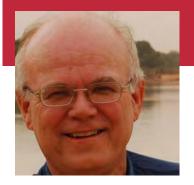
WORKING TOGETHER

FOR A FAIRER AND MORE INCLUSIVE WORLD



CANADIAN COUNCIL FOR INTERNATIONAL CO-OPERATION ANNUAL REPORT 2012 - 2013







Foreword

The landscape for international development organizations in Canada has continued to be rocky during 2012-2013. Many organizations in the sector, large and small, are undergoing restructuring processes, mainly brought on by a rapidly and profoundly changing funding relationship with the federal government. This is having a negative impact on partnerships and programs that have been successfully combating poverty and injustice on the ground. The sector will continue to experience significant challenges going forward.

There is a growing conviction that now, more than ever, we need to work together. CCIC is an important vehicle for helping us to stay informed about developments, to convene and coordinate, to raise our collective voice when needed, and to produce constructive analysis and recommendations on key issues affecting international development and our community. Despite very real financial limitations and uncertainties, most members have continued to support the work of CCIC and the spaces of dialogue and exchange facilitated by the Council. We particularly note and appreciate those members that have suffered major reductions in their traditional budgets, and yet have prioritized their contributions to our collective work.

After the re-imagining process that followed the loss of CIDA funding, and all the subsequent changes made to the structure, role and staffing of CCIC, the Council is now focusing on the future and how we can best support members and our work together. The Board decided to invest reserve funds in five strategic initiatives which we believe will strengthen the work of CCIC and the sector.

These initiatives involve collecting metrics on the scope and impact of our sector, and developing a fresh and powerful narrative for our sector that will help build public and political support. We have concerns about the seeming diminishing regard for the important role and significant contribution that both Canada and Canadian CSOs bring to the global sphere on issues of international cooperation and development. We need to revitalize our story and message. We are already excited by the preliminary work of the Communications Task Force and the metrics collected to-date.

THE YEAR IN REVIEW

At the same time it is important that we reflect together on the changing development context in which we work, and what role Canadian CSOs and the Council should be playing going forward. We are investing resources and time in this strategic thinking and reflection. The challenging questions for strategic reflection we commissioned have already produced some stimulating conversations.

We are exploring options and new directions for our Code of Ethics, and developing strategies and actions to increase funding for the Council to strengthen our collective work. The fundraising initiative is leading us to reach out to new potential members for CCIC as well as developing plans to seek funding from non-traditional sources.

We both want to thank and commend our members for their commitment, engagement, and continued support of CCIC. A strong CCIC can help all of us more effectively end global poverty and promote social justice and human dignity for all. As one of our members wrote recently, "Our commitment to working together, learning together, changing together will accomplish a great deal more than we can possibly do on our own".

We also want to thank CCIC staff and volunteers who have worked tirelessly to accomplish all the work that you will see reflected in this annual report, and to thank the International Development Research Centre for its continued support of CCIC member activities and research. The Council has also worked closely with many groups to enhance our impact and effectiveness, including the Canadian Association for the Study of International Development, The North-South Institute, The School of International Development and Global Studies at the University of Ottawa, and many coalitions (as detailed further on).

We look forward to working with members and other allies in the year ahead. Onward!

Jim Cornelius

Chair of the Board

Julia Sanchez

President-CEO

IN ACTION

HIGHLIGHTS FROM 2012 - 2013

2012-13 has proven to be a very dynamic year, full of changes and challenges. The Federal Budget announced major cuts for the development portfolio, to which CCIC responded quickly with a series of briefs and webinars to raise the awareness of our membership around the implications of the cuts. We did various Op Eds and blogs, and organized meetings with key decision-makers. The work culminated in the Reverse the Cuts campaign with several member organizations and a successful event on Parliament Hill. In 2013, we contributed a chapter on development in the Alternative Federal Budget. Budget 2013, which announced the merger between CIDA and the Department of Foreign Affairs and International Development (DFAIT), has kickstarted a new stream of work for 2013-14. In addition to this Budget work, CCIC continues to monitor the implementation of the Official Development Assistance Accountability Act (ODAAA) and initiated a stream of work using CIDA's open data sets, looking at statistical trends in Canadian aid spending on a range of issues over the past eight years.

CCIC also began a series of workshops for our members to help raise their awareness around the changes at the Canada Revenue Agency, understanding the rules around lobbying and advocacy, and fundraising.

A key piece of work for 2012-13 has also been around generating a new narrative for the development and humanitarian community around what it is we do, how we go about doing it, the impact we are having, and what value we bring to this process. CCIC established a Communications Task Force that presented its key messages at the 2013 Leaders' Forum for discussion among member Presidents, CEOs and Executive Directors.

The Task Force was also involved, with the Canadian Foodgrains Bank, in setting up a new blog on Aid and Development in the Ottawa Citizen. To underscore the importance of the sector to international development, CCIC also initiated some work to define the "metrics" for the sector – for example, how many organizations do this work in Canada, how much revenue do they generate, and how many people do they employ?

LOOKING AHEAD

CCIC will continue to monitor the budget and the ODAAA, and actively follow and respond to the implications of the CIDA-DFAIT merger. We will continue to organize workshops that help our membership adapt to changing realities and that further build the professionalism of the development and humanitarian community. And we will continue our work on the narrative into 2013-14 to further underscore the important role of civil society in development and the positive impact our collective work continues to have.

With the recognition that the Istanbul Principles for CSO Development Effectiveness received at the Fourth High Level Forum on Aid Effectiveness (HLF-4) in November 2011, CCIC spent much of 2012-13 popularizing the Principles among our membership, with members of the

Provincial and Regional Councils and with key decision makers. We produced a set of thirty-plus case studies that profile best and innovative practice within the development community as it relates to each of the eight principles and the enabling environment. Twenty of these case studies were then featured in a Calendar that CCIC produced in collaboration with the Alberta Council that went to 5000 Canadians across the country. With the Ontario Council we worked to develop a set of global icons to represent the Istanbul Principles. Finally, in partnership with the Open Forum for CSO Development Effectiveness, we test-piloted a new practitioner's guide on implementing the Istanbul Principles, which was rolled out in early 2013.



CCIC also continues to engage in the global process following the outcomes of HLF-4. We are the North American representative to the new CSO Partnership for Development Effectiveness (CPDE), which in late 2012 brought together the Open Forum and BetterAid into a single global civil society platform. CPDE sits on the Global Partnership for Effective Development Cooperation (GPEDC), the international body established post HLF-4. CCIC members and government officials, as well as CCIC's US equivalent, InterAction, are regularly consulted ahead of CPDE and GPEDC meetings and informed of the outcomes.

This engagement was a logical follow-up to a joint conference that CCIC convened with the Canadian Association for the Study of International Development on "Thinking outside the MDG Box: Taking Stock of the Millennium Development Goals (MDGs) and Looking Ahead to the Post-2015 Era". The conference brought together over 100 international development, environment and human rights practitioners and academics to contribute towards shaping Canadian civil society's response to the global development framework that will succeed the MDGs when they expire in 2015.

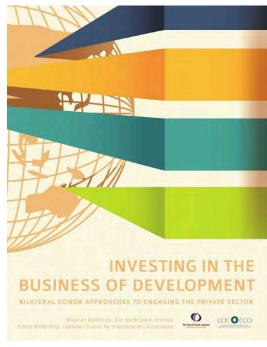
With the World Federalist Movement Canada. the North-South Institute, and the United Nations Association in Canada, we are working to raise the profile of the work of the High Level Panel and the post-2015 process among Canadians.

Internationally, we also continue to remain actively engaged in CIVICUS and the Reality of Aid Network. In 2013, we coordinated a case study profiling the worsening environment for civil society in Canada, in collaboration with the Voices-Voix coalition (see below) and Forest Ethics. This article was featured in CIVICUS' State of Civil Society Report 2012. As Vice-Chair of the global Reality of Aid Network (RoA), we helped lead the production of, and contribution to, RoA's timely "Aid and the Private Sector: Catalysing Poverty Reduction and Development?".

In collaboration with the VOICES-Voix coalition, CCIC is organizing an event at McGill University that will deepen the collective understanding of Canadian civil society about the legal dimensions of the enabling environment and its implications in Canada.

The private sector has been a big theme in the work of CCIC in 2012-13. We organized an internal member dialogue on mining and development and cosponsored an event on Microfinance. We presented at the Standing Committee on Foreign Affairs' hearings on aid and the private sector, and responded to the

Committee's Report and the government's response, as well as to the government's new Canadian International Institute for Extractive Industries and Development. At the beginning of 2013, we released a joint publication with The North-South Institute (NSI) on "Investing in the Business of Development: Bilateral donor approaches to engaging the private sector". The report received a lot of attention from media and development bloggers, and was the most popular downloaded report on both NSI's and CCIC's websites. In consultation with our Policy Advisory Group, CCIC has begun a stream of work for 2013/14 around engagement with the private sector.



A Private Sector Steering Group, drawn from our membership, will help guide the development of a survey to map the different ways in which our membership is engaging with the private sector. The resulting report will illustrate the range of ways in which are membership is engaging, generate a set of lessons learned from these experiences, and identify needed tools for the membership and gaps that CCIC can help to fill.

Working with Coady the International Institute and EQUITAS - International Centre for Human Rights - CCIC will pilot and then roll out a workshop to help practitioners integrate a human rights-based approach into their project and program cycle (how we work) and develop tools to improve the sector's partnerships for development (who we work with).



will remain actively CCIC involved in the Coordinating Committee of the CPDE and monitoring developments around the Global Partnership.

At the second meeting of the CPDE in Bali, CCIC also participated in a consultation with the High Level Panel of Experts on the Post-2015 Development Agenda, chairing a panel on the global partnership and what will replace Millennium Development Goal 8.



WORKING GROUPS

FORUM

DA

CANAI

AFRICA

WITH A REGIONAL LENS

This year, the Asia-Pacific Working Group (APWG) launched a new communication tool - the APWG Weekly Bulletin - which summarizes news and events related to development and human rights in Asia, and is distributed to more than 130 subscribers from civil society, academia, and government agencies. A report entitled, Agrofuels in Asia: Production, Impacts, International Incentives & Canada's role, was published and presented in a keynote address at the 2012 Conference of the Canadian Asian Studies Association (CASA) in Montreal. A briefing note entitled Canadian Agrofuel Policv: Implications for Developing Countries summarizes the main conclusions of that report.

The APWG collaborated in the production of Canada and the Global Land Rush. a research paper of the Canadian Food Security Policy Group on large-scale land acquisitions, and also completed a draft report on the potential impacts of a Canada-India free trade agreement on human rights in India. Meetings were organized for members with CIDA's Asia Branch, and with the Executive Director on the Board of the Asian Development Bank. The APWG Webinar Series produced 11 events on topics such as the human rights implications of potential Canadian trade and investment agreements (namely the Trans-Pacific Partnership; the Canada-India CEPA; and the Canada-China FIPA); human rights issues in the ASEAN and in Pakistan: the impacts of mining in Cambodia; the prospects for change in North Korea; the right to information in Bangladesh; the consequences of economic liberalization in India; the production of agrofuels in Asia; and the new accountability mechanism of the ADB.

AMERICAS POLICY GROUP

Throughout 2012-13, the Americas Policy Group (APG) continued to monitor the Canada-Colombia FTA, which requires both governments to produce a yearly human rights impact report. The APG developed methodological benchmarks against which to evaluate the report, and coordinated meetings with MPs, events with the public and a media strategy to help disseminate them and raise awareness about the situation in Colombia. One of these events featured Olivier De Schutter, UN special Rapporteur on the Right to Food. The APG also participated in Standing Committee on International Trade hearings on this topic, and helped disseminate the results of a shadow report produced by Colombian civil society.

The APG participated in consultations with DFAIT leading up to the 6th Summit of the Americas and monitored Canada's statements at the event. It published an oped calling on Canada to broaden its engagement in the Americas, which to date, has been narrowly focussed on trade.

Increasingly concerned by the security and justice situation in Guatemala, especially the criminalization of human rights defenders resisting corporate interests, the APG helped orchestrate two separate tours with human rights defenders from Guatemala. Lolita Chavez and Juan Carlos Contreras participated in MP meetings, public events, class presentations and media briefings to draw attention to these important issues.

The APG held three 2-day members meetings in different cities, each of which included learning sessions with guest experts on topics such as: future directions of drug policy in the Americas; the peace process in Colombia; and Free Prior and Informed Consent.

The Africa-Canada Forum (ACF) focused on the question of whether rapid and steady economic growth in several African countries in recent years is translating into sustainable and equitable development for African countries and peoples. The 2012 colloquium explored thinking and work that is underway in Africa and globally on key issues related to the private sector, in particular in relation to the extractives, job creation, investments and the green economy. The event gathered 65 participants from member organizations, CSOs, academics, and African colleagues.

As a follow-up to the discussions, the ACF produced a backgrounder entitled "The African Mining Vision: A Transformative Agenda for Development". It was released it just prior to the 2013 South Africa Mining Indaba, the world's largest gathering of mining's most influential stakeholders and decision-makers, and the parallel CSOs Indaba.

The ACF addressed issues of impunity and peace building. It collaborated with l'Entraide Missionnaire, the Canadian Centre for International Justice and the Institute of African Studies to organize the screening of a documentary, "L'affaire Chebeya, un crime d'État", followed by a discussion in the context of the Canadian Association of African Studies (CAAS) Annual Conference. The ACF organized a webinar entitled: "Mali: State of Play to the Return of Peace". About 15 people attended each activity.

CONNECTING & TAKING ACTION

THROUGH COALITIONS

Canadian Coalition on Climate Change and Development (C4D)

In July 2012, CCIC co-organized a webinar with the Coalition for Climate Change and Development (C4D) around the Rio +20 UN Conference on Sustainable Development. C4D also organized two workshops on climate change and development, as part of the Adaptation Learning Program Workshops, and CCIC participated.

Canadian Food Security Policy Group (FSPG)

CCIC is an active member of the Canadian Food Security Policy Group. This year, we worked with other members of the FSPG to produce a research report looking at how CIDA has implemented its food security strategy, drawing on evidence from two case studies done by partners in Ethiopia and Honduras.

Canadian Global Campaign for Education (CGCE)

CCIC sits on the Steering Committee of the Canadian Global Campaign for Education, and participates in period meetings of the CGCE. Working in collaboration with CGCE, CCIC contributed to the Canadian Chapter of the Global Campaign for Education's Aid Watch report. CGCE made several contributions to the CCIC blog.

Canadian Network on Corporate Accountability (CNCA)

CCIC has been a member of the Canadian Network on Corporate Accountability (CNCA) since its inception in 2005. This year, CCIC supported CNCA's preparation of an Access to Justice Campaign calling for the creation of mechanisms in Canada to allow those affected by the overseas operations of Canadian extractive companies to seek justice in Canada.

CIVICUS

CCIC is a member of CIVICUS and this year was involved in producing a chapter for the State of Civil Society Report 2012 on the deteriorating environment for civil society groups in Canada. We were also a member of the host committee for the World Assembly held in Montreal in September 2012.

Climate Action Network (CAN)

CCIC's President-CEO sits on the board of Climate Action Network. This year we have worked with the board on streamlining some governance processes and are preparing the ground for greater collaboration between development groups and the environmental groups that are members of CAN.

Coalition on Arms Trade Treaty

CCIC has been involved in the Canadian Coalition on Arms Trade Treaty for the past few years, essentially to support the work being done in favour of the ATT and to engage Canadians on this crucial issue. An important victory was achieved in March 2013 at the United Nations Assembly, when a substantial majority of countries voted in favour of an Arms Trade Treaty.

Common Frontiers (CF)

CF and CCIC's Americas Policy Group (APG) have a long history of collaboration, and over the years this relationship has often been complimentary. This year, the groups worked together to monitor the human rights situation in Honduras and the status of the Canada-Honduras FTA; Canada's reporting on the human rights impacts of the Canada-Colombia FTA; and the government's America's Strategy.

CSO Partnership for Development Effectiveness

CCIC is the North American representative to the CPDE, the successor to BetterAid and the Open Forum for CSO Development Effectiveness, and is an active member of the CPDE Coordination Committee. CPDE is the civil society representative to the Global Partnership for CSO Development Effectiveness, and through the CPDE, CCIC monitors and responds to developments related to the follow-up to the Fourth High Level Forum on Aid Effectiveness.

Halifax Initiative (HI)

CCIC was a founding member of the Halifax Initiative. Although our reduced staff team has meant we no longer participate in the coalition's Coordinating Committee, this year we made a joint submission with HI to Finance Canada during their consultation on the Official Development Assistance Accountability Act and have coordinated with HI around tax justice issues and others.

Imagine Canada

As a member of Imagine Canada, CCIC is an active participant in the work that has been done in the past two years on the "Foundational Narrative", one of Imagine Canada's five pillars for their National Engagement Strategy. This work on a new narrative for the charitable sector, carried out by Imagine, complements and feeds into a similar work being done by CCIC and its members. Imagine Canada has also put together a Fundraising Definitions Task Force as an initiative to develop "Commonly Accepted Reporting Definitions of Fundraising Activities, Revenues and Costs". A CCIC member acts as representative for our sector on this task force.

International Civil Liberties Monitoring Group (ICLMG)

CCIC is a founding member of ICLMG and this year our joint work has led to a collaborative research project on the criminalization of dissent in Latin America (especially in relation to foreign extractive interests) and developed a series of recommendations to home states, host states, media, civil society and companies.

Make Poverty History (MPH)

2012-2013 has been a year of transition for Make Poverty History, which is now hosted and managed by Results Canada. As a member of the MPH Board and Steering Committee, CCIC was involved in finding the new host organization for MPH and in making sure that MPH stays true to its core mission and thousands of supporters.

Policy Action Group for Emergency Response (PAGER)

CCIC continued to participate in PAGER meetings, organized a joint meeting between key members of PAGER, C4D and the FSPG around the issue of resilience and disaster risk reduction, and worked with many PAGER members to profile their work in some of the case studies on the Istanbul Principles.

Reality of Aid Network

CCIC is the Vice Chair of the Management Committee of the Reality of Aid Network, and in 2012-13 helped manage the production of, contributed articles to, and helped launch the 2012 RoA Report on Aid and the Private Sector.

Voices-Voix

CCIC continues to sit on the Steering Committee of Voices-Voix, and in 2012-13 collaborated with Voices-Voix on a joint chapter on the declining space for civil society in Canada to CIVICUS's State of Civil Society Report 2013. Voices-Voix has also embarked in a process of collaboration with academia to streamline the documentation of cases. This process will be launched in 2013.

WASH Canada

CCIC is a partner in WASH (Water, Sanitation and Hygiene) Canada and participates in periodic meetings and initiatives of the campaign.

Working Group on Women's Rights (WGWR)

This year, CCIC played an integral role in reactivating this dormant coalition. In January, it helped organize a meeting to assess the current policy environment in Canada and its implications for gender and development policy. Two working groups have since been formed: One on violence against women and sexual and reproductive rights, and another on funding to women's rights organizations.



CCIC MEMBER ORGANIZATIONS

in 2012 - 2013

Action Canada for Population and Development

Aga Khan Foundation Canada

Alberta Council for Global Cooperation

Amnesty International Canadian Section (English Speaking)

Association québécoise des organismes de coopération internationale

Atlantic Council for International Cooperation

British Columbia Council for International Co-

Canada World Youth

Canadian Auto Workers
Social Justice Fund

Canadian Catholic Organization for Development and Péace

Canadian Christian Relief and Development
Association

Canadian Co-operative Association

Canadian Crossroads International

Canadian Federation for Sexual Health

Canadian Feed the Children

Canadian Foodgrains
Bank

Canadian Friends Service
Committee

Canadian Journalists for Free Expression

Canadian Labour Congress

Canadian Lutheran World Relief

Canadian Nurses
Association (CNA)

Canadian Physicians for Aid and Relief (CPAR)

Canadian Red Cross

Canadian Rotary
Collaboration for
International Development

Canadian Society for International Health

Canadian Union of Postal Workers

Canadian Union of Public Employees

CARE Canada

Center for International Studies and Cooperation

Centre for International Studies

CHF partners in rural development

Christian Children's Fund of Canada

Coady International Institute

CoDevelopment Canada

Collaboration santé internationale

Communication, Energy and Paperworkors Union of Canada Humanity Fund

Council of Canadians with Disabilities

Equitas - International Centre for Human Rights Education

Farm Radio International

Frontiers Foundation Inc.

Handicap International Canada

Horizons of Friendship

Inter Pares

Interagency Coalition on AIDS and Development

Islamic Relief Canada

Jamaican Self-Help Organization

KAIROS - Canadian
Ecumenical Justice
Initiatives

Manitoba Council for International Cooperation

MATCH International Centre

Mennonite Central Committee (Canada)

Mining Watch Canada

Northern Youth Abroad

Œuvre Léger

Ontario Council for International Cooperation

Ontario Public Service
Employees Union
OXFAM-Canada

OXFAM-Québec

Pacific Peoples'
Partnership

Plan International Canada Inc.

Presbyterian World
Service and Development

Primate's World Relief and Development Fund

Project Ploughshares

Results Canada

Saskatchewan Council for International Co-operation

Save the Children Canada
Social Justice Fund -

PSAC Steelworkers Humanity

Terre Sans Frontières

Fund

The Hunger Project

The Micronutrient Initiative

United Church of Canada

USC Canada

Victoria International
Development Education
Association

World Federalist Movement – Canada

World Federation of Hemophilia

World Literacy of Canada

World Relief Canada

World Renew

World University Service of Canada

World Vision Canada

YMCA Canada

BOARD

BOARD AND STAFF

INTERNS AND VOLUNTEERS

Jim Cornelius (Chair)

Canadian Foodgrains Bank

June Webber (Vice Chair) Canadian Nurses Association

Janice Hamilton (Treasurer)

Manitoba Council for International Cooperation

John Julian (Member-at-Large) Canadian Co-operative Association

Denise Byrnes Oxfam Quebec

Evelyne Guindon CARE Canada

Gervais L'Heureux Association québécoise des organismes de coopération internationale Nicci Stein, Evelyne

Jennifer Henry **KAIROS**

Jean François Tardif Results Canada

Kerrie Strathv Saskatchewan Council for International Cooperation

Kimberly Gibbons Ontario Council for Global Cooperation

Lucien Rover Canadian Labor Congress

Nicci Stein Interagency Coalition on Aids and Development

Rita Morbia Inter Pares

CCIC thanks the following Board Members, who ended their term in 2012 2013. for their dedicated support.

Guindon, June Webber, Jennifer Henry and Kerrie Strathv.

Management

Julia Sánchez President - CFO

Anna Campos Finance and Administrative Officer

Alice Ouedraogo **Executive Assistant** Communications

Chantal Havard and Communications Officer

Pierre Laflamme IT Consultant

Jack Litster Program Assistant, e-Communications and Policy (until February 28)

Policy

Fraser Reilly-King Government Relations Policy Analyst (Aid and International Cooperation)

> Denis Côté Program Officer, Asia Pacific Working Group

Charles Saliba-Couture consultant with the Asia Pacific Working Group

Brittany Lambert Program Officer. Americas Policy Group

Sylvie Perras Program Officer, Africa Canada Forum



Left to right, back to front: Pierre Laflamme, Fraser Reilly-King, Charles Saliba-Couture, Sylvie Perras, Chantal Havard, Denis Côté, Brittany Lambert, Julia Sanchez

NTERNS

Charles Saliba-Couture Claude Dumulon-Lauziere Kai Hsin Hung

Behnoud Irantalab-Tehrani Miguel Iriondo

Andrea Westcott Lacoursière Sebastian Winsor

Laurisse Noel Aislynn Row Aída Sofía Rivera Sotelo

STAFF

ERS VOLUNTE

Hélio Alves Arline Brisemur Jared Davidson Vicky Edgecombe Themrise Khan

Juanita Kwarteng Joel Ladouceur Isabelle Maver Shirin Paynter

AUDITED FINANCIAL STATEMENTS

CANADIAN COUNCIL FOR INTERNATIONAL CO-OPERATION FINANCIAL POSITION – Year ended March 31, 2013

ASSETS Current Cash 368,519 457,081	626,898 216,684 61,921
	216,684
	,
Term deposits 215,877 216,994	61,921
Trade and other receivables 26,872 36,916	*
Contribution receivable 72,150 Prepaid Expenses 14,292 9,527	05 671
Prepaid Expenses 14,292 9,527	25,671
697,710 720,518 Long Term	963,205
Tangible capital assets (Note 4) 22,243 24,057	32,031
719,953 744,575	963,205
LIABILITIES Current	
Trade payables and other	
operating liabilities 27,204 32,538	197,155
Deferred Contributions 81,531 73,350	102,813
108,735 105,888	299,968
NET ASSETS	
Betty Plewes fund 4,666 4,666	4,666
Invested in capital assets 22,243 24,057	32,031
Restricted reserve fund (Note 2) 215,000	
Unappropriated Surplus 369,309 609,964	626,540
611,218 638,687	663,237
719,953 744,757	963,205

The accompanying notes and schedule are an integral part of the financial statements. They can be provided upon request.

CANADIAN COUNCIL FOR INTERNATIONAL CO-OPERATION REVENUES AND EXPENSES – Year ended March 31, 2013

	2013 \$	2012 \$
REVENUES Membership fees International Development Research Centre Other revenues	440,003 140,324	465,490 150,703
(donations, organization transfers) Registration fees Rent recovery	33,646 35,193	56,101 23,260 7,131
Working group contributions Special Project: Understanding PWCB Calls	124,485	108,927
for Proposal System Interest Gain on disposal of tangible capital assets	4,598 573	5,000 4,489
	778,822	821,101
EXPENSES BY PROGRAM (Schedule – Expenses by category including strategic investment Communications Administration Policy dialogue Workshops and seminars CEO's office Program management / member engagement Board of directors and committees Special Project: Understanding PWCB Calls for Proposal System	91,057 87,532 389,482 5,857 179,735 5,405 22,027	57,809 115,551 404,593 153,024 45,032 43,586 5,000
Deficiency of revenues over expenses resulting from current operations Recruiting fees specifically approved to be paid from unappropriated surplus	781,095	(3,494)
Strategic investments specifically approved to be paid from unappropriated surplus	25,196	,
Deficiency of revenues over expenses	(27,469)	(24,550)

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