

Establishing an enabling environment for civil society organizations in Canada - Key issues affecting Canadian international development and humanitarian organizations

Annex Three: Respondents' Commentary

A. Relationships with CIDA/DFATD

1. Process in finalizing a contribution agreement

"Painfully slow and complicated with additional required research which need not have delayed the project's start date."

"A lot of details were asked on the budget, and we had to resubmit a budget based on the fact that CIDA approved only 1 of 4 countries proposed."

"Le changement des "template" pour la présentation des budget a engendré beaucoup de retard dans la finalisation du dernier accord de contribution."

"The process was long and painful. There was no consistency with CIDA staff at that time, leading them to ask the same questions multiple times, whereas answers were provided already."

B. Public Engagement

1. How long has your organization been doing PE?

"For the most part, this work has been carried out w/out support from CIDA/DFATD."

"Our public engagement funding was cut in 2012 - a Canadian classroom initiative -- so we are still trying to resurrect an alternative."

"The organization carries out public engagement when it is relevant to the work of our partners in developing countries and/or supports planned project results."

2. What percentage of your organization's revenue is devoted to PE?

"Our public engagement activities are carried out by volunteers whose out of pocket expenses are covered."

"As we advocate for the rights of blind people, we need to allocate money towards this."

"Our public engagement is primarily as we said for fundraising and to inform our donors of our project work. Our main way of doing this is a mail out newsletter and web site."

"We believe that we need to engage Canadians to gain their support for our NGO and partners work overseas. Our organization generally receives

funding specifically for this programming in Canada, and we also utilize strategies that help us to break even and potentially even raise money.”

“This [percentage] above relates to international development, other public engagement relates to domestic justice issues. Increasingly difficult to see the distinctions, i.e., on ecological justice, is climate change domestic or international.”

“We have had to rearrange our own budget to cut from other important areas to meet what we think are our commitments to engaging youth in development issues.”

“By public engagement, we mean education, promotion of health, and promotion of skill development and self-support in women in rural India. We are predominantly involved in building schools and providing child sponsorships for the Dalit children in rural India.”

[One organization that said it was more than 50% devoted to PE]

“Not worth the hassle in the present environment.”

“Our engagement is primarily through our website and broad communications - we no longer have the targeted public engagement or education that we once did due to financial limitations.”

“We believe that we need to engage Canadians to gain their support for our NGO and partners work overseas. Our organization generally receives funding specifically for this programming in Canada, and we also utilize strategies that help us to break even and potentially even raise money.”

3. Have there been changes in financing for PE over the past five years?

“Budget cuts from Alberta Education meant the loss of 3 positions with NAME OF PRORAM.”

“La fin de l’entente avec l’ACDI est venu affecter directement nos fonds d’engagement.”

“Diminution de 33% environ.”

“Decreased - No more CIDA funding attached to projects OR stand alone.”

“Over the past five years [our organization] has been implementing a CIDA-PWCB grant that included a 10% PE component through the former [ORGANIZATION] arrangement. We also had funding through CIDA’s former global education fund, which expired in 2009.”

“Used to have separate funding not just part of DFATD agreement, chill on speaking out on specific issues or policy, focus on revenue generation.”

“Depuis que les projets financés par le partenariat ne comportent plus de composante d’engagement du public, nous n’en réalisons pas (ce n’est pas une priorité de notre organisation).”

“With our current literacy fundraising campaign, our public engagement went up 70%.”

“Increased -- We have made an effort in the past few years to spend more time on public engagement.”

“Decreased - Both in absolute and relative terms, resulting in the closure of a number of offices and the layoff of most outreach staff.”

“CIDA programs allowed funding to bring in partners from overseas to talk to local donors and supporters. The loss of CIDA funding has meant there is much less money to do this.”

4. Did you replace the 10% from CIDA with own money

“Some funds from the association budget - although very minimal.”

“We have increased our commitment to social media - webpage, facebook.”

“Yes in that we resorted to continuing to ONLY fund through member donations. This wasn't new, we just used to get CIDA funds as well.”

“If the next call does not include this allowable, we don't have the funds to support it.”

“La [ORGANISATION] ne dépend pas uniquement de l'ACDI pour organiser des activités de sensibilisation auprès de ses membres.”

“Since our [ORGANIZATION] agreement is older (our project was approved in December 2010), it did include the public engagement funds. However, due to rising costs of our program overseas, we have since reallocated the funds to other areas of the program. We now continue our public engagement activities on a reduced scale and budget, with funds from individual donors.”

“We used provincial funding but the use of these funds is highly restrictive and must be utilized in province. The loss of the 10% allowable PE from VSF was a terrible loss. This little pot of funding ensured that these important stories were shared amongst Canadians. Now very little is able to be reported in Canada on work overseas and our public is not as connected to the causes.”

“The biggest change is that we no longer do PE in Canada. The CIDA 10% used to allow us to add these specific activities, where otherwise we would not have activities in Canada.”

“The definition of public engagement is broad. The 10 % was really about informing Canadians. Our process on informing Canadians has not changed.”

“We have not allocated any Canadian government funds to public engagement, even when previously allowed.”

C. Call-for-Proposal Process

1. How has call for proposals impacted your organization?

“We have had to beef up our fundraising activities and devote more resources in that area.”

“Extremely negatively. Success at finding CIDA matching funds for our rural water supply projects in Uganda for almost 20 years has attracted important corporate funding and enabled us to extend the impact of these projects to many rural communities. Without the assurance that there will be DEPENDABLE, ROUTINE calls for proposals, which include water supply and sanitation, this momentum will diminish and fewer rural African communities will benefit.”

“We cannot count on DFATD for anything really. We used to use their education resources, but now it seems like every promise for the future cannot be carried through; the things we counted on, we can not count on anymore (educational resources); and the competitive call for proposals isn't even really carried through with integrity.”

“To this point, it has created mixed results. We have been successful on two large calls. However, we have lost funding for our international youth internship program. Our institutional funding was secured under the old system. It expires in March 2015, and that will result in a reduction and reallocation of human resources.”

“We have not be able seek large institutional grants to increase our ability to deliver impact and to strengthen our own organizational capacity. We continue to run a tight ship financially and are looking at other institutional grant options as we see the long-term impact of NOT accessing these kinds of funds within DFATD.”

“Unable to do special projects that would benefit large communities and improve the living and working conditions for women.”

“There has been no call since we were in a position to apply for funding resulting in reduced funding available for programming and administration of the organization.”

“Loss of resources and supported global health capacity resulted in decision to shift focus from this area.”

“Big impact. Significantly curtails the scope of our work.”

“Has required us to reduce some staff/HR in technical areas in particular; this has put a squeeze on our funding model although to a certain extent, we have been able to charge a number of technical staff to projects (DFATD and others).”

“It did not impact us with the last call for proposals. Fortunately the ending of one project coincided with the start of the next project approved through

the call for proposals. Uncertain if this will repeat itself.”

“La survie de [NOTRE ORGANISATION] est carrément remise en question. Pour la prochaine année financière (2013-2014), nous faisons présentement des pieds et des mains pour trouver une formule qui nous permettra de survivre, en coupant le moins de postes possible pour être en mesure de rencontrer nos engagements (stages, sensibilisation, petits projets avec des fondations et autres projets avec ORGANISATION).”

“Reduction in Human resources; lack of ability to plan long-term; lack of ability to plan and carry out long term projects in the south.”

“Uncertainty in continuity of excellent programmes currently funded by DFATD. Loss of good staff, instability in latter part of project implementation, etc. (just becoming noticeable).”

“More effort put into alternate funding source development, and more time put into planning mid-term activities.”

“We like "competitive call" for proposals, but we do not like "no call" for proposals. When there are no calls, it is not possible to be financial viable, retain staff and plan.”

“We look more towards bilateral as a source of CIDA funding.”

“We have been impacted by the lack of calls to which we would be able to submit a proposal. We began to plan for a CIDA-free existence at the same time as beginning to map out a program proposal outline according to the one (and only) call for general proposals (over + under 2mn) which took place in 2011 (?). Even though there was constant talk of "any time now" for the next call, we were cautious with that information and alerted our Latin American and Canadian partners about the possible end of CIDA funding for our programs well ahead of the end of our agreement with CIDA. Additionally, we were fairly skeptical that the programs of our partners would fit with the new priorities and guidelines of CIDA/DFATD aid and were not certain the proposal and submission process would be worth our time and resources. In the end, CIDA funding ended in March 2013 and we are now adjusting to this change.”

“L'impact est grand, puisque qu'il n'y a eu qu'un seul appel de propositions à l'ACDI auquel nous avons accès depuis avril 2011... (partenariat, bilatéral).”

“Crise financière. déficit, réduction du personnel.”

“Prior to the change to the competitive system, [OUR ORGANIZATION] would have had ongoing dialogue with CIDA to create a proposal that was agreeable by both parties.

“We were fortunate to have received an extension for one year in Nov 2013 (still not signed) but planned to lay off most staff in the absence of a call.
“The lack of calls threatens the viability of the organization and our ability

to plan with partners and recruit volunteers at a time when our private fundraising has never been higher. We are leveraging DFATD support into private support but could not continue without public funding.”

“We have not received funding from the competitive call-for-proposals but had only applied for support before it was changed. Hence, we have continued seeking support predominantly from private donors.”

“It’s making forward planning extremely difficult.”

“Le cycle de financement incertain de notre organisation est l’impact le plus important que nous avons connu. De fait, comme les appels à proposition de la direction du partenariat sont imprévisibles (même contraire à ce qui avait été annoncé à l’origine, soit environ un appel à proposition par année à compter de 2011), il est impossible de planifier nos ressources internes et activités auprès de nos partenaires du Sud. De plus, en 2011, ayant reçu l’information quant aux appels de proposition qui devaient être lancés à chaque année, nous avons investi pour réaliser une mission auprès de nos partenaires du sud et monter un dossier de projet. Cependant, cet appel de proposition n’a toujours pas eu lieu ce qui fait que notre investissement n’a pas porté fruit, en plus de décevoir certains de nos partenaires de développement.”

“It has increased the uncertainty about future funding and pushed us to explore new ways to diversify our revenues.”

“Has restricted our ability to use a match component to help fundraising.”

“The competitive call for proposal system both was time consuming, and was not followed up on by CIDA with feedback.”

“The change to competitive was a burden in terms of writing proposals - this takes a lot of time from people that would otherwise be engaged in programming. Since there have been no competitions in the last 3 years, I would say that the competitive process is better than nothing! But nothing would be better than going back to the process of working collaboratively on ideas with DFATD officers.”

“We do not believe CIDA is a credible funding agency. Their reviews of our international projects scored us among the highest of all comparative projects. The Minister for International Cooperation under the previous government asked to fund [OUR PROJECT] to carry out in several countries what it was achieving in Kenya. But with the change of government the very same proposals even for Kenya was flatly refused. [OUR PROJECT] is surviving and expanding exclusively via social enterprise but wonders what CIDA’s *rason d’être* is if it refuses to fund organizations and expansion or replication of successful projects/programs.”

“CIDA funding to [OUR ORGANIZATION] is ending December of 2014. We will need to sever some of our contracts with employees and make significant changes to our organization when this happens.”

"It had a hugely negative impact on: some of our project funding and human resource."

"Significantly - we have not been able to apply for funding since our last programme with CIDA ended in 2012. We consequently have had to revise our programme planning methods, reduce our commitments to our overseas partners both in terms of funds and in time (we only can commit for one year at a time, rather than longer-term 3 year programmes); more human resources are required for fundraising and less for programme management and education etc.."

"-Our cut occurred before call for proposals, however our situation of no partnerships funding is maintained through this process with the impact of lay-offs of staff, financial precariousness, large cuts to program support, increased reliance on member contributions which are also shrinking."

"We are bare bones and survival is questionable."

"We do not receive CIDA funds, so no direct impact on us. But it negatively impacts our partners in the field and in Canada."

"1. réduction des ressources humaines; 2. perte d'économies d'échelle et augmentation des frais d'administration; 3. réduction de notre capacité de planifier à long terme dû à la précarité du financement (activités sur le terrain); 4. plus grande liberté d'action (grâce à la réduction de la bureaucratie et les contraintes inutiles de L'ACDI) ."

"Diminution de 50% des ressources humaines."

"Volatility of revenues is challenging for every type of organization, although we have not had a CIDA funded project since 2008 not knowing when the next call will come (among other factors) has played a role in our decision to cut back on staff and do so in a way that even when a call for proposals does happen, it may be difficult for us to respond given our current small size."

"We have fewer resources to program; we have fewer opportunities to engage with CIDA / DFATD - both to receive and to give; we have fewer opportunities to collaborate with the GoC on development agenda."

"We can only offer student opportunities if we win funding. Without funding, we do not have a budget to send students abroad. Planning is almost impossible and we are forced to react as opposed to be proactive."

"Our core operations are entirely financed by membership fees. With membership on a demographic decline, those core operations are getting even smaller. Our planning cycle is spare - really just survival. Donations allow us to top up program activities. We have four people doing all the work that at least 10 used to do. If things don't pick up, we'll have to trim even more from HR."

"Absolutely no support or success with proposals."

“This model introduces a much higher level of uncertainty, increases program development and institutional fundraising costs, undermines our capacity to retain highly sought-after professional staff and of greatest concern, undermines our capacity to work with partners in a way that is respectful and transparent.”

“This new system has been a colossal failure in every way for the development sector in Canada, and has devastated partnerships with civil society overseas.”

“It has meant a lot of time dedicated to preparing proposals with no guarantee of having them approved. Given the not-for-profit nature of our organization, we can't build in profits that can allow us to pay for time spent developing proposals. The previous system was much more advantageous as we worked together with our CIDA officer to ensure that the quality of our proposal would be in line with CIDA's expectations and priorities. Therefore, this was a more efficient use of our time. Given that our proposals were approved, at least in part, we were able to maintain financial stability. However, given the thematic nature of the funding (maternal health), we had to shift priorities accordingly. We are now funding many of our previously CIDA-funded partners with private funds and are phasing out of some partnerships previously CIDA-funded (namely in India and in El Salvador). Some of our staff are now hired on contract in part due to the uncertainty around DFATD funding.”

“We feel that our future relationship with CIDA is very much uncertain and we are unsure about applying for another project. We are thinking about the future much differently now.”

“Notre organisation est en compétition avec des ONGs qui ont beaucoup plus de ressources (staff et bureaux à l'étranger) et d'expérience que la ORGANISATION. En ce sens, la compétition est perçue comme étant inégale. Nous offrons une expertise pointue (obstétrique d'urgence) mais la collaboration avec des ONGs qui viennent nous solliciter n'est pas facile. Le partage des fonds (le coût de notre intervention) est vite source de litige.”

“As a result of the changes at CIDA, our organization is closing the doors Jan 2014.”

“Une diminution de près du tiers des employés, la structure financière a été déstabilisé, la programmation perturbée et amputée.”

“It isn't so much the competitive nature but the inability to dialogue with a human being about the proposal and having to wait for a call to seek funding when our program ends. We were eliminated from the last competition due to a technical error. Without funding by early 2015, we will lose staff, will potentially have to relocate offices, and our partners will be without support.”

“Because of the lack of consistency and frequency of the call for proposals, it is becoming difficult to do long term planning. It also forces to diversify our sources of funding, something we were doing before to seek for DFATD funds.”

"The call for proposals system has virtually eliminated [OUR ORGANIZATION'S] participation in co-financing programs. We do not have staff capacity to develop proposals in a timely fashion, particularly when there seems little chance of success. We would find it difficult to pull together the necessary matching funding without affecting core programming. It is challenging to incorporate the kind of consultation we with implementing global partners we believe is necessary."

"The competitive process has not impacted our organization per se. However the wait times on the decision of grant and the lack of clarity and consistency of when CFPs come out, have been problematic."

2. What has been the overall impact of changes in funding opportunities with PWCB on organizational programming (for example, on other programming elements such as public engagement and outreach, monitoring, evaluation and learning, advocacy, etc.)?

"Very large reduction in our PE and education work."

"Nous avons abandonné une grande partie (80%) de notre programme de sensibilisation et de plaidoyer."

"Again, with the loss of four PWCB and CIDA IYIP funding, we are having to close."

"We have expanded programming in areas where we had not planned, and have reduced programming in areas not supported by CIDA/DFATD. The CIDA/DFATD-funded programming has stretched capacity/demands on those partners."

"It is a vacuum and I have largely lost faith, we are working on our survival and trying to keep our most important overseas partnerships going forward. We are also looking outside traditional funding sources and doing our best to earn revenue."

"It has forced our organization to restructure (reduce HQ positions to 4 days a week), cut out some internal reporting, public engagement, communications etc... while striving to identify other activities that can help generate revenue for the organization (i.e. volunteer opportunities). The intention has been to not reduce the quality of programming. These cuts have affected staff, honestly, some are looking to get out of the sector due to reduced opportunities."

"Nous avons tendance à suivre les "thématiques du jour" de L'ACDI comme tout le monde, et de structurer nos systèmes selon les exigences de L'ACDI. Depuis la mort de L'ACDI, sous le nouveau régime de l'aide intéressée (self-interested) du gouvernement Harper, nous avons moins d'argent pour réaliser notre mission. Or, ces coupures nous ont également libérés des niaiseries de la fonction publique, afin de mieux répondre aux besoins du public. C'est étonnant : On s'est rendu compte jusqu'à quel point cette bureaucratie encrassée nous empêchaient d'évoluer, et comment ils minaient le partenariat. La gestion axée sur les résultats (GAR), telle que pratiquée par le gouvernement actuel, peut être néfaste, car le gouvernement a déformé la GAR pour favoriser des objectifs à court-terme

qui s'insèrent dans une vision du monde qui ne correspond pas à la réalité des populations marginalisées de la planète. Soyons clair : je ne parle pas de nos amis solidaires qui travaillent à L'ACDI, mais le SYSTÈME qui a muselé tous les fonctionnaires. Notre CA, jadis obsédé par le besoin de suivre L'ACDI, voit désormais le Ministère comme une force qui travaille aussi contre nos objectifs, une force pro-minière qui n'a rien à voir avec la coopération internationale. Tous ces changements nous forcent à parler plus librement contre l'aide intéressée, afin de défendre les intérêts des populations marginalisées. Regardez autour de vous : les agences qui continuent de recevoir le même niveau de financement (ou plus) sont soit des amis du gouvernement, des ONG multinationales, ou bien des boîtes de consultants déguisées en ONG. On ne peut être une ONG crédible si l'on ne parle pas CONTRE ces pirates de l'aide."

"We have reduced our monitoring and evaluation capacity, and have been curtailed in participating in networking, learning and policy activities."

"We expect to lose 47% of our budget after our current CIDA funding expires."

"[Our project] has become more stable though our immediate outreach is less...though we have trainees coming to Canada to apprentice under [OUR PROJECT] from several countries. This is a different kind of outreach that in some small ways compensates for our inability to provide international development services directly as we did previously due to our inability to finance such on our own."

"We have had to put a lot of energy into finding other sources of funding. But the major impact is that without Canadian funding, it is very difficult to get our Canadian staff paid for their international development work. Foundations and other bilateral donors do not want to see their funds go to Canadians necessarily. This means that we can no longer proudly wave the Canadian flag in our development activities."

"As also noted below, our work has not been able to address many critical issues in our region (a disaster-affected area of northern Pakistan) because provincial funding has decreased by about 68% and cannot receive any funding from CIDA-DFATD."

"With the delays in renewal of funding last year, we suffered a loss of momentum, which prevented us from fully capitalizing on the results of our previous agreement. The challenges around renewal have also pushed us to strengthen our monitoring and evaluation systems to be better able to track and communicate results."

"Notre organisation gère également des projets de mobilité étudiante et enseignante, et de jumelage d'écoles. Ces activités ne s'insèrent pas dans un cadre de développement international mais vise plutôt à réaliser de la sensibilisation auprès des jeunes et d'internationaliser le système d'éducation québécois. Certains programmes du partenariat qui favorisent et financent la mobilité sont également suspendus et nous ne savons pas si ces programmes survivront. Ainsi, les changements à l'ACDI ont une

influence non seulement sur nos activités de développement international mais également de mobilité étudiante.”

“Since we were successful in last call, the impact of changes has not been felt, but is anticipated.”

“We lost many staff as a result of uncertain future this has big impact on our capacity for monitoring and evaluation. Program development is also great challenged but we have continued to scale up pre existing programs with fundraising dollars.”

“The impact on [OUR ORGANIZATION]'s ability to continue delivering programs is immense. Once [OUR ORGANIZATION]'s current PWCB grant expires, [OUR ORGANIZATION] will no longer have any projects that span all four countries in which [OUR ORGANIZATION] works. There are few, if any, opportunities emerging for [OUR ORGANIZATION] to submit proposals for broad multi-country projects such is the case in the over/under \$2M funding category. Instead we must pursue smaller grant opportunities, which often mean less overhead allowance, less personnel allowance, and more reporting. Once [OUR ORGANIZATION]'s current PWCB grant expires, funds to bring [OUR ORGANIZATION] colleagues from multiple country offices together to reflect on lessons learned and best practices, strategize and build new programs will be unavailable. PE: Once [OUR ORGANIZATION]'s current PWCB grant expires (June 2014), [OUR ORGANIZATION] will no longer have funds to implement PE activities.”

“The lack of public engagement funds from CIDA means we are more careful with our planning of public engagement activities, which mostly now need to be self-funded or on a fee for service basis (providing a workshop for Canadian partners). This is not a huge shift for us as most of our public engagement activities were planned on that basis but it has meant a more careful decision-making process for public engagement.”

“We have cut public engagement significantly. We are more donor-driven in our projects. We are pushed towards a more charitable and less rights based approach to satisfy donors' short-term needs to see results (like infrastructure).”

“The end of [Student Project] fund that was CIDA funded (administered through [OUR ORGANIZATION]) has had a tremendous impact on our organization, with the results being the end of our International Internship Program.”

“Has forced us to reduce the level of attention put towards learning and dissemination of lessons/experiences. Public engagement has not been affected that much (it was generally not a major component of our overall work.)”

“Needed to graduate some partners to programming without our funding. Funding for public engagement and outreach has not been impacted as we are trying to increase the resources being raised from our constituents so

we are able to increase the level of our support to our partners again. Funding for capacity development of our partners has just been slightly reduced. Our advocacy work focuses on refugees and this has not changed as a result of no funding opportunities with PwCB.”

“We have lost partners, staff spent an unbelievable amount of time and effort in creating multiple proposals, which were rejected, and we have less of a focus on RBM or monitoring (can be viewed as a negative or as liberating!)”

“The change in PWCB funding will almost certainly mean the end of public engagement as we know it in this organization. As well, we have used money from that agreement for a substantial applied research program, which will likely be significantly reduced or possibly cancelled. Evaluation is already being build into the new programs. Finally, our expectation is that we will have to eliminate at least half of our remaining partners overseas, including some we have worked with for more than a decade.”

3. Reduction in Staff

“We have needed to initiate periodic pay cuts in order to keep our small staff intact.”

“If our next funding agreement is not approved we will need to close our office.”

“C'est suite à l'arrêt de notre entente quinquennale que nous avons dû mettre du personnel à pied. Comme il n'y a pas eu d'autres appels de propositions nous n'avions pas le choix.”

“This is due to the decision of this five-year agreement that we had to put off staff. As there were no other calls for proposals we had no choice.”

“Lay-off were not related to the introduction of the call-for-proposal mechanisms, but rather as a result of the dearth of new bi-lateral projects put to tender over the past 18+months.”

“We reverted from a three full time paid positions and ten part time positions to an entirely volunteer organization.”

“It is the combination of the call-for-proposals mechanism and the lack of calls/funding that has precipitated the downsizing.”

4. Reduction in Activities on the Ground

“However this was part of an overall organizational focusing and not due to DFATD which focused both activities and partners with the goal to increase impact in a more focused manner.”

“We have eliminated any activities in 22 countries and kept limited activities in a very few countries.”

“Programming is severely curtailed.”

"We have had to drop our activities, which twinned Canadian and Ethiopian schools."

"Not sure what "on the ground" means but assuming you mean in the field, our Latin American partners have had to make changes to their activities, though many of them continue to do the same work just with less funding (therefore, lower or no salaries, less staff, less support for administration, etc.)"

"Cut projects in countries with least interest from volunteers and donors. No longer funding care facilities for AIDS victims in Swaziland, school construction in northern Peru and Haiti, orphanage construction and renovations in Indonesia."

"We have reduced our activities in certain areas where CIDA used to be a champion (e.g., gender equity; tobacco control)."

"Since the change in government in end 2005 which surprisingly brought an abrupt end to funding of [OUR PROJECT] by federal agencies (CIDA and Environment Canada)."

"Again, it is the combination of the mechanism and the shrinking budget -- and Ministerial rejection of high-quality programs that had been in the works for some years and for which funding had ostensibly been committed."

"Some of our partners' programs (not funded by CIDA) have been reduced. Others have significantly increased as a result of funding from the calls for proposals (especially the Muskoka). Once the Muskoka initiative comes to an end at the end of 2014, there will be a drastic reduction of activities on the ground."

"A [OUR ORGANIZATION]-CIDA cofinancing program ended in March 2013. That provided a significant amount of funding for global partner work (about \$ 900,000 per year for 4 years) that simply can't be replaced from [OUR ORGANIZATION] resources."

"There is no point in planning projects in places of need like Haiti or the Philippines and getting the hopes up of the local members when there is no open windows to ask for CIDA funding."

5. Can you assess the impact on your partners of the programmatic decisions you have made as a result of changes in funding opportunities with PWCB, providing concrete examples, if possible:

"Our implementing field partners in the countries where we ended the project were the ones who cut on their staffing."

"Very difficult to do any future project planning as you are not sure what funding opportunities exist in the coming months or year."

"Unable to do special projects that would benefit large communities and improve the living and working conditions for women and ensure that

more girls are able to attend school.”

“Difficult to assess with certainty, but programs have had to be downsized or eliminated altogether. In many cases, partners have been able to continue their programming although at a reduced level (Nepal and Cuba).”

“Pour la première année de coupure nos partenaires, en collaboration avec nous, ont réussi à conserver leur personnel. Les activités terrain ont diminué mais nous avons au moins conserver l'expertise. En République dominicaine, les effets se feront sentir en mars 2014. Notre partenaire perdra alors un appui financier de l'Union Européenne, le seul partenaire financiers qu'il leur restait.”

Certains partenaires ont en main de bons projets, prêts à nous être soumis pour du financement mais on ne peut les recevoir présentement, faute de programmes. D'autres ont du remercier du personnel, lequel souvent continue de travailler mais sur une base bénévole. Encore une fois, c'est le volume d'activités de nos partenaires qui est affecté: le nombre de villages soutenus, le nombre de familles impliquées dans les initiatives, etc. Le manque de fonds a également un effet pervers car ça ralentit le rythme de développement de nouveaux projets par manque de ressources à l'interne (moins de temps peut être consacré au développement de partenariats, missions terrain, démarchage avec partenaires potentiels ici chez nous, etc.).”

“Yes, because [OUR ORGANIZATION] cannot plan beyond three years, neither can our partners.”

“See answer to 21 above. [OUR ORGANIZATION] has sought to find new or additional funding to make up for the 50% cut to Latin American partners' funding represented by the loss of CIDA funding. While we succeeded for this current fiscal year (13-14) to secure additional funding for some partners, none of it is committed beyond this year and we were not able to find additional money for each partner. The impact of the 50% cut to our Latin American partners will continue to be felt in the years to come.”

“Nous n'avons donc pas mis fin à des partenariats. Mais des partenariats se sont arrêtés, par la fin d'un projet, sans possibilité de poursuivre avec un autre financement. Nos partenaires se sont tournés vers d'autres coopérations pour continuer à travailler. Du point de vue des partenaires, je pense que de façon générale, ils pensent que les financements canadiens sont lents à venir, lourds à administrer, et parfois (souvent ?) ne viennent pas du tout.”

“[OUR ORGANIZATION] directly implements in 3 countries and implements through a partner agency in 1 country. In all country contexts, the ceasing of funding opportunities through PWCB will result in layoffs, downsizing, and will jeopardize [OUR ORGANIZATION]'s established partnerships with communities. [OUR ORGANIZATION] is also facing the reality that it may be forced to shut down operations completely in some countries should no new funding be secured in the near future.”

“We have been unable to pursue programmatic priorities because of the

lack of resources. These include: a) support for revitalizing agriculture in an area severely impacted by a natural disaster, b) support for targeted services to women-led households who comprise the ultra-poor in the region.”

“We were going to work on social entrepreneurial projects to build capacity in East Africa through a number of partners. Those have all been cancelled.”

“Our partners have had to seek funding elsewhere. They lament the loss of Canadian funding, as Canadian funding allowed them to pursue their own priorities in their own way. The new wave of funding from international Foundations such as Gates and Bloomberg has imposed external priorities on the work of local partners.”

“After spending 7 years developing the capacity of our partnerships on the ground, and seeing significant improvement, we had to let key staff member go of our project partner in Kenya and Uganda. After huge successes of the PWCB two-year project in Kenya, we had secured the involvement of many new community leaders, in a bid to grow the project to replicate and hopefully expand the impact. It was totally demoralizing for those local leaders and devastating for our credibility with the partner, to be rejected 2 more times after the change to the competitive calls for proposals. Eventually we concluded we were wasting our time, and more importantly, that of many community leaders of our field partner.”

“One project was completely closed and another is on the verge of closing. We have had to reduce our funding of projects from 7 to 3 and the 2 of the 3 funded projects are receiving approximately 50% of previous funding from us. Our partners consequently have closed programmes or drastically reduced activities; some have continued their programmes but cut back salaries and support resources.”

“-Funding instability -staffing decreases -significant decrease in scope of programs -focus on one project only rather than a whole program approach -requirement to find new donors.”

“Bref, beaucoup de groupes marginalisés privés de financement. On pourrait parler de services et de gens négligés, mais ça va plus loin encore : il s'agit de causes et de groupes vulnérables qui ont perdu l'appui nécessaire pour faire entendre leur cause, pour innover. Les appels d'offre ne favorisent ni le travail à long terme, ni les groupes marginalisés. Nous avons tenté de réduire le financement des partenaires ayant accès à d'autres sources de financement, tout en renforçant les partenaires et les projets les plus porteurs.”

“We took a great deal of time, effort and \$s to develop the proposal. Partners, too, expect results. Understandably, while there are no guarantees, there are expectations. And these expectations have not been met.”

“Lack of continuation of internships will make it difficult to maintain

international partnerships.”

“Towards the end of our last CIDA funded project we began to plan for phase II with our partners. We have had to abandon many of these programs that would have built upon past programming with our partners. This was devastating as we were achieving solid outcomes together. Since that time we have had to become extremely creative in finding new sources of funding.”

“We are phasing out three partnerships in Tamil Nadu, India, in spite of great results in women's empowerment, acknowledged previously by CIDA and endorsed by the High Commission. We can't afford to maintain the previous level of programming with our own private resources. In Nicaragua, we had to phase out of a partnership focusing on urban youth. In El Salvador, we are phasing out of a partnership after 20 years of women's rights work - with great results at the national and local levels.”

“We are focusing much more on building the capacity of our partner NGOs to look for other sources of funding, since we know the future is uncertain.”

“The number of people included in the project work will diminish significantly. We will not be able to maintain all of our partners with funds and programs as we have been doing.”

“Le programme de partenariat mis en oeuvre par la [ORGANISATION] a permis d'appuyer le renforcement des 4 associations ciblées et de leur permettre de se convertir en interlocuteur crédible du gouvernement de leur pays sur le dossier de la santé maternelle. Ce renforcement institutionnel s'est également traduit par leur participation aux forums internationaux qui se sont organisés localement ou à l'international sur la santé maternelle et périnatale. Le projet était de poursuivre le travail commencé avec ces associations en les convertissant en mentors d'autres associations. Malheureusement, nous n'avons pas encore pu donner suite à cette idée.”

“Are partnerships in Senegal, Tanzania, Durban and other cities around the world have been impacted and we had to end our programs and lay off staff in Dakar, Dar es Salaam and Durban.”

“Groundbreaking and innovative work on food security, seeds and soil and water conservation will not be able to continue without [OUR ORGANIZATION'S] support.”

“While we haven't had to end any partnerships yet, we have had to scale back considerably. These same partners have been affected by other Canadian and European partners also scaling back, or ending partnerships, so they have been hit from many different angles. Many staff lay-offs at partner organization, a gross loss of experience, organizational knowledge, relationships with beneficiaries severed or undermined. Right's-based and sustainable programming of partners undermined.”

“Because the lack of predictability for calls, long lag times in decisions we

often feel the fiscal pressure from our partners to bring in funding so that activities can continue or get started. In some cases we have had to completely redesign projects with some new partners because the better part of a year had gone by until a decision was made and by that time the partner was no longer operating in country. Which forced us to rapidly seek another comparable partner.”

D. Revenue Diversification

1. How has your organization made up for lost CIDA/DFATD support to your programs?

“We were able to secure project funding from another source. Otherwise we were able to use (and deplete) our reserves.”

“1. Increased our corporate fundraising efforts 2. Increased our foundation fundraising efforts 3. Increased our major gifts fundraising efforts. 4. Cut back on expenses (travel for M&E, attending key conferences etc) .”

“By scaling back overseas programs and staff time.”

“Build the constituency and in addition try to access funding from foundations and other private sources. Assessing our strategy for the future has also been a part of the plan.”

“We are working harder on developing new programs, working with new partners in Canada to support our programs. We have had some success on the IHA/emergency side which has compensated to some extent (at least viz the overall revenues).”

“Campagne majeure de financement, dépôt de projet à des fondations privées.”

“Compensé est un bien grand mot: difficile de compenser un montant de 300 000 \$ ou 400 000 \$ dans une programmation dont le budget total représente 1 ou 1,2 M \$!!! C'est impossible en fait. Les montants que l'on trouve sont plus de l'ordre de ± 30 000 \$ avec des fondations et de ± 200 000\$ avec le PQDI du MRIFCE. Comme déjà dit précédemment, c'est à partir du 1er avril que le bât va blesser ... ”

“Laid off staff; seeking more corporate support and foundation support. Spending more resources on communications and fundraising and less on public engagement.”

“Some added corporate support, but not enough to cover the expected CIDA/DFATD support not forthcoming.”

“Have depended more on partner organizations to provide more funds.”

“ [OUR ORGANIZATION] has secured its first USAID grant for food security programming in Tanzania. - [OUR ORGANIZATION] is responding to calls for proposals from various large-scale foundations (e.g. Gates, Clinton) and multilateral donors (e.g. European Commission) - [OUR ORGANIZATION] is

investing greater resources in applying for funding from foundations: this often entails smaller grants and a greater amount of administrative work. - Greater emphasis on developing new programmatic partnerships with Canadian NGOs and academic partners.”

“We are trying to raise more charitable funds with some success but these are mostly designated innovative pilot projects overseas, It would be impossible to replace our volunteer cooperation budget with private funds.”

“Did not receive funding, but have been affected by others not receiving funding. More organizations targeting our traditional donors.”

“Attempting to diversify revenue channels, adopt social enterprise/commercial strategies, international donor outreach, etc.”

“Nous avons poursuivi la diversification de nos sources de revenus en participant à des processus d'appel d'offre internationaux pour obtenir des financements d'autres bailleurs de fonds (principalement la Banque mondiale). Nous avons obtenu quelques contrats depuis le changement opéré à l'ACDI, mais étions déjà actifs auprès d'autres bailleurs de fonds avant 2010. Nous essayons présentement de développer un programme auto-financé pour diversifier davantage nos revenus et activités.”

“We have attracted funds from new sources (European Union, Ford Foundation, American Jewish World Service, Organisation internationale de la francophonie, AIMIA) and expanded our programming in Canada.”

“The organization has always had a policy of working to diversify sources of funding. Tracking opportunities among private grant making organizations as well among international financial institutions has increased significantly with the policy and operational changes introduced over time by the current government. These include reduction opportunities to bid on bi-lateral projects; increased emphasis on direct budget support to countries and multilateral programs; and, focus away from the role of governance and capacity development in poverty reduction shifting toward building stronger role for Canadian private sector the organizations.”

“We have requested higher contributions from our existing donors, approached new individual donors, some corporate sponsors. However we are still far from our previous funding levels.”

“Increased intensity of foundation/grants funding -increased intensity of individual fundraising.”

“We are seeking alternative funding from other governments, agencies, funders and donors, with limited success.”

“We have brought in a new corporate sponsor, worked closer with universities, recreated a new membership program, cut our expenses substantially, created an endowment fund, and increased our PE

programming to gain new donors and supporters.”

“We launched a significant campaign in 2013 in an attempt to replace our lost CIDA funding but it was not successful. We depleted all of our reserves and will have to close.”

“Our internships programs are now self-funded by students, causing a huge financial burden on them. As a result the number of students going abroad has decreased significantly as are the opportunities with our partners.”

“When there was a delay in getting the new proposals cycled into contribution agreements, we made an appeal to our donors and they mostly filled the gap in funding.”

“We are seeking funding from other bilateral and multilateral donors.”

2. What are the main targets of your revenue diversification strategy?

“Trying to find sources other than individual donors to support our activities.”

“1. Companies (focus on the mining sector) 2. Major Gifts (engage more with those that 3. Foundations 4. Direct Mail & Telemarketing.”

“Grass-roots donors, past interns and volunteers and people who generally believe in the work of the network.”

“We are targeting a wide range of funders and have been successful with the World Bank and the Inter Americas Development Bank. Our diversification effort is actually closer to 5 year old.”

“Diversifying our institutional funding More emphasis on marketing and fundraising.”

“Hire staff to raise the profile of the organization in strategic parts of Canada. Increase presence in the constituency through awareness builders. Use different fund-raising strategies, particularly through social media.”

“Tried to attract large foundations to replace CIDA funding. So far, not success.”

“Nous avons mis sur pied notre propre Fondation et avons réalisé une campagne majeure de financement qui nous permet d’espérer pouvoir survivre jusqu’en juillet 2015. Date à laquelle nous espérons voir disparaître le gouvernement conservateur!!!”

“Objectifs: mieux se faire connaître dans notre région, mobiliser plus de gens autour de la cause de la solidarité internationale, et enfin, trouver des nouveaux \$. Approche: déploiement de notre offre de programmes de stages à diverses clientèles (écoles secondaires, programmes d'insertion socio professionnelle, tourisme solidaire, etc.). Ce qui s'avère très lourd et pas très payant. Nous avons aussi multiplié nos approches et alliances

avec du privé, ce qui a donné de bons résultats jusqu'à maintenant mais qui semble vouloir changer”

“- Maximize donations from Canadian individuals and private foundations
- Greater emphasis on Major Gifts and on developing a corporate engagement strategy - Greater emphasis on pursuing institutional funding (bilateral and multilateral) from outside of Canada - Increased responsibility to Country Managers to seek out in-country funding opportunities - Branching out to explore areas for collaboration and partnership with other Canadian NGOs and academic institutions.”

“International organizations, international corporations, social enterprise (i.e. incorporated UK-based organization), commercialization of assets.”

“Objectifs: i) pérennité de notre coopérative et des services qu'elle offre à ses membres; ii) augmentation du volume et diversification des services que nous offrons aux membres de notre coopérative pour participer à des activités de développement et de mobilité international Approches: i) Créer des synergies entre les différents départements de notre coopérative et leurs partenaires internationaux pour nous permettre de créer des opportunités d'affaires au sein de notre réseau international existant (par exemple, nous avons des ententes avec des écoles et gouvernements étrangers dans le domaine de l'éducation pour réaliser des activités autre que du développement international. Nous travaillons à développer la relation avec ces partenaires de manière à développer également des activités de développement international, là où pertinent). ii) Développer les activités d'auto-financement iii) Création d'un poste au sein de l'organisation qui est dédié à 100% au développement des affaires.”

“Formed partnership with business, churches and groups strategic marketing.”

“Increasing partnership, developing a social business for generating revenues to be reinvested in the charitable work, get diaspora involvement for knowledge transfer, increase volunteerism to maximize the value of funds raised: just for the project and basic administrative expenses.”

“We have developed a strategy, but not implemented due to lack of resources. The strategy includes targeting foundations and corporate donors.”

“Foundations, increasing our fundraising from the public/major donors.”

“Social lens investing, private philanthropy, foundations, private sector financial and in kind contributions, legacy giving, financial giving instruments such as securities, etc..”

“partenariat avec organisations membres du réseau international MDM, partenariat avec ONG européennes.”

“We have sought and secured funding from the EU, OCHA, Swiss government, Australian government, Belgian government, IDRC and other affiliates.”

"Foreign governments and International Finance Institutions Other NGOs and Executing Agencies for larger contracts (DFATD, other donors and IFIs)."

"Seeking funding from other bilateral and multilateral donors, and seeking/securing more funding support for our Canadian activities from our constituency here in Canada."

3. How successful has your organization been in diversifying revenue sources? Please provide some comments on your strategy.

"Not very successful until now, but it is on-going."

"We are doing OK."

"la stabilité dans nos finances."

"Diversification is a very slow process that takes time. To build a relationships with companies, foundations and individuals is a more complicated process than securing funding from CIDA/DFATD, who we have had a very long relationship with and they know and understand the work of [our organization] very well. With our other potential sources of funding, we are just starting to build relationships with them."

"Very successful in obtaining larger sponsorships from businesses."

"We've been successful thanks to a wonderful fundraising volunteer committee that has helped raise sufficient funds for staff and public engagement activities. We have also become a member of ACIC, which allows us to access funds for speaking engagements, for example, that have enabled us to continue our work."

"Formative stage of Foundation."

"I don't think so."

"It is taking time but we are having some early success - the question is the long run."

"Still too early to say."

"Somewhat successful. One successful strategy has been to include a couple of direct mails to a target population in promoting the work of the organization."

"Somewhat successful though not hugely. developing the kind of relationship we have with DFATD takes considerable time with any new, potentially large donor."

"525 000 \$ de recueillis en dons et promesses de dons sur trois ans et ce, sur un objectif de 600 000 \$."

"Nos succès sont plus que mitigés. On dirait que plus le temps avance,

moins on réussit à trouver des sous. Même qu'on perd présentement des partenaires du privé, impliqués dans certaines de nos activités de collectes de fonds.”

“It is early days but we anticipate doubling our grants revenue stream in the next 12 months.”

“Some small successes.”

“Too early to tell.”

“Trop tôt pour avoir des résultats.”

“We have not yet succeeded in institutional funding yet but it is a long term process, but we have doubled revenue raised through fundraising since 2009. However the total amount is still modest, less than \$1-million.”

“Only marginally successful.”

“Nous en sommes aux premiers balbutiements.”

“Limited success, but growing.”

“Nous venons de connaître deux années financières difficiles, notamment à cause de l'absence d'appel à proposition du MAECD (ancienne DGPC). Cependant, notre organisation a investi pour diversifier ses revenus et nous voyons, cette année, des retombées positives des actions entreprises. Nous avons obtenu deux contrats sous financement Banque mondiale au cours des 6 derniers mois et avons d'autres projets dans le pipeline pour lesquels nous croyons pouvoir recevoir du financement prochainement, notamment à la direction du bilatéral de l'ACDI.”

“Partnership with [THIS ORGANIZATION} has allowed us to get some funding through local clubs, and at district level. This will lead to the next level of global grant matching.”

“Not yet!”

“Very modestly successful, I would say. We have seen a decrease in our donor base in general but some individuals seem to be giving more so we haven't seen a decrease in revenue from the public overall. Getting funding from foundations is hit and miss; and really is a slog; and though we've managed to get funding from a few new foundations, a few have also dropped us because of their own internal issues.”

“We have found some success in working through personal connections, and the ... diaspora.”

“Some success but not anywhere near scale of cut we received. Organization continues to experience overall decreases in revenue despite strong individual fundraising growth.”

“relativement faible. C'est très difficile à cause de la concurrence des gros organismes et fondations communautaires.”

“succès prometteur, mais limité à court terme”

“So far, quite successful, having more than quadrupled the annual operating budget.”

“succès mitigé, difficulté d'avoir accès au financement européen pour des raisons politiques.”

“Not the funding we used to have and we downsized accordingly.”

“We have had some success but our ability to sustain this funding from this range of sources is uncertain, in part because of changes in their funding priorities and volumes and in part because of changes in the way that [our organization] is structured.”

“It is a vicious circle, because we lack the resources to put out effective materials for outreach etc. .”

“Pretty good! We surpassed our best-case-scenario projections for 2013.”

“Nouvelles sources modestes.”

“We adopted the strategy in 2012 and had our first non-Canadian, government funding in 2013. It's a modest success, but a success.”

“Some success but not sufficient to make up for delayed funding from DFATD.”

“We increased our stewardship and as a result, our individual donor base has increased, our monthly donations program has been increasingly successful. This past year foundations have been renewing their support with bigger donations.”

“Strategies still ongoing. Has not yet resulted in increased current revenue although gifts to the related Foundation have grown.”

“One such gathering (one night) raises around \$10,000 plus.”

“Not very successful.”

“We are making good progress.”

E. Policy Dialogue

1. Please provide comments on the relevance of the dialogues for your organization and your assessment of trends in accessing relevant officials and politicians to discuss policy concerns relevant to your organization's mandate.

"Budgeting and financial restrictions have changed for the better in some ways (e.g. no longer penalized for surpassing 10% in every small budget item), but strangely the 12% admin is not allowable on CONSTRUCTION COSTS for a project involving the construction of a 18 km fresh water pipeline (!)"

"We have participated in several dialogues relevant to our organization on MNCH, education, impact investing, climate change, etc."

"Most of the dialogues were relevant. Our experience is that we need to follow-up on these dialogues with direct contact with political staff and officials if they are to have any lasting impact. We still get access to political and official staff to discuss policy concerns."

"Dialogues pertaining to health system issues and health issues have been pertinent to our work."

"Seems ad hoc. Sometimes invited, sometimes not, often without sufficient time to adequately prepare or consult with overseas partners. Dialogue is good with lower-level officials, but much more difficult with more senior levels."

"il n'y avait pas de dialogue; il n'y avait que de l'information sur les décisions prises. C'était unilatéral."

"We have had several engagements with senior staff (and Minister) around Child Protection and through our PROJECT NAME."

"We have worked hard at trying to meet key officials and politicians and enjoyed considerable success during the past year in raising our issues and exploring opportunities."

"Small NGOs are considered second class, they are not heard and they are making a significant contribution in the international development arena. At a provincial level, international development NGOs don't count, this needs to change. All the meetings/dialogues I participated in at the Provincial level, I felt not recognized, unless I serve local needs, and at Federal level, we are too small, no room for us!"

"There is little substance to the dialogue, though there may be signals sent and received. Staff are constrained from saying much and government representatives do not generally engage in discussion."

"Participated in a session on urban food security - no obvious results yet, but there was a lot of staff interest and could help us in the future. It is hard to get any consistent interest in urban issues in the South in DFATD -

nothing new in this - our work however makes very significant contributions to economic growth and health.”

“Nous trouvons que les dialogues auxquels nous avons été invités à participer sont très importants parce qu'ils permettent de sensibiliser/éduquer les décideurs à certains enjeux plus spécifiques. Les interventions essentielles dans le domaine de la santé maternelle ne sont pas toujours exposées dans les détails qui permettraient de comprendre pourquoi elles sont importantes et comment font-elles une différence. Les fonctionnaires de l'ACDI ont également un pouvoir non négligeable lorsque vient le temps de discuter de l'aide bilatérale avec les gouvernements récipiendaires. Ces notions apprises lors des dialogues peuvent servir à faire avancer certains dossiers.”

“The dialogues have been relevant to our organization's ability to determine the perspectives of the Government of Canada as well as other stakeholders. We assess the accessibility of officials and politicians as good.”

“Some have been very pertinent to our work/mission; others less so.”

F. General Comments

“The lack of action from CIDA and DFATD concerning funding for civil society has been particularly troubling. Even though my organization is OK for now, we have already seen pre-emptive action on the human resource front, including my own lay-off notice. The general trend seems to be further movement away from partnership in the truest sense, to a business consulting model. While good work can be done through a bidding system, it had a dramatic reduction on the people to people partnerships that result in GREAT work. There is also a nagging sense that this is all part of an ongoing manipulation to reduce or eliminate CSO involvement in international development.”

“The silence has been deafening in terms of open communication ~ which makes any tightening of funding worse ~ and we would never intentionally treat our southern partners the way that DFATD is treating the sector at large in Canada. The impact will be on the achievement of development outcomes and for Canada's reputation for excellence as a development practitioner ~ however it is difficult to see how this will unfold at this time.”

“We take partnership very seriously. CSOs are not being treated as meaningful partners and are instead continually being kept in the dark rather than consulted. The competitive bidding process creates an unreasonable amount of effort, all wasted if the proposal (as the vast majority of Under 2 Million proposals were) is rejected. There needs to be some system to minimize the amount of upfront work for Canadian CSOs and their Southern partners, and to make funding predictably available.”

“International development has severely been curtailed by the changes implemented by the government. Grassroots organizations are no longer

funded with help through the government despite the outstanding work they have done (and in many cases) or continue to do.”

“CSOs were not offered the opportunity to apply for the \$290m that was returned by CIDA/DFATD to the Treasury Board last year. The impact that these resources could have had on poverty reduction would have been substantive.”

“A significant development has been the increasing expectation for contributions from the organization in geographic programs funding. It almost appears to be an intermediate step between the strict RFP mechanism and the PwCB requirements (25%, Canadian-sourced.) This is having a significant impact on our ability to work with the Geographic Programs Branch. And as a result of the new environment and approach of the government, with funding more tight, we are less able to engage with other like-minded organizations, on sharing and learning, on developing and pursuing common goals/aims. In order to try to maintain funding levels, we are focused more inwardly, on program development. And less able to reflect or analyze what is really making a difference for the people we're trying to work.”

“Nous trouvons déplorables les politiques et les orientations du gouvernement fédéral. Des organismes très importants risquent de cesser leurs activités. Les partenaires du Sud en seront sérieusement affectés.”

“No calls for three years and handing back hundreds of billions of Canadian dollars to the Treasury has many invisible and incalculable consequences.”

“The objective seems to be to wear down, to divert energy, to make so bureaucratic or difficult that smaller NGOs cannot comply or survive, to intimidate. All the while with a message about current aid priorities and projects that suggests that past aid practices (and NGOs that were part of them) were inefficient, did not produce results, were untrustworthy, etc.”

“Nous appréhendons la fin de notre subvention (août 2014) parce que [ORGANISATION] a toujours bénéficié de l'appui de l'ACDI et que cette contribution est nécessaire à notre fonctionnement. Il est très difficile de mobiliser de nouveaux fonds à l'extérieur, même si notre organisme est unique et les résultats facilement mesurables.”

“The trend is very damaging to the capacity of Canadians to band together in support of international development, and impedes the capacity of our service organizations to raise public awareness of international development issues.”

“These changes are having a major impact on CSOs. Some CSO's that have been doing excellent community development work for many decades have already closed their doors, and many more will be forced to do so if the Canadian government continues on the current path.”

“l'ACDI a apporté des changements sur la contribution en nature/financière des organisations. De fait, la contribution en temps

supplémentaire des employés de l'organisation ne peut plus être comptabilisée dans la contribution dans notre dernier accord de contribution. Nous savons que le cas est le même pour d'autres organisations ayant signé des AC dans la dernière année. Ceci engendre un poids important à porter pour l'organisation et les individus qui réalisent ces heures supplémentaires, non reconnus par l'ACDI. Dégager 25% de contribution s'avère très difficile dans ce nouveau contexte. -

L'imprévisibilité des appels à proposition ou demandes de proposition est, pour nous, la caractéristique la plus difficile à gérer pour notre organisation. Nous réitérons donc ici le fait qu'il est très embêtant que le MAECD ne puisse pas indiquer, approximativement, la fréquence ou périodes approximatives des appels/demandes de proposition à venir pour que nous puissions nous préparer en conséquence, d'autant plus que les délais donnés pour rédiger les propositions sont très courts, ce qui rend la réalisation de missions terrain beaucoup plus difficiles (surtout pour les petites organisations avec moins de personnel et moins de financement) - Le système de pointage des demandes de proposition (bilatéral) est trop strict et empêche les organisations de soumettre des candidatures d'experts très intéressantes à cause des critères d'évaluation qui sont extrêmement précis, et parfois non-pertinents. De plus, le système actuel ne permet pas à des jeunes qui ont moins de 10 ans d'expérience dans un domaine précis, ou au sein de projets d'envergure (+10 millions\$), de s'insérer dans ces projets. Les experts qui interviennent dans les projets bilatéraux sujets à des DDP sont tous des personnes en fin de carrière, ce qui empêche la relève de se former et d'acquérir de l'expérience. Lorsque les personnes présentement actives prendront leur retraite, il n'y aura pas ou peu de relève pour assurer une expertise pointue en développement international.”

“While the organization does not funding through PWCB (save through the International Youth Internship Program) we recognize the value of leveraging contributions from the Canadian public in order to build lasting and sustainable partnerships to support poverty reduction in developing countries. We have seen the synergy that can be achieved through a combination of directive and responsive programming approaches to development. Through a reduction in avenues through which Canadian NGOs and develop, plan and implement grass-roots based programming through sustainable partnerships with local civil society organizations, DFATD has undermined an important mechanism to support people-centred partnership between Canadian and developing-country organizations. At the same time, the organization has also experienced diminishing opportunities to build and sustain our proven approaches to development as a result of the broader international development policies reflected in the changes we have seen in DFATD's operations over the past several years. The dearth of directive projects put to tender has resulted in a steady reduction of our portfolio of projects. As a not-for-profit development services organization focused on developing human capital and institutional capacities in support of poverty reduction, economic empowerment and environmentally sustainable development, we anticipate that the current government's focus on “economic diplomacy” and support to the ability to expand activities of Canada's private sector – in particular those in the extractive industries sector – could prove to be a

significant barrier to our participation as a DFATD partner. While we are optimistic that our strategy for resource diversification will result in securing contracts and grants from other international sources of funding, we cannot help but feel profound disappointment that those policy factors that reduce our ability to deliver projects and programs on behalf of Canadians have at the same time undermined our country's reputation for sustainable poverty reduction and promotion of democratic values through solid partnerships and programs that reach the most vulnerable and marginalized."

"Disappointment in losing our leading role in this area, and having international development funds going unused, and having that used in support of not just the development of a private sector in the receiving countries, but to support the work of the Canadian private sector overseas."

"The idea of increasing NGOs partnerships needs to be analyzed carefully to avoid small NGOs to be all the time dependent to the larger NGOs. Small NGOs need also to grow and not to be swollen by larger and experienced NGOs. Even if larger NGOs have experience in managing CIDA funds, it doesn't mean that their outcomes can be used as model to prove aid effectiveness."

"It seems as though the plan is to eliminate financing of Canadian CSOs in the near future, but the doors have been closed and even people on the inside do not seem to know what will happen. CIDA employees have been forbidden to talk with us, even to answer questions, and they certainly are not allowed to come to our meetings. CSOs could survive without CIDA financing, but it is difficult to effectively wave the Canadian flag in international development without the government backing Canadian CSOs. If CIDA does not continue to finance Canadian CSOs, it will be a sad day for Canadian international development."

"The partnerships branch was a responsive mechanism for the NGO community involved in international development and cooperation efforts in Canada. It doesn't exist anymore and this is a huge loss to our organizations, to our work, and to the future of international cooperation efforts."

"As stated...the changes significantly negatively affected our organization and that of two key partnerships in Kenya and Uganda. The changes favored very few large NGOs and cut out smaller, often more efficient NGO's. That change, from our view, completely mismanaged the expectations of small NGO's who had previous very successful partnerships with CIDA."

"We really see the trickle-down effect on our partners on the ground. Canada is not the only government making changes and international funding bodies are withdrawing and shifting their support such that our partners are faced with multiple funders cutting or withdrawing funding at the same time with devastating consequences."

"The lack of Federal Government funding has led to a dismantling of many

good projects overseas that were making a big difference. Our long time partners can no longer count on us, we have lost the ability to leverage donations to make a big difference. No one wants to wear a Canadian flag on their backpack anymore. Our international reputation is in decline as we outwardly project a fat cat trade or no aid stance. Troubling to say the least."

"It would be most helpful if CIDA/DFATD took into account the efficient use of funds of small-scale NGOs' initiatives. The effectiveness and efficiency of small organizations has been demonstrated over and over again. It is unacceptable that the government underspent funds for international development work by \$300 million last year, after cutting that same amount from the budget. So many CSOs could have made a huge difference in countless places with that sum of money."

"Cuts of the [ORGANIZATION] have had a negative impact on the rights of labour, women, and marginalized peoples; the cuts have led to the gutting of the [ORGANIZATION], and all of the valuable outreach work carried out by the [ORGANIZATION] on behalf of southern partners. This has put further stress of the International labour funds. Moreover, cuts to the NGO community has mean that labour is often called upon to fill the shortfalls in programs etc."

"I find it distressing that the emphasis of development is tied to the benefit that can be gained by Canadian industry. I think that Canadian industry has a dismal record of "development" particularly the extraction industry. The work of smaller NGOs is grass roots development of the people and communities and while it may not have headline making impact it has lifesaving impact for the beneficiaries and long term results of bringing people out of poverty to solve their own problems. Without clean water and food and education, nothing else matters. The big industrial projects will not impact the villages in the same way, in fact are more likely to negatively impact those people who have no opportunity what so ever participate in large scale development because of lack of skills and training. A DFATD grant of \$200,000 could build a Technical and Vocational Training center and turn out young people equipped to contribute to the larger economic development of their country as well as their communities. Canada, and particularly Alberta has the same problem of lack of skilled trades people. Either provide training for them or bring in skilled people from elsewhere. This would be a positive anyway you look at it. Yet there are no longer any opportunities for smaller organizations to contribute through the Federal government's International Development strategies. It is a loss of important resources that would benefit Canada and countries around the world. The economic giants are not any more skilled at grassroots development than smaller NGOs, they just have more profile with Ottawa. Meanwhile the villages and individuals in isolated rural areas wait for help to provide water, assistance with food production, and training to solve the problems of poverty, drought, famine and natural disasters. "A future world with a billion people living in impoverished and stagnant countries is just not a scenario we can countenance. A cesspool of misery next to a world of growing prosperity is both terrible for those in the cesspool and dangerous for those who live next to it. We had better do

something about it."..... The Bottom Billion "

"Certainly the absence of any certainty with regard to RFP processes, and the very obvious direction to reduce the number of CSO partners to very few large and generally politically compliant ones is very disturbing. {Separate note about the CRA changes - there was no room above to comment - we are in the process of making the necessary applications.} "

"There is a lack of clarity as to whether small NGOs in the Partnership Branch will be participating in the future is a concern for us."

"L'impression est que le gouvernement privilégie l'aide multilatérale, les grandes ongs et les firmes de consultants, négligeant au passage le rôle des OSC plus petites et plus spécialisées."

"Non-respect par le gouvernement de ses engagements, détournement de fonds public pour des activités commerciales."

"At our recent closure gathering, a previous BC Premier and Vancouver Mayor who has been very active with [OUR ORGANIZATION] said that it was a shame that with so much talent and energy and impact, our organization could not get funded to carry on with 20 years of hard work in cities around the world - especially at a time when issues such as food security, water, sewer and good governance are critical."

"While I cannot speak for my organization, on a personal note, I am alarmed and concerned about linking Canada's trade agenda to its development agenda. I know this has been transpiring over many years, and it is not the avenue I think Canada should pursue. My organization has commented often on the types of requirements that are imposed on us to be eligible for funding. For small NGOs, the requirements are unrealistic - for e.g. having a certain level of funding for projects within the past 5 years. We barely/don't reach those levels now - and we haven't been given the opportunity (but once and failed due to a technicality) to apply for more partnership funding. This means in less than 5 years, we won't compete at all. Yet the work we do - strengthening public services - is very rare in our sector (especially working at the centre of government) and it is so vitally important to a well functioning society. Who will be left to do this work? "

"1. It is crucial that our development agenda does not become over-focused on areas in which we have a particular trade or foreign policy agenda. There are many areas of the world that experience great poverty and are in deep need of our support, but that may not be considered important in relation to other national interests. Whilst trade can be a constructive component of increasing access to a country's social and economic capital, it would be incorrect to assume that it is a panacea to bring about overall poverty reduction. 2. We have a moral and ethical obligation to engage with those who are untouched by such mechanisms. In support of this, Canada can be proud of the existence of the Development Assistance Accountability Act, the primary purpose of which is to mandate that Canada's official development assistance is specifically targeted towards

the goal of poverty reduction in developing nations. That's reduction, not alleviation. Now that these departments have been amalgamated, our development policy must be on an equal footing with our foreign policy, in order for this reduction to comprehensively happen. 3. It is important to remember the international legacy that Canada has developed since the mid twentieth century, dating back to the work of Lester Pearson and beyond. There is compelling evidence that this legacy, and the way it has now been enshrined in law, has affected both the way Canada has acted and the level of commitment it has shown in a profoundly positive way. Because of this, our nation is respected across the globe for its development efforts, and we must never forget that this adds gravity to the international standing we have in other areas as well. If we want to speak powerfully in international forums, we must continue to make sure our flag flies humbly over thousands of projects that help the citizens of developing nations, many of whom will have a powerful role in the future of international trade. 4. As the CEO of an organization that currently partners with CIDA, I can personally attest to the difference being made by our government's funding of initiatives like our own [NAME OF PROGRAM] in Rwanda. However, nearly a year after this decision was announced, there is still uncertainty over the future calls for proposals, and about what will be required of the hundreds of NGOs working with or hoping for CIDA's support in the future. This confusion must be addressed with urgency in order to clarify whether these partnerships have a future beyond the existing agreements."

"The change has meant an overall decrease in Canadian capacity to support meaningful international cooperation and development. Those agencies able to be involved in co financing will be fewer in number. Seems to mean the elimination of Canadian support for small to medium development projects that often have a high on the ground impact. We regret the linking of development objectives with Canadian trade objectives and foreign policy. We are concerned this will mean Canadian withdrawal from places in the world where people desperately need development support (e.g. Sudan)."

"The questions about audits - we had an audit done, but I don't know if it was CRA or CIDA that did the audit. As far as impact, I have many comments. I am afraid that if I made them publicly, that this government would make us pay down the road. These folks are bullies, and if you raise objections to their policies, they simply cut you off. It is unfortunate that they look at foreign aid as a way to help Canadians and Canadian companies, but not necessarily as a way to help poor people."