behind, of delivering a much more integrated and holistic approach to development, and of making the connections between domestic and global challenges. At the moment, this agenda poses much more challenges than solutions, but this is something CCIC will be actively looking to address with its members in the coming years. There is a lot of hard thinking still required to shift CCIC's membership out of taking a siloed approach to development.

Priorities looking ahead:

- The May conference gave some food for thought regarding what needs to change in the context of the new 2030 agenda. With the release of a new vision for global development cooperation by the government, CCIC will need to offer some practical workshops that will help take members to the next level and begin to make the necessary changes to address the holistic 2030 agenda and to work with GAC officials and CCIC members to implement the new international assistance statement.

5.2.2 Building our collective knowledge, skills and capacities

Learning and capacity building events for members and other stakeholders form an important part of the work being conducted by CCIC, and it is something that is highly valued by members. Topics of the events are chosen to respond to needs identified by members, or gaps that the Council sees in the sector.

Key activities and outputs 2016:

- (Ongoing) With Global Affairs Canada, addressed a number of concerns relating to the department's funding relationships with civil society organizations, including contribution agreements, financial issues, (cost-sharing, overhead, in-kind contributions, managing currency devaluation) and a new GAC template for funding proposals.

- (March) Organized CCIC's first ever Women's Leaders Forum, featuring 1.5 day of discussions, exchanges and training, including a session on lobbying government, a meeting with women MPs, and a full day workshop to improve communications skills for women leaders. The intent of the Forum was to equip women who are senior spokespeople in their organizations with the skills and confidence to participate more effectively in the public discourse on international development issues. http://www.ccic.ca/about/2016_womens_leaders_forum_e.php
- (April) Organized a webinar on the World Social Forum 2016 and opportunities for engagement, for members of CCIC and the provincial and regional Councils
- (May) Facilitated a dialogue between high-ranking officials from Global Affairs Canada and IDRC, and the staff from the Ministers office, a selection of CCIC member organizations working on sexual and reproductive health and rights (SRHR), practitioners from outside of Canada who have experience in implementing programming around SRHR. The intent of the workshop was to identify how Canada could ramp up our support SRHR. The dialogue led to the development of a civil society policy paper on SRHR, entitled *Canada's Future Planning Initiative to Empower 18 Million Adolescents and Women*, which was shared and discussed with the Minister. <http://www.18millionwomen.ca/wp-content/uploads/2016/11/Future-Planning-Initiative-22-November-2016.pdf>
- (October to present) CCIC launched a monthly *Food for Thought* speaker lunch series for CEOs and Executive Directors of sector organizations to discuss and debate issues of importance to them with their peers. The sessions include high level speakers and have also served as a space to present and discuss independent case studies commissioned by WUSC and AKFC, in collaboration with others. The case studies, which are intended to draw lessons learned for heads of organizations, include one on the recent closure of CHF, and three on "near misses" (CCIC, MATCH International and Farm Radio International). CCIC provided documentation, contacts and information for the CCIC case study.

Outcomes and lessons learned:

- There is a strong appetite among members for developing concrete skills. In the context of the new 2030 Agenda, CCIC is going to need to develop workshops that fill gaps in the knowledge and skill-set of CCIC's member organizations, and facilitate more spaces for collaboration and peer-learning.
- Workshops with Global Affairs Canada on very practical administrative issues have been of clear benefit to both civil servants and CCIC's membership, developing concrete solutions to real challenges.
- The *Food For Thought* series and case studies provide an opportunity for reflection, peer-learning and discussion, and networking that the CEOs and Executive Directors value greatly. CCIC will need to continue to nurture such spaces, and potentially look to create new spaces for staff at different levels within organizations to have such discussions (perhaps building on the Council's experience with CCIC's Communications Working Group).

Priorities looking ahead:

- CCIC will work with GAC officials on a webinar for members to generate greater awareness of newly revised Results-based management guides and risk assessment guides.
- Following the release of the international assistance statement, CCIC will work with Global Affairs Canada's Assistant Deputy Ministers to offer a series of webinars to provide insight on department priorities and ways of working, as well as get a better understanding of the impact of deliverology for our sector and the work we do.
- The speaker series will continue, and the case studies will be published as a collection in 2017.

5.2.3 Towards greater accountability and transparency

CCIC works with members to ensure that they understand and apply the Council's Code of Ethics and

operational standards, in particular new members and members who are working toward demonstrating compliance to the code (a CCIC membership requirement). CCIC also works to provide opportunities for them to learn about and see the value of the International Aid Transparency initiative (IATI), and to design tools that are consistent with IATI standards, are of practical use to members, and improve the transparency and public accountability of all members, and of the international development community as a whole.

Key activities and outputs 2016:

- Hosted workshops with CCIC members on code of ethics' compliance, highlighting the importance of the code of ethics and the opportunities for capacity development and organizational learning.

Outcomes and lessons learned:

- Increased the number of CCIC members who have recently demonstrated compliance to the code of ethics and operational standards.

Priorities looking ahead:

- In 2017, CCIC hopes to pilot a new initiative through US national platform, InterAction's NGO Aid Map. This software profiles over 4000 projects that InterAction members are engaged in overseas. Over the past couple of years, CCIC has been working with InterAction to replicate the software in the Canadian context.

5.2.4 Building bridges between national platforms

CCIC maintains active contact with similar national "platforms" of CSOs in other industrialized countries, working in international development and humanitarian assistance. These include ACFID in Australia, Dochas in Ireland, BOND in the UK, and InterAction in the USA. These organizations seek opportunities to learn from one another's approaches and experience, by electronic contact and face-to-face, where possible.

Key activities and outputs 2016:

- (Ongoing) Connected on a quarterly basis with the membership departments at InterAction, BOND and ACFID. These virtual meetings allowed respective staff to discuss membership challenges and opportunities to strengthen member engagement.
- (June) Attended InterAction's annual forum, strengthening ties to other Northern national platforms.
- (August) Engaged with other CSO platforms in the World Social Forum in Montreal around issues related to opportunities and challenges related to national implementation of the SDGs, and to changes to the enabling environment for civil society in different national contexts.
- (December) Commissioned a study on the current and future areas of focus, challenges and opportunities, lessons learned and knowledge to be shared, among eight different national platforms.

Outcomes and lessons learned:

- CCIC has greatly benefited from the ongoing collaboration and networking with InterAction, ACFID and BOND. These coalitions are able to share experiences and expertise related to membership opportunities and challenges. CCIC is now looking to formalize these engagements in 2017 through the study of national platforms. All the platforms contacted are excited about this new initiative.

Priorities looking ahead:

- The findings from the study on eight national platforms will be released in January 2017 and will form the basis of a first face-to-face meeting among like-minded national platforms to share experience and expertise in spring 2017.

5.3 Develop and Propose

Objective 3: to develop and propose a meaningful, proactive and engaged role for civil society in any future development agenda.

Throughout the life of this project, CCIC has endeavored to analyse the changing landscape of international development and humanitarian issues, but also to propose a vision for the future, based in the best knowledge, experience and thinking of the Council’s members and global networks of civil society organizations. Part of this vision is to articulate what civil society needs – in Canada and globally – to realize its potential as organized citizens and development actors in all countries. The International Assistance Review presented a tremendous opportunity for presenting this vision. Throughout 2016, CCIC also worked with global civil society organizations and networks, to address a range of development issues in international forums, but also to spell out the elements of an “enabling environment” that would give space to civil society to play its role alongside other development actors. The Council has also paid particular attention to leadership development within its ranks – in particular with young professionals.

5.3.1 Shaping thinking towards 2030

With the adoption of the 2030 Agenda, civil society has a key role to play, both in responding directly to the ambition of the new SDGs, and in shaping how the Government of Canada and Canadians respond. To shape CCIC’s own response, and to help inform Canada’s response, the Council has produced a range of resources that communicate this vision to decision-makers and CCIC’s membership.

a) Reshaping the landscape of ideas for 2030

In 2015, and on the eve of an October federal election, CCIC launched a national campaign called “*We Can Do Better*”, which called on Canada to improve its performance on climate change, women’s rights and tackling poverty and inequality - at home and abroad. It asked all political parties to commit fully to implementing the SDGs, and to commit adequate resources for the task.

In 2016, with a new government that appeared more receptive to the Council’s views on all of these issues, the focus shifted to “how?” In the first year of the new government, Global Affairs Canada launched a substantial review of its International Assistance – both the policy guiding it and the funding framework supporting its implementation. CCIC engaged with this review in many ways, briefing CCIC’s members on the process and substance of the review, engaging them in developing CCIC’s submission, and assessing CCIC’s collective response.

Key activities and outputs 2016:

- (January) Published a comprehensive 75-page report entitled *Transforming our world: Canadian perspectives on the Sustainable Development Goals*, which laid out the Council’s proposal for Canada’s implementation of the SDGs, as the guiding framework for ODA.
http://www.ccic.ca/files/en/what_we_do/jan2016_transforming_our_world-ccic-final.pdf
- (February) Produced an article for the Ontario Council for International Cooperation’s e-magazine on *So now what? The 2030 Agenda and Canada*. <https://readymag.com/OCIC/iAMvol7/31/>
- (March) Organized CCIC members’ webinars on the policy review, with prepared advance materials including compiling summaries of the ministerial mandate letters and Liberal platform
- (May) Prepared a submission to GAC on the procedural elements that should inform the International Assistance policy and funding framework, and produced an analysis of the GAC discussion paper that

launched the IAR - *Towards a New Canadian Vision for Global Development Cooperation: Brief Analysis of the Process and Discussion Paper for Global Affairs Canada's International Assistance Review (IAR)*
http://www.ccic.ca/files/en/what_we_do/2016_06_IAR_Process_and_Discussion_Paper_Analysis.pdf

- (May – July) CCIC's staff participated in eight high-level and one working-level consultations hosted by Global Affairs Canada. In addition, CCIC organized eight roundtables, including three roundtables solely for Chief Executive Officers and Executive Directors (representing 40 organizations) on Delivering Results, and an expert roundtable on Innovation co-organized with Grand Challenges Canada. CCIC staff also participated in 12 roundtable consultations organized by CCIC members. During the review process, CCIC provided over 20 summaries and analysis documents of the consultations for our organizational members, which many of them used to inform their own submissions.
- (July) Produced CCIC's submission to the IAR, entitled *Cooperative Leadership: Canada's contribution to a fairer, more sustainable, and safer world*, following extensive consultation with members on the outline and draft of CCIC's submission. http://www.ccic.ca/files/en/what_we_do/2016_08-11_CCIC-IAR_submission_EN.pdf
- (December) Released *In our words – A discourse analysis of submissions to the International Assistance Review*, based on an analysis of collected IAR submissions from 80 civil society organizations. The study assessed what the overarching key words and key messages were across all 80 submissions, and compared the 80 submissions against CCIC's own submission and the GAC discussion paper to the IAR
http://www.ccic.ca/files/en/what_we_do/2016_12_05_IAR_In_Our_Words.pdf

Outcomes and lessons learned:

- CCIC's proposal for Canada's implementation of the SDGs (in CCIC's submission to the International Assistance Review), was used widely by CCIC members and working groups during 2016, and became a common reference point for their individual and collective interactions with government, including in public consultations of the International Assistance Review. It brought a degree of consistency to the public debate about ODA, and allowed CCIC members to speak with a (more) common voice.
- The Council's late 2016 analysis of 80 member and non-member submissions to the IAR found that they placed the SDGs first on a list of five key messages to government, saying (in summary) that "Canada must ground its approach to ODA in the framework of the Sustainable Development Goals." This outcome affirms CCIC's confidence that the Council's approach – to engage members, and propose policies based in a shared analysis, is working.
- If "continuity with change" was one of the catchphrases that initially marked the new Liberal government's approach to global development cooperation, it also characterized CCIC's relationship with the Minister's office and the civil service – despite the change in government, CCIC has maintained strong and positive connections with senior officials. CCIC believes that the patient and sustained advocacy work that has been done (ahead of and) around the IAR, as well as ongoing and positive relationships CCIC has maintained with senior bureaucrats, will have a strong influence on the ultimate outcome of the international assistance statement.

Priorities looking ahead:

- Continue to push the government to turn positive words on the SDGs and universality into a concrete and ambitious action plan – including by providing strong support for the work of civil society as a key partner, forward-looking and whole-of-government leadership on global development cooperation issues and challenges, and commensurate budgetary support that ensures the government uses Canadian aid dollars in a manner that is both smart and impactful.
- Monitor, respond to, and work with members and other stakeholders to engage with the

government's eventual policy statement arising from the IAR, with a particular focus on assessing the extent to which the policy reflects the breadth and specific inputs from the consultation process.

b) *Shaping the next generation of leaders – the Emerging Leaders Network*

The Emerging Leaders Network (ELN) is a peer-led and collaborative group supported by the Canadian Council for International Co-operation (CCIC). The ELN provides the space and opportunity for Canada's young and promising professionals to foster new and innovative ideas, and to contribute to and shape the national development agenda. The ELN provides its members with opportunities to develop critical thinking, to have informed dialogue, and to support professional capacity, skill development and mentorship. The Network was formed at the 2013 CCIC annual conference.

In 2016, the network increased in size welcoming several new members (it has an active membership of about 30 individuals from 20 member-organizations (up from ten in 2013, from five organizations)). Members actively participated in CCIC's Women's Leaders Forum and Annual Conference, launched a web page (http://www.ccic.ca/working_groups/leaders_e.php), and started a mentorship program. The focus of ELN work in 2016 was in three main areas: thought leadership, capacity and skill development and the CCIC Annual Conference.

Key activities and outputs 2016:

- (January-July 2016) Piloted a new mentorship program which paired six ELN members with six CCIC member executive directors and senior managers. ELN members also participated in the CCIC Annual Conference, Women's Leaders Forum, and several informal networking opportunities.
- (May) Prior to CCIC's Annual Conference and AGM, the ELN hosted its first official annual general meeting and special panel entitled, *Challenging the leaders of tomorrow* http://www.ccic.ca/about/2016_conference_emerging_leaders_e.php
- (May) Organized and planned a workshop at the CCIC 2016 annual conference on social media and CSOs, entitled '*Making social media work for you*'.

Outcomes and lessons learned:

- The network has rejuvenated the council in a very tangible way – by the presence of younger people at national CCIC events
- Mentorship and intentional nurturing of new talent is important. The ELN has provided mentorship and training to young professionals, and has exposed young leaders to the debates and work of the wider NGO community. It has also exposed more experienced people to a wealth of new talent, ideas and working-styles of younger people.

Priorities looking ahead:

- The Emerging Leaders Network will continue to provide opportunities for thought leadership, capacity development and policy engagement for its members, and will continue to seek new ways to challenge and mentor young talent in the CCIC community.

c) *Shaping the enabling environment for civil society post-2015*

Civil society organizations can only achieve their potential as development actors in their own right if the policy, legislative and funding environments in their countries of operation facilitate this role. Governments internationally have committed to enhancing an "enabling environment" for civil society. In 2014, the Canadian government adopted a new *CSO Partnership Policy for International Development and Humanitarian Organizations*, and made fostering an enabling environment one of its nine key objectives.

Much of CCIC's work on this issue in 2015 aimed to raise awareness of the policy among its members. In 2016, CCIC zeroed in on several specific issues that affect the operation of their members in Canada. CCIC joined with other charitable and not-for-profit organizations, including through Imagine Canada and the Voices coalition, to address regulatory, legislative and administrative issues of concern to many civil society organizations in Canada – many of them the mandate of the Canada Revenue Agency (CRA).

Key activities and outputs 2016:

- (Ongoing) Created a permanent space for the CEOs/EDs of CCIC members to address issues of common concern, as well as a Working Group of members' Chief Financial Officers to focus on financial and funding matters of concern to the sector. This latter group met with the Chief Financial Officer at GAC to raise these areas of concern.
- (Ongoing) Represented the concerns of international development and humanitarian organizations in several groups collaborating around CRA concerns, including the Voices coalition and Imagine Canada, and two loose groups of environmental and other charities, and foundations
- (May - October) Met with outgoing and incoming Directors of the Charities Directorate at CRA and relevant staff at Global Affairs Canada and Finance Canada, about charities legislation, the definition of "political activities", and questions about "direction and control" of international programs.
- (May and October) Participated in two Muttart Foundation consultations with CRA and Finance on "compliance" and "direction and control". For the latter CCIC was invited to make the opening presentation and to set the scene (identify the issues, challenges, and back it up with data from a member survey). This was highly appreciated by all and much progress was made on this front.
- (September) Convened an *ad hoc* advisory group of CCIC members to guide the Council's work on CRA-related files.
- (December) Made an official submission to the Canada Revenue Agency's national consultation on political activities, entitled *Modern charities, ancient rules: public-policy activities and Canada's global development sector*. As part of the submission process, CCIC conducted two national surveys of international development and humanitarian assistance organizations in September 2016 and October 2016 to gather knowledge and views on (a) the rules related to charities' 'direction and control' requirements, and (b) 'political activities' respectively. Member webinars and circulation of draft key messages were also prepared.
https://gallery.mailchimp.com/0b594f2e6f24ae3d4b32b9877/files/CRA_SUBMISSION_FINAL.pdf

Outcomes and lessons learned:

- The government's commitment to modernize the rules for charities in Canada is an important development. The consultation on political activities is an important first step. However, the long-term policy conditions for charitable organizations in Canada depend on the outcomes of the CRA's consultations and review – which are only beginning with the current review of political activities.
- Nevertheless, CCIC has played an important role (and met members' expectations) in giving shape to Canada's policy environment and agenda, pushing for greater coherence in policies, as well as an enabling environment and enhanced role for Canadian CSOs in international development.
- Given the technical and legal nature of these topics, CCIC has played an important and useful role in enhancing the sector's understanding of the issues, the challenges and the options moving forward.
- The recognition in the Nairobi Outcome Document of the GPEDC (see section 5.1.3 b) above) that civic space is shrinking globally is an important milestone in the advancement of enabling environment discussions.

Priorities looking ahead:

- Continue engaging members and civil servants on the government's review of the policies and

legislation governing Canadian charities, with a specific focus on the operations of charities working overseas; this will include strategic interventions during each relevant phase of the CRA process.

- Work with government to plan potential collaborations around advancing global discussion on shrinking civic space, including at the GPEDC, Community of Democracies, the United Nations, and other international and multi-stakeholder forums.
- Plan a workshop in 2017 on CRA issues with VOICES and McGill University.

5.3.2 Communicating with Canadians

Since 2013, CCIC has sought ways to “change the conversation” with Canadians about international development – to move from a charity-based model, to one grounded in social justice. A stronger focus has also been placed on sharing stories of change and other success stories with Canadians, to increase engagement and demonstrate that good development works. The universality of the SDGs is providing opportunities to better make the connection between local and global issues, and to engage more intentionally with domestic groups.

Key activities and outputs 2016:

- During 2016, started developing a new CCIC website, to be launched in 2017, with target audiences and intended outcomes identified
- (March, June, August, September) Wrote various op-ed pieces for the Hill Times and Huffington Post (noted previously) and various blog series on the World Humanitarian Summit, the International Assistance Review consultations, the replenishment of the Global Fund on HIV AIDS, TB and Malaria, and on global health with IDRC (all previously noted).
- (July) Wrote an article on the World Social Forum for the International Forum of National NGO Platforms’ website, which was published in English, French and Spanish. <http://ifp-fip.org/en/espanol-foro-social-mundial-2016-listos-para-perder-el-norte/>
- (September) Conducted an interview for a podcast with CKCU on the state of Canadian aid. <http://policytalkspodcast.com/?p=256>
- (March - November) Produced various social media toolkits for Budget 2016, the International Assistance Review and the High Level Meeting of the Global Partnership for Effective Development Cooperation.
- (December) Finalized *The Narrative Toolkit*, a toolbox for communicators in the sector. It will be launched and presented through webinars in early 2017.

Outcomes and lessons learned:

- The CCIC blog in the Huffington Post, *Development Unplugged*, is a very popular platform to present case studies and stories from the field in international development and humanitarian assistance, as well as new thinking on global issues and Canada’s role in the world. Although the HP doesn’t provide statistics on number of visitors, CCIC sees from the traffic on social media that articles are circulated and commented upon.
- The different social media toolkits that the Council has produced have generated very positive comments and have been used by member organizations and their constituencies. This has helped amplify CCIC’s presence on social media.

Priorities looking ahead:

- In 2017 the Council will launch CCIC’s new website – a much more dynamic, user-friendly and responsive communications tool. This will be coupled with a light rebranding of the organization, so that CCIC’s image and “look and feel” reflect better the dynamism of the organization and its members.

5.3.3 Getting involved in, and strengthening the capacity of, Canadian coalitions

In 2015, CCIC updated a study on 26 issue-specific and geographic coalitions with which its members and the Council itself are affiliated. In 2016, CCIC reviewed its participation in the different coalitions, and identified those whose work most closely aligns with CCIC's priorities, and where CCIC could add greatest value. CCIC actively engaged many of these coalitions around the International Assistance Review, encouraging them to make their own submission. Finally, CCIC also reconvened its 25-person Policy Advisory Group (PAG). The PAG was designed to take advantage of the policy expertise of some of the coalitions that contribute most actively to policy discussions, and to offer timely advice about the Canadian policy environment in which the Council operates.

Key activities and outputs 2016:

- Reconvened CCIC's Policy Advisory Group, which draws on the expertise of policy-focused individuals from a cross-section of coalitions, to identify research gaps and a collective strategy on the development and humanitarian policy agenda. Held three meetings, and finalized terms of reference for the newly constituted group.
- Convened a new Working Group on Humanitarian Policy, addressing a key area of focus of many members (see Section 5.1.1 b))
- Participated actively and provided ongoing support to the Canadian Coalition for Climate Change and Development (C4D), the Canadian Network on Corporate Accountability, the Food Security Policy Group, the Humanitarian Response Network, and Make Poverty History.

Outcomes and lessons learned:

- CCIC continues to engage in the work of key coalitions around key strategic opportunities. Given the still relatively small size of the Council's team, this for now seems to be the best way of working with different coalitions – adding value and benefit to both the Council's engagement and the respective coalition.
- In the context of an environment that is much more open to dialogue, policy and advocacy, the Policy Advisory Group is demonstrating its real value. Members of the PAG are actively and enthusiastically engaging around the work of the PAG, and moving beyond a siloed perspective on issues to embrace the broader policy changes that need to take place to underscore progress in their own areas of focus.

Priorities looking ahead:

- Regular and sustained meetings of the PAG in 2017 will remain important to maintain this enthusiasm.
- Engaging key coalitions around the outcome of the International Assistance Review.

6. Evaluation

With the help of a consultant in late 2014 and early 2015, CCIC developed a Monitoring and Evaluation Strategy that is directly linked to the vision that the Board adopted for the Council in 2010 and the three objectives of this proposal. It includes a suite of quantitative and qualitative data gathering tools that were used in 2015 and 2016. Taken together, they allow the Council to monitor 1) CCIC's capacity to be a distinct voice and advocate for the sector; 2) the effectiveness and relevance of its analysis; and, 3) its

role in convening the sector, facilitating networking, and supporting the role of coalitions.

Key activities and outputs 2016:

- The information gathered has allowed CCIC to quantify all its activities, to assess member involvement in the work of the Council, to map staff output, and to keep track of all CCIC’s media and social media coverage and the use of some material on its website.
- On the more qualitative side, the Council now conducts biennial member surveys to identify successes, failures, gaps and challenges. CCIC now also surveys external stakeholders to gather the views of a broader audience about CCIC’s “value added”.
- The policy team has designed a policy framework to help identify policy priorities in CCIC’s different areas of work – in an effort to help us prioritize and focus the Council’s efforts.
- Every CCIC event is evaluated by participants and staff, using common tools, to guide staff in the design of future activities.
- At the end of every major event, CCIC staff have an informal debrief on how the event went that informs the development of the next event.
- In 2016, the Council also completed an internal assessment of the We Can Do Better campaign to help inform the design and delivery of future campaigns.
- Some member organizations have also been funding case studies to draw attention to lessons learned within the sector. This included a case study (not yet public) of CCIC.
- Finally, to conclude this three-year funding proposal, CCIC hired an external evaluator who conducted an independently facilitated assessment of CCIC’s strengths, weaknesses and value-added over the past three years. This included interviews with a small and diverse groups of CCIC members, some external collaborators and government officials – both civil servants and former political staff. This evaluation has been submitted separately to IDRC. The assessment will be used to inform the implementation of the next three-year IDRC proposal and the development of CCIC’s strategic vision.

Outcomes and Lessons learned:

- With a suite of standardized tools now well in hand and easy to use, CCIC staff have developed a monitoring and evaluation instinct, and the Council as a whole had deepened its organizational culture of self-assessment, event-by-event, as well as on a higher, more strategic level. Staff can see the benefits of consistent and regular data gathering, as they plan future work. As a result, the President-CEO and other staff can provide more detailed, more consistent and more analytical reports to the Board. The Board, in turn, can oversee and guide the work of the Council on the basis of solid performance data. At the same time, the availability of accurate performance allows the Council to present more data to the public, in a transparent manner, via its website, social media and blog posts, as well as its regular newsletter.

Priorities looking ahead:

- The Council will continue to use the different tools it has developed already, and build a new M&E framework for both its new three-year IDRC program and related to its forthcoming strategic vision.