



# INTERNATIONAL COOPERATION IN SMALL CITIES AND TOWNS:

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NEW DIRECTIONS AND INNOVATIVE LOCAL PRACTICES  
IN BRITISH COLUMBIA

IDRC PROJECT NO. 107467-00020199-038

**FINAL TECHNICAL REPORT**

PREPARED BY

Deborah Glaser and Laura Barluzzi,  
British Columbia Council for International Cooperation

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FULL NAME OF RESEARCH INSTITUTION: British Columbia Council for International Cooperation (BCCIC)  
ADDRESS OF RESEARCH INSTITUTION: 550-425 Carrall Street, Vancouver, V6B 6E3

NAMES OF RESEARCHER/MEMBERS OF RESEARCH: Michael Simpson, Executive Director, BCCIC, Dr. Julie Drolet, University of Calgary, Deborah Glaser, Research Coordinator, BCCIC, Laura Barluzzi, Research Coordinator, BCCIC, Jennifer Boundy, Research Coordinator, BCCIC

CONTACT INFORMATION OF RESEARCHER/RESEARCH TEAM MEMBERS

Michael Simpson, Executive Director, BCCIC: mike@bccic.ca, 604.899.4475  
Dr. Julie Drolet, University of Calgary: jdrolet@ucalgary.ca, 780.492.1594  
Deborah Glaser, Research Coordinator for IDRC/Senior Policy Analyst, BCCIC: deborah@bccic.ca, 604.899.4475

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This investigation would not have been possible without the volunteer commitment of the many participants who were involved in personal interviews and focus groups that are at the foundation of our investigation.

## 1. EXECUTIVE SUMMARY

The goal of this research study is to advance knowledge in international cooperation by exploring the experiences of civil society organizations, non-governmental organizations (NGOs), and related stakeholder groups in British Columbia's (BC) small cities and towns

Past research on international cooperation in Canada has focused on large urban centres, with far less attention to small cities and towns. Yet international cooperation NGOs are actively engaged in creating partnerships in many of these communities, including Northern sites, in a long-term and sustainable manner. There is a need to better understand how these local organizations consider their work in a provincial, national, and international context, particularly since the challenges facing international development remain varied and complex.

Field research was undertaken in three communities in British Columbia in order to explore how international cooperation NGOs view their work by investigating meanings and understandings of partnerships, strengths and challenges in small cities and towns; to identify how a small city and town context influences international cooperation NGOs; to enhance, strengthen, and consolidate the partnership among researchers, educators, practitioners, and students as a basis for ongoing collaborative research; to inform the support that the British Columbia Council for International Cooperation (BCCIC) has provided to regional networks across BC over five years (2011-2016); and to advance knowledge of international cooperation strategies by identifying promising practices, policies, and lessons learned. The research objectives were met by conducting qualitative research that involved student researchers and staff in three small cities, and related knowledge mobilization activities.

The study findings represent community members' understanding of the strengths, challenges, promising practices, and innovations of international cooperation NGOs in small cities and towns. Findings were centered around five major themes:

1. Connectedness: individual and group connections are easier to make in small town settings and are often steeped in direct personal relationships that promote trust and partnerships;
2. Capacity Building: education and raising awareness through public engagement, with post-secondary institutions playing a major role, creates opportunities at the local level;
3. Local-Global Connection: local definitions of international development are influenced by local issues and a local interpretation of the role social justice plays in how the connection is understood;
4. Tools and Strategies for Community Action: the internet and social media, community activities, and fundraising play big roles in supporting and amplifying international cooperation efforts in small towns; and
5. Community Challenges: small town practitioners often feel cut off from resources and opportunities due to their size and location.

These findings aim to improve the capacity of organizations to learn from their experiences and to share their lessons with others. It is anticipated that a number of stakeholders will be interested in the result

of this study including government policy-makers, education and training institutions, community organizations, NGOs, development practitioners, and members of the general public.

The resulting research report, *International Cooperation in Small Cities: New Directions and Innovative Local Practices in British Columbia*, provides an introduction to the study, research methodology, a comprehensive literature review, thematic analysis of the findings, and a number of appendices (including the interview and focus group questions, bibliography, and summaries of the academic and grey literature reviews). Further outputs include a research brief, a plain language summary of the research, and a blog post – all of which are available on the [BCCIC website](#) – and a forthcoming journal article in the Canadian Journal of Development Studies. Furthermore, BCCIC presented the research at the CASID 2015 and 2016 conferences and the research findings at the 2016 World Social Forum.

## 2. INTRODUCTION

Past research on international cooperation in Canada has focused on large urban centers, with far less attention to small cities and towns. Yet international cooperation non-governmental organizations (NGOs) are actively engaged in creating partnerships in many of these communities, including Northern sites, in a long-term and sustainable manner. There is a need to better understand how these local organizations consider their work in a provincial, national, and international context, particularly since the challenges facing international development remain varied and complex. Creating new knowledge and innovation is important in order to address these challenges, including inequality, poverty, environmental degradation, and gender inequities (International Development Research Centre, 2009).

In this study our definition of small cities and towns are those with populations between 10,000 and 90,000. Field research was conducted in the Comox Valley (Vancouver Island), Nelson (the Kootenays), and Prince George (Northern British Columbia), where the British Columbia Council for International Cooperation (BCCIC) has been engaged in regional programming for at least a five year period (2008-2013). BCCIC developed a regional network support program for international cooperation NGOs based on needs expressed during previous CIDA-funded programming (2008-2011) and member surveys.

Studies have examined the unique strengths and challenges of rural Canadian communities, such as the Rural Women Making Change coalition, the Canadian Rural Partnerships Program, and the Columbia Basin Rural Development Institute. Yet rural needs are different from those of small cities and towns, and this reality was the impetus to conduct research from the perspectives of NGOs within this context. Documenting the realities of small town international cooperation NGOs is important research, as it values and raises awareness of the strengths of these organizations and their communities. This research contributes to enhancing and strengthening relationships between urban and small town organizations by recognizing common and dissimilar situations. It also allows capacity-building programs, such as those implemented by BCCIC and its sister Councils across Canada, to more effectively address the needs of international cooperation NGOs in small cities, where lessons learned can be applied across regions. This locally-defined research priority was identified in broad consultations throughout British Columbia (BC) with partners, stakeholders, and regional networks.

The study builds on an existing community-university partnership that aims to enhance collaboration between universities and BCCIC while building on their complementary international development and cooperation skills and experience. New research initiatives are emerging through community-university partnerships in international development that bring together post-secondary institutions and partners from community and NGO sectors. It is anticipated that the lessons learned from community-based international cooperation strategies may inform future programming in BC and in other small cities across Canada. The results of the study will contribute to improving our understanding of regional programming and to support Canadians' public engagement in the field of international cooperation and international development.

### *Research Goals and Objectives*

The goal of the study is to advance knowledge in international cooperation by exploring the experiences of NGOs in British Columbia's (BC's) small cities and towns.

The research objectives are:

1. To explore how international cooperation NGOs consider their work by investigating meanings and understandings of partnerships, strengths, and challenges in small cities and towns;
2. To identify how a small city or town context influences international cooperation NGOs;
3. To advance knowledge of international cooperation strategies by compiling case studies on promising practices, policies, and lessons learned;
4. To enhance, strengthen, and consolidate the partnership among researchers, educators, practitioners, and students as a basis for ongoing collaborative research; and
5. To inform the support BCCIC has provided to regional networks across BC over the last five years (2011-2016).

### *Research Questions*

The overall research question guiding the study is the following:

- What are the experiences of NGOs engaged in international cooperation in the context of British Columbia's small cities and towns?

A number of related sub-questions include:

- How do NGOs consider their work in a provincial, national, and international context?
- What are the strengths and challenges of regional programming and contributions to Canadians' public engagement in the field of international development?
- What innovative and promising practices are being used or promoted in small cities and towns?
- How can small city and towns NGOs be supported to deal with the varied and complex challenges facing international development?
- What are the differences, if any, between small cities and towns and urban metropolis centres with respect to international development priorities and issues? How are funding constraints addressed?

## **3. PROGRESS TOWARDS MILESTONES**

### *Project management and monitoring & evaluation system*

As discussed in the interim narrative report submitted September 7, 2015, changes to the project timeline resulted from staffing changes and seasonal delays. Further staffing changes occurred during the second half of the project when Jennifer Boundy, former Research Coordinator, left the project in early 2016 to pursue another opportunity. At this point, Laura Barluzzi was hired as Research



Coordinator in April 2016 on contract to complete the project through June 2016. Due to the staffing delays, an extension was requested and granted to complete the project by August 31, 2016. Deborah Glaser, original Project Coordinator, returned to the project in July 2016 when she returned from maternity leave.

The research partnership brought together all members of the project team together for a meeting in the first year to launch the project, and to discuss the research questions. Further steering committee meetings were adjusted to take place in Q 3, 6 and 7 rather than in each quarter as originally scheduled. Members of the steering committee were consulted and provided input into the development of the interview and focus group questions for the study, presented on their prior work with communities in each site, and supported the recruitment of participants in the data collection phase. In year two the project continued with data collection and analysis.

Approval by the Research Ethics Board at the University of Calgary was granted in March 2015.

### *Participatory action research (PAR) implementation*

Field Research changed from Q2, 3 and 4 to Q4 and 5, with data collection trips occurring during the following dates:

- September 11-13, 2015 - Nelson, BC
- September 26-28, 2015 - Comox, BC
- October 30-November 1, 2015 - Prince George, BC

Individual face-to-face interviews were conducted in each site with key informants in the community including community leaders, advocates, educators, and project coordinators from the international development community. In addition, focus group meetings were organized with local residents and volunteers in order to learn about their strengths and challenges in the context of a small city. Regional members of the steering committee provided assistance with the recruitment of research participants using existing networks in each community. The Research Coordinator conducted five individual interviews and one focus group discussion in each community; the total sample comprised 15 interviews and three focus groups. While it was anticipated that 8-12 participants would be involved in each focus group, there was a range from 3-8 participants per session. Focus group sessions were facilitated by the research coordinator and the regional committee representative from each respective community, and a local student research assistant participated as a note taker.

Questions for both the one-on-one interviews and the focus group interviews are included in Appendix C to this report.

Feedback Evaluations changed from Q4 to Q4 and 5.

Literature Review changed from Q2 and 3 to Q4, 5 and 6, with both an academic peer-reviewed and grey literature review completed. The review of academic peer-reviewed publications was conducted by a doctoral student research assistant at the University of Calgary and the grey literature was reviewed

by the BCCIC research coordinator. Both literature reviews are included as annotated bibliographies in Appendices A and B to this report and have been submitted to IDRC's Digital Library.

### *Data and research analysis, research reports*

Due to staffing changes, the internal literature review completion and dissemination milestone was changed from Q5 to Q6. Again, the annotated bibliographies resulting from these reviews are included as Appendices A and B to this report.

Due to staffing and seasonal delays, analysis of the data was moved to Q4 through 7. Audio files of the interviews were delivered from BCCIC to Dr. Drolet at the University of Calgary. The recordings were transcribed by student research assistants for the purposes of data analysis. Each transcript was carefully read multiple times. A grounded theory approach was adopted to guide data analyses and interpretations using open coding and axial coding for developing categories and themes. The qualitative research software Nvivo 10.0 was used to code the transcripts, support analysis of the data, and to explore the relationships between the codes. Qualitative research software provides flexibility in data analysis to allow for changes in conceptualization and organization as the project develops. Transcripts were coded line-line-by-line to identify concepts and thinking about the meanings grounded in the data. A qualitative approach proved to be a suitable method in order to conduct this exploratory research and to learn from the perspectives and experiences of individuals actively engaged in international cooperation activities in small cities.

### *Presentation of results to stakeholders (Knowledge Mobilization)*

Knowledge mobilization activities were ongoing throughout the lifetime of the project. The original research problem was presented at BCCIC's Annual General Meeting (AGM) in September 2014. Progress on the research was presented at the September 2015 AGM and final results will be presented at the forthcoming September 2016 AGM.

Three conference presentations were made and can be found on the BCCIC website. They included:

- [\*International Cooperation in Small Cities and Towns: New Directions and Innovative Local Practices in British Columbia\*](#), CASID, 3 June 2015. (Dr. Drolet, University of Calgary)
- [\*Inclusion of Community-Based Research Results\*](#), CASID, 1 June 2016. (Michael Simpson and Laura Barluzzi, BCCIC)
- [\*The Istanbul Principles and Small Cities: New Directions and Innovative Local Practices\*](#), World Social Forum, 11 August 2016. (Michael Simpson, BCCIC)

Laura Barluzzi authored a post on the research that was published to the [BCCIC website](#) in March 2016. Discussion of the project findings will also be included in the September 2016 BCCIC newsletter. Furthermore, BCCIC staff tweeted extensively from the 2016 CASID conference and the 2016 World Social Forum about the project presentation. Our tweets go out to 2300 followers.

A plain language summary and brief on the findings were produced in July - August 2016 and can be found on the [BCCIC website](#). They have also been submitted to the IDRC Digital Library.

With a project extension to the end of August 2016, research was able to be completed and a draft research report produced within the appropriate timeframe. The draft research report, *International Cooperation in Small Cities: New Directions and Innovative Local Practices in British Columbia*, authored by BCCIC and Dr. Drolet, will be submitted to the *Canadian Journal of Development Studies* with an expected publication date in Winter 2016. This report will also be uploaded to the IDRC Digital Library. However, due to the significant delays, the following output was not produced: a national webinar discussing the research and findings.

## 4. SYNTHESIS OF RESEARCH RESULTS AND DEVELOPMENT OUTCOMES

This exploratory qualitative study considers the experiences of civil society organizations, non-governmental organizations (NGOs), and related stakeholder groups engaged in international cooperation activities in three small cities in BC. Given the challenges facing international development as a field and area of practice, it is important to learn from the experiences of those most affected and active at the local level. The study involved individuals, organizations, and groups who are working in the context of small cities and towns in the field of international cooperation yet have traditionally been excluded from research about their experiences.

Our findings show that international cooperation NGOs and practitioners in small cities and town across BC contextualize their work around five major themes: connectedness, capacity building, local-global connection, tools and strategies for community action, and community challenges. Furthermore, there emerged from the themes and from parallel outreach conducted in-kind under BCCIC's contract with Global Affairs Canada (formerly the Department of Foreign Affairs, Trade and Development) a small set of promising practices that may be used by organizations in small cities and towns. This section describes each of the themes, includes relevant quotes from interviewees and focus group participants, and proposes some promising practices.

### *Context of the Small City*

The context of the small city matters and the importance of place is a key finding in terms of what it means to work on international cooperation and development activities. Similarly, the size and character of the city is perceived as influencing the nature of the work.

It's more powerful I think it's much more powerful honestly than it would be in a big city. I feel that I have more voice within this smaller community than I would have in Vancouver ... I really do think so, I do think we do have this advantage. (Focus Group, Comox Valley)

## *Connectedness*

The importance of connections and relationships between and among those active in formal and informal activities emerged across all three communities. Issues of trust and partnership appear to be related to connections and relationships. Many participants stressed that individual and group connections are easier to make in small town settings and are often steeped in direct personal relationships that promote trust and partnerships. Volunteers are also seen as playing a vital role in the local community yet there are challenges in relying on volunteers in order to sustain activities over time.

I think that the uniqueness is that in smaller communities there is more buy-in because people know each other and there's a deeper level of connection. (Interview, Kootenay Region)

It's always about the relationship. It's always about a relationship. People have to feel like they're making a difference. And I have to feel like there's some kind of value and connection. And so I think it's about relationship. Relationships that people have. (Interview, Kootenay Region)

Prince George is known for volunteerism a lot of people in our community give back. (Interview, Northern BC)

## *Capacity Building*

Education and raising awareness through public engagement, with post-secondary institutions playing a major role, was recognized as a way to create opportunities at the local level. Many organizations support education and raising awareness about international issues of concern. There is an interest among some groups to further engage younger people and students, and many organizations have established links to post-secondary institutions when they are present in small cities.

We got involved with fair trade in a way to do education. We had been watching all these films about what is happening around the world for a few years and we wanted a more direct connection. (Interview, Comox Valley)

Awareness ... it's creating an awareness first because it's a very important element and that's what we spend a lot of time doing ... and connecting people to real issues around the world and then finding ways to go in and help them meet some critical needs such as clean water. (Focus Group, Comox Valley)

The importance of education for project officers and those engaged in the work emerged as an area of importance for some participants.

And we are also learning as we go. We can't assume that we know all of this. The world is a very complex place and the issues are very complex and there is always something new to learn (Interview, Comox Valley)

### *Local-Global Connection*

Similar to the literature review, the perspectives of the respondents in the study demonstrate different understandings and meaning associated with the contested term ‘international development.’ Educators in particular seem to prefer to highlight local-global issues while other individuals are engaged in work that support larger organizations or associations at the local level through fundraising. Many participants recognized the role social justice plays in how the connection is understood.

When you are thinking about rural international development from my lens, that is one influencing factor. But I would not call it international development. It is more opportunities to increase your global knowledge ... The word international versus global to me is very different. International is more about borders, like international being country focused as opposed to a broader awareness that we live in a global community as opposed to one with borders ... I just kind of always react to the word international development, I think partly because international development has a business focus ... There is an industry around international development. (Interview, Comox Valley)

I think in a theoretical sense I want my students to pay attentions to those policies. I want them to pay attention to, for example, recognizing the changes in refugee’s access to health benefits for example. I want students to know how policy will influence the individuals that they meet in their day to day lives. (Interview, Kootenay Region)

We can very easily find examples of poverty and homelessness ... In the downtown core ... We often bring it to the home context. (Interview, Northern BC)

It’s always about justice, always about making a better world, about a fair world (Interview, Comox Valley)

### *Tools and Strategies for Community Action*

the internet and social media, community activities, and fundraising play big roles in supporting and amplifying international cooperation efforts in small towns

The importance of the internet and social media in supporting international cooperation in small cities and town was highlighted, and there is interest in using new technologies to further engage younger people. Social justice as an area of practice and interest may serve as a motivating influence in being engaged in the work. Several activities were identified in support of international cooperation such as fundraising, distribution of promotional material, community organizing, and advocacy.

So before I came here this morning I used social media, Internet and Skype. I had 2.5 hours of conversation with young people I am working with [overseas]. So I'm in contact with people pretty well everyday [using technology]. (Interview, Comox Valley)

Because of all the new technologies I think there is an opportunity for more awareness with young people and old people. (Interview, Kootenay Region)

### *Community Challenges*

The size and geographic location of the city may present as a challenge for some engaged in international work. Feelings of isolation and the lack of opportunities to connect with international projects are reported. Funding constraints appear to challenge the availability of human resources in terms of paid staff to support community development. One of the biggest challenges reported is burnout given the lack of resources to sustain operations in the long-term. This is described as an increasing concern for a number of organizations located in smaller communities given the lack of sustained funding to support projects and activities. The amount of time required for fundraising, the lengthy and complicated funding applications required by government, and competition for funding, are considered to be key challenges experienced by those working in the context of small cities and towns. A number of strategies for successful fundraising in the context of the small city are identified, and opportunities for professionals to connect with experienced practitioners in the field.

Well, I think in a small community context we have fewer opportunities to connect with international projects or experiences. And I think we don't necessarily have connections with organizations that are really at the cutting edge ... (Interview, Kootenay Region)

Prince George is quite separated from Vancouver. It takes a long time to get there if you are going to drive or fly. It is kind of hard for Prince George; especially since our club is going to the International Forum. In Canada, you have to send two people to Ottawa, and it is so much money to fly to Ottawa. But we can overcome our geographical challenges. (Focus Group, Northern BC)

I think that on the monetary side there's a belief or a feeling that there's an urbanization of moneys there's an allocation of moneys from the government that's inordinately spent in urban centers rather than rural centers ... this is why you're always asking for more money from locals because we're a one stop shop here ... we don't have those sorts of services supported here financially so that's why we take more ownership (Focus Group, Comox Valley)

Obviously it is difficult to maintain activities when you do not have the funding and the institutional support. (Interview, Kootenay Region)

I find that smaller communities are doing really important fundraising and that sort of thing it can be really difficult to ask people again and it's the same people that are always contributing ... because we find we're always tapping the same generous people and businesses ... there's a finite number of businesses and the small businesses get hit up a lot and the big stores tend not to feel so obliged. (Focus Group, Comox Valley)

### *Promising Practices*

While the project was interested in learning about any innovative or promising practices in the area of international development and cooperation, there were few responses on this subject. One of the respondents shared the following around needs-based programming:

We look into the needs of the community and then going from their needs to implementation. I mean I don't know if that is innovative but you know we try not to just bring programs or events to the community but instead look at the needs of the community and what the community is like. We prefer to create events and programs based on the needs of this community.  
(Interview, Northern BC)

There was also a recognized need for greater cross-sectoral collaboration for achieving international development as well as a push to include youth and intergenerational collaboration in small town and city efforts.

Internet tools, social media, community activities, and fundraising partnerships with larger organizations were all seen as valuable tools to amplify the sometimes limited resources of small city NGOs.

Furthermore, in September 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs) that aim to tackle the root causes of environmental, social, and economic inequality in order to achieve a more peaceful and sustainable world. Parallel to this research project, BCCIC conducted an extensive series of 29 roundtable consultations across 5 regions in BC, meeting with over 400 individuals around the themes of Canadian and international sustainability. We found that participants in our roundtables – often individuals and organizations in small towns and cities – supported the use of the SDGs as a common language tool for linking, contextualizing and positioning the work of Canadian civil society organizations.

### *Conclusion*

Overall, the results of the study contribute to a better understanding of the work, understandings, and challenges faced by international cooperation NGOs in small cities and towns. The project is significant because it provides unique insight from the diverse perspectives within the international cooperation sector, and the voices of volunteers and individuals in smaller communities. The results aim to contribute to a broader dialogue on the role and contributions of those working in the context of small cities and towns, and to share their perspectives and experiences with others.

It is anticipated that a number of stakeholders will be interested in the results of this study including government policy-makers, education and training institutions, community organizations, NGOs, development practitioners, and members of the general public.

This research, including knowledge mobilization, took place from September 2014 to August 2016.

## 5. METHODOLOGY

A qualitative research methodology was adopted to collect information from individuals, organizations, and groups in three distinct sites who are engaged in international cooperation in small cities and towns: 1) Comox Valley (Vancouver Island); 2) Nelson (the Kootenays); and 3) Prince George (Northern BC).

In these communities, where the social and economic situations differ from each other, there is a need to learn from those engaged in international cooperation activities. In each site the researchers sought to identify what contextual factors contribute and influence international cooperation. Key questions explored in each site focused on how social capital, human capital, and social networks are utilized, as well as how social solidarity, social cohesion, and social interaction in international cooperation is enhanced.

A thorough review of academic peer-reviewed publications was conducted by a doctoral student research assistant at the University of Calgary. In early 2016 the grey literature was reviewed by the BCCIC research coordinator. Numerous academic databases and internet search engines were consulted with the guidance of a university librarian. Summaries of the literature reviewed and a bibliography were developed by the student research assistant and current research coordinator in order to ground the study in the relevant literature. Some of these findings were circulated among the members of the research team for their input.

During the 2016 winter-spring period, a group of four students from the University of British Columbia assisted the research coordinator in finding relevant grey literature. Furthermore, the students helped by creating a database of small cities and towns in BC with NGOs focusing on international cooperation work. Twenty-four of those organizations were researched and the database is included in Appendix D of this report.

Individual face-to-face interviews were conducted in each site with key informants in the community including community leaders, advocates, educators, and project coordinators from the international development community. In addition, focus group meetings were organized with local residents and volunteers in order to learn about their strengths and challenges in the context of a small city. Regional members of the steering committee provided assistance with the recruitment of research participants using existing networks in each community. The research coordinator hired by BCCIC conducted five individual interviews and one focus group discussion in each community; the total sample comprised 15 interviews and three focus groups. While it was anticipated that 8-12 participants would be involved in each focus group, there was a range from 3-8 participants per session. Focus group sessions were facilitated by the research coordinator and the regional committee representative from each respective community, and a local student research assistant participated as a note taker.

The interviews and focus groups were audio recorded using a digital voice recorder. The recordings were transcribed by student research assistants for the purposes of data analysis. Each transcript was carefully read multiple times. A grounded theory approach was adopted to guide data analyses and interpretations using open coding and axial for developing categories and themes. The qualitative



research software Nvivo 10.0 was used to code the transcripts, support analysis of the data, and to explore the relationships between the codes. Qualitative research software provides flexibility in data analysis to allow for changes in conceptualization and organization as the project develops. Transcripts were coded line-line-by-line to identify concepts and thinking about the meanings grounded in the data. A qualitative approach proved to be a suitable method in order to conduct this exploratory research and to learn from the perspectives and experiences of individuals actively engaged in international cooperation activities in small cities.

The research partnership brought together all members of the project team together for a meeting in the first year to launch the project, and to discuss the research questions. Members of the steering committee were consulted and provided input into the development of the interview and focus group questions for the study, presented on their prior work with communities in each site, and supported the recruitment of participants in the data collection phase. In year two the project continued with data collection and analysis. Knowledge mobilization activities were ongoing throughout the lifetime of the project.

## 6. PROJECT OUTPUTS

Please see earlier section 3 on milestones and associated outputs for a full description of completed outputs and justification for outputs that were not achieved. Materials that will be submitted to the IDRC Digital Library include:

- Final Technical Report
- Research Report with literature review: *International Cooperation in Small Cities: New Directions and Innovative Local Practices in British Columbia*
- Plain Language Summary of findings
- Brief of findings with a focus on promising practices
- Annotated bibliography of peer-reviewed academic literature
- Annotated bibliography of grey literature

All conference presentations made in relation to the project, along with blog posts and e-newsletter discussions, are openly available to the public on the [BCCIC website](#).

## 7. PROBLEMS AND CHALLENGES

In the funding proposal for this project one of the risks identified was the potential major risk that the Department of Foreign Affairs, Trade and Development (DFATD) funding would not be confirmed for BCCIC in the next five-year program period. The project faced a major constraint when DFATD funding was delayed, resulting in the layoffs of all BCCIC staff. In addressing this risk, there was a delay in the

start of the project. Similarly, there was a backlog of projects awaiting final approval at IDRC once BCCIC staff was re-hired that further delayed the approval of the project budget to begin the project. Further, the study relied on the availability of university-based resources to support data collection, transcription, analysis, and knowledge mobilization activities on a voluntary basis. This further presented a number of risks due to delays in fund transfer payments to cover the expenses of the student research assistants. Finally, re-organized support for the regional networks and relationships was required, and as a result, the research coordinator was unable to recruit participants from Kamloops, BC, as agreed upon in the initial research proposal. Despite these risks experienced by the project and the limitations associated with them, there are rich experiences and perspectives that have emerged in the analysis of the results.

There are a number of limitations associated with this exploratory and qualitative research study. First, the lack of prior research on the topic is a limiting factor. This is evident based on the results of the literature review. The study sought to address this gap in the academic and grey literature by conducting exploratory qualitative research. Second, a limitation of the study is the small, non-probability sample of convenience. Thus, it is not possible to generalize the results of the study. Third, the study relied on self-reported data that cannot be independently verified. Finally, the study relied on access to individuals and organizations with the support of the regional networks in each community. Another limitation was that data collection and analysis were performed by different members of the project team. A research coordinator travelled to each community for the purposes of collecting data, and the principal researcher conducted the analysis as previously discussed earlier in this section of the report.

Despite the limitations and risks associated with this research project, the methods allowed for rich qualitative data to emerge on the small city and town context, and the perspectives and experiences of those engaged in international cooperation work in this exploratory study. Due to staffing and funding constraints, it was not possible for the steering committee to convene as regularly as planned. There were only three meetings in total: the initial steering committee meeting in September 2014, a mid-term meeting ahead of Deborah Glaser's maternity leave in April 2015, and a final meeting to discuss research results in June 2016.

## 8. REFLECTIONS AND RECOMMENDATIONS

A key finding in terms of lessons learned during the life of this project comes from the design of the research question itself. It became clear during the initial exploratory process to identify small cities and towns in which to conduct research that a definition for small cities and towns needed to be more narrowly defined than those with a population of 10,000 - 90,000. In British Columbia, only Metro Vancouver has a population greater than 90,000. The capital itself, Victoria, would fit into the small city designation as it was used in this report, but arguably does not face the same issues of isolation and lack of resources as communities such as Prince George felt. Looking back, it seems a small city definition between 10,000 - 50,000 population would have better served the aims of this research. Furthermore, the number of research questions laid out in the initial proposal turned out to be too ambitious and, as a

result, we were not able to answer all of them. The project would have benefitted from fewer questions that focused on one or two dimensions of the big vs. small city experience.

The general objective to enhance and strengthen partnerships among researchers, educators, students and practitioners was achieved despite some limitations in communication and geographical distances. Practitioners from local international cooperation NGOs, students from both the University of British Columbia and the University of Calgary, and researchers and research-assistants were included at all stages of the research. For example, the partnership with the four UBC students was very successful in creating bridges between academic and real-world knowledge. In this regard, Dr. Jenny H Peterson, professor of the UBC interns said:

“In marking their final reflections (both videos and more detailed reflective writings) the lessons they learned both about civil society and about the realities of working in the 'real world' were very powerful. The personal transformation by some of the students was actually quite striking and the feedback on the support offered by BCCIC has been just so positive.”

Testimony such as this leads us to conclude that project design approaches modeled from a multidisciplinary approach to include both researchers and practitioners through all stages of project design and research is a valuable tool for strengthening partnerships.

In terms of our experience with IDRC, we were very satisfied and felt very well supported through the process. We experienced multiple setbacks due to staffing changes and an issue with the research partnership that we brought to the attention of our Program Officer, Claire Thompson. Ms. Thompson was very helpful in developing a solution that was supportive of all parties and conducive to the success of the project. IDRC staff was also very flexible in providing necessary extensions for the project as a result of the numerous delays experienced from the outset.

## APPENDIX A: SUMMARY OF PEER-REVIEWED ACADEMIC LITERATURE REVIEW

**Baldersheim, H., Bucek, J., & Swianiewicz, P. A. W. E. L. (2002). Mayors learning across borders: the international networks of municipalities in East-Central Europe. *Regional & Federal Studies*, 12(1), 126-137.**

The age of internationalization has also reached local government. Leaders of local authorities are increasingly in touch with their opposite numbers in other countries. The cross-border networks between cities, towns and regions seem to grow denser day by day (Goldsmith and Klausen, 1997, Baldersheim and Ståhlberg, 1999a). East and Central European mayors are very much a part of this trend. However, not all municipalities and mayors are equally involved in this pattern of cross-border networking. To the extent that important information, economic resources, or strategic advantages flow from membership of such networks, those who cannot or will not take part may be disadvantaged.

In this article, we shall address three issues related to these networks: (1) What precisely are the activities mayors engage in when taking part in international networks? (2) How far-flung are the networks of the East- Central European mayors? What are the geographical patterns? (3) And what are the forces driving international networking? What are the characteristics of the cosmopolitan mayor and municipality? The material we use comes from a survey of mayors in the Czech Republic, Poland and Slovakia carried out in 1997. Between 300 and 500 mayors were surveyed in each country (see Table 8 for details of the respective samples). The survey was in some respects a repeat of a 1991 study reported in Baldersheim, Illner, Offerdal, and Swianiewicz, 1996.

**Banks, N., Hulme, D., & Edwards, M. (2015). NGOs, States, and Donors Revisited: Still too close for comfort? *World Development*, 66, 707-718.**

Serious questions remain about the ability of NGOs to meet long-term transformative goals in their work for development and social justice. We investigate how, given their weak roots in civil society and the rising tide of technocracy that has swept through the world of foreign aid, most NGOs remain poorly placed to influence the real drivers of social change. However, we also argue that NGOs can take advantage of their traditional strengths to build bridges between grassroots organizations and local and national-level structures and processes, applying their knowledge of local contexts to strengthen their roles in empowerment and social transformation.

**Bontenbal, M. (2010). City networking with the 'global South': Dutch policy and practice. *Tijdschrift voor economische en sociale geografie*, 101(4), 462-472.**

Whereas the global networking of cities is commonly understood from a fiscal-economical and technological perspective explaining world economy and globalisation structures, this paper discusses another viewpoint of city networking in which the exchange of knowledge on urban management and

policy-making is examined. It reviews the policy context and practice of Dutch cities in North-South city networking and their role in international development co-operation through the sharing of municipal knowledge and expertise with partner cities in developing countries. Against the background of shifts in development thinking leading to increased acknowledgement of the role of cities in development co-operation, past and current policies at the national as well as the municipal level are considered that shape the framework for Dutch city networking with the 'global South.'

**Buis, H. (2009). The role of local government associations in increasing the effectiveness of city-to-city cooperation. *Habitat International*, 33(2), 190-194.**

In this paper the issue is addressed of the roles local government associations in developing countries can play in making the ever growing city-to-city cooperation (C2C) more effective for the development of local government in their countries. There are two characteristics looking at C2C through the past decades. C2C was mainly driven by local governments in developed countries and an increase of professionalism can be witnessed. The vital issue at present time is the insufficient influence of local governments in developing countries on the policy agenda of C2C; there is a need for more ownership. The increase of professionalism in C2C is an asset in the enhancement of ownership in developing countries. Local government associations can determine nationwide conditions and objectives for C2C and in this way they are in the excellent position to overcome the disadvantage of the one to one relationships of city-to-city cooperation. The main challenge is that local government associations themselves are in need of strengthening and capacitating. A descriptive model is developed for capacity development of local governments associations.

**Campfens, H. (1996). Partnerships in international social development: evolution in practice and concept. *International Social Work*, 39(2), 201-223.**

Partnership arrangements among the major actors involved in international social development have been shifting in significant ways since the early 1960s. At that time, the writer, on a four-year assignment to Columbia, was first introduced to the world of international cooperation involving the so-called 'developed' industrial nations of the North and the 'underdeveloped' nations of the South, now generally referred to as the Third World. These shifts in partnership need to be understood by placing them in proper context, acknowledging the rapidly changing political and socioeconomic world order, and the new reality of poverty in Canada as well as in the Third World.

Of particular interest here is to determine what can be learned from a critical examination of those shifts in concept and practice of partnerships in international development. The focus will be on Latin America, drawing on my own extensive experience and long involvement with that region as visiting professor and researcher on poverty, social movements and non-governmental organizations. Among the principal actors in partnership to be considered here re: (1) governments and their organizations, including multilateral institutions; (2) non-governmental organizations (NGOs); and (3) 'popular sector' organizations representing the poor. This paper will highlight the development focus of each of these

actors through the period of the 1960s up to the 21st century, the partners with whom they align themselves, the roles they take on and the nature of cooperation and resource transfer.

**De Villiers, J. C. (2005). Strategic alliances between communities, with special emphasis on the twinning of South African cities and towns with international partners. Unpublished PhD thesis, University of Stellenbosch Business School, Bellville Park Campus.**

**De Villiers, J. C. (2009). Success factors and the city-to-city partnership management process—from strategy to alliance capability. *Habitat International*, 33(2), 149-156.**

International city-to-city (C2C) partnerships, also known as twinning or sister cities, have evolved from their beginnings as a facilitating instrument of international friendship and cultural exchange at the local level, to a powerful tool for capacity building, learning, and economic and social development in developing countries. In recent years' research findings from both academic and practitioner studies have provided much-needed insights into the failure rate and factors that contribute to the sustainability and success of such relationships. But to apply these principles, cities need guidelines and a formal policy and process framework to conclude sustainable relationships and manage them successfully. This paper draws on recent studies in South Africa and the United States of America, and frames a C2C partnership as a strategic alliance entered into between two or more cities. It applies principles from the management literature on strategic alliances to the field of C2C cooperation and proposes a management and planning model which municipalities involved in international C2C partnerships can use to ensure the success of individual relationships. This model consists of six steps: strategy formulation, identification of potential partners, evaluation and selection of potential partners, negotiation of the alliance and agreement, implementation, and the embedding of knowledge which leads to alliance capability and continued alliance success. The paper suggests that C2C cooperation can make a major development contribution and that application of this model can effectively increase relationship success at the local level.

**Ebrahim, A. (2003). Accountability in practice: Mechanisms for NGOs. *World Development*, 31(5), 813-829.**

This paper examines how accountability is practiced by nongovernmental organizations (NGOs). Five broad mechanisms are reviewed: reports and disclosure statements, performance assessments and evaluations, participation, self-regulation, and social audits. Each mechanism, distinguished as either a "tool" or a "process," is analyzed along three dimensions of accountability: upward–downward, internal–external, and functional–strategic. It is observed that accountability in practice has emphasized "upward" and "external" accountability to donors while "downward" and "internal" mechanisms remain comparatively underdeveloped. Moreover, NGOs and funders have focused primarily on short-term "functional" accountability responses at the expense of longer-term "strategic" processes

necessary for lasting social and political change. Key policy implications for NGOs and donors are discussed.

**Edwards, M. (1999a). International development NGOs: Agents of foreign aid or vehicles for international cooperation? *Nonprofit and Voluntary Sector Quarterly*, 28(suppl 1), 25-37.**

What is the future for development NGOs who work internationally but are based in and governed from the industrialized world? Are they destined for redundancy as NGOs and other organizations rooted in southern societies take over their roles and replace their expertise, or will they retain a legitimate place on the world stage in the 21st century? This article looks at the changing context for international NGOs and lays out three alternative routes into the future: incremental change (which is probably unsustainable), global market brands, and international social movements. The implications of each strategy are presented, and some overall conclusions drawn. The fundamental question facing all NGOs is how to move from their current position—as agents of a foreign aid system in decline—to vehicles for international cooperation in the emerging global arena.

**Edwards, M. (2004). *Future positive international co-operation in the 21st century* (Rev. ed.). London: Earthscan.**

Book

**Edwards, M., Hulme, D., & Wallace, T. (1999). NGOs in a global future: marrying local delivery to worldwide leverage. *Public Administration and Development*, 19(2), 117-136.**

This paper argues that global trends are creating unprecedented opportunities for civic action at local, national and international levels. Three interconnected trends are identified: economic and cultural globalisation, and the inequality and insecurity they breed; the increasing complexity of humanitarian action in response to ethnic conflict and intra-state violence; and the reform of international cooperation to deal with the problems these trends create. In response, new forms of solidarity are emerging between citizens and authorities at different levels of the world system. It is these new relationships - expressed through partnerships, alliances and other forms of cooperation - that provide the framework for NGO interventions, but they also require major changes in NGOs themselves. Chief among these changes are a move from “development as-delivery” to “development-as-leverage”; new relationships with corporations, elements of states, the military, international institutions and other groups in civil society; and new skills and capacities to mediate these linkages. These developments call for major changes in NGO roles, relationships, capacities and accountabilities.

**Hewitt, W. T. (1999a). Cities working together to improve urban services in developing areas: The Toronto-Sao Paulo example. *Studies in Comparative International Development*, 34(1), 27-44.**

This paper examines the structure and administrative impact of a cooperative urban development accord existing between the cities of Toronto, Canada, and São Paulo, Brazil. Using a case study approach, the extent to which urban service delivery in São Paulo has been facilitated by this agreement-focusing on the critical area of emergency care provision-is examined. The Paper suggests that a form of development assistance, the type of international municipal cooperation demonstrated in the study may have considerable potential, insofar at least as possibilities for real improvement to established service delivery mechanism in developing areas are evident.

**Hewitt, W. T. (1999b). Municipalities and the “new” internationalism: Cautionary notes from Canada. *Cities*, 16(6), 435-444.**

This study attempts to assess the impact of municipal internationalism for cities and towns involved in more comprehensive types of global interchange. Focusing on two Canadian-sponsored linkages — involving the cities of Lethbridge (Alberta) and Ica (Peru), and Toronto (Ontario) and São Paulo (Brazil), respectively — the study supports the findings of earlier research which reveals that intensive municipal exchange can pay real dividends to the participants involved. At the same time, however, closer examination of exchange dynamics in each case shows that the process can also produce certain unintended — and negative — consequences not previously identified in the literature. These, in turn, appear to affect not only the quality of specific projects, but the continued vitality of the exchange process itself — thus limiting the overall benefits of the phenomenon.

**Hewitt, W. E. (2000). International municipal cooperation: an enabling approach to development for small and intermediate urban centres? *Third World Planning Review*, 22(3), 335.**

There is currently a paucity of research dealing with international municipal development cooperation (IMC) among small and intermediate urban centres (SIUCs). This paper examines SIUC-IMC case studies involving Canadian municipalities and their partners in five Latin American countries. Based upon a review of the organizational parameters and project portfolios established in each case study, the study concludes that as an enabling strategy, IMC offers developing world SIUCs a unique opportunity for the exchange of information designed to resolve specific urban issues. At the same time, the linkages formed are shown to be extremely precarious, thus restricting the possibilities for long-term improvements in local living standards.

**Hewitt, W. E. (2002). Partnership as process: Municipal co-operation for international development. *Canadian Journal of Development Studies/Revue canadienne d'études du développement*, 23(2), 225-247.**

In recent years, development practitioners and academics have waxed eloquent about the advantages of partnering over more conventional donor-recipient forms of development assistance. As yet,



however, the literature includes few "ground-level" analyses, which would allow for a better understanding of how such partnerships actually function and of the factors that ultimately contribute to their success or failure. This study offers a critical in-depth look at one type of innovative partnering strategy operating at the level of local government and known generically as international municipal co-operation (IMC). This case study seeks to identify key factors determining partnership success through an examination of the specific mechanisms of this form of interchange in two radically contrasting contexts. The study reveals that as is the case with other types of partnership relations, municipal partnering for development is a process that requires considerable preparation and cultivation in order to ensure that its potential as a unique mechanism for aid delivery is fully realized.

**Hewitt, W. E. (2004). Improving citizen participation in local government in Latin America through international cooperation: a case study. *Development in practice*, 14(5), 619-632.**

Issues related to democratic restructuring and citizenship at the municipal level in Latin America have been the subject of increasing interest and debate among scholars and development practitioners in recent years. This study investigates how international cooperation may facilitate enhanced citizen participation in local-level decision making in the region by examining a specific Canadian-sponsored linking project involving the cities of Charlesbourg, Quebec (Canada) and Ovalle (Chile). The study presents a relatively optimistic account of the role that innovations transferred as a result of this project have played in enhancing citizen involvement in local government. At the same time, it suggests that any such gains may be limited and must be viewed within the larger politico-administrative context in Latin America and attendant factors restricting the establishment of a broad democratic culture at the local level.

**Hewitt, W. E. (2011). The Ties that Bind: A 20-Year Retrospective of Canada's Municipal Linkages in the Americas. *Canadian Journal of Latin American and Caribbean Studies*, 36(71), 11-31.**

In recent years, Canada has moved steadily toward greater approximation with the countries of the Americas. This is evidenced both in diplomatic terms and more concretely through increased trade, investment, and mobility in the form of activity in tourism and study abroad. While such trends have been the subject of considerable investigation and debate, very little attention has been paid to subnational linkages in the form of sister-city relationships in the Americas. This study seeks a partial remedy to this deficiency, through examination of changing patterns of Canadian-Latin American/Caribbean municipal ties over the past two decades. The research reveals that municipal ties are indeed growing across the region. It further suggests that such growth has largely been motivated by the more pragmatic ends of municipalities as subnational units, as opposed to agency linked to a developed world agenda as suggested by existing theoretical models.

**Jayne, M., Hubbard, P., & Bell, D. (2012). Twin cities: territorial and relational geographies of 'worldly' Manchester. *Urban Studies*, 0042098012450480.**

This paper contributes to recent interest in city twinning by urban theorists. It begins with a review of writing from across the social sciences, which describes the institutional context and content of twinning programmes, as well as work which theorises how care and hospitality are key elements of twinning practices. Ethnographic research is then presented from the City of Manchester (UK) in order to consider the ways in which twinning is constituted through circuits, networks and webs of cooperation and competition involved in the transfer of policy and knowledge which can be strategic, uneven and at times ambivalent. In doing so, it is argued that the conflicts, tensions and contradictions bound up with twinning have much to offer theoretical and empirical understanding of territorial and relational urban politics. The paper concludes with theoretical, methodological and policy relevant insights.

**Keese, J. R., & Argudo, M. F. (2006). Decentralisation and NGO–municipal government collaboration in Ecuador. *Development in Practice*, 16(02), 114-127.**

Decentralisation, or the transfer of decision-making power and funds from central to local governments, is one of the most important reform movements in Latin America. Recent constitutional changes in Ecuador have contributed to the democratisation and empowerment of municipal governments. Case studies of three municipalities in highland Ecuador examine new opportunities for NGO–municipal government collaboration. NGOs have considerable experience of working locally and can help municipalities with planning and capacity building. Municipalities offer NGOs the legitimacy and local accountability they may lack, as well as the means both to extend project activities beyond isolated communities and to maintain the results once NGO assistance ends.

**Reimann, K. D. (2006). A view from the top: International politics, norms and the worldwide growth of NGOs. *International Studies Quarterly*, 50(1), 45-68.**

This article provides a "top-down" explanation for the rapid growth of nongovernmental organizations (NGOs) in the postwar period, focusing on two aspects of political globalization. First, I argue that international political opportunities in the form of funding and political access have expanded enormously in the postwar period and provided a structural environment highly conducive to NGO growth. Secondly, I present a norm-based argument and trace the rise of a pro-NGO norm in the 1980s and 1990s among donor states and intergovernmental organizations (IGOs), which has actively promoted the spread of NGOs to non-Western countries. The article ends with a brief discussion of the symbiotic relationship among NGOs, IGOs, and states promoting international cooperation.

## APPENDIX B: SUMMARY OF GREY LITERATURE REVIEW

**Besser, T. L. and Jarnagin, S. K. (2010). Corporate Social Responsibility: Small Businesses and Small Towns (History of Corporate Responsibility Project Working Paper No. 5). Minneapolis: Center for Ethical Business Cultures located at the Opus College of Business, University of St. Thomas. Retrieved 15th May 2016 from: [www.cebcglobal.org](http://www.cebcglobal.org).**

This paper reviewed previous studies on the social responsibility of small businesses in small towns. One of their main findings was that the obligation of business management to work for community and societal betterment is proportional to the size of the business and the size of the city where they are based. Small business owners are more socially and economically embedded within the community in which they operate than are managers of big businesses. Moreover, in small towns, they are more visible than similarly sized businesses in metropolitan locations. For this reason, the size of towns is a key intermediary variable between the size of a business and the level of social performance. As a result of “their greater embeddedness and visibility, small business owners in small towns are likely to conform to the local patterns of civic engagement” (p. 3).

In the paper the relevance of small towns is stressed. Small towns are here considered municipalities with 10,000 or less inhabitants. According to the results of opinion polls conducted in the US, a fairly large number of people living in urban centres would live/return in small towns if economic possibilities would allow them (p. 6).

**Federation of Canadian Municipalities (2014). FCM International Relations Framework 2015-2018. Ottawa: Federation of Canadian Municipalities.**

This report promotes relationships between Canadian cities and local governments worldwide by advancing a three-year-long framework for enabling city-to-city cooperation. The relevance of cities of all sizes is stressed by the fact that “by 2030, two-thirds of humanity will have migrated from rural areas to live in urban settlements” (p. 2). Further, the FCM believes that cities and municipalities of all sizes are ideal for promoting sustainable economic growth. This is believed because cities are the closest government to the people and they have a “profound understanding of the assets and resources communities can mobilize” (p. 2). Consequently, there is the idea that local institutions and cities are the “key agents of change, knowledge and expertise—both domestically and internationally” (pp. 3-4)

Canadian municipalities and cities are presented as an example of success; Canadian cities are effective in delivering basic services and in involving different stakeholders in the local decision-making process. However, the paper states that all cities across the globe are facing some common challenges. In this regard:

“Although Canadian municipalities have been successful, they face the same issues as other local governments everywhere in the developing and developed world: shortages of resources, and inadequate fiscal and constitutional arrangements to effectively meet the needs of their citizens.” (p. 2)

The FCM envisions “an international municipal movement” (p. 2) and the report presents a framework that Canada should implement “to develop relations and activities to strengthen Canadian municipal engagement with municipal partners and networks around the world” (p. 3). This framework provides guidelines in four areas (p. 4-9):

1. Policy Influence – International Policy Development and Advocacy (e.g. dialogue between FCM and DFATD);
2. Development Cooperation – Municipal International Cooperation (e.g. Develop four new FCM programs to support local governments in Africa);
3. Trade and Investment Promotion – Municipal Economic Initiatives (e.g. Develop more relationships between FCM and Canadian organizations involved in trade promotion, economic development and investment attraction to promote the role of municipal government in trade);
4. Organizational Effectiveness and Efficiency – Doing Better International Work (e.g. strengthen the roles and engagement of FCM’s Standing Committee on International Relations (SCIR) in FCM’s international work.) (4-9).

**Pluijm, R. V. D. and Melissen, J. (2007). City Diplomacy: The Expanding Role of Cities in International Politics (Clingendael Diplomacy Paper No. 10). The Hague: Netherlands Institute of International Relations Clingendael.**

The paper illustrates the findings of a research on city diplomacy. As in 2007, for the first time in history the majority of the world population lived in cities (p. 6). The authors investigate the role of cities in the current international political diplomacy since it is believed that cities, along with other actors such as NGOs and corporations, are tackling the traditional state-state diplomacy. For example, they states that:

“[S]ince the end of the Second World War, actors other than the state have entered the diplomatic stage. These non-state actors could be divided into those with a non-territorial character, like NGOs and multinational corporations, and those with a territorial character, like states in a federal system, regions and cities.” (p. 7).

Although the role of the state is still recognised as predominant, the process of globalization has paved the way to new non-state regimes of political, social and economic power that led to the inclusion of new diplomatic actors. Consequently, “[n]ew opportunities have been created for territorial non-state actors to become involved as the economic, cultural and political dimensions of globalization have worn down the state’s responsibilities and functions” (p. 8).

The authors suggest that cities are involved in a multilayered diplomatic environment where multiple actors engage in different ways. Specifically, the authors believe that

Contemporary diplomacy has, in other words, become more than anything else a web of interactions with a changing cast of state, city and other players, which interact in different ways depending on the issues, their interests and capacity to operate in this so-called multilayered diplomatic environment.

Using a 6-layered diplomatic framework, the authors then provide insights on the daily and growing role of cities in a new globalized diplomacy. Four main findings were found (pp. 33-34):

1. Cities seem to participate in almost every stage of international politics
2. A growing professionalization of cities' international activities
3. There is a visible trend from idealism to pragmatism in cities' diplomatic activities;
4. City diplomacy is still in its infancy.

Despite the many findings supporting the diplomatic role of cities, the authors recognize that there are still many challenges before we can consider city-to-city diplomacy.

**Tacoli, C. (2004). The Role of Small and Intermediate Urban Centres and Market Towns and the Value of Regional Approaches to Rural Poverty Reduction Policy. Retrieved 26th April 2016 from: <http://www.oecd.org/dac/povertyreduction/36562990.pdf>.**

This paper discusses the potential role of small and intermediate urban centres in regional and rural development. The study also clarified the problem of creating a standardized category of 'small and intermediated urban centres.' She claims that in different geographic locations the category would be differently perceived since, for example, in many Latin American and European countries a small city is considered having a threshold of 2,000-2,500 inhabitants, while other nations use much higher thresholds (p. 3). The author applied a descriptive attachment to the category for which small and intermediate towns should be those smaller urban contexts with a specific set of purposes, services and economic roles in relation to their national context.

Although different theories on the topic are presented, which space from optimistic to highly-pessimistic, the author supports the positive potential role that small and medium sized cities can play for their surrounding development. Four key contributions of small and intermediate cities were found (pp. 4-5):

1. Acting as centres of demand/markets for agricultural produce;
2. Acting as centres for the production and distribution of goods and services to their rural region;
3. Becoming centres for the growth and consolidation of rural non-farm activities and employment;
4. Attracting rural migrants.

Empirical evidence shows great variations in the way each small and intermediate urban centre fulfils these roles. Some factors affecting these variations are the landowning structures, the quality of transport and communications.

Throughout the paper it is also stressed how policies must focus more on these cities, not only for their regional development impact, but even because there is “a real risk that the process of globalisation may lead to the justification of a new concentration of activities in the large cities” (p. 24). The author suggests that policies should support smaller urban centres and increase their potential in linking peripheral needs with international networks.

**Taylor, J. (2000). NGOs in the city (NGO Sector Analysis Programme Briefing Paper No. 2). Oxford: International NGO Training and Research Centre. Retrieved 15th April 2016 from: <http://www.intrac.org/data/files/resources/38/Briefing-Paper-2-NGOs-in-the-City.pdf>**

This policy briefing paper explores the organisational characteristics and institutional relationships of the NGOs in the city. During a three-year period, they studied NGOs operating in five cities, namely Addis Ababa, Ahmedabad, Dhaka, Johannesburg and Lima. The relevance of the study was due to the increasing process of urbanisation and the need to understand if this process was changing the nature of urban NGOs. NGOs are believed to be key actors to report to urban problems such as poverty and “urban NGOs have become willing ‘partners’ in a new dialogue with local government and the state” (p. 1).

In their study they found out that a peculiar urban NGOs sectors in fact exist and that in this new context the efficiency of NGO work depends on close cooperation with other institutional actors within the urban environment. The engagement with other actors, such the city or the private sectors, was presented as a relatively recent phenomenon.

**M'Bassi, E. (2004, April 2004). Capacity-building combined with seed money is what we want MIC to be about, in Promoting local governance through Municipal International Cooperation (Issue 21). Capacity.org, pp. 4-5. Retrieved 12th April 2016 from: [http://www.cib-ucig.org/sites/default/files/promoting\\_local\\_governance\\_through\\_municipal\\_international.pdf](http://www.cib-ucig.org/sites/default/files/promoting_local_governance_through_municipal_international.pdf)**

This paper argues that there is an ongoing decentralisation process that is enabling municipalities to participate more meaningfully in local development. This phenomenon has been observed and studied by organisations involved in 'municipal international cooperation' (MIC). In order to best learn from existing partnerships, the paper presents four different experiences.

This source is the second example provided in the issue and it provides insight resulted from an interview with Elong M'Bassi, Coordinator of the Municipal Development Partnership (MDP) in Cotonou, Benin. He took a critical look at the current practice of MIC on the African continent, and explains how Northern partners should redefine their terms of engagement in order to provide more effective support for capacity-building.

According to M'Bassi, the local level is where there is chance for positive change in Africa. Specifically, he said local authorities “are the players who live and breathe democratisation” (p. 4).

According to him, the institutionalisation of an elected local government is the first step towards local development. However, there is also the need to meaningfully engage local civil society. He claims that current North-South city-to-city cooperation practices are not enabling such engagement.

He believes that there is the need to strengthen capacity building of local government in Africa and that city-to-city should be the tool to achieve this goal. In order to do so, there should be a skill sharing partnership where money is ‘seed money’ to convert theory into practice. Further, he suggests “to build a strong worldwide municipal movement that keeps local development on the agenda and puts local governments at the centre of development policies” (p. 4).

**United Nations (2001). City-to-City Cooperation: Issues Arising from Experience. Nairobi: United Nations.**

The main purpose of this report was to provide a coherent framework for analysing the different forms of city-to-city (C2C) cooperation and for learning from existing practices.

In the introductory chapter there is emphasis on the term city because “The term ‘cities’ is also frequently used loosely in international contexts” (p. 6). In the report they refer to cities in a broader abstract concept that could be translated as ‘local authority’ of any size.

The report defines C2C as “all possible forms of relationship between local authorities at any level in two or more countries which are collaborating together over matters of mutual interest” (p. 6). C2C is often used for decentralised cooperation - although they are similar concepts, they are different in the specifics. “Decentralised cooperation policies are based upon the principle of partnership and joint working between public authorities, non-governmental organisations and community-based organisations, cooperatives, the private sector, and the informal sector, a principle which is increasingly being incorporated in C2C approaches” (p. 6).

The report presents an analytical framework that compares different C2C by categories. One of the lenses provided to compare C2C is by looking at the ‘Participating Partners.’ Non-Governmental Organizations (NGOs) and Community-Based Organizations (CBOs) are here presented as very valuable actors as they “are often key partners of the city authorities in assessing local communities’ needs and communicating these to officials, and their own international links and networks can be brought into play in advancing C2C initiatives. The ‘joint action’ approach to development projects promoted by Towns and Development focuses upon bringing together the respective strengths of cities and NGOs in combined action programmes” (p. 19) For example, in assessing a North-South city-to-city cooperation between Mutare (Zimbabwe) and Haarlem (Netherlands), the UN defined the involvement of local NGOs at both ends as “fundamental” (p. 24). Further, the report presents the potential role of international development NGOs as facilitators of a C2C link.

## APPENDIX C: GUIDE FOR INTERVIEW QUESTIONS

**\*\*For Each Interview, record Names of Organizations and Positions of Individuals Participating\*\***

### **Guiding Interview Questions**

The researcher will identify the following information before starting the interview:

Date and time:

Location:

Number of Participants

*Welcome; Introduce moderator and notetaker*

*Good morning and welcome to our focus group session. Thanks for taking the time to join us to talk about international development and cooperation in small cities in British Columbia My name is \_\_\_\_\_ and assisting me is \_\_\_\_\_. We're both with the \_\_\_\_\_ and we are two of the researchers involved in a research project funded by the International Development Research Council of Canada (IDRC).*

Provide a letter of initial contact and collect signed consent forms prior to commencing the focus group session.

Complete demographic survey before session begins.

Interview preamble:

- Session will last approximately 60-90 minutes.
- The session will be audio recorded and notes will be written.
- All responses will be kept confidential and privacy will be maintained throughout the process.

Round of participant introductions

*I would like us to be on a first name basis so can we start with a brief round of introductions so that we know who is here?*

### **Ground Rules**

- Respectful communication

*There are no right or wrong answers, only differing points of view. As we are tape recording this session, please try to help us ensure that only one person is speaking at a time. We will be sharing from our diverse perspectives and you may or may not agree with comments made by others, but we ask that you*



*listen respectfully as others share their views. My role as moderator will be to guide the discussion. However, please feel welcome to talk to each other and carry the dialogue forward.*

- Disruptions

*Please take a moment to ensure your cell phone ringer volume is turned to low or off in order to help limit distractions. If you need to step out to take a call, that is fine. Please re-join us when you are able to. If you need to use the washroom feel free to get up and do so at any time.*

*Are there any questions before we begin?*

*Well, let's begin. We've placed name cards on the table in front of you to help us remember each other's names. Please take a moment to set-up your name card if you have not done so yet.*

Questions	Probes
1. Scope of work and mandate related to international development and cooperation	
Can you please tell us about the scope and mandate of your organization/programs/services/policies related to international development and cooperation?	Can you tell us what guides your organization's work?  How would you describe the mandate and the major goals of the organization, program, service, policy with respect to international development and cooperation?
What are the major activities of your organization/programs/services/policies with respect to international development and cooperation?	How would you describe your main activities?  Which activities do you consider most important?  Which activities are least important?
What are some of the major successes to date in terms of international development and cooperation?	Please describe these successes.  •When did these successes take place?  •To what do you attribute each of these successes?  Which organizations contributed to the successes? How?

What have been some of the biggest challenges to date in terms of achieving your goals with respect to international development and cooperation?	<p>Please describe these challenges.</p> <ul style="list-style-type: none"> <li>•Were these challenges expected or unexpected?</li> <li>•Were you able to address them?</li> <li>•If so, how and who was involved?</li> <li>•If not, how do you plan to address them and who will be involved?</li> <li>•Would working together with other groups/organizations help your organization to address the challenges you face or anticipate?</li> </ul>
What is your motivation for being engaged in international development and cooperation?	How did you become involved in this work? Have you spent time in the Global South or developing world contexts? If yes, how did this experience impact you personally?
2. International Development and Cooperation	
What does 'international development and cooperation' mean to you?	Does your organization use the term international development or international cooperation or both? Explain why.
What are the challenges facing the field of international development and cooperation?	What are the greatest challenges? (For example, inequality, poverty, environmental degradation, gender inequities.)
Are you familiar with the Istanbul Principles?	How do they impact your work?
Do you work in partnership with others?	If yes, who? If not, why?
Do you work in collaboration with others in small cities or rural communities?	Please explain the nature of this work or collaboration.

Do you support programming or services in other places?	Do you work in other communities in British Columbia? In Canada? Internationally? If so, which ones? Do you work in small cities or rural communities in these places? Why or why not?  Do your partners visit your community?
Are you a member of BCCIC?	Can you tell us why you are a member of BCCIC? If yes, why are you a member? What are the benefits? Do you support international development and cooperation programming in small cities and rural communities? Why or why not? What would you like to see in the future?
3. Small City and Rural Community	
What is it like to be engaged in international development and cooperation work in a small city or rural community?	What are the strengths? What are the challenges?  Do you have any suggestions on how this work should be organized?  What would you tell others about your experience?  Do you think international development and cooperation work is influenced by the local community context? If so, in what ways?
How does a small city or rural community context influence international development and cooperation work?	Can you tell us about your experience? How do you think a small city context influences your understanding?
Are you affected by the shifting context of international development and cooperation policy environment?	What factors need to be taken into consideration? How do your priorities shift or change to meet emerging needs? What would you like to see?

How does your work respond to new and emerging challenges in your field related to international development and cooperation?	Has your programming and/or services changed in the past 5 years? 10 years? What accounts for these changes? What would you like to be doing in 5 years? In 10 years? What do you need to meet your goals and objectives?
How do you measure success in your work?	Are you engaged in monitoring and evaluation? Who determines what is successful? What does this look like in the context of a small city or rural community?
4. Innovations and promising practices	
We are interested in learning about any innovative and/or promising practices in the area of international development and cooperation.	<p>What new directions and innovative local practices can you tell us about? What are your promising practices? Suggestions? Recommendations?</p> <p>What would you like to tell others about your experiences? What would you like for the future?</p>

\*\*\*Thank-you for your participation.

## APPENDIX D: DATABASE OF BC'S SMALL CITIES AND TOWNS AND THEIR INTERNATIONAL COOPERATION NGOS

	Names of BC's small cities and towns	Name of international cooperation organizatoin	Regional district	Address / Website
1	Campbell River	Campbell River Church of Christ	Strathcona	226 Hilchey Road, Campbell River, BC V9W, Canada
		Campbell River Baptist Church	Strathcona	260 South Dogwood Street, Campbell River, BC V9W, Canada
		100 Mile Model Flyers Society	Strathcona	Rita Crescent, Campbell River, BC V9W 6C2, Canada
		Altrusa Club of Campbell River	Strathcona	141 South Thulin Street, Campbell River, BC V9W 2J7, Canada
		Bethany Evangelical Lutheran Church of Campbell River	Strathcona	201 Birch Street, Campbell River, BC V9W 2S4, Canada
		BRANCH 137 ROYAL CANADIAN LEGION JOHN PERKINS MEMORIAL HOUSING SOCIETY	Strathcona	931 14 Avenue, Campbell River, BC V9W 4H3, Canada
		CAMPBELL RIVER ROTARY CLUB FOUNDATION	Strathcona	906 Island Highway, Campbell River, BC V9W 4C5, Canada
		Campbell River Twinning Society	Strathcona	950 Alder Street, Campbell River, BC V9W 2P8, Canada
		CAMPBELL RIVER UNITED PENTECOSTAL CHURCH	Strathcona	601 Rebecca Place, Campbell River, BC V9W 8C5, Canada
		CAMPBELL RIVER VINEYARD CHRISTIAN FELLOWSHIP	Strathcona	2215 Campbell River Road, Campbell River, BC V9W 4N8, Canada
		Converge Church	Strathcona	1260 Shoppers Row, Campbell River, BC V9W 2E1, Canada
		OSCAR CANADA USERS SOCIETY	Strathcona	631 Westminster Place, Campbell River, BC V9W 7Y4, Canada
		RISING LIGHT INTERNATIONAL MINISTRIES	Strathcona	708 Erickson Road, Campbell River, BC V9W 5N9, Canada
		WILLOW POINT LIONS CLUB SOCIETY	Strathcona	2165 South Island Highway, Campbell River, BC V9W 1C2, Canada
		YOUNG PROFESSIONALS OF CAMPBELL RIVER ASSOCIATION	Strathcona	906 Island Highway, Campbell River, BC V9W 4C5, Canada

2	Central Saanich - Saanichto n	GIFT OF HOPE FOR CHILDREN SOCIETY	Capital	8408 Lawrence Road, Saanichton, BC V8M 1S5, Canada
		GLOBAL POVERTY SOLUTIONS SOCIETY / SOCIETE POUR DES SOLUTIONS A LA PAUVRETE MONDIALE	Capital	2943 McIntyre Road, Saanichton, BC V8M 1W3, Canada
		MERCY ECONOMIC DEVELOPMENT INTERNATIONAL CANADA CORPORATION	Capital	7173 Skyline Close, Saanichton, BC V8M 1M4, Canada
3	Chilliwack	Agua Viva Ministries Society	Fraser Valley	
		Dhata Foundation		
		The Wanted Children Foundation		
		The Terry Fox Research Institute		
4	Coldstrea m	None	North Okanagan	
5	Colwood	None	Capital	Propeller Place, Colwood, BC V9C, Canada
6	Comox	Amnesty International Comox	Comox Valley	
		Fiesta World Craft Bazaar	Comox Valley	
		KAIROS Canada	Comox Valley	
		Merville Grandmothers	Comox Valley	
		Rotary Club of Comox	Comox Valley	
		Africa Community Technical Service (ACTS)		
7	Courtenay	Comercio Justo Imports Association	Comox Valley	
		Courtenay Rotary Club	Comox Valley	
		Floating Stone Silks - Fair Trade Silk Partnership from Southeast Asia	Comox Valley	
		Glacier Grannies	Comox Valley	
		Global Learning Initiative - North Island College	Comox Valley	
		Immigrant Welcome Centre Of The Comox Valley	Comox Valley	
		Mid-Islanders for Justice and Peace in the Middle East	Comox Valley	
		North Island College International	Comox Valley	
		One Drop of Hope Umoja	Comox Valley	

		Rotary Club of Strathcona Sunrise	Comox Valley	
		World Community Development Education Society (WCDES)	Comox Valley	
8	Cranbrook	Canadian Disaster Child Care	East Kootenay	
		College of the Rockies	East Kootenay	
		Cranbrook Celebration For Peace Society	East Kootenay	
		Cranbrook Rotary Projects Society	East Kootenay	
		East Kootenay Friends of Burma	East Kootenay	
		Gogo Grannies - Cranbrook	East Kootenay	
		His Hope Uganda	East Kootenay	
		Hungry for Life - Cranbrook Doctors	East Kootenay	
		Project AmaZon Canada Society	East Kootenay	
		Sunrise Rotary Club	East Kootenay	
9	Dawson Creek	None	Peace River	
10	Esquimalt		Capital	
11	Fort St. John	Rotary Club of Fort St. John	Peace River	
12	Kamloops	Developing World Connections	Thompson-Nicola	
		Medicos en Accion Society		
		Union of British Columbia Indian Chiefs		
13	Lake Country		Central Okanagan	
14	Langford		Capital	
15	Langley	Canadian Food for Children Co-Workers B.C. Division	Greater Vancouver	
		Faith and Love Children's Ministry		

		FFF Food for Famine Society		
		Global Aid Network		
		Grace Rwanda Society		
		Hands-On Development Initiatives International Society		
		Harvest for Humanity Foundation		
		Korle-Bu Neuroscience Foundation (KBNF)		
		The Wellspring Foundation for Education		
		I Will Bring Change Justice Foundation		
		Rotary Club of Langley		
<b>1 6</b>	<b>Maple Ridge</b>	Christian Children's Fund of Canada	Greater Vancouver	
		FiaLima Foundation	Greater Vancouver	
		Seeds of Love and Hope International Society	Greater Vancouver	
<b>1 7</b>	<b>Mission</b>	Rwanda Prefer Society	Fraser Valley	
		Rotary Club of Mission Mid-Day	Fraser Valley	
<b>1 8</b>	<b>Nanaimo</b>	African Palms Mission Development Society	Nanaimo	
		Camp Uganda Conservation Education Society		
		Heart of Gold		
		ICURA Protected Areas and Poverty Reduction: A Canada-Africa Research and Learning Alliance		
		Kids International Development Society (KIDS)		
		LED Africa Charitable Society		
		NanGo Grannies		
		R.E.E.D Foundation, Recycling Equals Educational Development		
		SOS (Students Offering Support) (VIU)		



		The Danoit Haitian Relief Society		
		FPSE Human Rights and International Solidarity Committee		
		Global Studies Department (VIU)		
		Global Village Nanaimo (GVN)		
		International Human Rights Association of American Minorities (IHRAAM)		
		Rotaract Club (VIU)		
		Rotary Club of Lantzville Society		
		Rotary Club of Nanaimo North Society		
		Rotary Club of Parksville AM Society		
		Rotary Club of Qualicum Beach Sunrise Society		
		The Rotary Club of Nanaimo - Oceanside		
		Vancouver Island University - International		
		VIU WUSC (World University Services of Canada)		
1 9	Nelson	Kalein Hospice Centre Society	Central Kootenay	
		Keep The Beat - Youth group raising funds for War Child	Central Kootenay	
		Kootenay Christian Fellowship - Haiti ARISE	Central Kootenay	
		Kootenay Society for Lifelong Learning	Central Kootenay	
		Nelson Grans to Grans	Central Kootenay	
		Pura Vida Foundation	Central Kootenay	
		Rotary Club of Nelson, B.C.	Central Kootenay	
		Rotary Nelson Daybreak	Central Kootenay	

		The Building Tree	Central Kootenay	
		The Latitude Project	Central Kootenay	
		The Peacemaking Collective	Central Kootenay	
20	North Cowichan		Cowichan Valley	
21	North Saanich	Eagle Heights in Africa BC Society	Capital	
22	Oak Bay	Solon Foundation	Capital	
23	Parksville		Nanaimo	
24	Penticton	None	Okanagan-Similkameen	
25	Pitt Meadows	None	Greater Vancouver	
26	Port Alberni	ALBERNI VALLEY GURDAWARA SOCIETY	Alberni-Clayoquot	3290 3 Avenue, Port Alberni, BC V9Y 3C6, Canada
		BREAD OF LIFE CENTRE	Alberni-Clayoquot	3130 3 Avenue, Port Alberni, BC V9Y 3C6, Canada
		BRITISH COLUMBIA SCHOOL GOLF ASSOCIATION	Alberni-Clayoquot	4647 Argyle Street, Port Alberni, BC V9Y, Canada
		CANADIAN RESOURCES FOR MISSIONS FOUNDATION	Alberni-Clayoquot	4529 Melrose Street, Port Alberni, BC V9Y 2L1, Canada
		CEDAR GROVE REFORMED CHURCH	Alberni-Clayoquot	4173 Johnston Road, Port Alberni, BC V9Y 5N1, Canada
		GRACE LUTHERAN CHURCH	Alberni-Clayoquot	4408 Redford Street, Port Alberni, BC V9Y, Canada
		LIGHTHOUSE APOSTOLIC CHURCH	Alberni-Clayoquot	4890 Locke Road, Port Alberni, BC V9Y 8P9, Canada

		PORT ALBERNI CHRISTIAN SCHOOL ASSOCIATION	Alberni-Clayoquot	6211 Cherry Creek Road, Port Alberni, BC V9Y 8S9, Canada
		PORT ALBERNI FUNTASTIC SPORTS SOCIETY	Alberni-Clayoquot	7226 McKenzie Road, Port Alberni, BC V9Y 8M7, Canada
		PORT ALBERNI INTERNATIONAL TWINNING SOCIETY	Alberni-Clayoquot	6170 Linton Avenue, Port Alberni, BC V9Y 8S9, Canada
		ROTARY CLUB OF PORT ALBERNI SOCIETY	Alberni-Clayoquot	3290 3 Avenue, Port Alberni, BC V9Y 3C6, Canada
		SHEA SUPPORT SOCIETY	Alberni-Clayoquot	3579 Trevor Avenue, Port Alberni, BC V9Y 8T4, Canada
		THE COMMUNITY ARTS COUNCIL OF THE ALBERNI VALLEY	Alberni-Clayoquot	3061 8 Avenue, Port Alberni, BC V9Y, Canada
		THE KINETTE CLUB OF PORT ALBERNI	Alberni-Clayoquot	4102 Hollywood Street, Port Alberni, BC V9Y 4B4, Canada
		TRINITY LUTHERAN CHURCH PORT ALBERNI	Alberni-Clayoquot	4766 Angus Street, Port Alberni, BC V9Y, Canada
		WOMEN'S FOOD AND WATER INITIATIVE FOR A SUSTAINABLE VANCOUVER ISLAND BIOREGION ASSOCIATION	Alberni-Clayoquot	2667 4 Avenue, Port Alberni, BC V9Y 2C5, Canada
27	Port Moody	Canada Relief Services Society (CRSS)	Greater Vancouver	
		Rotary Club of Port Moody Foundation		
		Ruben's Shoes Society		
		Soroptimist International of the Tri Cities Society		
28	Powell River		Powell River	
29	Prince George	THE ROTARY CLUB OF PRINCE GEORGE - NECHAKO	Fraser-Fort George	
		ROTARY CLUB OF PRINCE GEORGE, B. C.	Fraser-Fort George	
		27 MILLION VOICES SOCIETY	Fraser-Fort George	
		NORTHERN UGANDA DEVELOPMENT FOUNDATION (NUDF)	Fraser-Fort	

			George	
30	Prince Rupert	None	Skeena-Queen Charlotte	
31	Quesnel	None	Cariboo	
32	Salmon Arm	Rotary Club of Salmon Arm	Columbia Shuswap	
33	Sidney	Hanti Sidra One Global Family Society	Capital	
		REMCU	Capital	
		Rotary Club of Sidney	Capital	
		Rotary Club of Sidney by the Sea	Capital	
		The Kesho Trust	Capital	
34	Sooke	EDWARD MILNE COMMUNITY SCHOOL SOCIETY	Capital	6218 Sooke Road, Sooke, BC V9Z 0G7, Canada
		KENYAN CULTURAL ASSOCIATION	Capital	7110 Francis Road, Sooke, BC V9Z 0T7, Canada
		REFLECTIONS OF FANTASY DANCE SOCIETY	Capital	2235 Carpenter Road, Sooke, BC V9Z 0R7, Canada
		SOOKE BAPTIST CHURCH	Capital	7110 West Coast Road, Sooke, BC V9Z 0S3, Canada
		SOOKE CONGREGATION OF JEHOVAH'S WITNESSES	Capital	2207 Church Road, Sooke, BC V9Z 0W2, Canada
		VICTORIA KHABAROVSK ASSOCIATION	Capital	2515 Westview Terrace, Sooke, BC V9Z 0Y7, Canada
35	Squamish	Sam Project for Sustainability Through Agriculture and Micro-Enterprises Society	Squamish-Lillooet	
		The Peace Life Project Foundation		
36	Summerland		Okanagan-Similkameen	
37	Terrace	None	Kitimat-Stikine	

3 8	Vernon	None	North Okanagan	
3 9	View Royal		Greater Vancouver	
4 0	West Kelowna	Schools Beyond Borders Foundation	Central Okanagan	
4 1	White Rock	CANADA -CHINA TRADE DEVELOPMENT COUNCIL	Greater Vancouver	
		CANADIAN MEDICAL MISSION SOCIETY	Greater Vancouver	
		KENYA EDUCATION ENDOWMENT FUND	Greater Vancouver	
		ROTARY CLUB OF WEST VANCOUVER SUNRISE FOUNDATION	Greater Vancouver	
		CANADIAN WATER RESEARCH SOCIETY	Greater Vancouver	
		FRIENDS OF CRP - CANADA SOCIETY	Greater Vancouver	
		GENESIS FACILITY FOUNDATION	Greater Vancouver	
		HEALCANADA HOLISTIC ENGAGEMENT SOCIETY	Greater Vancouver	
4 2	Williams Lake	None	Cariboo	

## APPENDIX E: ORIGINAL PROJECT TIMELINE WITH MILESTONES

**BCCIC/UofC-TRU/Regional Networks: Collaborative Research Project**  
**TIMETABLE: SEPTEMBER 8th, 2014 to JUNE 10th, 2016**

ACTIVITIES COMPLETED DURING:	Sept - Dec 2014	Jan - March 2015	April - June 2015	July - Sept 2015	Oct- Dec 2015	Jan - Mar 2016	Apr - June 2016
<b>Project management and monitoring &amp; evaluation system</b>							
Steering committee meetings to plan and monitor	x	x	x	x	x	x	x
Approval by university research ethics board	x						
Research coordinator identified and hired	x						
Monitoring system developed and implemented (progress reports)	x	x		x		x	x
Reports to IDRC		x		x		x	x
<b>Participatory action research (PAR) implementation</b>							
Baseline and operational plans established (overall project and regional)	x						
Feedback 'evaluations'				x			
Data collection (interviews, focus groups, plus transcription)		x	x	x			
Literature review with hired research student		x	x				
<b>Data and research analysis, research reports</b>							
Literature review completed and disseminated internally			x				
Progress report presented to steering committee		x		x		x	
<b>Presentation of results to stakeholders -- feedback/verification</b>							
Knowledge mobilization surveys developed and conducted in 4 sites (Comox Valley, Kamloops, Nelson, Prince George)			x	x	x	x	x
Additional input, feedback incorporated into research results			x	x	x	x	x
<b>Research Analysis</b>							
Analyze research results and develop research paper			x	x	x	x	x
Finalize research paper based on steering committee					x	x	

review of drafts							
Publish the research paper in a national peer review journal					x	x	x
<b>Knowledge Mobilization</b>							
Develop communications plan and tools to share research results		x	x	x	x	x	x
Sharing of results (in-person events and online)							
- In-person meeting at AGM					x	x	
-CASID Conference				x			
-ICN webinar					x		
Promotion of research results through traditional and online media				x	x	x	x
Final evaluation survey to project participants					x	x	x
Incorporate lessons learned into BCCIC planning						x	x

## APPENDIX F: REVISED PROJECT TIMELINE WITH MILESTONES

BCCIC/UofC-TRU/Regional Networks: Collaborative Research Project

**REVISED TIMETABLE: SEPTEMBER 8th, 2014 to AUGUST 31st, 2016**

ACTIVITIES COMPLETED DURING:	Sept - Dec 2014	Jan - March 2015	April - June 2015	July - Sept 2015	Oct- Dec 2015	Jan - Mar 2016	Apr - June 2016	May - Aug 2016
<b>Project management and monitoring &amp; evaluation system</b>								
Steering committee meetings to plan and monitor	x		x				x	
Approval by university research ethics board	x							
Research coordinator identified and hired	x							
Monitoring system developed and implemented (progress reports)	x	x		x			x	x
Reports to IDRC		x		x				x
<b>Participatory action research (PAR) implementation</b>								
Baseline and operational plans established (overall project and regional)	x							
Feedback 'evaluations'				x	x			
Data collection (interviews, focus groups, plus transcription)				x	x			
Literature review with hired research student				x	x		x	
<b>Data and research analysis, research reports</b>								

45



Literature review completed and disseminated internally					x	x	x	
Progress report presented to steering committee		x	x				x	x
Presentation of results to stakeholders -- feedback/verification								
Knowledge mobilization surveys developed and conducted in 4 sites (Comox Valley, Kamloops, Nelson, Prince George)				x	x	x	x	x
Additional input, feedback incorporated into research results			x	x	x	x	x	
Research Analysis								
Analyze research results and develop research paper				x	x	x	x	x
Finalize research paper based on steering committee review of drafts							x	x
Publish the research paper in a national peer review journal	anticipated to publish in Fall 2016							
Knowledge Mobilization								
Develop communications plan and tools to share research results		x	x	x	x	x	x	x
Sharing of results (in-person events and online)								
- In-person meeting at AGM	x			x				
-CASID Conference			x				x	
-ICN webinar	did not complete							
Promotion of research results through traditional and online media			x	x	x	x	x	x
Final evaluation survey to project participants					x	x	x	
Incorporate lessons learned into BCCIC planning						x	x	x

## APPENDIX G: IMAGES



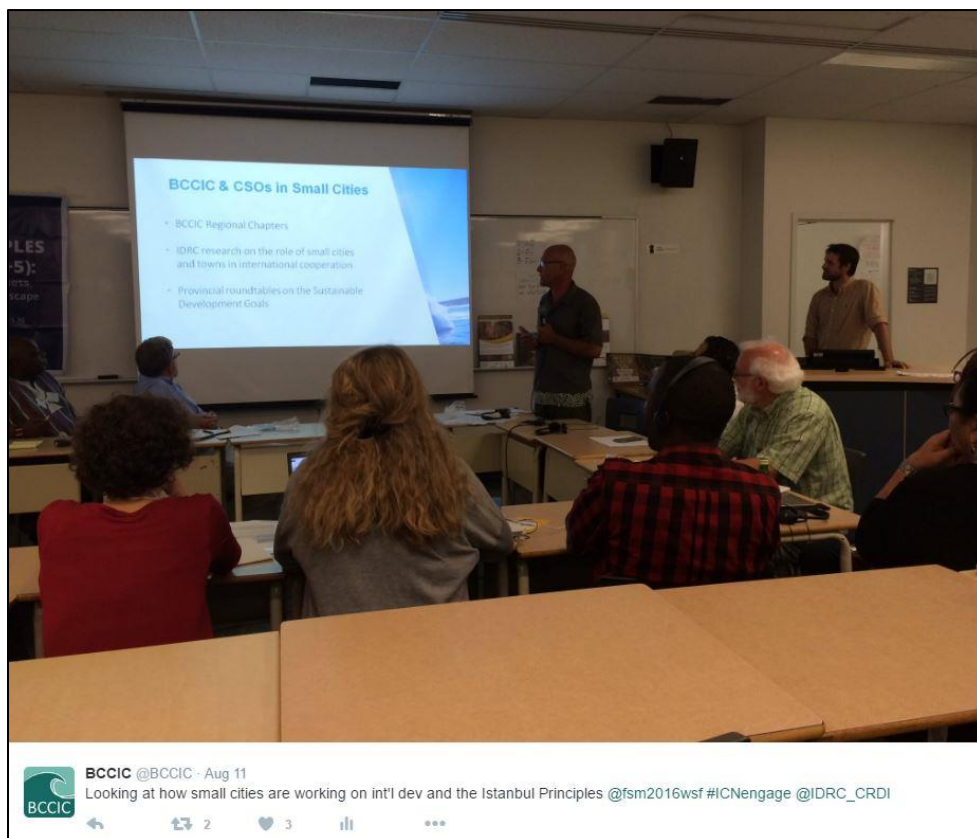
*Image 1: BCCIC tweet showing Executive Director, Mike Simpson, and Research Coordinator, Laura Barluzzi, presenting at CASID 2016*



*Image 2: BCCIC Research Coordinator Laura Barluzzi presenting at CASID 2016*




*Image 3: BCCIC tweet showing BCCIC Executive Director, Mike Simpson, presenting on a panel at CASID 2016*



*Image 4: BCCIC tweet showing Executive Director, Mike Simpson, and Program Officer, Dan Harris, presenting at World Social Forum 2016*






# The Istanbul Principles 5 Years Later

Civil society development effectiveness and accountability in a changing landscape

August 11, 2016  
Set 1 | 9 - 11:30 and Set 2 | 1:00 - 3:30

UQAM- Pavillon SH (Local-2420)  
200 rue Sherbrooke Ouest



**2:00 PM - 2:45 PM Panel Discussion:**

**Local cases promoting CSO effectiveness and Accountability at country/sector level-stories from Canada**

**Featuring - BCCIC, AQOCI, OCIC**

**BCCIC will present 'Istanbul Principles and Small Cities: New Directions and Innovative Local Practices'**

Drawing on the major findings of a multi-year research project, 'Small cities, new directions and innovative International Cooperation in Small Cities', BCCIC will explore the question: **What are the experiences of NGOs engaged in international cooperation in the context of British Columbia's small cities and towns?**

## Key Findings

- the need to listen to local voices grounded in the local community context.
- the importance of connections and personal relationships in a small city.
- the role of trust in personal relationships and community connections.
- the role of post-secondary institutions in raising awareness of international cooperation
- the importance of engaging younger people
- the importance of local-global connection; linkages to larger organizations


















Figure 1: World Social Forum (WSF) 2016 flyer to advertise IDRC presentation



*Image 5: BCCIC Staff promoting IDRC presentation at WSF 2016*



*Image 6: BCCIC staff promoting IDRC presentation at WSF 2016*