

**CANADIAN ASSOCIATION FOR STUDIES IN INTERNATIONAL DEVELOPMENT  
(CASID)**

**EVALUATION REPORT**

Prepared for  
CASID

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## EXECUTIVE SUMMARY

The Canadian Association for Studies in International Development (CASID) has been in existence since 1984, received its first IDRC grant in 1992 and was formally incorporated as a not-for-profit organization in 1996. Its mission is to act as

*“A national, bilingual, interdisciplinary, and pluralistic association devoted to the study of international development in all parts of the world.”*

The current evaluation is its third institutional review (1996, 2006) and it is striking to note just how much of what has been said before is repeated here. What is dramatically different now is the current environment in which CASID works and within which it is planning for the future. This context sets the stage for the need to “Re-Imagine CASID” – the subject of Chapter Five of this report.

Previous evaluations were written during the heady days of the growth of international studies (ID) courses, an explosion in the number of students enrolling in ID courses and the resultant increase in the number of university-based multi-disciplinary ID departments. Also important then was the optimism that jobs were available and ID careers could be anticipated. Similarly, NGO’s were being encouraged to play leadership roles in international development and governments were supporting their projects and showing growing interest in the results. That the context for IDS in Canada is now clearly different is reflected in this report. Thus, the treatment of issues such as CASID’s strategic and organizational effectiveness and growth, its visibility, its sustainability, its potential to “get bigger and better” as implied in earlier evaluation needs to be tempered to meet the current reality.

The above statement does not imply that CASID has not made progress. Nor those efforts have not been made in each of the areas noted above since the last evaluation (2006). Most importantly, CASID continues to have a consistent, committed core of volunteers and members willing to devote time and energy to the organization. In a time when voluntary organizations have found it more and more difficult to attract and retain members, CASID has done so. The continued interest of current and past members was exhibited when a web-based survey generated 238 responses and 19 pages of qualitative comments and advice.

Historically, CASID’s most valued activities have been the production of The Canadian Journal of Development Studies (CJDS) and the holding of its Annual Conference. The recent survey confirmed that these continue to be of vital interest to the CASID members. Moreover, the Journal is seen to be operating on a much sounder basis than in the past and respondents stressed the importance of the face-to-face networking of the Conference. There is also evidence of the international recognition now being generated by the quality of the Journal’s contents.

Strategically, progress has also been made with the joining forces of CASID and the Canadian Consortium of University Programs in IDS (CCUPIDS) to jointly seek resources and share events. In addition, the initiate of the PhD school in 2014 was an important advance. During this evaluation period CASID has also enhanced its outreach activities with its involvement with other NGOs such as CCIC to hold joint meetings and forums.

The terms of reference for this evaluation outlined two distinct yet related areas of focus: progress towards meeting objectives (CASID’s and IDRC’s); and identification of areas of

possible change and improvement. In the context of the rapidly changing ID environment, additional emphasis was placed upon telling more of the CASID story in order to position it better for the future.

The CASID story is important in that it has and will circumscribe its present and its future. There are some vital pillars that explain both the strength and the fragility of organization. It is a volunteer-led and largely voluntary operated association, with only one staff person for administration and web site development. It is therefore limited by the energy, commitment and resourcefulness of its volunteer board and committees. Similar to many not-for-profit organizations in Canada at this time, it is struggling against numerous forces. Its Board members have full time occupations, many in stressful university settings with declining resources and students wishing to graduate and become successfully employed in a shrinking pool of ID jobs.

The geographic, multi-cultural and linguistic breadth of Canada is a challenge to all types of national institutions and in particular to CASID which desires (and is encouraged) to meet a range of oft-times unrealistic goals with limited and shrinking resources. The “bigger is better” mantra of some past reports and goal setting efforts seems even less realistic in 2015.

So what is to be done? The members of CASID clearly want it to continue its work. The findings of the evaluation also show categorically that the members want it to involve and appeal to both ID academics and practitioners – even if maintaining a balance between the two groups creates problems in terms of the outreach and appeal of the organization and its image. Its uniqueness is seen as its multi-disciplinary nature in a complex and interrelated ID world. Its volunteer members certainly want to continue to try to carry out their organizational mission with whatever resources they can marshal.

The evaluation presents two options within which to “Re-imagine CASID”:

There appear to be two clear options for CASID caught in this scenario. One is to confront the change in its funding base by scaling back and offering the bare bones of CASID services. A second option is to ‘bust out of the box’ and more fully embrace the potential nexus between academics, practitioners, government, the private sector, research institutions and civil society.

The first option is essentially a strategy “*To stay in business*” with an emphasis upon maintaining and when possible extending the core CASID services.

The second option is aimed at “*Re-imagining CASID*” by implementing a strategy that could engage and motivate existing CASID members and potential recruits, as well as attract the attention and support of other partners in the development field both internationally and at home. This option would include the development of collaborative and thematic research initiatives.

It is recommended that CASID adopt a two-track strategy that combines options one and two. CASID and its stakeholders, partners and members should initiate this transition as soon as possible.

## 1. Introduction

In the 2007 evaluation report of CASID commissioned by IDRC<sup>1</sup>, the evaluators praised the unique nature of the organization, while pointing out the need for CASID to improve its strategic management, develop stronger partnerships outside the academic community and consider widening its reach beyond the national boundaries. The report discussed the need to track outcomes and above all increase the organization's overall visibility by undertaking stronger promotional activities. Seven years later, the CASID executive contracted a team of two external consultants to undertake the present evaluation to both assess CASID progress over the intervening years (and its ability to address the 2007 recommendations) and to consider potential directions for the years ahead.

## 2. Methodology

The Evaluation Team proposed a participatory evaluative approach originally put forward by Michael Quinn Paton. The approach, known as "Utilization Focused Evaluation (UFE)" emphasizes the importance of identifying the main Users of the evaluation and the Uses for which it is intended. The CASID Evaluation Management Group (EMG) had made this simple by clearly stating in the EOI that they (EMG) and the CASID members would be the primary Users and the Uses would be both for accountability to the donor (IDRC) and looking forward for recommendations for the future.

The team met with the EMG group twice to go over the terms of reference and discuss the ramifications of the evaluation and its methodological approach. In the first meeting the idea of UFE, Users and Uses was discussed where it was agreed that the team would do a first round of interviews with a small group of potential Users outside of the EMG. As a result a handful (5) former CASID presidents and members of the executive were interviewed to get their view on the potential uses for the evaluation. Their thoughts and ideas were brought to the second meeting with the EMG and incorporated into the final evaluation plan.

At the second meeting between the evaluation team and the EMG it became clear that impending changes in IDRC would likely result in no further funding for CASID in its present form. As a result, the major focus for the evaluation shifted from the need for 'accountability' towards IDRC to a more direct emphasis on possibilities for the future. Hence the Uses for the evaluation became: accountability particularly for the years 2012–2015; the Telling of the CASID story (to become a template or 'business card' for CASID in the future) and a look at possibilities for the future.

The team put together a list of Key Evaluation Questions to guide the interview process with key informants and developed a questionnaire intended for members. Overall the methods used in the evaluation included: document review; face-to face, skype and telephone interviews with 32 respondents<sup>2</sup> and an electronic survey sent out to approximately 1600 names taken from the members list and the list-serve.

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<sup>1</sup> Universalis, 2007

<sup>2</sup> Annex 2

### 3. The CASID Story

The Canadian Association for the study of International Development (CASID) is a member-based academic association made up of teachers, students and a few practitioners. Its mission statement clarifies that CASID is, “*a national, bilingual, interdisciplinary and pluralistic association devoted to the promotion of new knowledge in the field of international development.*”

*This statement is supported by five objectives:*

1. To create opportunities for information sharing and debate among individuals in the academic community, civil society organizations, policy makers and the general public on development issue;
2. To explore possible ways of collaboration with key Canadian development organizations on specific initiatives of mutual interest;
3. To promote partnerships with international development research institutions and NGOs in order to actively and constructively advance Canada's development agenda;
4. To support and encourage a new generation of development scholars in Canada;
5. To strengthen dissemination, communication and outreach activities of both CASID and CJDS.

CASID membership consistently hovers between 200–300 in number with a core group of executives and past executives devoted to the CASID mission, its aims and objectives and multi-disciplinary approach.

*Dear Good Folks at CASID:*

*I have completed your excellent survey*

*I am retired and on a limited budget. Although I have not renewed my membership for some time, I really enjoy reading the informative updates that are sent out via your List serve, regarding a wide range of significant matters in international development. Please keep my name on your List serve.*

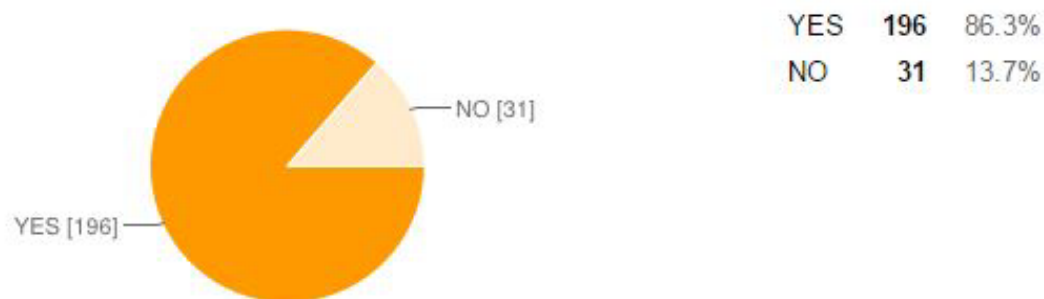
*Perhaps, next year, when the Congress is held at the University of Calgary, I will attend some of the CASID seminars.*

*Thank you for an exceptional job in terms of, keeping interested parties in the loop concerning significant trends and major shifts in thinking regarding international development in the south, and in Eastern Europe.*

*Warmest regards from Chinook country,*

In the survey undertaken as part of this evaluation, the question was asked – Is CASID important to you? Out of the 227 people who responded to the survey, 196 answered – Yes.

### Is CASID important to you?



How important, you might ask, and how does this importance translate into support and action?

Consult Google and type in “International Development Studies in Canada (IDS)” – a long list of well-known universities appears on the screen. Scroll down and the list gets longer until as many as 27<sup>3</sup> names pop on the screen. McGill University initiated this trend with the establishment of the Centre for Developing Area Studies in 1963. But the first full program of IDS began at Trent University in 1970, with others following. Today the interest in Development Studies or Global Studies stretches across Canada where it is estimated there are more than 5000 students enrolled in undergraduate and graduate IDS programs across the country.<sup>4</sup> There are now a significant number of graduate programs both Masters (9) and PhD (3).

In the mid-eighties Dr. Kari Levitt, professor of Economics at McGill University along with a small group of other professors collaborated to put together an association for scholars in development studies. Given the subject matter, it was envisioned that it would also be an association open to practitioners. This was 1984 and to do this, they sought a partnership with the University of Ottawa since it was already home to the Canadian Journal of Development Studies and serious academic associations needed a journal. Initially called “The Association of International Development Study Programs in Canada,” the new association was housed at the University of Ottawa (the name was soon changed to what it is today). Eight years later CASID received its first IDRC Grant (1992) and after four years it was registered as a not-for-profit organization (1996). As of today (2015) CASID has a membership of 299.

### ***The Role of Associations***

*An association is absolutely essential if you hope to develop any discipline and advance knowledge – for teaching, for research to generate new knowledge and advance public policy and expand IDS (academic development, creation and enrolment).<sup>5</sup>*

There are several reasons behind the drive to form and maintain an academic association. One is undeniably the desire to create and advance knowledge through sharing, interaction and dialogue. This goal is helped by an association’s role in facilitating networking and discussion even though the importance of face-to-face dialogue has been increasingly eroded by the ease of communicating via technology (internet, email and skype). CASID has played this role through its annual conference, the journal, its list serve and social media. The need to be seen

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<sup>3</sup> Masters programs

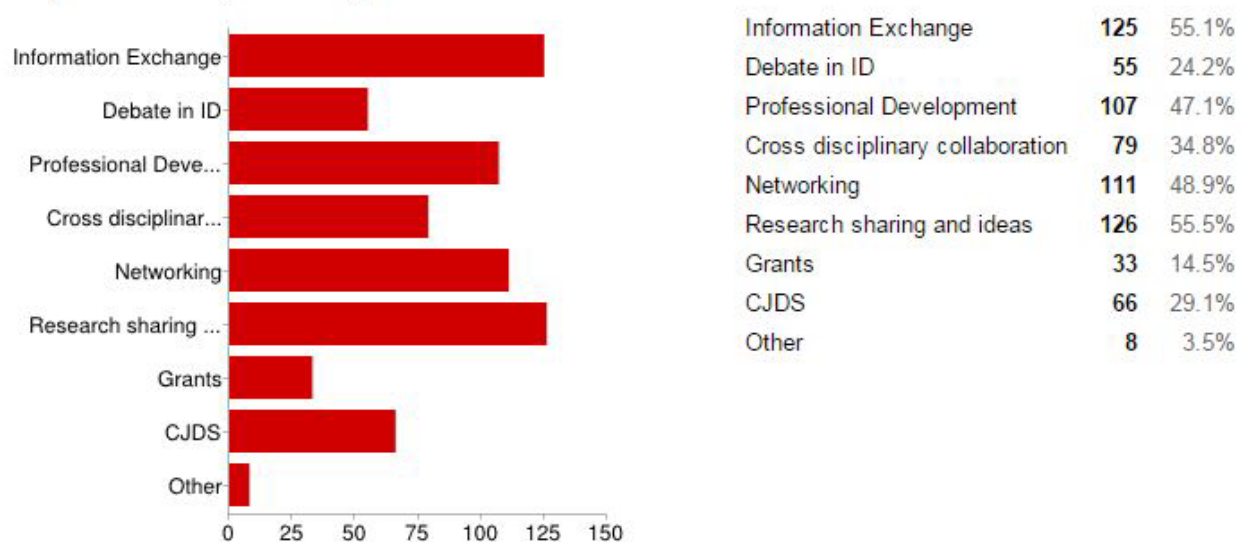
<sup>4</sup> Cameron, Tiessen 2013

<sup>5</sup> Veltmeyer, 2015

and heard for academic credibility remains however, and in this case, CASID faces an obstacle. It is, as one respondent put it – something like an orphan amongst other such associations. Rather than representing a single discipline, CASID represents development studies programs that are by necessity multi-disciplinary. The sticking point in the academic world is that inter-disciplinary studies as a genre do not fall within the Social Sciences and Humanities Research Council (SSHRC) coding process to vet proposals for research grants. This situation can affect IDS graduate students and professors who rely on such grants to fund research that will in turn provide findings for future publication. As a result, many students and professors opt to join single discipline associations (political science, economics, sociology, anthropology) where SSHRC recognition has been granted.

Germane to this evaluation are the reasons that those who responded to the survey have given as their interests in joining CASID.

#### Why is CASID important to you?



#### *Interdisciplinary Nature of Development Studies*

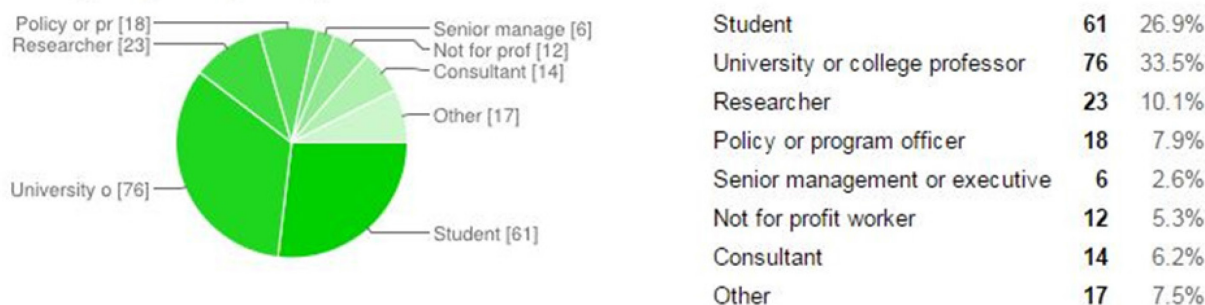
The interdisciplinary nature of IDS is, in itself, something of a minefield both within the academic world and for CASID as an association. The lack of recognition from SSHRC is also evident in many universities where students and academics pursue development issues through the lens of a single discipline. Even where there is university recognition of the multi-disciplinary nature of development studies, it is often difficult to pursue a career path in IDS if the IDS program is housed in a separate professional school. This struggle between single discipline and inter-disciplinary programs gets reflected within CASID. It can be both time-consuming and expensive to be a member of more than one association (and pay for a membership) and then pay for a second conference in order to present an IDS related paper. Consequently, many professors and students in IDS opt to join a single professional association. The net result is that single discipline associations such as in Political Science or Economics may have a membership base of several thousands while the CASID membership, noted above, hovers somewhere around the 200-300 mark.



## Membership

As noted, CASID as a membership-based organization (as are most other academic associations) currently has a membership of approximately 300. CASID members can expect: a subscription to the Canadian Journal of Development Studies (CJDS); access to present at the annual Conference; availability of a list-serve and the opportunity to be elected to the executive. Traditionally students and professors have made up the vast majority of members, but over the years membership of people outside of the academic world has continued to grow. In fact, the survey for this report revealed an astonishing number of disciplines and backgrounds amongst the 227 people who answered the questionnaire. While there were 12 respondents who claimed to come from development studies, there were over 20 other disciplines represented. In addition, almost 40% of respondents were from outside the university system as indicated in the following chart.

What is your primary occupation?



## IDS, CASID and Practitioners

CASID is an association that can and has convened an annual conference combining academics, students, practitioners, government officials and policy makers and can count many from outside of academia in their membership. While there are a handful of academics that maintain that CASID's attempts to build relationships outside of academe are unrealistic (*we are an academic organization*), one of the founders, Dr. Kari Levitt,<sup>6</sup> noted that, "*from the very beginning (1984), we intended that CASID be a mixture of academics and practitioners.*"

More recently, the vast majority of respondents to the evaluation survey strongly supported the need for a close relationship between academics and practitioners. Out of the 227 respondents, 94.7% indicated that it is important for CASID to bring in practitioners. They went further and filled seven pages with reasons why. Despite a few objections, the overwhelming response<sup>7</sup> revolved around the perceived need to marry academic theory with practice.

*"The ability to bring researchers and practitioners together is one of CASID's strengths – if I wanted my professional network to consist of people who had never run or managed anything I would have joined the Association of Political Scientists or Economics."*<sup>8</sup>

CASID should include practitioners, policy makers and not-for-profits as well as development practitioners from other countries. Their reasons revolved around a few themes roughly represented below:

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<sup>6</sup> Telephone interview

<sup>7</sup> Responses came from students (documented), academics and practitioners

<sup>8</sup> Survey response

- Expand opportunities for students to meet with people in the field;
- Meet Professors and students from other countries;
- Bring together theory and practice (praxis);
- Make academic research more policy relevant;
- Bridge the gap between academic language and that of practitioners;
- Shared work experience between academics and practitioners to enrich one another;
- Inform practice with theory and vice versa
- Meet practitioners to understand career choices and possibilities

In their introduction to the special issue for the Canadian Journal of Development Studies, volume 34, No. 3, 2013 entitled: A changing landscape for teaching and learning in International Development Studies, Cameron, Quadir and Tiessen<sup>9</sup> commented that, *“the relationship between theory and practice is more dynamic and intimate in Development Studies than in any other fields in the social sciences.”*

They went on to state that, *“Recognition of the need to establish and facilitate collaborative relations and productive co-operation between academic, the voluntary sector and policy-making institutions has set the stage for a re-orientation of university degree programs in a way that integrates critical theoretical exploration and practice.”*

Some participants in the survey recognized the important role played by IDRC in bringing practitioners and academics together but as already noted, the need for that relationship was recognized decades earlier.

*“Several important efforts have been made to increase collaboration between the Canadian Association for the Study of International Development (CASID) and NGOs such as the Canadian Council for International Cooperation (CCIC). Together CASID and CCIC hosted a very successful conference in September 2012 to examine the Millennium Development Goals and the way forward. The CASID-CCIC conference was attended by representatives from government agencies, particularly the Canadian International Development Agency (CIDA). This newly developed synergy has opened up the possibility for increased collaboration between CASID and CCIC on issues of mutual interest in the future.”*<sup>10</sup>

### **The Annual Conference**

*The conference is the primary outreach instrument and is a perfect place to showcase the multi-disciplinary field and to link up with potential employers.*<sup>11</sup>

Discussion around the need to marry research to practice and the mixing of academics and practitioners really revolves around the flagship CASID activity, the annual conference. This gathering has been and is CASID’s major networking event that *“provides opportunities for dissemination of information and debate, an engaging with key ID organizations and*

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<sup>9</sup> Respondent

<sup>10</sup> Cameron et al

<sup>11</sup> interview

*associations.*<sup>12</sup> It “*remains the key instrument for communicating and exchanging ideas with IDS scholars at home and abroad.*”<sup>13</sup>

The Conference is also a time to recognize and support IDS scholarship by offering the Kari Polanyi Levitt Prize for the best student essay and a book launch that features recent publications and videos by CASID members. In 2015, CASID introduced a second prize for the best paper open to all members who are not students.

In the survey, 67.8% felt that the conference should present a hybrid image – part academic and part practical whereas 30.4% felt that it should be academic and tied to the Congress.

To date, the CASID Executive has continued the earlier strategic decision to place the conference within the Congress of the Humanities<sup>14</sup> annual conference. This decision has always met with pros and cons – pros, because many CASID members are also members of individual discipline associations meeting concurrently and are therefore able to attend both events. To promote this, CASID makes an effort to create cross-listed panels where CASID links with others such as the Canadian Sociological Association, Women and Gender studies, etc. The downside is that there are too many events at the same time and, more importantly, timing is problematic with two key development events happening around the same time. This may prevent CASID from identifying, exploring and reaching more diverse and higher-scaled collaboration with the Canadian community engaged in international development. In addition, geography does play a role and if the Congress is held far from Canada’s larger cities, CASID attendance tends to fall.<sup>15</sup>

In recent years, CASID has been able to bring NGOs and other civil society organizations to the conference<sup>16</sup> and has also arranged for speakers from the south (or Europe) to present on key conference themes.<sup>17</sup> At the 2014 conference held at Brock University, the growing recognition that development studies need to introduce Canadian development issues in the curriculum prompted a visit to a foreign farm worker program to allow participants to listen to what Mexican and West Indian workers are up against in Canada.

Organizing such a conference comes at a fairly high cost in terms of time management for the person designated on a two-year term as organizer. Over the years there have been complaints in terms of quality of the conference panels and lack of attendance. Recently organizers have tried to address this by introducing the idea of thematic streams for the discussions that allow for multiple sessions to build on the same idea. This has proved successful and has circumvented the complaint that there have been times when a presenter faces only five people in the room – something that can happen in small interdisciplinary settings where presenters come from multiple directions.

CASID is reported to be an association that offers considerable support to students<sup>18</sup> and it has used some of its IDRC grant money to cover student travel expenses to the event. The

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<sup>12</sup> Partnership Program Grant Renewal, August 13, 2010 CASID to IDRC

<sup>13</sup> August 31, 2007 to August 30, 2008 CASID report to IDRC

<sup>14</sup> Formerly known as “the Learned Societies.”

<sup>15</sup> The 2011 Conference in Fredericton had the lowest attendance to date and resulted in a lowering of membership for the year ahead

<sup>16</sup> CCIC, World Vision, North South Institute, Kairos, Engineers without Borders

<sup>17</sup> Bello from the Philippines on the nature of migration for example who spoke at University of Victoria in 2010

<sup>18</sup> Margot Wilson

involvement of students on conference panels has met with mixed reviews. To address this poor response, CASID has worked with students to set up a parallel student conference (*Insight*) and has attempted to hold workshops aimed at new scholars as well as focus on the practical career issues they face.

### ***Insight***

*One reason that I stopped going to CASID meetings is that I often found myself on panels with students. Of course it is important to promote opportunities for students but from my point of view as a senior person, I did not get much value for my own investment of time and money. It is a difficult problem and I don't have any obvious solutions. It was a key reason why I stopped going and I suspect the same is true of some other seasoned professionals.*<sup>19</sup>

CASID has experimented with the idea of hosting a parallel student conference, *Insight* during the conference. The idea was to give undergraduate students their own space to present at the CASID conference. The process was to be student-led and student-managed. While the idea did take hold and proved successful for several years, the impetus to do the work and keep up the momentum was lacking which led the CASID executive to drop it for several years until it was taken up again in 2014 at the Brock conference. Although student attendance at this new effort was not large, the students' organized panel discussions were well done. *Insight* will be continued in the 2015 Annual Conference in Ottawa.

### ***The Canadian Journal of Development Studies***

The production of a Journal is the key function of an academic association.<sup>20</sup> Kari Levitt and colleagues focused attention on starting CASID through Ottawa University due to the presence of the Canadian Journal of Development Studies (CJDS) in 1984.

The management of the Journal went through difficult times (there was no issue published in 2009). In 2010, following two to three years of discussion with IDRC and Ottawa University, the CASID membership and the Executive moved the journal out of Ottawa and signed a contract with the commercial publisher, Routledge.<sup>21</sup> Routledge now manages the Journal production. The CJDS editorial services are based out of Simon Fraser University. CASID managed to obtain grants for the Journal from both Simon Fraser and from the Social Science and Humanities Research Council, SSHRC. To date, the French translation costs have been covered by IDRC. The Journal is now clearly an integral part of CASID and has a worldwide recognition. In fact, the journal is ranked #6 out of 79 Canadian social sciences journals and is the top journal in development studies in Canada.<sup>22</sup>

The Journal has been and is primarily an academic journal relating to an academic audience. Over the years, attempts have been made to include writing by and for practitioners. The editorial board set up a section called, *Notes from the Field* specifically for this purpose. However, there has been a lack of response from practitioners.

### ***Policy Development and the CASID Development Forum***

There is very little current evidence that IDS academic research has influenced Canadian development policy in recent years as it clearly did through a handful of pioneering IDS

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<sup>19</sup> Respondent

<sup>20</sup> Proposal to IDRC, 2012 - 1015

<sup>21</sup> IDRC proposal, 2012 - 2015

<sup>22</sup> Martha Snodgrass, Simon Fraser

professors such as Dr. Gerry Helleiner, Dr. Cran Pratt and Dr. Kari Levitt in the 1960s up to the 1990s. In 2003, CASID partnered with the North South Institute (NSI) to produce a “White Paper” on International Development Studies in Canada that examined the apparent disconnect between academics and policy makers. Here is a quote from a 2003 IDRC/AUCC symposium on international development research in Canada. *“Currently, the government places a low value on the international research capacity that exists across Canada. Whereas other countries tap this expertise, and even use it to rethink development strategies, Canada does not take this capacity seriously. At most, it uses a small cadre of advisors and holds some scattered consultations.”*<sup>23</sup>

This quote seems even more relevant today. There are some exceptions such as signs of academic involvement in government policy on Afghanistan. Nevertheless, there remains a much stronger interface between academics and practitioners in the United Kingdom and in Europe than there currently is in Canada. CASID has approached this broad issue by collaborating with civil society and individual universities to promote an annual Development Forum focusing attention on a single policy issue. The Forum publications can be found on the CASID website.

#### **Recent Forum Publications<sup>24</sup>**

- Faith, Belief and Development, published on line 2015
- Thinking Outside the MDG Box, 2014
- Lessons from the Past, Implications for the Future, The Haiti earthquake, 2012
- The Poverty Report, 2010
- Reassessing the Millennium Development Goals, Six Years and Counting Down, 2009
- Social Solidarity for Successful Development, 2008
- Canada’s Involvement in Afghanistan, 2008

#### **Regional Meetings**

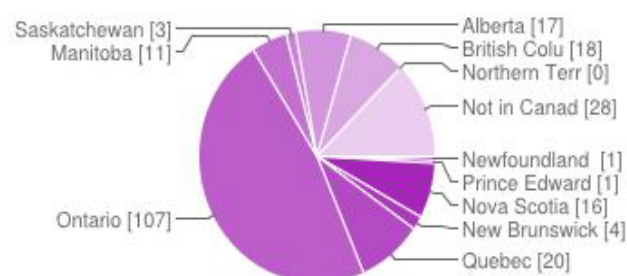
Given the vastness of Canada, regional representation within CASID has varied and has tended to favour central Canada where the majority of large and well-established IDS programs reside and the numbers are greatest. Encouraged by IDRC and enabled by some of its funding, intermittent efforts by CASID to diversify its membership and the delivery of its initiatives have been a constant challenge. The recent survey confirmed the extent of the challenges that continue.

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<sup>23</sup> IDRC & AUCC. “Research Without (Southern) Borders, The Changing Canadian Landscape, A national roundtable on new directions in international research in Canada” (Ottawa: May 22-23, 2003) p. 28

<sup>24</sup> The Forum publications can be found on the CASID website

### Where do you live?



Newfoundland and Labrador	1	0.4%
Prince Edward Island	1	0.4%
Nova Scotia	16	7%
New Brunswick	4	1.8%
Quebec	20	8.8%
Ontario	107	47.1%
Manitoba	11	4.8%
Saskatchewan	3	1.3%
Alberta	17	7.5%
British Columbia	18	7.9%
Northern Territories	0	0%
Not in Canada	28	12.3%

Understanding this, CASID developed a regional program offering small amounts of funding (originally as much as \$5,000 but more recently \$1,500) to universities and others willing to organize a regional event on development issues. The purpose is to both attract members to CASID and to bring the discussion of development issues to communities across the country. *“It is, according to one respondent who has organized regional events for several years, a fantastic program. Since many CASID events take place in and around Ottawa, this program offers a low cost option to spread the CASID presence out of the center.”*<sup>25</sup> In addition, people do not need a lot of money to make things happen. The low cost of putting an event together, and the legitimacy of having the green light from CASID gives credibility to the event that can also be an advertisement for CASID. This respondent would also like to see the Development Forum (typically held in Ottawa each year) conducted in the regions when and where possible. In 2014, CASID used the savings from the lower grants for regional events to organize five certified training workshops for students through different universities.

### The PhD School

The 2012-2015 CASID grant application to IDRC included commitments to funding a PhD ‘summer school.’ This was an idea that had been discussed over several years and had been piloted by two Canadian universities undertaking doctoral studies in IDS, St. Mary’s (SMU) and the University of Ottawa. The first CASID PhD School took place in Ottawa, December 2014. The school brought together close to 20 doctoral students for a 2-3 day period with the dual purpose of assisting candidates with their dissertation through a discussion on the process and the opportunity to network. *“Give me a day or so with a doctoral student to show him/her the ropes about writing a dissertation and I can save about 6 months of their time.”*<sup>26</sup>

One of the students who had recently attended the school commented on her recent experience, calling the program excellent. She said she had completed her thesis proposal and had done her first round of research. The aspect that appealed to her was the ability to get critical feedback from people who were not necessarily in her field so she could get a fresh perspective.

<sup>25</sup> Jonathan Langdon, April 14 personal conversation

<sup>26</sup> Conversation with one of the teachers at the school

*“The doctoral program was excellent – I got to meet a lot of great students and I was really able to listen to how others approached their proposal and it helped me make my proposal more rigorous because you get more than your advisors’ feedback.”*

Although she would have preferred more time for presentations and discussion, she enjoyed the discussions around the dissertation experience and talking about the academic world. She now feels she has a circle of colleagues (on Facebook) she can access should she need it. Clearly, the Doctoral School is an important networking opportunity for emerging scholars in IDS and related fields across Canada. Given that there are three PhD programs in IDS in Canada

### **Volunteerism, Organization and Management**

CASID is a volunteer run association. Its Executive is drawn from its members and is voted in at the Annual Conference. There has been a periodic exception, but normally the Executive, consisting of a President, Vice-President, Treasurer and Members at Large changes from year to year. The Vice-President is automatically moved to President having spent a year ‘learning the ropes’ and the President stays on the Board a year after she/he steps down to support the incumbent. There is a Secretary and a Treasurer, as well as Members-at-large with a maximum of 13. There is also a Committee to manage the Annual Conference, chaired by a member of the Executive for two years.

The decision to change the Executive on an annual basis was decided right from the beginning of the Association due to the understanding that the Executives were busy people and would not be able to devote much more time to the task. As it stands, people who had been (or still are) on the Executive universally talked about the difficulty of balancing CASID obligations and the academic life. While volunteerism is a part of professional life, it is important to remember that this work cannot be compared to that of development NGOs or other organizations that have dedicated staff to carry the work. At the same time the very fact that it is voluntary, accrues the benefit of knowing people are working through a shared commitment.

The CASID secretariat has resided in various spots<sup>27</sup> over the years and is now found at the Canadian Federation for the Humanities and Social Studies in Ottawa. There is also a part-time staff person who manages the archival material (minutes of executive meetings etc.) and the electronic outreach: website; twitter; Facebook, list serve, etc. At IDRC’s urging, the Canadian Consortium for University Programs in International Development (CCUPIDS) merged some of its functions with CASID including the annual conference and its website.

Respondents noted that overall, the Executive Committees have proven to be very motivated, passionate and hardworking, and it has been suggested that the President’s term of office be extended to two years with a possible one-year if needed. CASID’s ability to reach out to the French-speaking community seems to be dependent on having a Francophone board member. As it stands, there are few Francophone members.

### **Outreach**

CASID’s feature role as a networking organization is supported by a new and stronger website (revised in 2014); a Facebook and twitter account plus a list serve and a blog. The bulk of respondents in the current survey showed that the services they valued were the Journal, Networking (list serve, website and social media) and the annual Congress.

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<sup>27</sup> North South Institute, Centre for Developing Area Studies,

In short, CASID provides a central gathering space for many different disciplines and without it there are almost no outlets for ideas to discuss relevant issues. If it were to be disbanded it would be a loss of a sounding board for key IDS issues. There are no similar organizations to provide this outlet for educational opportunities. It fulfills an important academic role not duplicated in Canada.

## 4. Accountability

Addressing the issue of accountability in an evaluation often begs the question of accountability to whom – in this case CASID’s members or its’ current (IDRC) or future key funding partner(s). The terms of reference initially specified that this evaluation “*will determine how well CASID is meeting its objectives (those specified in the CASID three 2007-2015 program grants from IDRC) and those of its members.*”<sup>28</sup> The TORs also request that areas of possible change and improvement be identified to better position CASID for the future. The intended audience specified for this report was the CASID Executive Council and IDRC, as well as the CASID membership at large.

### 4.1 Accountability to Members

In the absence of other material, it is assumed that the goals of CASID’s members are those stated in the association’s own organizational goals, namely:

- to promote studies on and interests in matters relating to international development;
- to assess and to seek to expand the financial and human resources available in Canada for the increased understanding among the general community of issues related to international development;
- to promote excellence in the training of students engaged in international development studies;
- to facilitate personal contact and the exchange of information among those engaged in teaching, research, training, and education in international development; and
- to promote closer links between students of development in Canada and abroad.<sup>29</sup>

The organizational assessment of CASID in 2006<sup>30</sup> provides a starting point for this evaluation even though its focus was somewhat different in that it concentrated on the relationship with IDRC and organizational issues. However, the assessment did address a number of issues that are also being examined in this evaluation exercise. In brief, it noted progress in terms of CASID’s internal communications, but pointed to a continuing need to strengthen strategic management, alignment of activities and objectives, as well as resource mobilization and membership expansion.

The report mentioned specifically some capacity issues that continue to be at the forefront of CASID’s challenges, namely the limits of growing a national volunteer-run organization with its breadth of mandate and aspirations. It noted that CASID was largely activity-driven with a tendency to support “*traditional academic objectives of networking, supporting new scholars and disseminating knowledge.*”<sup>31</sup> Consequently, it also reported that there was limited work on outreach to other partners, especially those outside the academic world. Increasing the

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<sup>28</sup> CASID 2015 Evaluation TORs, page 2

<sup>29</sup> IBID, CASID TORs, page 1

<sup>30</sup> CASID Organizational Assessment Final Revised Report for IDRC, January, 2007, page ii.

<sup>31</sup> IBID Organizational Review, page ii



numbers of members was felt necessary, but did not in itself lead to the desired goal of greater diversity. Its participatory approach to decision-making was lauded although its effect was to slow down the CASID change process.

CASID shares with other Canadian not-for-profit organizations the burden of trying to engage interested parties (individuals and organizations) across a large country in two languages. Linked to this difficulty is the need to communicate effectively to retain and engage members, as well as to increase its visibility to obtain greater credibility and impact. Its dependence on IDRC funding in 2006 was identified and that too remains a challenge for CASID.

## **4.2 Accountability to IDRC**

To define its relationship and accountability to its sole large funder – IDRC (throughout the 2007-2015 period) – CASID signed three successive Canadian Partnership Program Grants. These three-year commitments included support for its key activities including the publication of the Canadian Journal of Development Studies (CJDS), the holding of an annual national Conference and some regional events, as well as support for other activities such as Insight, the Doctoral School and student travel grants. Operational support was also provided for the national office coordination and logistics role, as well as the web site.

### ***IDRC Agreement 2007-2010***

The 2007-2010 Agreement focused on the CASID objectives flowing from the 2006 Evaluation: (a) to improve activities and delivery, (b) to enhance organizational capacity, (c) to define clear objectives over the next three years, (d) to establish effective mechanisms to achieve these objectives (plans, task forces, reports), as well as in impacts (monitored and documented changes in performance), as these relate to priority areas for organizational improvement.<sup>32</sup>

In its first Interim Progress Report for the period from August 31, 2007 to August 30, 2008, CASID reported that it put in place some of the planned new activities and mechanisms to strengthen its institutional and membership base, to expand and deepen its outreach activities, and to diversify its partnerships. It indicated that its membership count had risen from 204 in 2007 to 315 in 2008 including the addition of 25 international members. The annual conference, held at UBC in 2008 was judged extremely successful with 210 people registered, more than 45 Panels held and there were a total of 54 participants from abroad, including a great number of scholars from Asia, Latin America and Africa. Further evidence of the progress included an Insight event and some regional initiatives, as well as the Development Fora that were seen to have extended CASID's presence geographically. There were still several areas for strengthening CASID activities that included the discussions with the University of Ottawa regarding the management of CJDS. It was reviewed during this period and a new management structure was discussed. Administratively, CASID had the support of an additional part-time worker to coordinate regional activities, the Development Forum and the membership drive. IDRC was CASID's principal funder during this period with the Annual Plans calling for Year 1 \$201,500, Year 2 \$203,180 and Year 3 \$204,920 for an agreement total of \$609,600. Within this overall grant, national office coordination and administration accounted for \$173,100 while research amounted to \$396,000. Limited additional funding was also received from FedCan for a number of joint panels, as well as from Oxfam and the World Bank for joint activities. Some additional revenues were derived from registration fees from increased event attendance.

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<sup>32</sup> Canadian Association for the Study of International Development, Partnership Renewal Proposal (2007-2010) to the International Development Research Centre, page 1

### **IDRC Agreement 2010-2012**

The IDRC Partnership Program Grant renewal for the period 2010-2012 continued its support for the annual CASID Conference; for research dissemination and outreach activities across Canada, including Development Forums, as well as the Journal of Development Studies. It was also planned to organize a workshop designed to advance further graduate studies in Canada, extend existing north-south academic partnerships and alliances, and promote inter-university cooperation. IDRC support also continued to fund the coordination of these key activities.

As stated in IDRC's own report,<sup>33</sup> *"The overall goal of this new grant to CASID for 2010-2012 is, as in previous grants, to strengthen the capacity of CASID/ACEDI and Canadian Journal of Development Studies (CJDS) to promote the multidisciplinary study of international development in Canada and to engage and inform Canadian public opinion and policy deliberations in this field. As with the previous grant, CASID entered the 2010-2012 funding period, pursuing two sets of objectives: the first set of specific objectives were programmatic in nature, while the second set were organizational, both managerial and strategic. New programmatic objectives called for CASID to collaborate more with other Canadian sectors active in international development and to facilitate greater inter-university cooperation in Canada. Organizational objectives were fewer than in the past grant, but a focus on achieving greater effectiveness and outreach, growth and diversification of membership, and embracing ICTs to become a leaner, more efficient, engaging and publicly visible organization"* were identified.

In its proposal for this period, CASID renewed its commitment to rationalizing the situation of the Journal, continuing the holding of Regional Events that had been seen to be a successful activity in increasing awareness of interest and action in international development. The Annual Conference continued as CASID's major networking event that provided opportunities for dissemination of information and debate, and engaging with key ID organizations and associations.

CASID also proposed to become more flexible and timely in its response to emerging issues by continuing the holding of Development Forums that focused on a key current ID issue with strong policy connections. Its intention was to strengthen this activity through initiatives to engage the NGO and government policymaking community for the 2011 and 2012 forums.

Reports to IDRC have recorded these organizational and operational improvements and in response IDRC has positively encouraged further steps. CASID's accountability in financial terms has not been challenged and CASID has planned and reported significant in-kind investments each year.

Organizationally, CASID proposed to strengthen the system for shared responsibility among Executive Committee members for the key CASID activities. In recent years, the Executive Committee members have taken responsibility for guiding key events such as the conference and evaluating regional events and this has worked well, although a greater sharing of the leadership functions was seen as desirable and a way of increasing member participation. To strengthen implementation, CASID proposed to hire a part time consultant to coordinate activities, work on the web site and computerize the membership system that would be operated by the Secretariat.

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<sup>33</sup> IDRC PMR, L. Mougeot, June 29, 2012

The budget for this work during the 2010-2012 grant period remained primarily dependent upon the multi-year grant provided by IDRC even though its level of support had declined to \$106,000 per year approximately.

The first Interim Report for this period noted that significant changes had been made in the production of the Journal with the elimination of the backlog in articles awaiting review and the publication of the several double issues of the Journal. In this period, after considerable discussion, the Journal's publication was moved to Routledge and away from the University of Ottawa.<sup>34</sup>

The difficulty of recruiting and retaining members continued and in August 2011, it was reported that CASID had 143 members of whom 70% were academics. There was some increase in professional members, with 21% of the membership composed of policy analysts, non-governmental organization employees, or 'others.'<sup>35</sup> Nevertheless, CASID did transition its application process to an online platform and 92% of the applications were processed that way.

Two regional events were funded in Year 1 and it was reported that the quality of the events varied significantly and was hugely dependent upon the skills and commitment of the volunteer organizers.

It is perhaps significant that a review of the 2010-2012 proposal to IDRC, as well as earlier and later grant requests, reveals that each time the following table was filled in, it listed virtually the same purposes, objectives, activities and outcomes. In explaining this similarity of goals and activities with past applications, CASID made the important point that "*As many of these are ongoing goals that can never be fully completed, there have been no changes to the objectives listed above.*"

#### CASID 2010-2012 IDRC Grant Proposal

Purpose and objectives	Activities
<b>Programmatic</b> 1. Promote face-to-face information-sharing and debate 2. Engage with key Canadian development organizations 3. Actively collaborate with CCUPIDS 4. Build bridges to selected international associations 5. Strengthen the Association's dissemination of knowledge generated by its members 6. Actively support research collaboration among scholars 7. Initiate and actively promote programs of inter-university cooperation  <b>Organizational</b> 1. Improve institutional efficiency and effectiveness in meeting programmatic objectives 2. Increase membership and participation 3. Self-monitor organizational performance	– Sponsor seminars and local conferences (Regional Events, Development Forums) and the annual conference – Involve development organizations in activities such as conference, Development Forums, Regional Events – Work with CCUPIDS on dialogue with government agencies – Liaise with other academic associations (including ones not previously associated with CASID), particularly related to conference; use list-serve and membership list to communicate about IDS – Finalize contract with Routledge and move to new publication platform; Revise Development Forum publications – Where possible involve people from diverse communities including NGO, government, new scholars, non-ID scholars, southern scholars, French speaking – Organize a workshop with CRSD and if possible,

<sup>34</sup> Interview with at least one member who moved away

<sup>35</sup> CASID 1st Interim Report (September 21, 2010 – September 20, 2011), page 16

	CCUPIDS
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### **IDRC Agreement 2012-2015**

CASID again sought funding from IDRC for specific programmatic and organizational objectives for this period. Programmatically CASID proposed *“to position itself more squarely in the context of international development research in Canada, while at the same time improving its outreach to individuals, groups and organizations outside Canada specializing in international development.”*<sup>36</sup> Its organizational objectives were also specified in the proposal and are: to improve institutional efficiency and effectiveness in meeting programmatic objectives and to increase membership and participation. The objectives for the new granting period, not surprisingly bear a striking resemblance to the goals proposed for the earlier IDRC grant as can be seen by comparing the 2010-2012 chart above with the one below.

### **CASID Organizational and Program Objectives 2012-2015**

<b>Organizational Objectives</b>	<b>Expected Results and indicators</b>	<b>Outputs/outcomes</b>
Improve institutional efficiency and effectiveness in meeting programmatic objectives	– More efficient and responsive CASID secretariat and more balanced workload amongst CASID executives	
Increase membership and participation in CASID	<ul style="list-style-type: none"> <li>– Increased membership in key categories (French, non-university and new scholars)</li> <li>– Increased youth/student involvement in activities</li> <li>– Increased memberships from CCUPIDS representatives and students</li> </ul>	<ul style="list-style-type: none"> <li>– CASID now has student representatives on the Executive</li> <li>– The Insight student parallel conference was resuscitated in Victoria, 2013 and continued in Brock 2014 (attendance not strong)</li> </ul>
<b>Programmatic Objectives</b>	<b>Expected Results and indicators</b>	<b>Outputs/outcomes</b>
1. Promote face to face information sharing among academics, civil society, policy makers and public	<ul style="list-style-type: none"> <li>– Sustained and frequent participation of representatives of organizations (CIDA, IDRC, CCUPIS, CCIC and NSI at CASID events)</li> <li>– Increased regional events</li> </ul>	<ul style="list-style-type: none"> <li>– Regional events hosted across the country (at lower cost per event) supplemented by five student training workshops</li> <li>– Presence of government, IDRC, CCIC and other NGOs (World Vision, Engineers without Borders etc.) at Conference</li> </ul>
2. Engage with key Canadian development organizations	<ul style="list-style-type: none"> <li>– To strengthen CASID’s intellectual contribution to the Canadian international development community seen as:</li> <li>– #1 above and Development Forum held annually with policy-relevant publication and, increased youth and student involvement in CASID</li> </ul>	<ul style="list-style-type: none"> <li>– Development Forum held annually and publication of Forum paper to be found on Website</li> </ul>
3. Build bridges to selected international development-focused	<ul style="list-style-type: none"> <li>– To better inform Canadian research: increased collaboration and connections with relevant IDS</li> </ul>	<ul style="list-style-type: none"> <li>– Collaboration with CCIC</li> <li>– Listserv in place and website maintained</li> </ul>

<sup>36</sup> CASID-IDRC Partnership Program Grant Proposal, (2012-2015) dated August 2012, pages 5-10

<b>Programmatic Objectives</b>	<b>Expected Results and indicators</b>	<b>Outputs/outcomes</b>
associations	groups and scholarly associations in Canada	
4. Strengthen Association's dissemination of knowledge through CJDS	<ul style="list-style-type: none"> <li>– To improve quality and efficiency of CJDS and the Development Forum publications plus a maintained website: increased readership and quality/quantity of manuscript submissions for CJDS and increased policy relevant research through Forum publication</li> </ul>	
5. Actively support research collaboration among scholars across Canada and in the global south	<ul style="list-style-type: none"> <li>– Regional events and Development Forum such as 2010 Poverty Report: more frequent partnerships with Canadian civil society, policy makers and other scholarly associations around collaborative initiatives</li> <li>– More involvement of same and people from the Global south in all CASID events</li> </ul>	<ul style="list-style-type: none"> <li>– Regional events funding declining (originally \$5,000 per event now restricted to \$1,500) but events themselves continue across the country. Savings from lower cost per event has resulted in five certified training workshops for students in various issues related to IDS.</li> </ul>
6. Initiate and actively promote programs on inter-university cooperation in the design of new programs (particularly Doctoral and Doctoral summer school)	<ul style="list-style-type: none"> <li>– Increased sharing of pedagogical tools for IDS and more effective and collaborative design of IDS at graduate and undergraduate levels</li> </ul>	<ul style="list-style-type: none"> <li>– Doctoral school in Ottawa twice a year underway and well attended</li> </ul>

The activities listed above are also familiar from year to year and include: the annual CASID Conference (with presentations from scholars from the South); research dissemination and outreach activities across Canada, including Development Forums, CASID's flagship publication—the Canadian Journal of Development Studies (CJDS); and coordination with the Canadian Consortium of University Programs in International Development Studies (CCUPIDS). Finally, CASID made it clear that IDRC support was/is critical for the coordination by the CASID/ACEDI Secretariat and Executive of these activities.<sup>37</sup>

However, in spite of the similarity of goals and activities, CASID was able to report positive changes while admitting to some continuing challenges. Its second Interim Technical Report for this grant period did highlight a number of indicative successes such as the positive feedback on the first CASID organized PhD School gathering which drew the participation of 19 doctoral students from across Canada with the promise of some new member recruitment.

A further positive example of CASID's initiative and membership commitment was the CJDS Special Issue on the topic of Teaching and Learning in IDS.<sup>38</sup> CJDS was also able to publish 131 articles and during the period August 2014 to February 2015 some 120 new articles were

<sup>37</sup> Please note that our executive represents scholars and researchers from across Canada.

<sup>38</sup> CJDS Special Issue – Teaching and Learning in International Development Studies by Rebecca Tiessen, Fahimul Quadir & John Cameron, 2013 - Volume 34, # 3.

submitted, a 20% jump with 26% of them written in French.<sup>39</sup> CJDS has a turn-around time of about 30 days for most submissions which has been a big change from the past. Organizationally, it was also strengthened by the establishment of its new 39 member International Advisory Board. Furthermore, organizationally CASID and CCUPIDs merged their delivery of services to effect greater synergy.

In terms of funding its operations and activities, CASID continues to rely in the main on IDRC resources, however as the chart below indicates, the value for money proposition is considerable with CASID contributing over 25% of the cost of its operations and activities through in-kind resources. Given that these inputs have been provided by volunteers, CASID has demonstrated its commitment to invest its own resources in order to leverage IDRC and other funds.

***CASID / ACEDI Proposed Request to IDRC:***

**Budget – Years 1-3 from September 24, 2012 to September 23, 2015**

<b>DESCRIPTION</b>	<b>TOTAL</b>	<b>IDRC</b>	<b>CASID</b>	<b>Routledge</b>	<b>In-kind</b>	<b>Federation</b>	<b>CCUPIDS</b>
<b>Year 1- SUB TOTAL</b>	271,350	141,950	7,900	9,000	106,500	2,000	4,000
<b>Year 2 SUB-TOTAL</b>	280,175	165,375	7,900	9,000	91,500	3,000	4,400
<b>Year 3 SUB-TOTAL</b>	252,000	136,400	7,900	9,000	91,500	3,000	5,200
	<b>803,525</b>				<b>289,500</b>		

The CASID 2012-2015 grant proposal indicates that CASID is looking for other resources to cover some of its activities. The proposed IDRC grant includes provisions for revenues to be obtained from other sources.

CASID has requested a small grant from the Canadian Federation for Humanities and Social Science (CFHSS) to defray some of the costs associated with the annual Conference. CASID also anticipates generating about \$15,000 a year in membership dues and Routledge transfers.<sup>40</sup>

***Membership***

The membership issue has been a continual challenge for CASID. It has made serious efforts over the years with some results, going from approximately 200 members at the start of this evaluation period, climbing to a high of 325 members in 2010 and then dropping back to a fairly constant figure of about 250. Efforts to recruit more French speaking scholars have not met with substantial results and representation from the South remains low. Recently, CASID's membership has grown during 2014 by approximately eight percent, from an average of around 250 in 2012-2013, to our current total of 268. Retention rates remain the same, however, holding at around 45.6%.<sup>41</sup> As noted above, at latest count, membership has now reached 300.<sup>42</sup>

<sup>39</sup> Report to the CASID Executive dated February 2015

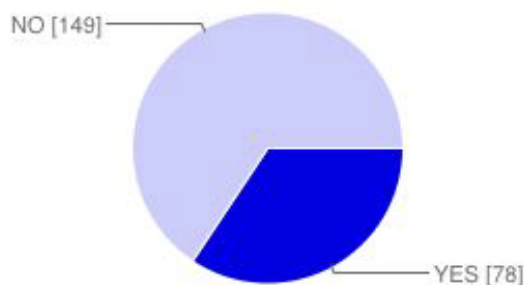
<sup>40</sup> CASID Grant proposal 2012-2015, page 31.

<sup>41</sup> CASID Technical Report # 2 – October 2014 , page 13

<sup>42</sup> At any given time it hovers around 300

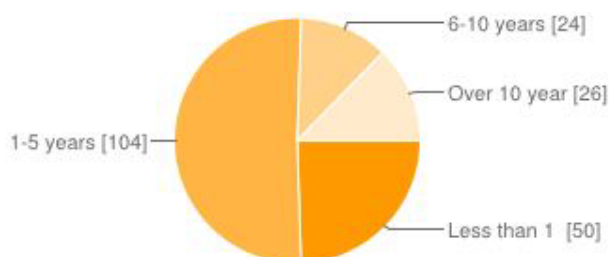
The survey presented an interesting portrait of the make-up of the current body of CASID members as follows:

### Are you a student?



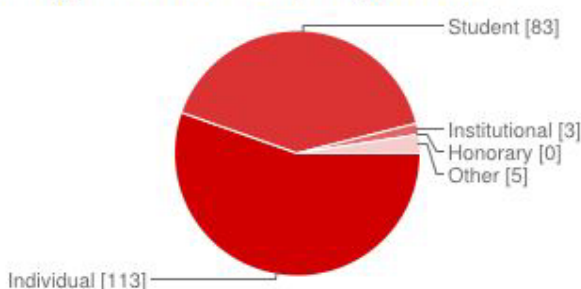
YES	78	34.4%
NO	149	65.6%

### How long have you been a member?



Less than 1 year	50	22%
1-5 years	104	45.8%
6-10 years	24	10.6%
Over 10 years	26	11.5%

### What type of membership do you have?



Individual	113	49.8%
Student	83	36.6%
Institutional	3	1.3%
Honorary	0	0%
Other	5	2.2%

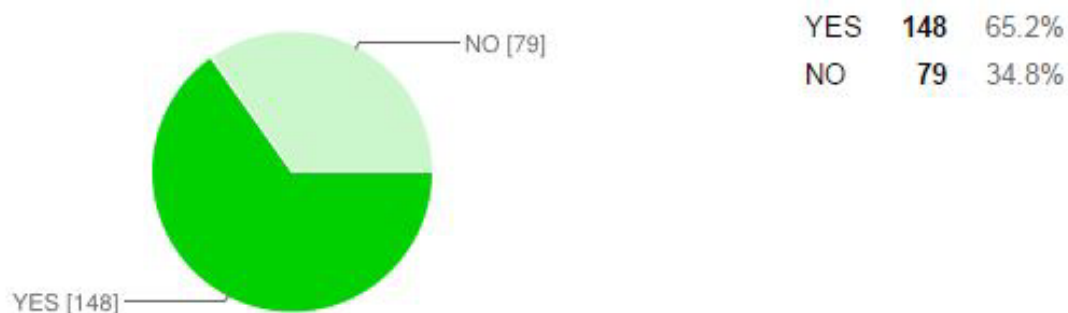
Given the large number of students currently in the undergraduate IDS programs and the growing number of graduate programs across the country, (undergraduate and graduate) the student membership base appears smaller than would be expected. Many reasons have been advanced for this low number including competition from other professional organizations, limited resources to travel to conferences, lack of awareness of the organization and its activities, etc. As one survey respondent explained –

*“I suspect students don’t know they would be welcome.”*

As noted earlier, there have been energetic recruitment efforts in the past with limited long term results as the pool of members has largely remained static, reaching up to 325 in the good years. The chart above also indicates that there were only three institutional members amongst the respondents – a potential source of future members perhaps.

Members were also polled to see if they would like to have more opportunities to become more involved in CASID – 65.2% said Yes. There were a variety of responses, many indicating a lack of understanding just how and where they could get involved.

### Would you like to have opportunities to get more involved in CASID?



While many of the respondents were positive about opportunities to become more engaged, many of their comments showed a bias towards obtaining more support/services from CASID, rather than participating in the organization directly. Nevertheless, they represent a relatively untapped pool of potential members and some limited revenue. However, the increasing number of IDS students and graduates poses CASID and other organizations in the ID field a considerable conundrum – more young people looking for meaningful employment and fewer ID jobs within the NGO sector and few prospects for employment with governments in Canada.

### **Postscript**

After completing this section, the evaluation team did a quick scan over the CASID documents, reports and the evaluation dating back to 2006. The most interesting observation to come from this scan is the fact that there is not a single word in this newer version that has not been written before. CASID members and their Executive have been acutely aware of most of the issues needing to be addressed and have written about them in various proposals to IDRC. The issue here is, not that they are not known, but rather how can they be researched, planned and implemented? It is tempting to say that there is nothing new under the sun, but in this case that would not be true. There are quite profound differences in the present context of international development in Canada and there are shifts in the funding mechanisms for both academic and civil society organizations. Something needs to be done and done differently.

## **5. The Way Forward – Re-imagining CASID**

*We need voices to comment on public policy. We need CASID to fill that space. We are at the bottom of the G8. We have no Think Tanks. We really need the academics to be involved in public discourse.*<sup>43</sup>

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<sup>43</sup> Interview with a former CASID member



### ***The Changing Context of IDS in Canada***

There is a Global shift in development thinking reflected by: a lowering of aid budgets in many G8 countries; the merging of aid into trade and diplomacy in others; the rise in humanitarian and relief activity as opposed to ‘development’ work and a general loss of faith in the supremacy of the United Nations. The state of the post 9/11 world has contributed to the demise as has growing criticism amongst many development thinkers who question the validity of the aid mentality giving rise to what some term, ‘a crisis of legitimacy’ within the industry.

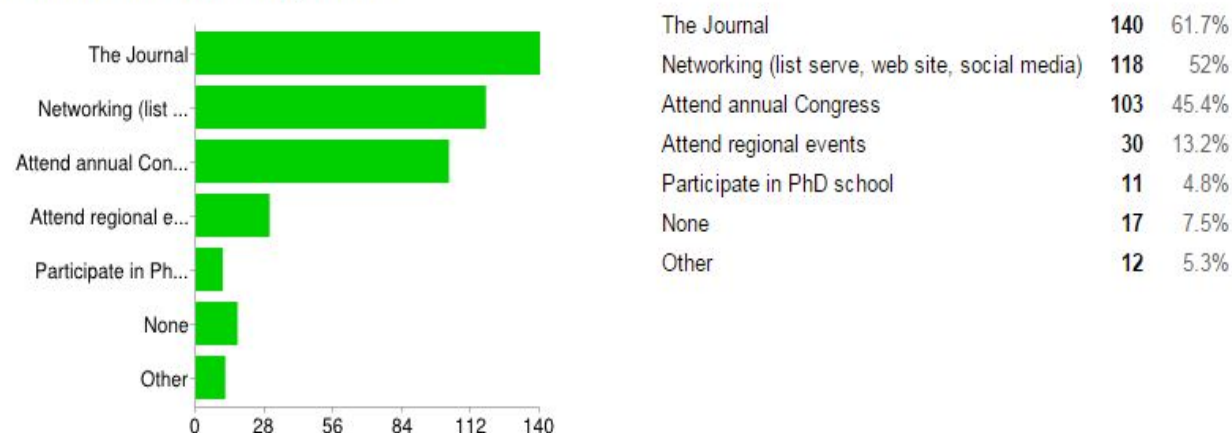
All this and more is happening in a Canada marked by our steady decline and shift in the nature of aid spending; the merger of CIDA into DFAIT, the closing down of important civil society and research organizations related to development (Kairos, the North South Institute, etc.) and the near death of the Canadian Council for International Cooperation (CCIC). Most recently, changes within IDRC have resulted in the closure of the Canadian Partnership program – an important part of Canada’s programming to support development research and learning, both at home and abroad. The nature of IDRC’s modus operandi appears to be changing significantly with much less emphasis being placed upon supporting the operations of CASID-like civil society organizations.

### ***Two Options***

There appear to be two clear options for CASID caught in this scenario. One is to confront the change in its funding base by scaling back and offering the bare bones of CASID services.

As noted elsewhere, CASID members in the survey have identified these essential services.

#### **What CASID services do you use?**



It is clear from many of those interviewed and also surveyed as the chart shows – the core services or activities for CASID members are: the Journal, the Annual Congress and networking provided by the conference, as well as the web site and access to the list serve. Those are the bare bones of CASID.

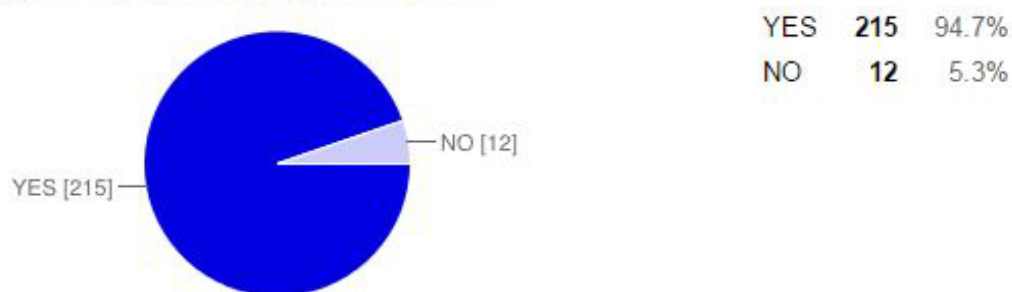
A second option is to ‘bust out of the box’ and more fully embrace the potential nexus between academics, practitioners, government, the private sector, research institutions and civil society. This direction would imply a more strategic partnership approach that *could* lead to the formation of a ‘consortium’ or collaboration that would collectively give voice to development issues and inform practice in Canada today. As one person quipped, it could be called the

Canadian International Development Association (CIDA) with sub-units for scholars (CASID), students and policy influencers (CCIC) and practitioners.

Such a “collaborative” option would undoubtedly be difficult and require tremendous effort from all who would be involved. Would it be possible? A number of respondents, both academic and practitioner, feel this shift could be brought about if there was an acceptance of the need for change within the membership ranks matched by a comparable shift in the expectations of the ID stakeholders. For instance, many CASID members have spoken in favour of greater interaction with practitioners and outreach to research institutions in Canada and in other parts of the world.

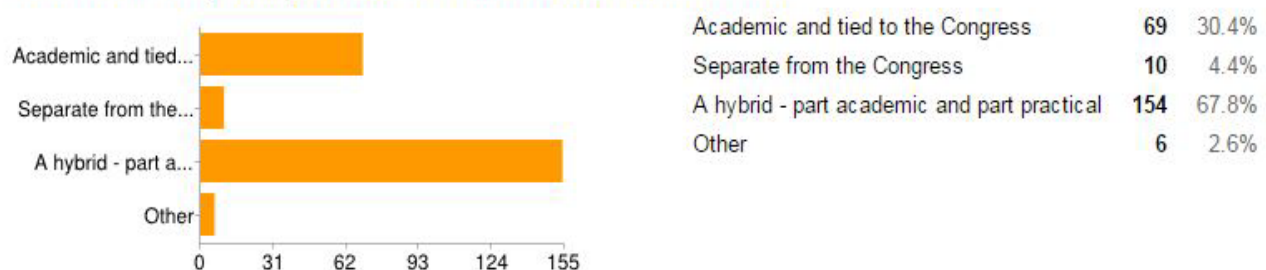
Reaching out is already on the minds of those interviewed and surveyed where there is evidence of resounding support (94.7%) for a greater relationship between CASID and practitioners.

### Is it important to bring in practitioners?



This view is also reflected in the feedback on the annual conference agenda. Members interviewed and surveyed caution, that there would always be a need to maintain academic quality along with practitioner experience to achieve an acceptable balance between the interests of these two different groups. But the idea of involving both groups showed up again in the answers to the survey questions dealing with the focus of the annual conference – see the chart below.

### What should the primary focus of the CASID annual conference be?



The collaborative theme was reiterated again in the answers to the survey question on whether CASID should reach out to Think Tanks within Canada and other countries.<sup>44</sup> The majority of survey respondents answered ‘yes’. Respondents who answered ‘Yes’ did so in support of a broader reading of CASID’s mandate relating to policy influence. Others mentioned the loss of

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<sup>44</sup> ODI, IDS Sussex in the UK and Centre for Global Development in Washington were suggested

Think Tanks within Canada and felt that CASID's reach should be broadened to include private companies; media and the diaspora both in Canada and the global south. Those respondents who were opposed to this view cited the need for CASID to focus on expanding its own network within Canada before moving further into international outreach.

### ***Option 1 – Stay in Business – core services***

Cutting back is not a new idea for CASID. The research results from this evaluation have made it clear that CASID has been periodically reminded by IDRC that it was important for the sustainability of the organization to reduce its high dependence on IDRC funding and adjust the volume of its work accordingly. Its Executive has responded throughout the years by making changes where and when possible. Respondents to the survey and those interviewed were quite clear that they valued CASID and wished it to continue, especially its core services. This option looks to accomplish that goal by moving to a smaller self-sustaining CASID reflecting the new reality of limited access to funding.

To maintain at a minimum the core services, it would seek to raise sufficient revenues from within its own operations. Namely, it would take into account the identified willingness of some members to accept a moderate rise in membership fees. Note that in response to the survey question about raising membership fees, while most respondents (72.2%) were not in favour, there were those that were positive (27.8%). Specifically, 14.5% indicated a willingness to accept an increase of 10% while 10.1% would accept a fee increase of up to 25%. It needs to be kept in mind however that students have few surplus resources to invest in memberships and conference travel (and even less time) so cannot be considered the prime source of funding. The goal of growing membership, and viewing members as a pool of potential resources organization's support over and above the fees that they pay, is not new, but has merit at least in terms of thinking through how volunteer membership help might produce more income and in-kind donations.

Additionally, this option would count on the costs of the Journal being adjusted to make it self-reliant, assuming that the significant in-kind contributions of CASID members in terms of content would continue.

The importance of the networking component of CASID's work, including the holding of the conference, as well as the operation of the web site and list serve would need to be the target of specific fund raising efforts to make these services affordable. Interviewees have suggested obtaining sponsorships for specific conference panels and events, as well as for student travel subsidies and speakers. Conference fees might also need to be increased somewhat.

In addition, some project funding would be needed to contribute to the costs of co-ordination of CASID activities and administration which would rely on some surplus generated from the core services income, as well as from project overheads. It could mean a slimmer operational budget tailored to the available income. However, this option builds on the desire to see CASID survive this lean period by becoming more self-reliant and innovative.

### ***Option 2 – Re-Imagining CASID***

The call to re-imagine CASID and its place in the development world within Canada has come from a variety of directions, especially from CCIC, but also from past CASID Executive members and other members, stakeholders and potential partners. Could it work? The example of CCIC is a relevant case in point.

When CCIC lost the bulk of its financial support, it was forced to “*refocus its vision, its mandate and come up with a totally new business model.*”<sup>45</sup> Realizing that this really was a new reality, CCIC moved first to mobilize its membership and next redesigned its business model to push the organization to work with others<sup>46</sup>. CCIC realized that in the future it would need to become more reliant on member dues financially to become sustainable and it needed to work with others.

Based upon the findings of this evaluation process, Re-imagining CASID is seen to be a potential way forward by implementing a compelling strategy that could engage and motivate existing CASID members and potential recruits, as well as attract the attention and support of other partners in the development field both internationally and domestic.

### ***Collaborative Research Initiatives***

Given that there are strong similarities (acknowledging the differences) between the circumstances of CCIC and CASID and their already existing relationship, it was suggested that CASID partner with CCIC to bring together other IDS related organizations (e.g., AUCC<sup>47</sup>, IISD<sup>48</sup>, CAIDP<sup>49</sup>, etc.). The goal would be to collectively brainstorm the development of a significant multi-year mega research initiative(s) – a common research agenda to present to possible funders (IDRC included).

To be credible, CASID and CCIC would have to convene as partners, be timely, innovative and be substantive in terms of scope, relevance, cost and potential impact. This collaborative approach to research would have to gather a critical mass of partners’ capacity and credibility around innovative proposals that could be attractive to larger funders such as IDRC. It would build on the trend in IDS towards strategic support to larger initiatives that have moved away from business as usual and instead are focusing on multi-sector and multi-year innovation and impact.<sup>50</sup>

### ***Thematic Research Initiatives***

In addition, a consortium could identify short term research themes on topics of current interest that individual organizations or limited partnerships could propose to targeted funding bodies (private and public). They could be focused on smaller proposals that would be centered on areas of current common concern and interest (e.g., youth and employment; health, agriculture, etc.) that could attract the attention of foundations and possibly private corporations and other sponsors within Canada.

Suggestions have been made that CASID and partners acknowledge the growing IDS attention to domestic development issues by partnering with Canadian domestic development organizations. Such a partnership could consider seeking funds to undertake projects focused on the relationship and knowledge sharing on international development issues and the development issues of the Canadian North.

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<sup>45</sup> Interview with Julia Sanchez and Fraser Reilly-King

<sup>46</sup> CCUPIDS, CAIDP, provincial and regional councils and Canadian domestic groups

<sup>47</sup> Now known as, Universities Canada

<sup>48</sup> International Institute of Sustainable Development

<sup>49</sup> Canadian Association of International Development Practitioners

<sup>50</sup> Conversations with IDRC staff

## 6. Conclusion

It is important that CASID be sustained in its work. Its current and past members, its Executive Committee and other IDS stakeholders clearly think so. Its track record is seen to be positive, even if its visibility to non-members seems limited.

All the evidence points to a changing ID environment, not a less important role for CASID, but one that is under attack as it is one of many civil society and voluntary organizations which are being forced to adapt and change rapidly – and change it must.

Beyond the practical need to collaborate for the sake of funding, respondents to the survey have strongly spoken out about the need to create and support a collective voice in Canada to inform government policy around Aid and Development; to raise public awareness and education on these issues and lay the foundation for future generations of development scholars and thinkers.

It will be important for CASID to keep its uniqueness as a multi-disciplinary IDS organization with a diverse membership – academics and students. It should work to become more current in its research issues and focus to attract the interest and engagement of activists and practitioners in the short term. At the same time, it will need to collaborate with other partners on longer, deeper, evidence building work and in so doing attract partners and new investors interested in evidence-based ID policy and initiatives. This strategy would include looking for opportunities for exploring private sector relationships given the increasing role it now plays in the ID field. CASID building on these ideas, could break out of its status quo and re-imagine itself.

### 6.1 RECOMMENDATIONS

It is recommended that CASID adopt a hybrid approach based upon a two-track strategy as follows;

#### ***Option 1 – Stay in Business – core services***

A Bare Bones Organization - slim down to the core activities of CASID and make each of them self-supporting.

The strategy would aim to offer only those services (Conference, Journal and Website) that are deemed critical by the membership;<sup>51</sup> as well as a focus on another membership drive; and consider an increase in membership fees. Plan to rely more on social media to reach and communicate with members across the country. Small proposals could be put in place to apply for short term project funding and for additional activities such as Regional events, student travel to the conference, etc.

#### ***Option 2 – A Re-Imagined CASID***

The recommendation to ‘re-imagine CASID’ revolves around the need for greater collaboration and partnership with other development oriented organizations with the purpose of proposing joint work around research, conferences and other initiatives. To get this started, CCIC has suggested that CCIC and CASID propose a meeting/workshop with selected stakeholders to brainstorm the idea of collaboration and the development of a research proposal(s) to present to

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<sup>51</sup> CASID evaluation survey, March 2015

potential funders. Such a brainstorming meeting should take place as soon as possible so that a proposal could be ready to present to funders in September/October 2015

The overall purpose of this option would be to position key ID stakeholders to present a collective voice on development issues and the role of development in Canada. This strategy would become a joint enterprise focused on research for policy influence, for development education within Canada and for a public acknowledgement and discussion about the intersection between Canadian domestic policy and international development issues with the rest of the world. CASID and its partners need to become more visible, particularly in Canada. They may need to ally themselves around areas of common interest with the private sector and other stakeholders for funding if strategically necessary. They collectively need to draw the attention of the Canadian government and the Canadian people to become the 'voice' that is called for by Re-imagining CASID.

## **6.2 Recommendation**

**It is proposed that CASID adopt a two-track strategy that combines options 1 & 2. CASID and its stakeholders, partners and members should initiate this transition as soon as possible.**

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## APPENDIX 1 – Contact List

In addition to the 237 respondents to the evaluation survey, the following key contacts were interviewed:

	<b>NAME</b>	<b>Designation</b>
1	John Cameron	Dalhousie University
2	Liam Swiss	Memorial University
3	Charmaine Levy	University of Quebec
4	Haroon Akram Lodhi	Trent University
5	Jonathan Langdon	St. Frances Xavier
6	Charris Ennis	McGill University
7	Henry Veltmeyer	St. Mary's University
8	Melanie O'Gorman	University of Winnipeg
9	Deborah Simpson	University of Regina
10	Ron Harpelle	Lakehead University
11	Stephen Baranyi	Ottawa University
12	John Harriss	St. Frances Xavier
13	James Gaede	Isle Research and Consulting
14	Myron Frankman	McGill University
14	Kari Levitt	McGill University
16	Margot Wilson	University of Victoria
17	David Black	Dalhousie University
18	Wilder Robles	University of Manitoba
19	Ray Vander Zaag	Canadian Mennonite University
20	Jerry Buckland	University of Winnipeg
21	Ann Weston	IDRC
22	Claire Thompson	IDRC
23	Julia Sanchez	CCIC
24	Fraser Reilly- King	CCIC
25	Sally Humphries	University of Guelph
26	Helen Hambly	University of Guelph
27	Nipa Bannerjee	University of Ottawa
28	Chris Smart	Retired
29	Tobi Nussbaum	City Councillor
30	Sarah White	University of Bath, UK
31	Brent Herbert-Copley	SSHRC
32	Tammara Soma	University of Toronto

## APPENDIX 2 – Terms of Reference

CASID evaluation terms of reference are as follows:

### **CASID: Terms of Reference for evaluation to take place in 2014-2015**

#### **1 Background**

CASID is a national, bilingual, interdisciplinary and pluralistic association dedicated to the promotion of the study of international development. It currently has over 200 members consisting of students, academics, researchers and institutions involved in all areas of international development. The objectives of CASID are:

- to promote studies on and interests in matters relating to international development;
- to assess and to seek to expand the financial and human resources available in Canada for the increased understanding among the general community of issues related to international development;
- to promote excellence in the training of students engaged in international development studies;
- to facilitate personal contact and the exchange of information among those engaged in teaching, research, training, and education in international development; and
- to promote closer links between students of development in Canada and abroad.

In attempting to fulfill its mission CASID provides its members and the international development community with a variety of services. Currently, its primary activities include an annual conference as part of the Learned Societies (now Congress) to discuss and debate development issues, the quarterly publication of the Canadian Journal of Development Studies (CJDS) which incorporates learned contributions in any of the fields of interest represented by membership, keynote speaker tours and/or regional conferences, and the establishment of an electronic database, and communication system to facilitate the exchange of information between CASID members. CASID also actively attempts to create linkages and relationships with other organizations interested in international development and provides travel grants to assist graduate students and others to attend the annual conference.

CASID is currently managed by a nine-member Executive Council. A first external “institutional evaluation” of CASID was carried out and completed in May 1996, supported by the IDRC. A second evaluation took place in 2006.



## **2. Purpose of this Evaluation**

Within its own institutional objectives, CASID undertook to meet a number of programmatic and organizational objectives under its three 2007-15 program grants from IDRC (see Annex 1). This evaluation will determine how well CASID is meeting these objectives and those of its members and will identify areas of possible change and improvement.

## **3. Evaluation and Methodology**

The evaluation design should permit the collection and analysis of both qualitative and quantitative data in a manner that maximizes the participation of CASID membership in the evaluation process. Please see Terms of Reference (section 1.5.1) for details on evaluation design and methodology.

## **4. Use and Users of Evaluation and Dissemination**

The results of the evaluation of CASID are primarily of interest to its current Executive Council and IDRC. More broadly, the intended audience includes the Executive Council and CASID's membership at large. The evaluation will be shared with the membership for discussion at of its Annual General Meeting (AGM) in June 2015.

The evaluation will be used by the CASID Executive Council:

- to provide an opportunity for CASID to reflect on its role and activities in the changing research and policy environment;
- to assist in strategic planning and program development for the year(s) ahead;
- to assist in the preparation of new grant applications from IDRC and others.

It will be used by IDRC for accountability purposes and for learning about changing strengths and capacities in an interdisciplinary body aimed at fostering aspects of development that are central to IDRC's mandate.

A draft of these Terms of Reference was approved by the CASID executive and members at the AGM in St. Catharines in May 2014. The final decision regarding the hiring of the consultant will be approved in the October 2014 CASID Executive Committee meeting. The actual evaluation will begin in February 2015. The draft report is to be completed in early May 2015 and the final report to be completed by July 1<sup>st</sup>, 2015. The draft report and major findings will be discussed with membership at a round table session at the 2015 AGM.

The draft report of the evaluation will be reviewed by the Executive Council and the final report will be disseminated to the CASID membership. The Executive Council wishes to promote transparency, which it considers important in order to reward the participation of membership and increase trust in management.

#### **4.1. Authority of Responsibility**

The evaluation will be overviewed by, and the evaluator will report to, IDRC and a CASID Evaluation Management Group (EMG). This EMG will consist of three members, two from CASID's Executive Council (President and Vice-President) and one senior program specialist from IDRC (Canadian Partnerships Unit. For all contractual matters, CASID will be the lead agency.

The evaluator will officially report directly to IDRC and CASID. CASID will be the contracting party. Authority and responsibility will rest with the EMG to approve the evaluator's final terms of reference, the evaluation work plan, changes if any during the evaluation process, and the evaluation reports submitted by the consultant. CASID will authorize and issue the payments to the consultant.

The EMG will be involved in the decision-making. CASID will administer the contract logistics (honoraria, travel expenses) and will facilitate access to documentation, communications with membership, identification of informants, logistical organization of focus group sessions, review of products submitted by the consultant, etc. CASID will issue emails with updates and requests to membership for input into the evaluation, with deadlines for responses.

Report review by the IDRC: the Evaluation Unit will comment on the report's adherence to the evaluation terms of reference, the report's reliability and methodological rigour, as well as the report's clarity and utility. Canadian Partnerships will comment on any of the above, plus the accuracy and/or interpretation of the data and analysis; comments and suggestions to the evaluator intended to improve the report's usefulness for decision-making and learning.

#### **5. Specific Objectives of the Evaluation**

The specific objectives of the evaluation are:

- a) To review performance progress by the organization in relationship to its IDRC Program Grant and with reference to recommendations contained in the 2006 external evaluation;
- b) To account for the results and outcomes of its funding over the past decade;
- c) To assist the IDRC with reviewing and adjusting its relationship to CASID in years to come;

### **5.1. Terms of Reference**

- a) The consultant will be responsible for reviewing the draft workplan provided below in consultation with the IDRC and CASID Evaluation Management Group (EMG). The consultant will submit proposed revisions to the work plan and framework to the EMG by 1 December 2014. The workplan involves a questionnaire-based survey and telephone or Skype interviews with key informants (particularly current and former CASID Executive members).
- b) During the month of February, the consultant will be responsible for reviewing CASID-relevant documentation: a sample of files, minutes, newsletter, conference abstracts and attendance documents, policy papers, membership rolls and any other relevant material. The Consultant will be responsible for submitting draft questionnaire survey and interview schedules to the EMG and the IDRC by 1 February 2015.
- c) During the February and March the consultant will conduct telephone or Skype interviews with key informants.
- d) The consultant will ensure that the questionnaires and interviews engage the following groups as respondents: the Executive Council and CASID members, secretariat staff, conference registrants, regional workshop participants, IDRC (taking into account the Centre's evolving interests), external partners and similar organizations, journal editors and advisory committee members.
- e) The consultant will revise schedules as required and apply these to membership and key informants (CASID will be responsible for approving and facilitating the distribution of the questionnaires to respondents; they will e-mail responses to the consultant).
- f) The consultant will be responsible for processing, analyzing and reporting to the IDRC and CASID on results.
- g) The consultant will be responsible for analysis of survey and interview data during March and April.
- h) The consultant will be responsible for submitting a draft progress report of the evaluation, including major findings, to the EMG by 15 April 2015.
- i) The consultant will be responsible for write up of the final evaluation report to the EMG by 20 May 2015.

## 6. Time Line

Component	Date	Estimated Time Required
Selection of the consultant	October 2014 following the CASID Executive Meeting	
Review of archival materials		4 days
Submission of workplan and draft survey questionnaire	1 December 2014	
Acceptance of Workplan by EMG	15 December 2014	
Submission of draft survey questionnaire & semi-structured interview questions	1 February 2015	
Schedule key informants		1 day
Telephone/Skype interviews with up to 35 key informants	February/March 2015	5 days
Administer online Survey questionnaires	February/March 2015	1 day
Processing of data and analysis of information	March/April 2015	Survey: 4 days Interviews: 8 days
Report drafting	March/April 2015	4 days
Submission of draft report, including executive summary and annexes, to EMG and CASID Executive	15 April 2015	
Feedback from EMG/CASID to consultant	6 May 2015	
Report Finalization	6-20 May 2015	1 day
Submission of final report to the EMG	20 May 2015	

## **7. Preliminary Workplan and Reports**

The consultant's report should be succinct (maximum 25 pages plus annexes). It should:

- a) identify CASID's achievements and strengths and identify limitations and gaps in programming, with particular respect to the three 2007-15 IDRC Program Grants, and
- b) Include recommendations, based on evidence, to help CASID position itself strategically to promote growth and effectiveness of mandate.
- c) In relation to the 2006 evaluation: effectiveness of CASID in catering to its objectives, and the recommendations from the 2006 evaluation – what has been done and how well.

## **8. Qualifications of the Consultant**

- 1. Bilingual (French and English)
- 2. At least 10 years' experience in international development
- 3. Knowledge of survey and questionnaire design and analysis, including knowledge of NVivo or similar software
- 4. Previous experience with interviews
- 5. Knowledge of changing environmental factors (in academia, in government, in civil society) which may affect the mission and activities of an organization like CASID over the next five years.



## **ANNEX 1:**

### **Objectives in CASID's 2012-15 IDRC Program Grant**

The main objectives that CASID will pursue over the 2012-2015 period, with the financial and organizational support of IDRC, are listed below. This proposal builds upon the work of CASID in the previous two years, an evaluation of this period, and the changing context for international development, international development studies and research, funding opportunities, and general changes such as technological innovations. Objectives are divided into two categories, programmatic and organizational objectives.

#### **Programmatic Objectives**

Over the next three years, CASID will continue to position itself more squarely in the context of international development research in Canada, while at the same time improving its outreach to individuals, groups and organizations outside Canada specializing in international development. Specifically, CASID will undertake the following:

- Promote face-to-face information-sharing, debate and networking among academics and with civil society organizations, policy makers and the general public. This objective will be promoted by sponsoring seminars and local conferences across Canada on ID issues (Regional Events) and by the annual conference.
- Engage with key Canadian development organizations on specific initiatives of mutual interest, to strengthen CASID's intellectual contribution to the Canadian international development community. The strategy for attaining this objective is to hold an annual conference, to participate in and support the Canadian Consortium of University Programs on International Development Studies CCUPIDS/CASID initiative around opening a more sustainable dialogue with government agencies, and provide spaces to organizations that wish to participate in CASID initiatives, for example, through holding workshops and publishing in the Development Forum.
- Build bridges to selected international associations to better inform Canadian research, teaching and practice in the field of development; and actively collaborate with Canadian Consortium for University Programs on International Development Studies (CCUPIDS) to ensure the best possible alignment of research and knowledge production / dissemination with university teaching. This objective will be promoted through encouraging participation of various groups in CASID events such as the Regional Events, Development Forum, and Conference, as well as, sharing web links with other organizations. The CASID list-serve will

be used effectively as part of a wider e-communication strategy for the Association. Further, CASID will endeavor to work together with CCUPIDS on initiatives related to engaging and communicating with key development agencies such as CIDA, SSHRC, and IDRC. CASID and cCUPPIDS worked well together on an initiative to raise the profile of IDS scholarship with SSHRC over the past period and CASID will seek further opportunities to work cooperatively with CCUPIDS.

- CASID will also pursue discussions with other scholarly associations such as CALACS, CASCA, CAAS and Canadian Development Economics Study Group (CDESG) in order to elaborate joint efforts with these associations and their membership. For example, CASID will invite other associations to organize joint Development Forums and organize panels at the annual conference.
- Strengthen the Association's dissemination of knowledge generated by its members. The main vehicle for attaining this objective is through improving the quality and efficiency of the Canadian Journal of Development Studies and also, the Development Forum publications. The website will also be maintained and improved as a key vehicle for dissemination.
- Actively support research collaboration among scholars across Canada and in the global south, and any academic partnership initiatives in this area by CASID members. This will include government agencies, the NGO community, French speaking scholars, new scholars, non-IDS scholars and scholars from the global south.
- We will continue to strengthen the Regional Events with a 'hands-on' approach in coordinating with event-organizers to include disciplines not generally considered part of 'international development studies' (IDS) and to expand and improve publicity efforts.
- Efforts will also be made to engage the NGO and government policy-making community via Development Forums (for a model see, in particular, the 2010 CASID Poverty Report). In 2012, CASID will experiment with holding one Forum with the Canadian Council of International Cooperation in September. CASID will aim specifically at civil society international development actors as well as participate in government sponsored events.
- Initiate and actively promote programs of inter-university cooperation in the design of new academic programs, particularly as regards those leading to the Doctoral degree, and the design of an annual Doctoral Summer School. The latter would serve as a mechanism for promoting inter-university cooperation on teaching and research.

### **Organizational Objectives**

CASID has two key organizational objectives that are designed to support and ensure the achievement of the programmatic objectives discussed above, and the overall mission of the Association.

- Improve institutional efficiency and effectiveness in meeting programmatic objectives. CASID will emphasize increasing its institutional and organizational effectiveness through activities such as designation of lead EC members, continued website development, better communication between the CJDS and EC and with members.
- Increase membership and participation. For many members, the key tangible membership benefit is participating in CASID activities, presenting one's research and activities and relating to those of other scholars and practitioners, and access to the CJDS. The EC will therefore prioritize improvements in the CJDS and other activities to increase membership and participation, including better communication and outreach through messages to the membership list and list-serve regarding CASID activities, opportunities for involvement in the organization of the Association, and the implementation of vibrant and comprehensive membership strategy that includes outreach to IDS research units and programs across Canada and abroad.