

**Policy Internships and Fellowships Program  
Final Report**

**Policy Capacity:  
Common Values, Strategic Approach,  
and Managed Expectations**

**Dorothee Gizenga**

## **I. Preamble**

### **A. Home Organization**

#### **Canadian and African Business Women's Alliance**

The Canadian and African Business Women's Alliance (CAABWA) is a non-profit membership-based organization with a mandate to strengthen business linkages between Canada and African countries, and particularly to open new avenues of trade and investment for women entrepreneurs.

CAABWA vision is to be **“a dynamic organization that empowers women entrepreneurs in Africa and Canada, to fully participate in the global economy”**.

This statement was developed from a shared vision for women. That vision for women is: **“successful, well-trained women entrepreneurs who are self-sufficient, healthy and economically empowered, know their rights, and are able to compete in the global economy”**.

CAABWA is a very unique business association. While its primary focus is to facilitate business linkages and trade, a large proportion of its activities are developmental in nature, in recognition of economic and social realities of Africa, and in support of our shared vision for women. Building the capacity of African women for business and trade is part of the goal of CAABWA's programs.

CAABWA's funding sources include membership fees, fees for services to members and non-members, government funding, donations, corporate sponsorships and project funding.

By virtue of its mandate, CAABWA holds interest in Canadian international trade policies, foreign policies and development policies.

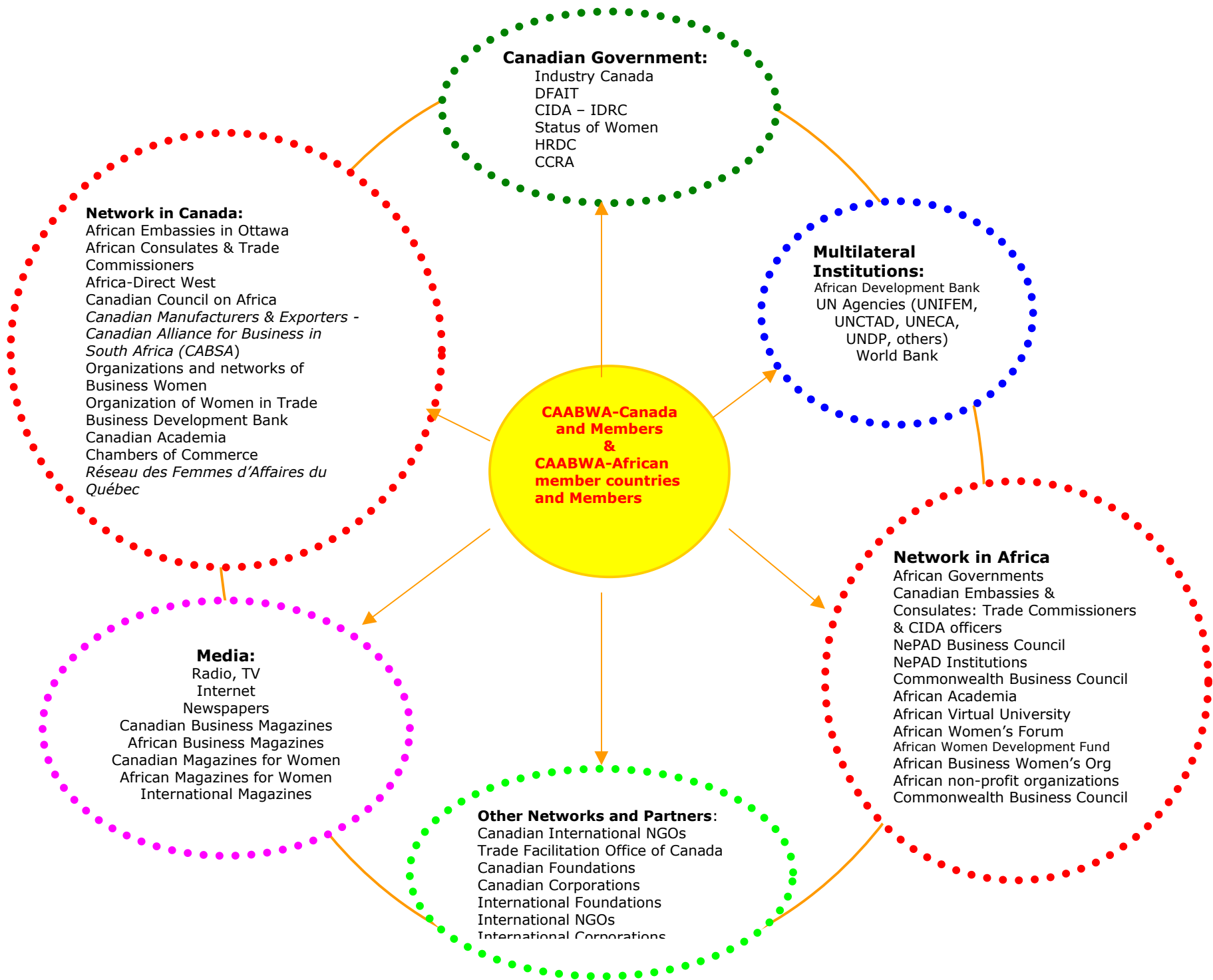
CAABWA activities are geared towards:

- ❑ Strengthening business relations between Africa and Canada
- ❑ Contributing to the integration of Africa into the global economy
- ❑ Allowing African and Canadian businesswomen greater and more equal access to resources, information and finance, export/import opportunities, and commercial networks

They include: sharing information and facilitating access to information in various areas of trade and investment; capacity building; business linking and business matching; and social development support to African women entrepreneurs.

CAABWA has chosen to initiate its African-based activities in the eight countries that participated in the “Africa Direct” Conference 2000 (Ghana, Mauritius, Mozambique, Nigeria, Senegal, South Africa, Tanzania and Uganda). These countries were deemed by the Canadian government to have shown significant democratic, political and social progress and constitute a market of 270 million people. Immediate membership of individual businesswomen in any African country is also available.

The diagram on the next page illustrates CAABWA's wide range of contacts/networks.



## **B. Host Organization**

### **Canadian Centre for Foreign Policy Development (CCFPD), Department of Foreign Affairs and International Trade (DFAIT)**

The Centre's mandate is to help citizens contribute to the ongoing development of Canada's foreign policy.

Working with the Minister of Foreign Affairs, other Ministers and government officials, the Centre helps identify foreign policy needs and opportunities for public participation.

Cross-Canada activities designed to gather public input into foreign policy include roundtables on urgent issues, longer-term policy development discussions, the annual National Forum on Canada's International Relations, an annual graduate students seminar, and academic roundtables.

The objective is to create opportunities for citizens to bring their values, interests, expertise and ideas to foreign policy-making.

To meet this objective, the Centre partners with universities, non-governmental organizations (NGOs), business organizations and others. To help build these partnerships and to expand opportunities for the participation of other Canadians, the Centre partners with community leaders across the country to generate regular community discussions on foreign policy issues.

The Centre's mandate includes funding of policy-relevant projects proposed by the public.

The Centre is also responsible for engaging Canadians in the current "Dialogue on Foreign Policy" launched by the Minister of Foreign Affairs, Bill Graham, in January 2003.

## **II. The Intern: Dorothée Gizenga**

### **A. The Intern and CAABWA**

In the year 2000, CIDA and DFAIT organized a mission of representatives of the African business community to Canada. This was the beginning of a new business focus for Canadian entrepreneurs. Jointly with five other women, the intern founded the Canadian and African Business Women's Alliance. The Alliance presented an opportunity to make meaningful contributions to both sides of the globe, capitalizing on our dual (and indeed multiple) backgrounds.

Dorothée assumed the position of Executive Officer of CAABWA and used her considerable expertise in management and organizational development to move the organization from start-up to adequate operational levels.

The organization needed to develop in the following areas, in order to ensure its sustainability: public relations with the federal government; understanding its structure, particularly that of the Canadian International Development Agency (CIDA) and DFAIT; identifying sources of funding; and knowing how to influence government decision-

making mechanisms. While Canadian development policies all have a strong gender component, gender considerations are less integral to the development of trade and investment policies.

To promote a gender focus in trade and investment, CAABWA engaged in activities such as encouraging equitable access of women to business linkages and exchanges and making extra efforts to inform women both in Canada and in Africa about issues and the implications of trade and investments.

With the submission of the New Partnership for Africa's Development (NePAD) Plan by African leaders to the G8 countries, there was more of a focus on Africa in the Canadian and international arena in 2002. At the G8 Kananaskis meeting, G8 countries prepared an Africa Action Plan (AAP) as a response to NePAD. The Plan calls for G8 countries to adopt a number of policies and undertake actions to support Africa's development, in partnership with African governments.

CAABWA was involved in the consultations for the Africa Action Plan and recognized that its future business would need to be conducted within the sphere of the new plan of action.

## **B. Policy Internships and Fellowships Program**

The Policy Internships and Fellowships (PIAF) Program was offered within the period following the Kananaskis Summit and the opening of new opportunities for organizations with a focus on Africa.

Dorothee Gizenga brought the PIAF program to the attention of CAABWA's Executives and discussed the potential of the program for building policy capacity within the organization and for strengthening its relationship with government.

It was difficult to find a placement during the PIAF recruitment period. Although the intern personally knew a number of directors at DFAIT and CIDA, she was unable to reach them at that time. Finally, after persistent calling and forwarding of e-mails to various divisions, a match was found at the Canadian Centre for Foreign Policy Development.

Prior to the internship, the relationship between CAABWA and the Centre consisted of a contribution agreement for a policy review and options paper, *Canadian Policies towards Africa*, and CAABWA's participation in the National Forum for Africa (Toronto session) organized by the Centre.

## **III. Original Work Plan for the Internship**

The overall objective of the project was to build CAABWA's capacity to influence and participate in policy development. This objective is reflected in the following goals:

1. Capacity building by improving the knowledge base in the area of policy-making processes in trade and investment, foreign policy and development policies; and
2. Mapping the implementation of the Africa Action Plan and identifying opportunities for participation.

To achieve the first goal, the intern planned to undertake the following activities:

- a) Mapping the foreign policy development and review processes
- b) Identifying the appropriate points of intervention for the voluntary and private sectors (CAABWA is a non-profit business association)
- c) Identifying the appropriate and best methods of intervention by the voluntary and private sectors
- d) Determining best ways to influence outcomes

The premise of the work plan was that both the federal government and the voluntary sector need to increase their capacity in policy development. For the federal government, capacity relates to the ability to effectively engage citizens, thereby increasing the legitimacy of its policies.

As the placement of the intern was in the Canadian Centre for Foreign Policy Development, which has a mandate to help Canadians outside government contribute to the development of Canadian foreign policy, the intern planned to explore the following areas:

- a) What is the interface between the various divisions of DFAIT and CCFPD in relation to policy development?
- b) What public consultations and collaborative initiatives (in the area of policy) do various divisions within DFAIT undertake?
- c) Is there a mechanism for systematic voluntary sector contribution?
- d) Do reporting and communication of the results of a policy process empower and enable stakeholders involved in consultations? Does this feedback explain why specific recommendations made by participants were included or not in the final policy?

To achieve the second goal, Dorothée planned the following activities:

- a) Liaise with various DFAIT divisions and with CIDA to monitor ongoing developments with regard to the Africa Action Plan;
- b) Research the APP-related activities of G8 countries other than Canada and determine how Canada's plans and actions align with those of other G8 countries;
- c) Learn more about plans to discuss the AAP, at the next G8 Summit, to be held in Evian, France in 2003.

#### **IV. Summary Of Work**

The original plan was presented to the Centre and was deemed to be ambitious. Once the work had begun, a new work plan was not developed due to pressures of work and oversight.

For most of the internship, the intern was given ample autonomy to plan her activities and organize her time. This flexibility proved to be an important factor in achieving part of the original work plan.

##### **A. Activities Related to the Centre's Mandate**

## 1. Reports

CCFPD produces a number of reports on the activities it undertakes. Dorothee was responsible for producing the following reports:

1. Canada-Norway Roundtable on Northern Policy, "Northern Cooperation: Common Challenge" – Toronto, Ontario  
The report, written in September 2002, related the proceedings of the roundtable of May 7, 2002, which was organized to assess the northern dimension of the foreign policies of Canada and Norway, areas of common interest and possible cooperation in the future.
2. A Discussion on Islam, Iraq and American Foreign Policy – Ottawa, Ontario  
The report on the September 19, 2002 discussion summarized panel presentations by: Daniel Pipes, the director of the Middle East Forum and the author of *Militant Islam Reaches America*; journalist Sandra Mackey, author of *The Reckoning: Iraq and the Legacy of Saddam Hussein*; and Immanuel Wallerstein, a senior research scholar at Yale University and author of *The Eagle has Crash Landed*.  
The discussion was organized as part of the speakers' series, "The Deputy Ministers Present."
3. Minister's Townhall on the "Dialogue for Foreign Policy" – Montreal, Quebec  
The report covered panel presentations and interventions by members of the public at the Townhall of February 14, 2003.

## 2. Panel Moderations/Presentations

Dorothee moderated or chaired the following events:

1. Presentation on the foreign policy process to graduate students of the Norman Patterson School, Carleton University  
Dorothee addressed the citizen engagement component and the use of public advice by the Department. December, 2002.
2. One-day Conference of the Halifax Branch of the Canadian Institute of International Affairs (CIIA) and the "Halifax Dialogues" Committee, "Canada Looks Abroad – 65 Years Later" – Halifax, Nova Scotia  
Dorothee chaired the session on international trade and development on Saturday, February 1, 2003.

3. Minister's Townhall on the "Dialogue for Foreign Policy" at the Department of Foreign Affairs and International Trade - Ottawa, Ontario
- Dorothee's Minister held a townhall with DFAIT employees on Friday, March 28, 2003.

### **3. Community Outreach Activities**

To engage Canadians in foreign policy development, the Centre organizes outreach presentations to NGOs, academia and businesses. Dorothee was engaged in outreach activities in Montreal during the period from November 11 to November 13, 2003. Presentations were made to students and professors from l'Université du Québec à Montréal and McGill University, as well as to five international NGOs. Dorothee wrote and submitted a report on the outreach.

### **4. "A Dialogue on Foreign Policy" – related activities**

Dorothee was involved in preparatory and operational activities associated with the Dialogue. A significant portion of Dorothee's time was spent on overall coordination and on strategizing so as to enhance the effectiveness of the Dialogue.

- Meeting, and continuously coordinating reporting activities, with e-Lab by Design, the company retained for the electronic dialogue and the management of the Dialogue's website.
- Recruitment of three new policy analysts, who were responsible for summarizing and analyzing the public input from all sources and organizing the National Forum for Youth, held in March 2003.
- Establishing the Dialogue correspondence unit and coordinating its operations with (those of) the Minister's correspondence unit.
- Reviewing public electronic input, as well as monitoring the Dialogue's website content.
- Reviewing and editing the *Weekly Report on the Dialogue* prepared by the aforementioned policy analysts.
- Reporting on or moderating the Minister's Townhalls, as indicated above.

### **5. Other Activities**

A number of other activities were carried during the internship, including:

- Attending conferences (as a participant);
- Participating in divisional meetings and retreats, as well as participating in the meetings of other divisions;

- Meeting with visitors to the office inquiring about partnership and funding opportunities;
- Attending departmental presentations relating to Africa (e.g., presentation by the Canadian ambassador to Algeria, Update on the Africa Action Plan by the Africa Bureau); and
- Reviewing and commenting on project funding proposals.

## **B. Activities Related to the Internship Objectives**

As indicated earlier, the two objectives of the internship were:

1. Capacity-building by improving the knowledge base in the area of policy-making processes in trade and investment, foreign policy and development policies; and
2. Mapping of the implementations of the Africa Action Plan and identifying opportunities for participation.

While participating in the activities of the Centre, Dorothée was able to gather pertinent information in relation to the first objective, i.e., some of the ways in which the voluntary sector may participate in the foreign policy-making process.

The trade and investment side of policy development was, however, practically untouched. To achieve internship objectives, the intern carried the following activities:

1. Liaising with, and participating in the activities of, the home organization, namely:
  - Board meetings
  - Annual General Meeting
  - Sponsored events, such as the visit of the African Development Bank
  - Strategic planning
  - Proposal writing
2. Meetings with:
  - CIDA to determine priorities for the implementation of the Africa Action Plan
  - DFAIT Africa Bureau
  - Various NGOs participating in the consultations on the implementation of the Africa Action Plan
3. Attending various trade and investment networking events and presentations
4. Attending NePAD and Africa Action Plan presentations by CIDA and DFAIT
5. Attending a NePAD Mapping Exercise Conference, sponsored by the Centre, held in Addis-Ababa, Ethiopia
6. Research and mapping of the AAP, with the help of the research assistant
7. Participating in PIAF activities such as the conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)

## **V. Impact of the Internship**

A good personal relationship with the Executive Director of the Centre allowed the intern to participate in a number of key activities of the Department. The intern was given a high profile in the Centre's activities. The support to the intern allowed her to strike a balance between the work activities of the Centre and PIAF program requirements.

### **1. Benefits to the Centre**

- The most significant benefit to the Centre was an extra “able body” at no additional payroll cost.
- The intern brought with her the following knowledge and skills that were beneficial to the Centre:
  - Knowledge of voluntary sector policy needs and ability to interact with numerous organizations
  - Knowledge of NePAD issues and of Canada's undertaking in relation to the Africa Action Plan. The intern was practically an in-residence expert on the matter
  - Knowledge of Canadian policies towards Africa
  - A repertoire of Canadian voluntary sector organizations with a focus on Africa
- The intern brought visibility to the Centre (and to the PIAF program) in all events in which she participated.
- Colleagues of the intern noted her contribution (“value added”) to the Centre, in relation to the following strengths:
  - Strategic planning and communications
  - Organization and coordination
  - Leadership and versatility
  - Negotiation and enforcement skills

### **2. Benefits to CAABWA**

- The placement within DFAIT allowed the intern to understand the bureaucratic distinction between activities and policies related to *international trade* and *foreign policy*. This distinction has implications for funding and for participatory processes associated with policy development.
- In relation to the Africa Action Plan, the intern learned about the distinction between strategic policy-making and operational policy-making roles of DFAIT and CIDA.
- The intern gathered information of value to the home organization, in relation to:
  - Foreign policy issues and current topics of interest
  - Areas within DFAIT where projects are funded
  - Key players

- The “Dialogue on Foreign Policy” and the Community Outreach provided hands-on experience with the Centre’s engagement of citizens in foreign policy.
- Participation in various briefing fora on AAP further confirmed government’s commitment to the plan, which in itself is an important factor in organizational planning.
- The internship contributed to an understanding of the role of the voluntary sector in the implementation of the Africa Action Plan.
- The internship provided an opportunity to position the (home) organization as a viable partner to government in relation to policy-making with respect to Africa and implementation of the Plan.

### **3. What Did Not Happen**

- I did not succeed in “nailing down” the specifics of the foreign policy development process. Foreign policy development remains an obscure and undefined process. Thus, the following original goals were not achieved as such:
  - a. Mapping the foreign policy development and review processes
  - b. Identifying the appropriate points of intervention for the voluntary and private sectors
  - c. Identifying the appropriate and best methods of intervention by the voluntary and private sectors
  - d. Determining best ways to influence outcomes

Nonetheless, through participation in activities of the Centre and elsewhere, the intern acquired enough informal knowledge to inform the work of CAABWA.

- The internship was only partially successful in findings answers to the following questions:
  - a) What is the interface between the various divisions of DFAIT and CCFPD in relation to policy development?
  - b) What public consultations and collaborative initiatives (in the area of policy) do various divisions within DFAIT undertake?
  - c) Is there a mechanism for systematic voluntary sector contribution?
  - d) Do consulted stakeholders feel empowered and enabled as a result of the reporting and communication of the results of a policy process? Does the feedback explain why specific recommendations made by participants were included or not in the final policy?
    - The intern has some observations on how the Centre can improve its interaction with other parts of DFAIT.
    - An interesting project initiated by the Deputy Director of the Centre led to the creation of a policy consultation exchange forum. At the forum, it became clear that many divisions within DFAIT undertook independent consultations with their own stakeholders. Most were not coordinated through the Centre

and generally information about these consultations, including their results, was not shared with the Centre.

- In the absence of a defined process for foreign policy development, the intern was unable to identify a mechanism for systematic voluntary sector contribution.
  - The question of how the input of citizens is integrated remains unfortunately unanswered for the intern. Yet it is a crucial question for the Centre, as an important indicator of the true impact of its activities.
- Because of a lack of strategic links between *Foreign Policy* and *International Trade* sides, and time constraints due to numerous other activities, the intern did not achieve her goals in relation to her interaction with the Trade and Investment divisions of the Department.
    - Being unaware of the bureaucratic divide and of the Centre's focus on foreign policies (and not on trade and investment), the intern had not made clear (and explicit) her interest in international trade policies. Thus, learning objectives in this area were not achieved.
    - What is most regrettable about the lack of strategic links is that both sides conduct independent public consultations and neither considers it necessary to integrate or coordinate its efforts with the other side. Meanwhile, organizations like CAABWA and many of its national counterparts would benefit from integrated consultations.
  - DFAIT was not involved in the Capacity Joint Table of the Voluntary Sector Initiative (VSI), so unlike certain other government departments, it had little knowledge and understanding of VSI and of PIAF. There were delays (until the present date) in the processing and signing of the Interchange Agreement, despite numerous efforts on the part of the intern and PIAF staff to bring closure to the Agreement.
  - Also, during the last 10 months of the internship, the Centre was not involved in the PIAF program. More involvement on the part of the Centre would have provided the opportunity to better understand its role as a host organization and to give more support in terms of shaping the internship.

## **VI. Voluntary Sector – Public Sector Comparisons**

As part of the comparison of the two sectors, the intern thought that it would be important to identify the values they hold in common, as good indicators of the opportunities for interaction between the two sectors at all levels, including policy development. The intern selected the following seven values as those most commonly expressed within her sphere of interaction:

- A democratic society which acknowledges the value of each sector
- Active citizenship involving the widest possible participation in the lives of their national and local communities

- Pluralism that welcomes the diversity of identities and interests
- Equality of opportunity for all people to contribute to the shared life of the wider community, in accordance with their distinctive traditions, religions, cultures, values and abilities
- Quality services that provide the highest achievable standards
- Working across sectors to respond to the complex needs of society that often cannot be compartmentalized
- Sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs

The degree of collaboration to uphold shared values is, in many ways, a reflection of commitment, capability and consistency of action (“walking the talk”).

### **Comparative Observations**

- Flexibility in Operations: the first noticeable difference between the two sectors is the flexibility in decision making and in action. In voluntary sector organizations, we are all doers and executors and “self-managers” to some extent. Although the decisions are taken collectively and serve as guidelines for action, the contributions of members of the organization are often “turnkey” and self-managed.
- Creativity and Initiative: The lack of flexibility impacts substantially (negatively) on initiative and creativity within government; within the voluntary sector there is more flexibility and this has a positive impact on creativity and initiative.
- Shared Vision and Responsibility: There is a greater sense of sharing of responsibility within the voluntary sector than within government. The “common/shared cause” leads to more cooperative action within voluntary organizations. Bureaucratic separations between divisions within the same government department and between departments have no logic but seem to be institutionalized in their organizational culture, creating unnecessary and detrimental competition.
- Accountability: There are pressures on both sectors to become more accountable and efficient in their operations. The intern has observed, however, that the voluntary sector has multiple levels of accountability, which creates a sense of onerous accountability:
  - a) Accountability to government (its relevant departments and agencies), especially in the case of charitable organizations
  - b) Accountability to members of the organization and to the community
  - c) Accountability to clients and to the public
  - d) Accountability to funders: private (individuals), corporate, public

It is also true, however, that systems of accountability in the voluntary sector are often weak and not always consistent or put in place systematically.

- Use of Acronyms: Reference to positions and divisions using acronyms necessitates learning and understanding a new vocabulary. Use of plain language in DFAIT is not common primarily because foreign policy is directed to political policy-makers and bureaucrats. Citizens (e.g., in academia, institutions and some NGOs) with interest in foreign policy are viewed as having sophisticated knowledge and vocabulary.
- Multicultural diversity: Multicultural diversity within DFAIT is quasi non-existent, despite government's human resource policy of cultural diversity. This is surprising for a department that in a global context deals with international relations and with prominent issues such as clash of civilizations. Voluntary sector organizations are more reflective of the population they serve, which is related to the fact that they are more flexible in their hiring practices.
- Gender in Executive Positions: Although women are well represented within the Department, they are largely absent at the higher levels of management. Overall experience in various voluntary organizations indicates a more proportionate representation, with women serving in all capacities.
- Resource Management: Because voluntary sector organizations often have to operate within the context of diminishing resources and innovative income generation, my observation is that they are much better at managing human, material and financial resources. Government employees do adhere to financial policies established by Treasury Board, but do not "go that an extra mile" to achieve efficiencies.
- Policy-making: Both the public and the voluntary sector show insufficient coordination in policy-making. The voluntary sector would significantly benefit from collaborative efforts in advocacy and lobbying for policy change. Such collaboration would increase its ability and capacity to influence policy and would also be beneficial to government.

## **VII. Recommendations**

1. The PIAF program provided me with an invaluable learning experience. The program should be continued with higher profile and visibility so that the parties involved give the program its due consideration.
2. Participant organizations should have structured joint sessions with PIAF organizers.
3. The use of student research assistants should definitely be continued.
4. Host directors should be advised to implicate their policy staff in the shaping of the intern's program.

5. The following are suggested as capacity-building tools that can be developed in the course of internships, through collaboration between the two sectors:
- Participatory methodologies;
  - Documentation of department-specific policy processes;
  - Consultation feedback and follow-up strategies; and
  - Strategies for evaluation of public consultations.

This is particularly important for building trust in public consultations and for rendering them meaningful.

## **VIII. Conclusions**

The Government of Canada has taken significant steps towards engaging citizens in the policy-making process. The existence of the Voluntary Sector Initiative and structures such as the Canadian Centre for Foreign Policy Development is a clear indication of government's commitment to the democratization of governance.

It is clear that voluntary sector organizations are not the decision makers in the policy process. However, they can play a variety of useful roles in national consultations and in inter-governmental processes, as follows:

- a) Bring technical expertise and experience to inform policy-making;
- b) Advocate for issues and perspectives that may be misunderstood or ignored;
- c) Partner in implementing international action plans;
- d) Mobilize human and financial resources to solve local and global problems;
- e) Inform citizens everywhere about challenges and choices on the international agenda;
- f) Foster citizen participation and civic education;
- g) Provide leadership training for young people who want to engage in civic life but are uninterested in working through political parties; and
- h) Monitor intergovernmental processes and use the media to hold governments accountable for commitments and compliance.

Dorothee's internship experience has helped her to identify steps that voluntary sector organizations need to take, in order to increase the sector's capacity to participate in policy-making:

- a) Be aware of "hot" issues and priorities within Government;
- b) Make a list of government contacts and periodically liaise with the program officer(s);
- c) Participate in official consultations;
- d) For each consultation, learn to distinguish between those issues on which the government has a fixed position and those that are open to influence; and be clear about what government can and cannot do in the inter-governmental process;
- e) Obtain sub-contracts to run consultations in areas of expertise;
- f) Participate in sectoral negotiations related to their expertise;
- g) Attend presentations and networking sessions offered to the public by government;

- h) Organize expert panels and parallel consultations on identified “hot” issues, and submit reports and findings to appropriate government offices;
- i) Submit briefs; and
- j) Submit joint project proposals and apply for funding under existing programs.

On the other hand, government may more effectively engage the voluntary sector by:

- a) Engaging the voluntary sector early in consultation processes;
- b) Identifying issues of engagement: Identifying issues with respect to which government positions are fixed and those involving positions that are open to influence;
- c) Clarifying federal government views prior to consultation to avoid inter-departmental disagreement in public and to allow full federal engagement in real dialogue;
- d) Providing orientation to the process: briefing on the norms, culture and constraints of inter-governmental processes;
- e) Consulting widely: For broad policy issues be as inclusive as possible. On narrow policy or technical issues, invite the known experts but allow self-selection as well;
- f) Debriefing after the event and ensuring follow-up;
- g) Providing funding for stakeholders to prepare their own position papers on important issues;
- h) Subcontracting NGOs to run consultations;
- i) Engaging sectoral NGO experts as advisors in sectoral negotiations;
- j) Providing regular briefings and updates;
- k) Co-hosting and co-planning events;
- l) Disseminating parallel conference findings: supporting or facilitating the dissemination of the findings of voluntary sector parallel conferences; and
- m) Supporting programs such as PIAF to further enhance the ability of the voluntary sector to contribute to government’s policy-making.

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