

A collage of five circular and rectangular images on the left side of the page. From top to bottom: 1. Two women hugging in a red-tinted circle. 2. A woman in a white t-shirt and patterned skirt speaking into a microphone in an orange-tinted circle. 3. A group of people in a yellow-tinted circle. 4. A woman holding a clipboard and talking to a man in a green-tinted circle. 5. A person working at a computer in a blue-tinted rectangle.

Amplifying SMO Impact on International Cooperation

A Closer Look at Eight
Canadian SMOs

SMO REPORT | MARCH 2024



ACKNOWLEDGEMENTS

The Spur Change team would like to express their deep thanks to the eight SMOs who have agreed to offer their time and participate in interviews to be featured in a case study. Spur Change would also like to thank the report translator, Denis Côté, and lead writer, Shanice Tadeo.

SPUR CHANGE

The Spur Change program is a five-year initiative (2019-2024), operated by the Alberta Council for Global Cooperation (ACGC) on behalf of the Inter-Council Network (ICN) and funded by Global Affairs Canada. Spur Change aims to increase the effectiveness of Canadian small and medium-sized organizations (SMOs) in delivering sustainable results in support of Canada's Feminist International Assistance Policy and the United Nations Sustainable Development Goals. The main outcomes of the program are to increase the capacities and engagement of Canadian SMOs in global cooperation and to increase the engagement of Canadians, particularly youth, as global citizens.



ANNUAL SMO REPORT

Once a year, Spur Change publishes a report that provides information about the state of SMOs in Canada. Spur Change is using this year's report as an opportunity to acknowledge the SMOs it has supported and their contributions to international cooperation while highlighting the program's impact over the years as part of Global Affairs Canada's (GAC's) *Small and medium organizations for impact and innovation pilot initiative*.

Table of Contents

1	LIST OF ACRONYMS
2	INTRODUCTION
3	RESPONDING TO SMOS' NEED FOR SUPPORT
4	Context: Spur Change as a Pilot Program
7	EMPOWERING SMOS
10	Case Study #1: Resilience Through Capacity-Building, Localized Approaches, and Gender Equity
13	Case Study #2: A Journey of Reflection and Transformation in Education
16	Case Study #3: Scaling Impact: Advancing Maternal Healthcare in Ethiopia and Beyond
19	Case Study #4: Growth Beyond Borders: A Movement for Global Peace and Understanding
22	Case Study #5: Decolonization through Youth Leadership and Relationship-Building
25	Case Study #6: Learning and Growing Together Here and Abroad
28	Case Study #7: Bridging Borders, Building Futures
31	Case Study #8: Solidarity and Entrepreneurship through Collaboration
34	WHAT'S NEXT?
34	Recommendations for future SMO Initiatives
37	APPENDIX
37	Interview Participants
37	Photo Descriptions
40	REFERENCES



LIST OF ACRONYMS

ACGC - Alberta Council for Global Cooperation

ACIC - Atlantic Council for International Cooperation

ANC - Antenatal Care

APDC - Association d'Appui à la Promotion du Développement Durable des Communautés

AQOCI - Association québécoise des organismes de coopération internationale

CPAR - Canadian Physicians for Aid and Relief

DIW - Development Impact Window

ÉEQ - École des entrepreneurs du Québec

FIAP - Canada's Feminist International Assistance Policy

FIIDI - Foundation for Intercultural and Inter-religious Dialogue Initiatives

FIT - Fund for Innovation and Transformation

GAC - Global Affairs Canada

GCE - Global Citizenship Education

ICN - Inter-Council Network of Provincial and Regional Councils for International Cooperation

MSSTA - Manitoba Social Sciences Teachers' Association

NCGC - Northern Council for Global Cooperation

NGO - Non-governmental organizations

NSGA - Nova Scotia - Gambia Association

RBM - Results-Based Management

RYSING - Resilient Youth through Supported Inclusion toward Sustained Network Growth

SMO - Small and medium-sized organization

VH - Vecinos Honduras

VIDEA - Victoria International Development Education Assistance

WASH - Water, Sanitation, and Hygiene

WNC - World Neighbours Canada

YCP - Youth Champions Program



INTRODUCTION

Contributing to Canada's international assistance efforts, small and medium-sized organizations (SMOs) are integral to advancing Canada's international assistance efforts and work towards sustainable development and poverty reduction. Due to their smaller size and linkages within their communities, they tend to possess distinctive strengths that make them valuable global cooperation actors. They prove to be specialized, resource-efficient, and nimble, which allows them to build long-term personal and organizational relationships with local partners, providing the rationale of why and where SMOs work (Dicks et al., 2023). Moreover, SMOs are primarily supported by private citizens in both urban and rural areas across Canada, enabling them to reach a broad audience through public engagement activities. This positions them as key stakeholders in engaging communities in Canada on global issues (Tomlinson, 2016; Davis et al., 2023).

This year's report celebrates and acknowledges the remarkable contributions and impact of Canadian SMOs and their local partners, supported through Global Affairs Canada's (GAC's) pilot initiative targeting SMOs for impact and innovation. The report focuses mainly on SMOs supported by the Spur Change program, an initiative of the Inter-Council Network (ICN) aiming to increase the effectiveness of Canadian small and medium-sized organizations.

After reviewing the more than 460 SMOs supported through Spur Change, eight cases were selected for this report based on equity of representation across various characteristics. These include linguistic and regional diversity, as well as organization size. Selection criteria also considers the different impact of Spur Change's capacity-building and knowledge-sharing opportunities on the organization, its partners, and its contribution within Canada and overseas. The amount and type of support received from GAC's pilot initiative, which is comprised of the Spur Change program, the Fund for Innovation and Transformation (FIT), and the

Development Impact Window (DIW), were also considered. Final selections were made to ensure a variety of stories were represented. A thorough review of relevant documentation, project data sheets and participation records were referenced to formulate a semi-structured interview approach with SMO staff to discover each story.

During the interviews, these diverse organizations shared commonalities across their experiences as a result of participating in GAC's pilot initiative, revealing five key themes: (1) SMOs and their partners enhancing capabilities and effectiveness, (2) scaling project implementation, (3) empowering local partners and communities, (4) engaging youth and the public, and (5) fostering connections to and within the sector.

RESPONDING TO SMOS' NEED FOR SUPPORT

From 2019 to 2024, the three pilot programs within GAC's initiative have worked in conjunction as an ecosystem to better support SMOs and advance their work. This ecosystem seeks to generate evidence, knowledge, and learning to advance gender equity in the Global South, recognizing its pivotal role in building a more inclusive and prosperous world. It achieves this by:

- Providing capacity-building and knowledge-sharing opportunities through Spur Change;
- Testing innovations, new ideas, and potential solutions through FIT;
- Funding and scaling projects with a specific theme or focus area through DIW.

These programs are vital as they prioritize the interests and needs of SMOs and their partners, offering tailored support to ensure their success. The pilot initiative provides predictable opportunities, addressing their common uncertainties, especially regarding accessible funding and resources (*Small and Medium Organizations for Impact and Innovation*, n.d.).



Fund for Innovation
and Transformation

Fonds pour l'innovation
et la transformation



Context

Spur Change as a Pilot Program

Launched in February 2019, the Spur Change program addressed the pressing need to provide SMOs with better guidance and support to strengthen their capacity and effectiveness in achieving sustainable results. An initial needs assessment was conducted across Canada with support from the Inter-Council Network of the Provincial and Regional Councils for International Cooperation (ICN). This aimed to pinpoint SMOs' capacity-building needs and knowledge gaps, and identify the most effective learning

and content delivery methods, shaping the program's direction. Experimental in nature, the pilot program consistently gathered valuable feedback, identified areas for improvement, and adapted, which proved crucial during the COVID-19 pandemic. The pandemic forced the program to rethink how it engaged SMOs and address their needs. This led the team to use innovative design and e-learning solutions to build the sector's capacities. For example, the Results-Based Management [\(RBM\)101 self-paced course](#)

commissioned by Spur Change uses a creative narrative arc and in-depth knowledge of e-learning and instructional design. Close to 1000 individuals working in the international cooperation and humanitarian sector in Canada and abroad completed the RBM101 course applying an innovative, gender transformative, and equity lens to RBM tools and concepts.

To support reflexivity and responsiveness to SMO needs throughout the program, the Spur

Change program published four reports and three research papers (Davis et al., 2023; Dicks et al., 2023; Paras et al., 2024) deepening the understanding of SMOs' roles, contributions, and needs, while advocating for their interests. These publications addressed various themes including the impacts of the

COVID-19 pandemic, the lessons learned, and the requirements for an enabling environment in the Canadian international cooperation sector.

As a result, they continue to serve as valuable learning tools, enhancing SMOs' capabilities and opportunities. Through

continuous learning and adaptation, Spur Change gained insights that will serve to inform future initiatives to maximize the impact of its interventions. These insights are highlighted in the recommendations section of this report.

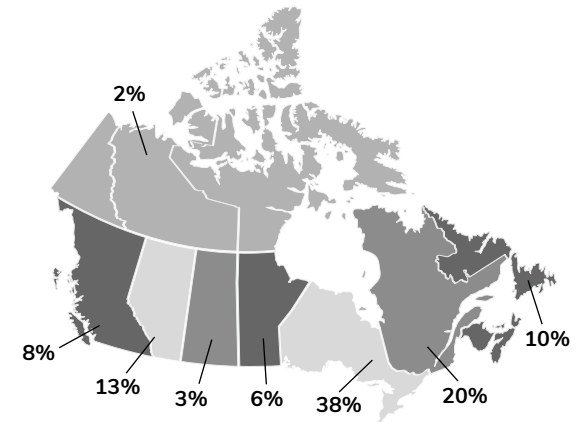


Spur Change in Numbers

467 Canadian SMOs supported

60 international SMOs supported

122 large and non-SMO organizations supported



Canadian SMOs supported by region.

SMO Capacity Building	Conferences for SMOs	Engagement by youth and global citizenship education for teachers	
117 trainings and webinars 2,935 SMO participants 93% of SMO participants report training and tools were relevant to their needs 89% of SMO participants report that the learning methods and teaching materials increased their understanding of the subject matter.	7 events 295 SMO participants	64 Youth Champions 47,307 reached by activities led by Youth Champions	17 learning opportunities 188 participants
Resources			
398 resources made, distributed in the following categories :			
12% gender equality & inclusivity 23% monitoring, evaluation, & learning (MEL) 6% organizational development 29% project cycle management			18% public engagement & global citizenship education 12% resource mobilization 8% communications, IT, & partnerships

*Cumulative results shown are accurate as of March 22, 2024.



EMPOWERING SMOS

SMOs supported through Spur Change have significantly contributed to the international cooperation sector, advancing their work in alignment with gender equity and the Sustainable Development Goals (SDGs). This support strengthens SMOs' effectiveness, amplifying the impact of their projects, while also deepening their engagement within the Canadian global cooperation community and increasing youth involvement in global citizenship through networking and learning opportunities for various stakeholders.

With the additional support of the Spur Change, FIT, and DIW ecosystem, the eight featured SMOs showcase how tailored support has impacted them and their work, emphasizing innovation, effectiveness, resilience, sustainability, and solidarity across these five interconnected themes:

1. Enhancing Capabilities and Effectiveness

Capacity-building opportunities have a positive influence on professional development, internal policies, and organizational processes. By enhancing the skills and capabilities of staff members through training and learning opportunities, SMOs are better equipped to design, implement, and manage their projects more effectively. This also leads to securing funds through other programs, such as FIT, to explore innovative solutions to global cooperation challenges. The improved capacity at the individual level often results in improved outcomes and results at the organizational level. SMOs shared that after participating in Spur Change's programs, they are now better positioned to address challenges, meet objectives, and deliver meaningful impact in their respective areas of work.

Spur Change has supported 38 SMOs who have received funding from the DIW.

2. Scaling Project Implementation

SMO and partner shared capacity-building creates new opportunities for project scaling. Interviewed SMOs effectively apply resource mobilization strategies and knowledge gained from, notably, Spur Change's RBM training, and the lessons learned from their FIT-funded projects to improve efficiencies, secure larger funds, and diversify funding sources, including DIW grants and international sources. Ultimately, these resources unlock opportunities for SMOs to replicate successful interventions in new locations and enhance project activities, thereby amplifying positive outcomes and benefiting more communities.

3. Empowering Local Partners and Communities

Localized approaches ensure cultural relevance, community ownership and a nuanced understanding of local contexts. In part due to their smaller size and adaptability, SMOs have proven to be well-positioned to utilize a localized approach (Paras et al., 2024). By engaging local stakeholders, fostering trust, and empowering local organizations, SMOs tailor interventions effectively, promoting sustainable impact. Spur Change supports SMO localization efforts through accessible training for local staff and partners, enhancing their capabilities and effectiveness. As local staff and partners are better equipped to address complex issues in their communities, they are empowered and more confident in their abilities to engage in crucial funding and donor-related activities, including grant writing, fundraising, project design, and budget decisions. With this strengthened technical capacity and vernacular, local partners and staff, and their Canadian counterparts, were able to communicate and design as equals within the funder systems and shift the power dynamics to re-center communities and local practitioners at the heart of the work. Actively engaging community members fosters community-led solutions, strengthening the capacity of communities to address future challenges independently, enhancing overall resilience, and empowering individuals as catalysts for positive change within their communities.

4. Engaging Youth and the Public

By engaging youth and the public, international cooperation efforts become more inclusive, responsive to community needs, and aligned with the sustainable development goals. This empowerment encourages active participation in decision-making processes, advocacy, and community development, nurturing a sense of ownership and responsibility. Moreover, it raises awareness about global issues, promotes cross-

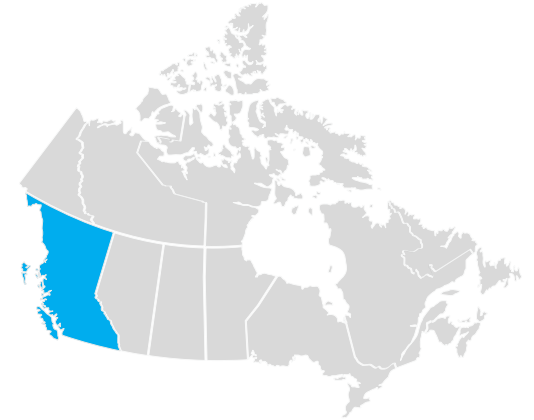
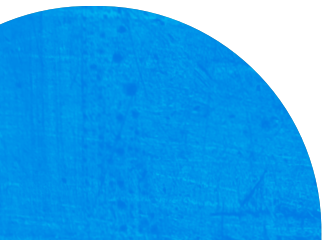
cultural understanding, and cultivates the next generation of leaders equipped to drive positive change. Spur Change's Youth Champion Program (YCP) enhanced SMOs' abilities to promote youth engagement and global citizenship education (GCE) while equipping Canadian and international youth through skill-building opportunities. This, in turn, enhances youth's confidence to lead public engagement activities addressing global issues. Additionally, Spur Change engages youth by supporting educators who play a crucial role in GCE and youth engagement. Through opportunities like Spur Change's Share and Learn series and national conferences, educators broaden their understanding, connections, and outreach by engaging with like-minded individuals and SMOs. Consequently, they enhance their ability to educate students as global citizens. These initiatives empower young leaders to drive community engagement and raise awareness about global issues among Canadians.

5. Fostering Connections to and within the Sector

Creating spaces for connections is vital for fostering collaboration, knowledge-sharing, resource mobilization, advocacy, sustainability, and solidarity in the international cooperation sector. Spur Change facilitates these connections by developing opportunities across Canada in partnership with the Provincial and Regional Councils for International Cooperation, member-based networks located from coast to coast. Particularly, Spur Change's Community of Learning created a space for DIW-funded SMOs to gather and support each other through each step of the planning and implementation of their projects. Because of their participation in these activities, the SMOs featured in this report further engaged with their Councils to maintain access to these collective knowledge-sharing spaces and support networks. These connections also help the SMOs access funding, mobilize support, leverage diverse expertise and resources, partner with larger consortiums, and amplify their mission. These opportunities to connect and learn from others reinforce the value and importance of these collective learning spaces and support networks.

Through Spur Change and the SMO initiative ecosystem, these insights, knowledge, and connections are shared, paving the way for the impactful stories of eight SMOs in the following case studies.

Spur Change's Community of Learning for DIW-funded SMOs has had 12 sessions since 2021.



Case Study #1

Resilience Through Capacity-Building, Localized Approaches, and Gender Equity

From towns and cities in the BC interior, a small but mighty volunteer-run organization is on a mission to alleviate poverty in remote rural areas of the Global South. [World Neighbours Canada \(WNC\)](#) prioritizes an approach aiming to increase self-reliance through local leadership and a community of farmer-to-farmer learning. This is the foundation of its tradition and modus operandi of “neighbour helping neighbour.” WNC embraces localization by empowering its local partners to lead in identifying community needs and crafting solutions while

supporting them with capacity-building and financial backing.

As for many SMOs, funding can be uncertain. Like most SMOs, WNC relies primarily on private donations which can be unpredictable with funding fluctuating year over year. With the inception of opportunities like FIT and DIW, Canadian SMOs gained access to new funding tailored to SMO needs, providing reliable financial support for smaller organizations. Eager to capitalize on this opportunity, WNC participated

in Spur Change capacity-building opportunities to enhance its resource mobilization skills. In 2021, the team improved its project management capabilities, enhancing project planning and report-writing capacity, through the Results-Based Management workshops, RBM101 and 201. These acquired skills supported in securing FIT funding for its innovative project Empowering Rural Women in Burkina Faso after developing a robust logic model and performance measurement framework.



Bruce Petch, President of WNC, also explained that these learning opportunities expanded the team's understanding of gender equity mainstreaming and moving towards concrete outcomes. These strengthened WNC's proposals while removing barriers in navigating the complexities of grant applications to align with Canada's Feminist International Assistance Policy (FIAP). The process also prompted the team to reflect on its organizational culture and global cooperation work. WNC and its local partners demonstrated transformative

change through tangible steps integrating gender equity into all projects.

"We've been able to hit above our belt for a small NGO with eight or so volunteers. So having something that is focused on small and medium-sized organizations is really important for us because it's really easy to get lost in the shuffle." – **Gabriel Newman, Board Member, WNC**

Through its Burkina Faso project, WNC's local partner, Association

d'Appui à la Promotion du Développement Durable des Communautés (APDC) challenges gender norms to strengthen women's social and economic positions, as part of a multi-faceted program to improve agricultural production, family health and income. Recognizing the links between gender equity, nutrition, and food security, APDC provided training sessions on livestock production methods and entrepreneurship for women in its FIT project. Its gender sensitization sessions also allowed men and boys to deconstruct gender roles and promote a better understanding of the communal and financial benefits.

In Nepal, their local partner NGO, Tamakoshi Sewa Samiti, has attempted to address underrepresentation of women in water-user committees. Understanding the needs of women led to the installation of water systems in remote villages, reducing their travel time,

improving well-being, lowering child mortality, and improving sanitation and menstrual hygiene. The final project report also included nine recommendations for future Water, Sanitation, and Hygiene (WASH) projects to contribute to the literature and resources of other SMOs. There has been great progress in the district where TSS operates as virtually all communities now have access to on-site water supplies, thanks to the work of both government and NGOs. WNC is currently exploring next steps for poverty reduction.

In Latin America, local partner Vecinos Honduras (VH) focuses on strengthening community organizational capacities through a multi-year approach to integrated rural development. Initial interventions emphasize improved agricultural production through agroecology, maternal and child health, and improved



family well-being. Recognizing the significance of women's spaces for mothers, VH creates a supportive environment for them to exchange child-rearing resources during weighing sessions. Like WNC, VH adopts a localized approach, focusing on capacity development and a long-term commitment to lasting change.

Drawing on its global impact, WNC aspires to ignite change in Canada. In a recent initiative supported by Spur Change, Carlos Vijil from VH traveled

to British Columbia in February 2024, engaging and connecting Canadians with the realities of distant communities in Honduras, raising awareness, and prompting a call to action.

Empowered by the SMO initiative, World Neighbours Canada reinforces individual and organizational capabilities and enhances effectiveness, enabling the team to provide contextualized and thorough support to its local partners.



Case Study #2

A Journey of Reflection and Transformation in Education

“Teaching this concept of global citizenship is just so important for the future: for the future of this planet, for the future of all of us.”

– **Kevin Lopuck, former President, Manitoba Social Science Teachers’ Association**

Former President of the [Manitoba Social Science Teachers’ Association \(MSSTA\)](#) and active member of the Social Studies Educators Network of Canada (SSENC), Kevin Lopuck is a high school (grades 10–12) social studies teacher who passionately advocates for global citizenship

education. However, as the only one teaching global issues at his school, it can be isolating. Having opportunities to connect with other educators, exchange insights, and resources, while also reflecting on and improving his practices, has proven invaluable in his quest to make an impact.

“[Spur Change] brought together teachers and these small and medium-sized organizations. And that has been, from a personal level, very prosperous.” – **Kevin Lopuck**

At Spur Change’s national conference in Montreal, “Peace: Beyond the Absence of War”, Kevin forged connections with fellow enthusiasts from across Canada. Notably, he met and collaborated with the creators of the “Not About Me” documentary, which featured the founder of the SMO, Little Footprints Big Steps, who has also been actively involved with Spur Change. He invited them to engage with his students over Zoom, sparking insightful discussions on voluntourism and international aid. The conference also

introduced him to the Northern Council for Global Cooperation (NCGC), which led to his active participation in the Spur Sparks Regional Retreat in the Yukon: Take Back the Alphonso Mango.

“My experience in the Yukon [...] was essentially life-changing, in the sense that it opened my eyes quite wide to what I need to do to change things.” – Kevin Lopuck

Centered on decolonization in international cooperation and social studies curricula, the retreat in the Yukon stirred powerful emotions in Kevin. Dr. Vanessa Andreotti, the Dean of the Faculty of Education at the University of Victoria, left a lasting impression as he and his peers felt unsettled during her talk exploring and questioning worldviews. Despite feeling uncomfortable and momentarily hopeless, this experience ignited a process of deep reflection and became a powerful teaching moment. Upon reflection, Kevin discovered the

value in allowing ourselves to linger in discomfort when tackling challenging subjects and navigating our roles within complex systems.

Kevin hopes more educators undergo similar experiences, recognizing the transformative potential of connecting and engaging in self-criticism. Inspired

by his experiences with Spur Change programming he actively looked for ways to create similar opportunities, such as when he organized “Teachers Talking to Teachers,” a peer knowledge-sharing event supported by Spur Change in February 2024. This initiative aimed to exchange strategies and resources for



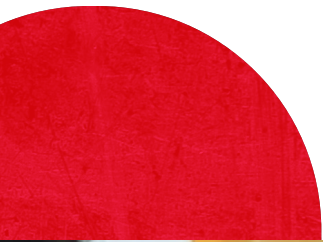
engaging young people as global citizens. Kevin firmly believes that these moments are crucial to achieving a broader impact and bringing significant change.

Through his involvement in Spur Change activities and affiliation

with an Inter-Council Network member, the Manitoba Council for International Cooperation (MCIC), his teaching has evolved. Kevin emphasizes the value of supporting teachers by providing not only the space, time, and funding, but also

the encouragement to engage in critical dialogues. These opportunities fostered his personal and professional growth and connections to the sector to better engage his students.





Case Study #3

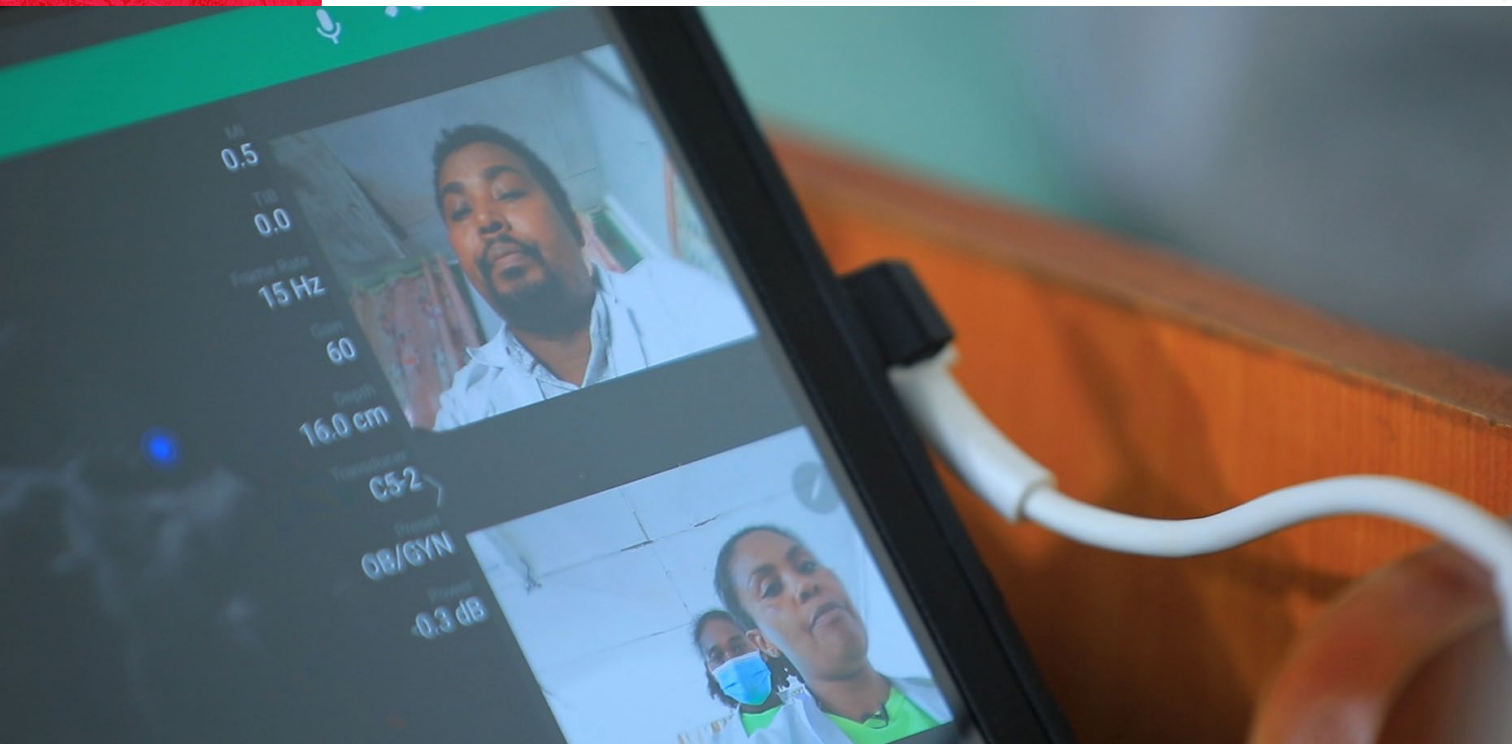
Scaling Impact: Advancing Maternal Healthcare in Ethiopia and Beyond

As a physician-founded charity, [Canadian Physicians for Aid and Relief \(CPAR\)](#) strives to improve health outcomes in rural and remote communities in Ethiopia, Malawi, and Tanzania. It adopts a holistic and localized approach to strengthen health systems, ensuring lasting improvements. Instead of viewing healthcare in isolation, the organization's work encompasses environmental protection, healthy social interactions, livelihood improvements, and collaborations with local health professionals, extension workers,

and staff. One noteworthy CPAR initiative transformed maternal healthcare in Ethiopia propelling its subsequent growth for greater impact.

In the North Shoa Zone in Ethiopia, CPAR identified gaps in antenatal care (ANC) and nutrition. After applying for FIT funding in 2019, it successfully received a grant to implement its 15-month pilot project in 2020 and 2021. CPAR collaborated with the University of Saskatchewan to enhance antenatal and obstetrical care while improving accessibility

through synchronous telemedicine services, training local front-line healthcare workers, and launching an awareness campaign on the importance of ANC, nutrition, and supplements. The impact of CPAR's intervention was significant. An unexpected result of the intervention was the reduction in health employee turnover, a persistent challenge in remote, rural communities. Due to the training received, the healthcare workers developed a deep sense of pride, leading to some voluntary efforts for a "Saturday market" to meet the growing demand



"I really, truly believe that Spur Change, FIT, and all of the Councils and ICN were in the business of building capacity in small and medium-sized organizations. I think they did an excellent job with that and I really felt like you, as a group of organizations, were always on our side and had the best interest at heart." – **Kathrina Loeffler, Executive Director, CPAR**

and facilitate accessible care. The success of this pilot, paired with the evidence collected in partnership with local health national associations and research facilities, facilitated conversations with the local government to continue the services, ensuring sustainability and broader coverage. Simultaneously, CPAR discovered Spur Change's Results-Based Management training. RBM101 provided a solid foundation for understanding

impact measurement frameworks. In RBM201, the small group work demonstrated practical applications of that knowledge to enhance project management, grant proposal writing, and reporting skills. This also provided a valuable networking opportunity, connecting CPAR with other NGOs. Most of all, RBM boosted the team's confidence by validating and improving its processes for developing and implementing projects with overseas staff.

The alignment between the Canadian and overseas teams in understanding the frameworks and language used proved invaluable for crafting technical proposals to help CPAR successfully secure funding through Global Affairs Canada's third DIW. Equipped with lessons learned from the FIT pilot in Ethiopia and with the DIW funds, the organization is scaling its project to Tanzania. Being culturally sensitive, the SMO also identified in its gender-based analysis a barrier specific to Tanzania that it will need to address - the stigma of radiation associated with ultrasound

equipment. Therefore, the project will adopt a two-pronged approach: delivering ANC with ultrasound obstetrical care and educating communities on sexual reproductive rights and health.

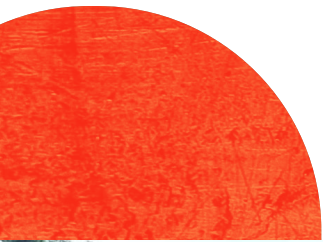
CPAR is an inspiration for advancing maternal and reproductive healthcare in Africa. With passionate, well-established local staff, the organization

has developed strong, ongoing relations with local governments, partners, and the communities it serves, enabling an environment for sustainable impact on health systems. Through its initiatives, CPAR uses an intentionally localized and collaborative approach, showcasing the potential impact that SMOs can achieve with adequate support. Unlocking new opportunities,

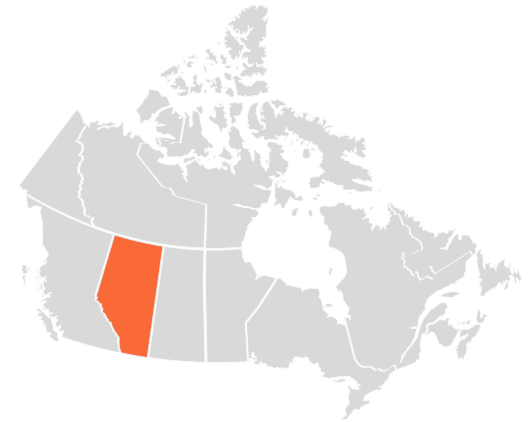
CPAR scales its projects to reach and improve health outcomes for those who need it most.

“It felt like they were a team, OCIC, MCIC, you guys [Spur Change]. Everybody felt like they were on one team and they were on our team. [...] They’re invested in our capacity development and our success.” – **Mark Loewenberger, Program Coordinator, CPAR**





FOUNDATION FOR
INTERCULTURAL &
INTERRELIGIOUS
DIALOGUE INITIATIVES



Case Study #4

Growth Beyond Borders: A Movement for Global Peace and Understanding

Amid significant events of global religious violence, Shaka Ceesay personally funded local initiatives in Burkina Faso, Sierra Leone, The Gambia, and Nigeria to observe the “International Day Commemorating the Victims of Acts of Violence Based on Religion or Belief” on August 22nd, 2019. His report on these efforts garnered immense global support. What started as a self-funded project in 2019 has now transformed into [FIIDI – the Foundation for Intercultural and Interreligious Dialogue Initiatives](#). Recognizing the role of culture and religion in

fostering both unity and conflict, FIIDI is dedicated to bridging divides through dialogue and understanding, while empowering communities in peacebuilding activities.

Currently, FIIDI has country offices in Canada, Sierra Leone, and Burkina Faso. It continues to support like-minded local organizations through funding and the “Generals for Peace” program. This initiative, open to organizations who share the same vision, expands FIIDI’s impact beyond its

country offices. Approved representatives collaborate with FIIDI to implement peacebuilding programs in their regions, fostering a wider reach and global cooperation.

The organization’s growth journey continued with a pivotal discovery in 2023. Shaka’s strong drive for professional and personal growth led him to Spur Change. Notably, the “Building Equity: Resource Mobilization for Impact” training program offered valuable insights into relevant and timely fundraising and resource



mobilization approaches. Shaka further strengthened his skills by attending a “Project Design and Implementation” workshop in Saskatoon, refining his project proposal and grant writing capabilities. These Spur Change workshops equipped FIIDI with effective tools to advance its mission, leading to successful funding from diverse sources ranging from foundations to for-profit entities.

These funds contribute to FIIDI’s many projects. In Canada, the “Arts for Peace” youth program

encourages cultural and religious expression through art, promoting common understanding. In Burkina Faso, youth programs aim to break the cycle of violence by providing alternatives and tools for positive community engagement. In Sierra Leone, FIIDI leads initiatives like the “*Pinkin Mama Tokabot* Project,” which addresses early child marriages, and the “Economic Empowerment of Women with Lifelong Skills.”

As FIIDI continues to expand its reach, the organization recognizes the value of collaboration. Due

to its involvement with Spur Change, FIIDI connected with and joined the Alberta Council for Global Cooperation (ACGC) which amplified its impact, propelling the founder into a role as a board member. The engagement with ACGC led to valuable collaborations with other member organizations including the Pamir Canadian Multiculturalism Council. This also opened avenues for FIIDI to connect globally, becoming members of other international networks.



"That's the essence of joining a network like this. [...] Instead of working in isolation, you can partner to work with other organizations and promote [...] the same vision and be able to reach more people than what you could do as an individual organization."
– Shaka Ceesay, Founder and Executive Director, FIIDI

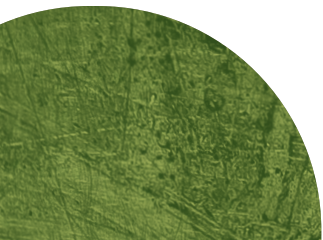
Reflecting on his growth journey

and the opportunities he experienced, Shaka contemplated the challenges his partner organizations face with limited resources, aiming to find ways for collective growth. Collaborating with ACGC and the Port Loko District Council in Sierra Leone, he decided to use his insights, including lessons from Spur Change, to organize fundraising and resource mobilization

workshops for small and start-up community-based organizations (CBOs) in the upcoming years. Shaka now also coordinates weekly meetings with staff overseas to share the information gained from training and explore emerging topics in development. He highlighted the importance of staying relevant in an ever-evolving sector.

Through continuous learning and resource-sharing, FIIDI transcends geographical boundaries to create a global peace movement. As a newer organization, FIIDI emphasizes the ongoing need for support, highlighting the potential it holds not only for itself but also for other SMOs locally and internationally.

"If Spur Change should end right now, I will say there's going to be a bigger gap. Because [...] information sharing is key and it has the power to influence both the individual and the communities that we serve." – **Shaka Ceesay**



Case Study #5

Decolonization through Youth Leadership and Relationship-Building

“Decolonization is a journey. Creating spaces where people feel like they can thrive and grow in their roles is a major part of that journey.” – Brianna Parent Long, Feminist Programme Coordinator, VIDEA

[VIDEA](#) strives to create trauma-informed and culturally-sensitive spaces that work to engage and empower global youth and communities to lead initiatives addressing gender equity, climate change, decolonization, and Indigenous and human rights. Actively committed to centering

traditionally marginalized voices, they challenge conventional narratives and practices in the international cooperation sector to promote inclusivity. In its journey, relationship-building is a central element at the forefront of its global citizenship education efforts. This marked the beginning of a lasting partnership between VIDEA and Spur Change, particularly through Spur Change’s Youth Champions Program (YCP). During the interview, Brianna emphasized the value of practicing humility when trying to build better organizations for the future.

This principle was evident as VIDEA and Spur Change candidly discussed the program’s working methods and expectations for marginalized youth, resulting in improved and more inclusive program delivery and a stronger organizational relationship.

“At an organizational level, we took the responsibility of engaging in a program like [YCP] very seriously because we see that this program has so much to offer when it comes to elevating youth into leadership roles in the sector.” – Brianna Parent Long

Since its inception, YCP has consistently showcased VIDEA's exceptional youth leaders and staff in every cohort. VIDEA created an inclusive environment to ensure strong support for Indigenous and marginalized youths from the Global South to participate in YCP, including Kwikws, Veronia, and Michael from both the 2022 and 2023 cohorts.

Kwikws Elizabeth Peters, a 2023 Youth Champion and a pillar of VIDEA's Climate Justice team is from Lil'wat Nation. She brought her insights on the importance of protecting the Land in global citizenship and international cooperation endeavors. Decolonization, for Kwikws, is respecting and honoring how Indigenous youth challenge the boundaries of the sector through prioritization of the Land. Kwikws continues to lead activities in her community that aim to preserve Indigenous cultures and traditions.

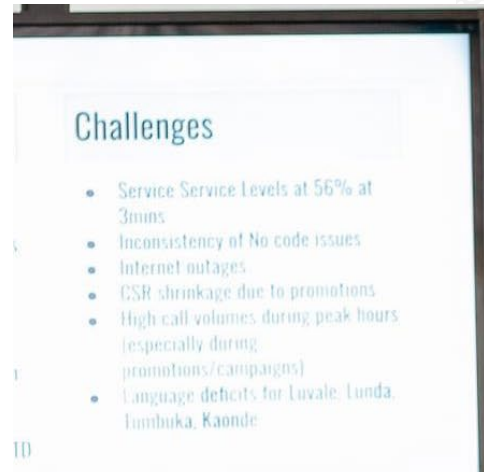
Veronica Nyirongo, a 2022 Youth

Champion and VIDEA's current Community-Based Youth Sexual and Reproductive Health Rights Specialist, leads impactful projects for gender equity in Zambia. One of her proudest achievements includes organizing a virtual youth conference for 2,200 Zambians on gender-based violence using innovative approaches based in tradition, including using dance and song storytelling to create spaces for change. She also led a project recording gender sensitization messages distributed to rural communities in Zambia

through radio. Veronica noted that her experience with Spur Change equipped her with increased knowledge and tools to be a stronger leader for gender equity in her community.

2023 Youth Champion and VIDEA's current Climate Change Specialist, Michael Songiso, is an avid writer and storyteller and uses those skills to lead climate change discussions and events, both in his home country of Zambia and virtually. Since participating in YCP, he has gone on to be the





leader of VIDEA’s global monthly storytelling, where he uses the programming skills from YCP to engage global youth, elders, and knowledge keepers in using their stories to spread knowledge.

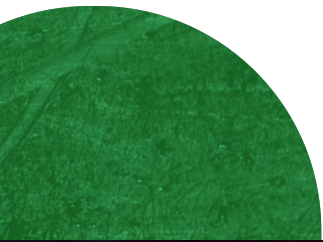
Valuable to Veronica and Michael were the connections that they have made throughout the program. The program facilitated cross-cultural exchanges, fostering understanding and collaboration between Canadian and global youths. As they gathered to discuss global issues, the youth participants recognized that by incorporating diverse perspectives and knowledge systems, particularly those from

the Global South, the sector can create more effective outcomes. To this day, they continue to share opportunities and learn from one another, contributing to their personal and professional growth.

“I really enjoyed this Youth Champions Program. It opened not just other opportunities, but also, it brought in different perspectives [...] from within the continent of Africa as well as the Canadian youth, Indigenous youth in Canada.” – **Michael Songiso, Climate Change Specialist, VIDEA**

Kwikws, Michael, and Veronica’s stories exemplify the impact of programs like YCP, highlighting

how enhanced skills and confidence empower youth to drive meaningful change. Like Spur Change, VIDEA recognizes the importance of creating a community that reflects the richness of global perspectives to foster inclusivity, solidarity, and collective growth. As the sector navigates the journey of decolonization, VIDEA is an inspiring model for organizations committed to driving positive change by ensuring that those traditionally marginalized, especially youths, play a central role in shaping global citizenship conversations and solutions.



Case Study #6

Learning and Growing Together Here and Abroad

"I have [more] confidence now in implementing [projects]. [...] The increased knowledge I have gotten now with Spur Change has put me in a better position to help contribute to my organization and to the people we are serving."

- Abdulai Suma, Program Manager, CAUSE Canada Sierra Leone

For almost four decades, [CAUSE Canada](#) has passionately worked towards eradicating extreme poverty, actively running programs in Guatemala, Honduras, Sierra Leone, and Canada. At the core

of its mission is empowering individuals, spanning not only local communities but also its team overseas and in Canada. Integral to its localization efforts, strengthening internal capacity played an important role in its growth. After experiencing the value of Spur Change's RBM101 online course firsthand, Wendy Fehr, Executive Director of CAUSE Canada, has made the course a vital and mandatory professional development opportunity for the management team in Sierra Leone. Wendy, who served on the SMO advisory committee

that contributed to the course development, recognizes its importance for her team's growth.

Abdulai Suma, Program Manager of CAUSE Canada Sierra Leone, who took the required RBM training gained the knowledge, capabilities, and confidence in project development and implementation. Equipped with these insights, the Sierra Leone team drafted a project proposal and together with the Canadian team sought funding through FIT, successfully securing support for two impactful projects in Sierra

Leone. One project addresses discrimination against women and girls with disabilities, while the other combatted early child marriage. The technical skills provided by Spur Change allow Suma to translate his extraordinary passion for development and human rights into the project management models oftentimes required for the complex proposal and grant writing processes. Suma's adept application of RBM concepts helps him articulate his vital contributions to project planning and development in a way meaningful to Canadian donors, thereby helping give voice to localized approaches.

"The Sierra Leone office, and particularly Suma are very competent in project design using RBM in part because of the Spur Change training." - **Wendy Fehr, Executive Director, CAUSE Canada**

Recognizing the value of RBM, Suma enthusiastically encourages his team to take the training,



fostering a culture of continuous learning. This results in increased capacities, enabling Suma's team to contribute to more funding applications and ultimately enabling local teams to lead projects from its conception. Suma's inclusion of the RBM 101 certificate on his CV has led to greater personal growth and future opportunities. These opportunities further motivate the team and contribute to the overall growth of CAUSE Canada

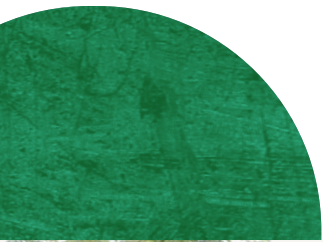
and its employees. During the interview, Suma highlighted the streamlined communication within CAUSE Canada due to its organizational size, emphasizing direct connections with the Executive Director, the leadership team, and field staff. This facilitates seamless knowledge transfer and recommendations for training—a tangible advantage of working for a SMO, according to Suma. CAUSE Canada's commitment to capacity building, notably

demonstrated through the RBM training, not only improves project outcomes and cultivates motivated teams, but also intertwines with its commitment to localization. By strengthening capacity, the

organization actively shifts power toward local staff and partners. CAUSE Canada's inspiring journey showcases the potential and significant impact on staff when time and resources are allocated

for professional development, further emphasizing the importance of continuous learning and staff support in amplifying overall impact.





Nova Scotia – Gambia Association
Learn and Teach Others



Case Study #7

Bridging Borders, Building Futures

SMO member of the Atlantic Council for International Cooperation (ACIC), the [Nova Scotia - Gambia Association \(NSGA\)](#) has been at the forefront of fostering community development and promoting public health education in The Gambia. Since 1985, the organization has been encouraging solidarity between West Africans and Canadians, working together to build healthy, thriving communities. Currently led by Abdou A. Kanteh, a member of the Gambian diaspora in Nova Scotia and NSGA's Executive

Director, NSGA primarily focuses on empowering youth to live healthier and sustainable lives.

As NSGA sought to broaden its impact, the team participated in the Spur Change conference in Montreal in 2022, a decision that led to valuable connections and insights. The conference, centered around the theme of peace, provided NSGA with an opportunity to represent The Gambia, share an Afro-centric perspective in discussions, and gain insights from others' viewpoints. It was

at this conference that Abdou reported on the participation of his organization in the Spur Change's Youth Champions Program. He found it to be a valuable opportunity for engaging and empowering youths while further bridging the gap between international and local perspectives on global issues.

Recognizing the potential of Gambian youth, NSGA participated in YCP from the moment they learned of the program. Participating as a SMO mentor, Abdou expressed pride in the



achievements of youth involved in the program, highlighting its success in empowering and educating the next generation.

In 2022, NSGA supported youth Tijan Kuyateh who focused on addressing gender equality through promoting girls' education. According to him, promoting girls' education is the single intervention initiative that has the ripple effect to address inequalities present in The Gambia including child marriage, female genital mutilation, child labor, sexual abuse, and financial

dependency (Kuyate, 2022). He wrote and published an article on the Spur Change website highlighting his advocacy efforts for girls' education in The Gambia. He shared insights into one of his impactful initiatives where he engaged Gambian community members through a variety of activities: public lecture, quiz with prizes, drama performances, and a spelling bee competition. With access to a platform like Spur Change, he illustrated the impact of his work and raised awareness among Canadians about this critical issue.

In 2023, NSGA mentored both Suwadou Kah from The Gambia and Nerissa Zhang from Nova Scotia. They collaborated to create a mini podcast series on women's mental health, featuring influential speakers from diverse backgrounds, including perspectives from The Gambia, China, and Canada. The podcast has been publicly shared on the ICN website to expand its reach.

Simultaneously, Abdou completed the RBM101 course, strengthening his abilities in crafting technical project proposals and navigating grant applications. Following the workshop, Abdou used what he learned to secure the ECOWAS Regional Stabilisation and Development Fund from the German Society for International Cooperation (GIZ). The knowledge he gained during the workshop now shapes the way he approaches NSGA's work. In his role as Executive Director, Abdou continues to use his RBM capacities in developing technical

proposals and impact reports. He also manages and provides leadership for implementing significant international cooperation grants through NSGA's partnership programs with the Government of The Gambia, Civil Society Organizations (CSOs), and the United Nations Agencies in The Gambia – UNICEF and UNFPA country offices.

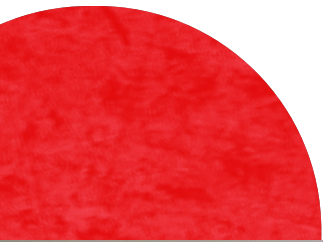
"[RBM] was very practical and very immediate in terms of practicability to use as a SMO."
– **Abdou A. Kante**, Executive Director, NSGA

As a board member of ACIC and through his newly acquired skills and expertise hosting youth interns, Abdou was asked to be a part of a consortium of members that will collaboratively implement a youth internship program. The "Resilient Youth through Supported Inclusion toward Sustained Network Growth" (RYSING) program is a five-year project funded



by Global Affairs Canada, and jointly implemented by ACIC, and the Fisheries and Marine Institute of Memorial University. From 2024 to 2029, this aims to provide internship positions to 190 Canadian youths with enriching professional experiences internationally. Offering diverse overseas internship opportunities, RYSING fosters knowledge transfer, skills training, mentorship, and global solidarity. NSGA is a valued member of the consortium and Abdou's active participation and experience has proved invaluable to navigate the ins and outs of hosting interns.

Through initiatives like YCP and RYSING, NSGA continues to make impactful strides in engaging both Gambian and Canadian youth. As a member of the Gambian diaspora in Nova Scotia, Abdou shared that his transformative journey with Spur Change has equipped him with valuable knowledge and skills as well as fueled his commitment to advancing NSGA's mission in his home country. Through a lens of global citizenship, youth education, and collaboration, he applies these newfound abilities, catalyzing positive change and growth within both himself and the organization.



Case Study #8

Solidarity and Entrepreneurship through Collaboration

For nearly 40 years, [École des entrepreneurs du Québec \(ÉEQ\)](#) has honed its entrepreneurial expertise. It aims to empower entrepreneurs from diverse backgrounds, fostering economic development and strengthening entrepreneurial ecosystems.

While ÉEQ's decision to focus on a specific area of expertise due to its smaller organizational size had its advantages, its specific expertise presented challenges in other areas. Navigating these challenges was simplified through meaningful

collaborations, which allow smaller organizations to draw on their complementary expertises to build new projects.

ÉEQ was part of the first cohort of SMOs funded through Global Affairs' first call of the Development Impact Window (DIW) with C.R.E.C.E. Mujer project (Economic Growth and Development of Entrepreneurial Skills for Women). Despite a decade of international project experience, securing funding from the Government of Canada

for the first time introduced many unknowns for the team. Participating in the Spur Change program provided an opportunity to connect with other SMOs navigating similar processes. In particular, the Community of Learning offered the DIW-funded SMOs a dedicated, peer-to-peer learning and knowledge-sharing space. The shared experiences and the support from Spur Change and peers created a reassuring environment, making the team feel more at ease and empowered.

“We’ve been able to take advantage of all the exchanges. In all the benevolence with which [Spur Change has] worked so that each organization can grow and strengthen itself, we really appreciate all the efforts [it has] made for that.” – Yenny Lozano, International Projects Manager, École des entrepreneurs du Québec

Through other Spur Change opportunities, such as the conferences and workshops, ÉEQ also discovered new SMOs with other expertise and made connections within the Inter-Council Network, particularly, with the SMO members of the Association québécoise des organismes de coopération internationale (AQOCI). One

notable collaboration was between ÉEQ and AQOCI member the Secrétariat International de l’eau for a project in Senegal. Leveraging ÉEQ’s proficiency in economic and entrepreneurial development and the latter’s network of local partners and knowledge of sustainable agriculture, this union strengthened their project. This collaboration not only reinforced





ÉEQ's localization efforts but also produced relevant and impactful results. While ÉEQ is clearly an expert in entrepreneurship, taking a collaborative approach brings out complementary skill sets and a stronger sense of solidarity within Canada's international cooperation sector.

Because of the valuable experience gained through Spur Change, the organization has taken the steps to become members of AQOCI, embracing new opportunities for collaboration, knowledge sharing, and growth.

"[It] is really just the ease of participation in the activities. We feel like we belong. They are so easy to share – the activities were completely open and easy to understand." – **José Luis Chinchilla, International Projects Director, École des entrepreneurs du Québec**

WHAT'S NEXT?

SMOs in Canada continue to prove their significant potential and impact, achieving remarkable results with modest investments. However, they face persistent challenges, including limited resources in terms of funding and limited targeted technical training opportunities to support them to implement and innovate their programs. The struggle is further compounded for SMOs operating outside major cities, contributing to a sense of isolation. Despite their resilience and remarkable contributions to Canada's international assistance efforts, Canadian SMOs risk being marginalized within the sector. Continued support is essential for enabling SMOs to thrive and make meaningful and effective contributions to the communities they serve. As a pilot program, Spur Change has tested, evaluated, and adapted its approach to respond to SMOs' immediate needs for support. Based on insights gathered from the SMO interviews, the following recommendations emerge for future initiatives.

Recommendations for future SMO Initiatives

Provide technical capacity-building opportunities for organizational sustainability.

As SMOs rely heavily on individual funding sources and the individual capacities of staff and volunteers within the organization, future initiatives should provide capacity-building opportunities that are relevant, timely, and practical for organizations to ensure their sustainability through effective resource mobilization and management. SMOs face the challenge of keeping up with evolving funding methods, particularly for smaller organizations. Providing capacity-building opportunities to build the necessary skills to navigate the changing landscape can contribute to SMOs' resilience.

1



2

Prioritize accessibility, especially for youth and SMO partners from the Global South and remote locations within Canada, not limited to the delivery method.

As the sector continues to create opportunities to bridge Canadian and international communities, future initiatives should consider other ways to be more accessible, such as considering the time of the day the workshops are running, the language in which the opportunities are available, and bandwidth-friendly platforms. This support could contribute to increased participation, enriching peer-to-peer learning and exchanges, and closer ties coast-to-coast-to-coast as accessibility expands.

3

Support and facilitate targeted networking and knowledge-sharing opportunities.

Future initiatives should facilitate networking and knowledge-sharing opportunities between SMOs, educators, and youth who share common goals. These can lead to meaningful collaborations and a blend of complementary skills and expertise to expand reach and further advance towards a shared goal. SMO-educator collaborations can be powerful in advancing global citizenship education on a larger scale. Beyond expanding reach to other schools and educators across Canada, SMOs can play a crucial support role in educational lobbying with the government. SMOs and individuals can mutually benefit from these relationships and knowledge exchanges, and knowing how these potential collaborations can take shape will be invaluable in scaling impact.

4

Support and facilitate relationship-building (in the sector's efforts of decolonization).

When creating opportunities that encourage cross-cultural exchanges and foster interconnectedness, especially involving traditionally marginalized voices, it is important to recognize the value of these relationships that are being built and create an environment that would allow them to continue or sustain with or without programming support. For instance, this should be reflected in programs like YCP where international and Canadian youth came together for nine months and built meaningful relationships. These initiatives have the potential to exemplify the role of relationship-building through a cross-cultural exchange that promote decolonial practices. Ultimately, establishing long-term relationships and partnerships fosters sustainability by ensuring that interventions are culturally relevant, locally owned, and have a lasting impact.

5

Provide flexibility to participants, while also being flexible within the programming.

When it comes to voluntary programs, recognize that participants, especially those traditionally marginalized, are dedicating their time and effort away from other priorities both personally and professionally. Therefore, reducing constraints and rigid criteria to ensure flexibility will make the programs more accessible and inclusive. Providing more opportunities for co-creation to include more perspectives, especially from indigenous and traditionally marginalized individuals, within programming is crucial. This would be beneficial for all to gain a more comprehensive understanding of global issues and the different ways to address them. Feedback received over the years allowed Spur Change to leverage its flexibility and strengthen its equity and inclusivity practices in some of its programming.

6

Increase flexibility in funding processes.

One of SMOs' strengths is the ability to swiftly adapt to contextual changes and navigate shifts in local situations. However, constraints tied to budget and reporting requirements in relation to donor demands can hinder that ability. Some concrete ways to address this is by making the application process less onerous, the reporting requirements proportional to the funding amount, and improving response time for efficient decision-making for SMOs. Funders need to appreciate that organizational size leads many SMOs to focus primarily on their mission statements, rather than individual projects. As such, a more general funding approach allows SMOs to leverage their flexibility and implement holistic missions.

APPENDIX

Interview Participants

Thank you to the representatives of the following SMOs who have agreed to participate in the interviews:

- Canadian Physicians for Aid and Relief (CPAR)
- CAUSE Canada
- Écoles des entrepreneurs du Québec (EEQ) (School of Entrepreneurs of Quebec)
- Foundation for Intercultural and Interreligious Dialogue Initiatives (FIIDI)
- Kevin Lopuck from the Lord Selkirk Regional Comprehensive Secondary School and for the Manitoba Social Science Teachers' Association (MSSTA)
- Nova Scotia - Gambia Association (NSGA)
- Victoria International Development Education Assistance (VIDEA)
- World Neighbours Canada (WNC)

Photo Descriptions

Page 4: Photo from Spur Change's 2022 conference : Peace Beyond the Absence of War. The art pictured was part of CHANGE LE MONDE, UNE ŒUVRE À LA FOIS brought to the event by the Réseau In-Terre-Actif of the Comité de solidarité de Trois-Rivières. Montréal, QC 2022.

Page 5: Photo from Spur Spark event held with BCCIC: Climate Justice Convergence. Maple Ridge, BC 2023.

Page 7 : Photo from Spur Change and MCIC's RBM 201 training. Back row (left to right): Shirley Thompson, Parinaz Joneidi Shariat Zadeh, Isaac Kabuha. Front row (left to right): Ali Khalil, Keshab Thapa. Winnipeg, MB 2023.

Page 10: Photo provided by World Neighbours Canada. Pictured (left) is Project coordinator Rebeka Tankoano

interviewing women buying sheep at a livestock market. Fada, Burkina Faso.

Page 11: Photo provided by World Neighbours Canada. Completed gravity-fed water system, built by community members. Ramechhap District, Nepal.

Page 12: Photo provided by World Neighbours Canada. Carlos Vijil from Vecinos Honduras during his speaking tour financed by Spur Change and supported by BCCIC. British Columbia, 2024.

Page 13: Photo provided by Kevin Lopuck. Photo taken during Spur Change and NCGC's event: Take Back the Alphonso Mango. Kevin Lopuck is pictured in the photo. Haines Junction, YK 2023.

Page 14: Photo from Spur Change and NCGC's event: Take Back the Alphonso Mango in Haines Junction, YK. Pictured are educator participants at the event from across Canada (left to right): Shelley Kirkvold, Jackie Rockett, Sarah Murdoch), Darlene Bereta, Craig MacGregor, Greg Neumann, Jason Agnew, Kevin Lopuck, Riley Sharp, Annie Turmel, Helen Smith-MacPhail. Haines Junction, YK 2023.

Page 15: Photo from MSSTA and Spur Change's Teachers Talking to Teachers in Winnipeg, MB 2023. Pictured (left to right) are Kevin Lopuck and Dr. Marc Kuly. Winnipeg, MB 2023.

Page 16: Photo provided by Canadian Physicians for Aid and Relief. Midwife Kalkidan Feleke engaged in an ANC appointment and performing ultrasound image acquisition and interpretation supported by a telemedicine platform and remote physician when needed. Ethiopia.

Page 17: Photo provided by Canadian Physicians for Aid and Relief. Midwife Kalkidan Feleke engaged in an ANC appointment and performing ultrasound image acquisition and interpretation supported by a telemedicine platform and remote physician when needed. Ethiopia.

Page 18: Photo provided by Canadian Physicians for Aid and Relief. Theoretical training session with Dr.Dereje and health center team.

Page 19: Photo provided by the Foundation for Intercultural Interreligious Dialogue Initiatives.

Page 20: Photo provided by the Foundation for Intercultural Interreligious Dialogue Initiatives taken during Spur Change and SCIC's Project Design & Implementation Training in 2023. Pictured (left to right): Zehra Rizvi, Shaka Ceesay, and Chantal Hanson. Saskatoon, SK 2023.

Page 21: Photo provided by the Foundation for Intercultural Interreligious Dialogue Initiatives.

Page 22: Photo provided by VIDEA. Pictured (left to right) YCP participant 2020 Bertha Mukonda and Brianna Parent Long.

Page 23: Photo provided by VIDEA. Pictured (left to right) are YCP participant 2023 Kwikws as well as Tea, and Molly at the Gathering our Voices event.

Page 24: Photo provided by VIDEA. YCP Participant 2023 Michael Songiso delivering a presentation.

Page 25: Photo provided by CAUSE Canada.

Page 26: Photo provided by CAUSE Canada.

Page 27: Photo provided by CAUSE Canada.

Page 28: Photo provided by the Nova Scotia - Gambia Association. Magnet Theatre event by NSGA to advocate for women's health, as well as ending FGM, child marriage, and teenage pregnancy. Biwam, Foni District, The Gambia.

Page 29: Photo provided by the Nova Scotia - Gambia Association. Regional Open Field Day with students presenting their artwork and drawings illustrating life skills & occupations in agribusiness. Lower River Region, The Gambia.

Page 30: Photo provided by the Nova Scotia - Gambia Association. Training of all girls clubs on SRHR and life skills. The Gambia.

Page 31: Photo provided by the École des entrepreneurs du Québec. Classroom equipped with computers so that women can attend their training. Sucre, Colombia.

Page 32: Photo provided by the École des entrepreneurs du Québec. Providing certificates to 400 people at the end of their training with the directors of ÉEQ and local government representatives. Sucre, Colombia.

Page 33: Photo provided by the École des entrepreneurs du Québec. 9 Canadian entrepreneurs visit Colombia to exchange ideas with women there. Sucre, Colombia.

REFERENCES

- Dicks, H., Paras, A., Martel, A., Johnson, C., & Davis, J.-M. (2023). Correction: Tracing the Geography of NGOs: Exploring Where Canadian Development Organizations Work and Why. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*. <https://doi.org/10.1007/s11266-023-00585-9>
- Davis, J.-M., Dicks, H., Johnson, C., Martel, A., & Paras, A. (2023). Canada's Small INGOs: Growth Aspirations, Strategies, and Constraints. *Journal of Development Studies*, 59(8), 1144–1162. <https://doi.org/10.1080/00220388.2023.2197543>
- Kuyate, T. (2022, August 17). One Solution: Gender Inequality in The Gambia [Review of One Solution: Gender Inequality in The Gambia]. Inter-Council Network. <https://icn-rcc.ca/en/tijan-kuyateh-2022-youth-champions-impact-on-gender-equality-in-the-gambia/>
- Paras, A., Johnson, C., Martel, A., Davis, J.-M., Dicks, H. (in press). “Did the COVID-19 Pandemic Accelerate Localisation?” *Canadian Journal of Development Studies*.
- Tomlinson, B. (2016). Small and Medium-Sized Canadian Civil Society Organizations as Development Actors: A Review of Evidence [Report prepared for the Inter-Council Network by Brian Tomlinson, AidWatch Canada]. In Inter-Council Network. Inter-Council Network. https://icn-rcc.ca/wp-content/uploads/ICNSMOSStudy_May-24.pdf
- Small and medium organizations for impact and innovation. (n.d.). Government of Canada. https://www.international.gc.ca/world-monde/funding-financement/small_medium_organizations-petit_moyenne_organisation.aspx?lang=eng

Needs Assessment Report: The capacity building needs and knowledge gaps of Canadian small and medium organizations, and appropriate learning methods. (2020). In *Inter-Council Network*. Spur Change. https://spurchangeresource.ca/wp-content/uploads/2020/09/SPUR_SMOReport2020_EN.pdf

The Impact of the COVID-19 Pandemic on SMO Adaptation and Resilience. (2021). In *Inter-Council Network*. Spur Change. <https://spurchangeresource.ca/wp-content/uploads/2022/11/SMO-Report-2021-Complete-EN.pdf>

What have SMOs learned from Covid?. (2022). In *Inter-Council Network*. Spur Change. <https://spurchangeresource.ca/wp-content/uploads/2022/11/SMO-Report-2022-Complete-EN.pdf>

What Constitutes an “Enabling Environment” for Canadian SMOs?. (2023). In *Inter-Council Network*. Spur Change. https://spurchangeresource.ca/wp-content/uploads/2023/05/EnablingEnvironmentSMOReport_ENG_WEB.pdf

