



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

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# ENGAGING YOUR COMMUNITY IN INTERNATIONAL PROJECTS

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Development Agency (CIDA) makes it possible  
for FCM to offer opportunities for municipalities  
to engage internationally through its programs.



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# ABOUT THIS TOOLKIT

This toolkit helps local governments and Canadian municipal experts participating in projects in the scope of the Federation of Canadian Municipalities' (FCM) international programs communicate effectively with their community. The information in this toolkit will help you share your story with your target audience clearly and concisely. Use the information in this toolkit to engage your municipal council, community and other stakeholders.

The toolkit provides information about FCM's international programs. It contains practical and strategic reasons for involving citizens in international projects, tools for successful public engagement, and examples of effective communications practices. Its contents were designed with the understanding that while budgets and resources for international projects are limited, you can draw on your municipality's experience in communications and public engagement. This is an electronic document. Click on the links to access **FCM's website**, **Twitter account** or **Facebook page**, or to view examples and documents.

## SOME BASIC ASSUMPTIONS

**Municipal officials and staff know their municipality best:** This manual is meant to be a reference guide, providing options for you to select based on your community's experiences. The tools can be used independently or in conjunction with others.

**This guide is not complete or definitive:** We include tools that FCMI partners have used with success, as well as some new suggestions. This guide is for beginners and advanced practitioners, with examples that illustrate the depth of success possible. We encourage you to use your creative energy to adapt the techniques presented here.

**Success in one municipality may not be fully replicable in another:** Some tools are place and time-specific, or based on team make-up or project focus. With this in mind, we have tried to present the underlying principles or guidelines that led to success.

**Communications is a conversation:** While we encourage you to choose strategies appropriate for your context, good practice involves the public from project inception through to evaluation. Ideally, engaging civil society will become a regular part of municipal business in your FCMI project and beyond.

Please share your communications and public engagement experiences by contacting your FCM program manager.

### For more information

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For more information about FCM International programs, visit <http://www.fcm.ca/home/programs/international.htm>.

## ABOUT FCM INTERNATIONAL

The Federation of Canadian Municipalities (FCM) has been the national voice of municipal government in Canada since 1901. We are dedicated to improving the quality of life in all communities by promoting strong, effective and accountable municipal government.

This role is not confined to Canada. In 1987, FCM—with the support of the Canada International Development Agency (CIDA)—began work on international local government cooperation projects. Since then, it has successfully delivered high-quality programming in Africa, Asia, Latin America and the Caribbean, Eastern Europe and the Middle East.

For the past 25 years, FCM's international programs have given Canadian municipalities ways to engage with their counterparts around the world, share expertise, and foster cooperation across a global network

of local governments. FCM International (FCMI) has emerged as an important actor, supporting initiatives to strengthen local governments in more than 40 countries.

Through FCMI, more than 160 Canadian municipalities have worked with overseas partners to find solutions to common municipal development problems, especially those that reduce poverty and improve quality of life. Our initiatives deliver basic services, stimulate local economic growth, and encourage citizens to participate in civic life. FCMI also offers reconstruction support for areas seriously affected by natural disasters.

Three of FCMI International's four flagship programs currently focus on local economic development. The Municipal Partners for Economic Development program (MPED) provides Canadian municipal expertise to projects in Burkina Faso, Mali, Tanzania, Vietnam, Cambodia, Nicaragua and Bolivia. In addition, the Municipal Local Economic Development program (MLED) offers Canadian municipalities the opportunity to partner with 12 cities in 2 Ukrainian oblasts to help put in place local economic development initiatives. And our new Caribbean Local Economic Development Program (CARILED) supports local government authorities in 7 countries as they work to support existing micro, small and medium-sized businesses and attract new ventures: Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia and Trinidad and Tobago. Once the program is fully implemented, the number of participating countries in the Commonwealth Caribbean region will grow to 14.

FCM International's fourth flagship program, the Haiti-Canada Municipal Cooperation Program (MCP) is carried out in partnership with the Union des municipalités du Québec and the Ville de Montréal. The MCP focusses on providing strategic assistance for the reconstruction of Haiti, by strengthening the institutional capacity of several Haitian municipalities hit by the January 2010 earthquake. A key objective of the MCP is to re-establish the basic administrative capacity of the Gressier, Léogâne, Petit-Goâve and Grand-Goâve communes (forming the des Palmes region), so that they are better able to plan and coordinate the rebuilding of their communities, resume provision of certain services to their populations and carry out small reconstruction or rehabilitation projects of public facilities.

FCMI programs are designed to develop the capacity of partner local governments and local government associations (LGAs) to lead and provide key public services to their citizens. Municipalities bring expertise and benefit from FCMI guidance in building capacity, international networking, and cross-cultural communication.

Canadian municipal governments have a long and successful history—they have established cost-effective methods to deliver services, negotiated significant decentralization of powers from national and provincial governments, and are accountable to citizens through a democratic election process and a growing range of participatory activities.

For these reasons, FCMI uses the municipal sector as its primary source of expertise to share knowledge in a practical, results-oriented way. Municipalities in the developing world can draw upon Canadian experience in areas such as leadership, management, administration, engineering, urban planning, economic development, equitable delivery of services, diversity and intergovernmental relations.

Municipal partners in Canada, as well as in the overseas partner municipality, regularly involve volunteers from their communities, either on an individual basis or through service groups and non-government organizations. This public collaboration often enhances project results.

## KEY MESSAGES

The following messages can be used in all your communications tools and activities.

- FCM International is a centre of municipal expertise that serves to develop, manage and share Canada's municipal development knowledge, policies and best practices internationally.
- Canadian municipalities are key actors at international events and are members of strategic alliances and global partnerships.
- Local governments around the world deliver critical services that help reduce poverty and improve quality of life.
- FCM and Canadian municipalities are important development partners of the Government of Canada, through the Canadian International Development Agency (CIDA).



# WHY PARTICIPATE IN FCM INTERNATIONAL PROGRAMS?

Municipalities partner with FCM International for many reasons. The primary motivation is usually a desire to help people in the developing world, but the benefits go beyond doing a good deed. Communities often obtain unexpected results that go well beyond philanthropy.

## **Creating community ties**

Municipal partnerships are a unique opportunity to create ties between municipalities and their communities. The most successful programs encourage active participation by citizens. Churches, service clubs, schools, universities and individual citizens all play an important role. Community involvement enhances social cohesion, the effects of which continue long after the program ends.

## **Creating business ties**

Economic development is a priority for most Canadian municipalities. Relationships established during an economic development partnership like MPED, for example, offer access to new markets and give Canadian businesses a competitive edge. The enhanced image and contacts can lead to business opportunities overseas.

## **Developing a local sense of responsibility for dealing with global problems**

Municipalities the world over face new issues that transcend borders. Through FCM International, representatives share information and best practices to find solutions.

## **Image enhancement**

Participation in international activities bolsters a municipality's visibility both inside and outside the community. In the community, citizens are exposed, through local media and community events, to work done by staff, council and volunteers. This exposure can enhance feelings of pride and community belonging. Outside the community, municipalities become known for their development experience and expertise, which can lead to opportunities for consultation, collaboration and participation in national and international events and partnerships.

## **Professional development for municipal staff**

FCM's international programs provide new development and training for municipal employees to hone their skills. Foreign challenges prompt municipal staff to examine the underlying principles of their profession, skills and approaches. Exposure to new cultures, societies and ways of doing things helps people understand new facets of the local government model.

## **Personal and cultural enrichment**

*"It changed me"* is a claim often heard from people who have taken part in FCMI. The solid ties developed not only ensure the success of the program, but give people a better understanding of global problems and foreign cultures. Working with peers in another country with a different culture enhances participants' awareness of multicultural and international issues.

# FREQUENTLY ASKED QUESTIONS

## What is a partnership or demonstration project?

Once a Canadian municipality and an overseas municipality are paired, they commit to one or more partnership projects—joint initiatives designed and implemented by the partner municipalities to address economic development or disaster reconstruction issues. Projects involve short-term technical exchange missions by municipal representatives or municipal staff in Canada and abroad. These missions provide training, technical assistance and coaching. Canadian experience is used strategically to complement local expertise.

## What kind of time commitment is required from staff and elected officials?

A municipal partnership requires time, energy and travel by staff and elected representatives. The amount of time varies in each case. To achieve positive results, staff must devote time, but responsibilities can be shared to distribute the workload efficiently as participants find some periods busier than others.

## Is travel frequent?

Usually, Canadian municipalities visit their overseas partners twice a year for about two weeks. Overseas partners visit the Canadian municipality once or twice a year.

## What does program participation cost the Canadian municipality?

Direct costs are minimal because the Canadian International Development Agency (CIDA) funds FCM's international programs. CIDA covers direct program costs, including travel and accommodation for technical exchanges. Participating municipalities, both in Canada and abroad, donate staff time and make other in-kind contributions in addition to paying the minor costs of hosting overseas partners. Municipalities donate local goods and services and organize fundraising campaigns to finance partnership activities.

## What happens when a new municipal government is elected?

Every partnership between a Canadian municipality and an overseas municipality is administered by a local Canadian coordinator. The coordinator is usually a city employee but not an elected representative; this person is chosen partly for his or her willingness to remain in the position throughout the partnership. This position is fundamental for ongoing project support, coordination of administrative and operational details, and meeting the needs of both partner municipalities.

## To what extent do citizens participate?

Involving the community from the beginning of the process is key to success. Many municipalities hold public information sessions when they return from missions abroad to present results and show photographs of local schools and groups. Community members may have expertise that can benefit future missions and help achieve program objectives. Private businesses, municipal services and educational institutions can all contribute resources and knowledge to support the program.

## Are all Canadian municipalities eligible to apply for a partnership?

Communities of all sizes are eligible. Local governments in Canada and overseas can apply to the program. Upon request, FCM can make a presentation in your municipality.

## Why should Canadian municipalities work with the developing world?

Canadian municipal elected representatives and senior staff can provide technical experience and advice that overseas municipal governments need. There is no better local development partner.

## Why should municipalities spend taxpayers' money on foreign local development when there isn't enough to support Canadian communities?

Municipalities do not spend tax revenue on activities with overseas municipalities. Direct costs are covered by the federal government's annual budget for Canada's Official Development Assistance Program, administered by CIDA. Investing in the global municipal sector supports effective local government, improving the quality of life for people everywhere. By offering their time and expertise, municipalities commit to the role that Canada plays in helping the poorest regions of the world.

## How can the local community benefit?

Canadian municipalities learn about the issues that overseas municipalities face. Ties with other localities help municipalities find suitable solutions to issues that transcend borders, such as stimulating local economic development, emergency planning, or natural disaster recovery measures.

The personal enrichment from international experience helps municipal staff understand and improve management of cultural diversity in Canada. Seeing and experiencing the realities of people in other cultures helps us understand the different needs that exist within our communities, fostering greater social cohesiveness between citizens. In short, everyone benefits.

## **ALLOWABLE EXPENSES DURING YOUR PARTICIPATION IN INTERNATIONAL PROJECTS**

### **Reimbursable expenses:**

- Visas for the host and stopover country (but not passport cost)
- Vaccinations required for country of travel
- Economy-class airfare (one night accommodation and meal, if stopover is necessary)
- Meals and incidentals (per diem allowances)
- Hotel accommodation (room and taxes only)
- Local transit, airport buses
- Taxis, when no other transportation is available or practical
- Car rental in exceptional circumstances (must be approved by FCM beforehand)

### **Other expenses covered by FCM:**

- Airport fees (departure tax, improvement fees)
- Costs of currency exchange (commissions)
- Bottled water when deemed necessary

### **Non-reimbursable expenses:**

- All personal travel expenses (e.g. transportation, accommodation, meals, incidentals, photos, film)
- Personal communication costs (personal telephone calls or Internet charges)
- Gifts, hospitality, entertainment
- Alcohol





## TELL YOUR STORY

Once your municipality has been selected to take part in an FCMI program, you will want to inform your community about this opportunity and the reasons why you have decided to participate. This will help build public support and stimulate interest.

Regular communications about your project throughout its duration will help garner public support and strengthen political resolve to see it through to completion.

We advise you to undertake communications activities before and after each mission or milestone during your project. The following section of the toolkit will look at some common communications activities including:

- Presentations to council
- News releases and associated media relations
- Municipality website
- Social media



## GETTING STARTED

At the inception phase, your proposal will not be fully developed; however, you should develop a brief, coherent message that answers a few basic questions. The message can be reworked more explicitly as details become available. Your message should provide the basic information about the program and your participation. It should be repeated frequently in all your communications activities such as presentations to council, press releases, and social media.

**What are we doing?** Provide details of the goals and objectives of FCM's international program and the specific municipal development initiative in which you are participating (e.g. Municipal Partners for Economic Development, the Caribbean Local Economic Development Program or the Ukraine Municipal Local Economic Development Program or the Haiti-Canada Municipal Cooperation program at end of enumeration). Details can be found on FCM's website [www.fcm.ca](http://www.fcm.ca) and more briefly in the introduction to this toolkit.

**With whom are we doing it?** Provide details on the municipality with which you are working, as well as any needs or deficiencies you may address together, municipality to municipality.

**Where do the financial and human resources come from?** FCMI programs are entirely managed and executed using volunteers from the municipality and the community. FCM, through its funding from the Canadian International Development Agency (CIDA), contributes some start-up costs, tools and methodologies, and some management support, mostly during the project inception stage. Limited funding is available for travel and meeting costs.

**How can people learn more about your project?** Provide contact information and any online address such as **FCM.ca**, **Facebook page** or **Twitter account** citizens can turn to in order to keep informed. Verify that any link you are providing is correct and active. If relevant, provide information and resources in both official languages.

## TOOL 1: PRESENTATION TO COUNCIL

### PRIORITY: HIGH

<b>TIME</b>	Medium – time required to pull together presentation, logistics required to put presentation on the agenda.
<b>COST</b>	Low – in-kind staff time only
<b>BENEFIT</b>	High – raises awareness and increases likelihood of continued political support for the municipality's involvement
<b>REACH</b>	High – While initially limited to those at the council meeting, or for posting on municipality's website to increase reach, the presentation can be repurposed for presentation to community groups or students, for example, to garner public engagement
<b>LEVEL OF ENGAGEMENT</b>	Medium – Presentation should allow for question and answer period

### Why do it

Experience tells us that a strong political commitment, both in Canada and overseas, is key for successful municipal international cooperation. Having a well-informed council that supports the municipality's involvement in FCMI programs is a prerequisite to participating. For this reason, as a first step in the application process, FCM generally requires a council resolution stating your municipality's interest.

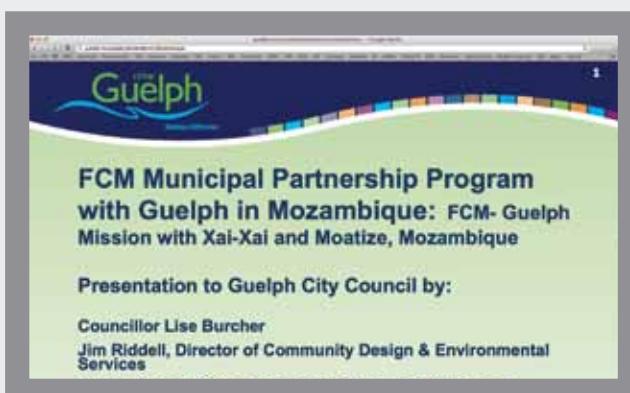
### When to do it

Your first presentation to council will likely be a general presentation about FCMI programs and the current opportunities available. An FCM representative may be able to provide a presentation template or support a presentation made by staff from your municipality.

Once you have secured the political commitment to participate and your municipality has been selected by FCM, your formal involvement begins. Council meetings are an opportunity to inform both the administrative and political arms of the municipality about your progress. As council meetings are made public, these presentations also raise awareness in the community about what you are doing.

### How to do it

Presentations can be made following exchange missions to brief council about the progress of your international project. You may also consider organizing an informal presentation, perhaps over lunch, for staff and councillors in your municipality.



*Councillor Lise Burcher from Guelph, Ontario, shared a presentation with the city's Director of Community Design and Environmental Services following an exchange mission to Mozambique*

## TOOL 2: PRESS RELEASE

### PRIORITY: HIGH

<b>TIME</b>	Low to medium – Time required for staff to write the press release and arrange any subsequent interviews with staff, the mayor or councillors
<b>COST</b>	Low – In-kind staff time only
<b>BENEFIT</b>	High – Raises awareness among the public about the municipality's involvement
<b>REACH</b>	Medium to high – Can reach a wide spectrum of the community and can be posted on the municipality's website to increase reach
<b>LEVEL OF ENGAGEMENT</b>	Low – One-way communication, for information only

### Why do it

A news release is a cost-effective way of spreading the word about your project to the media and the public; it is commonly used by municipalities participating in the program. Because municipal international cooperation work is a human interest story, it tends to capture media attention.

### When to do it

News releases are usually prepared prior to an outgoing mission or when there is an incoming delegation from your partner municipality.

### How to do it

When arranging media interviews, ensure your municipality's spokesperson has been briefed with key messages to counter concerns that your municipality is using property tax revenue to participate in the program (see About FCM International and Frequently Asked Questions).

Engaged media can strengthen community engagement. In one case, an assessment mission to an overseas municipality included a journalist who documented the journey, sending multiple stories back to her municipality's newspaper. The journalist supported the costs of her participation. This volunteer effort was a contributing factor to securing significant citizen involvement in the project.



<http://www.margueritedyouville.ca/cgi-bin/index.cgi?page=cld0&langue=fra>



[http://www.strathcona.ca/departments/Economic\\_Development\\_and\\_Tourism/Ukrainian-Delegation.aspx](http://www.strathcona.ca/departments/Economic_Development_and_Tourism/Ukrainian-Delegation.aspx)

## HOW TO: TELL YOUR STORY

### **1. Find the story**

- Is the story worth telling?
- Does the story have a human-interest aspect?
- What is new and important?
- Is the story related to current events?

### **2. Attract the reader**

- What will attract readers and retain their attention?
- Keep the story short.

### **3. Write the first paragraph**

- Ask yourself five questions: Who? When? Where? Why? How?
- Base your first paragraph on these main aspects.

### **4. Write the next paragraphs**

- Provide background to support the first paragraph.
- If possible, use lower-case letters in headings, titles, etc. because upper case slows reading: for example, the municipality (not the Municipality), the engineers participating in the project (not the Engineers participating in the Project).
- Consider including stories or quotations from stakeholders.
- Give a brief overview of the program.
- Remember to mention the financial support from the Canada International Development Agency (CIDA).

### **5. Decide whether supporting documents are necessary**

- As needed, provide documents and fact sheets (choose from the fact sheets in this kit).
- If possible, include quality photos that illustrate the story well.
- Make sure that hyperlinks in your text work.

### **6. Provide related information**

- Source of the news release (e.g., Windsor or Fredericton)
- Release date (please note that embargo is not a legal commitment)
- Information about the person to contact for more information
- Web site URLs, email addresses and related links

## TOOL 3: WEBSITE

### PRIORITY: HIGH

<b>TIME</b>	Low to medium – Time required to work with communications department on set-up, text, photos, videos and links
<b>COST</b>	Low – Would fall under general communications
<b>BENEFIT</b>	High – Raises awareness in the community
<b>REACH</b>	High – Depends on how accessible the information is
<b>LEVEL OF ENGAGEMENT</b>	High – Allow for comments, link to a Facebook page or Twitter account, provide contact information

### Why do it

One of the most important ways to share general information about a municipality's programs and services is through its website.

### When to do it

Hosting a webpage for your international project helps ensure the public is updated on events or progress throughout the life of the project.

### How to do it

You may be able to provide information about how community groups or individuals can get involved. Websites can also provide the media with accurate information about your work with your overseas partner municipality, and ensure that the appropriate key messages are relayed in stories written about your international project. Make sure to include relevant program documents, news releases, media coverage, contact information and other relevant public information.



*The City of Moncton, New Brunswick, had a special section of its website dedicated to its international project with Kaladougou, Mali*

## TOOL 4: SOCIAL MEDIA

### PRIORITY: HIGH

<b>TIME</b>	Varies – Depends on the specific objectives for social media activities
<b>COST</b>	Low – Would make use of in-kind staff time
<b>BENEFIT</b>	High – Potential to raise community awareness and update community groups and members
<b>REACH</b>	High – access to your municipality's followers and community networks
<b>LEVEL OF ENGAGEMENT</b>	High – Potential to engage the community or municipal staff members

### Why to do it

Stories bring to life the activities and results of the municipality's involvement, maintain political will and community interest, and are important for eventual reporting on progress and communications activities.

### When to do it

Many volunteers use social media while on technical missions to share information about events in the project and add personal stories that describe the context in which they are working.

### How to do it

If your municipality uses social media, consider sending a link to news releases related to outgoing technical missions or incoming delegations.

Find out whether your municipality has any policies or guidelines around the use of social media for municipal programs and services.





# ENGAGE YOUR COMMUNITY

Local government development cooperation projects are better when citizens are engaged. Canadian municipalities involved with FCMI have connected with community-based organizations in a number of ways, and for a number of reasons.

Time and again, results show that community groups and individuals provide access to helpful networks and contribute to poverty alleviation. Where citizens are involved in projects, they add value, enhance results and make projects more sustainable. Citizen engagement in international cooperation projects mirrors the strong democratic and participatory practices exemplified in Canadian municipalities—practices to share and promote internationally.

When a municipality draws in the public, it accesses wider sources of information, perspectives and solutions and can improve the quality of its decisions. Community engagement describes ways that municipal governments identify, inform, motivate and involve citizens and civil society groups.

The following section of the toolkit will look at these areas of community engagement more specifically:

- Harnessing community/service agency expertise
- Fundraising/poverty alleviation
- Exposure/study tours by the partner municipality
- Bridging cultures to work with ethnic groups and the diaspora
- Community building
- Technical exchanges
- Training
- Speaking engagements

## PRACTICAL REASONS TO ENGAGE THE PUBLIC

**Create cost-effective service delivery:** A collaborative model for project delivery that involves civil society can enhance project viability by overcoming modest financial resources and limited time for volunteer managers and technical volunteers.

**Leverage community potential:** Regardless of size, most Canadian communities are heterogeneous groups of individuals with various histories, skills and experiences. Citizens can contribute skills directly to an international project or assist municipalities in locating other sources of goods and services for the project.

**Build on existing linkages:** The world is small. Bridges likely already exist in some way between your community and the overseas municipality in which your project will take place; these may be ethnic, cultural, religious or institutional links. By leveraging these relationships, you can reinforce or expand your project objectives while creating a broader constituency for the project in Canada and overseas.

**Include marginalized groups:** Many civil society organizations in your community will have significant experience in providing an enhanced voice for historically marginalized actors such as women and minority groups. This expertise can be applied in the overseas municipality, which is often struggling to serve and include these groups.

## STRATEGIC REASONS TO ENGAGE THE PUBLIC

**Build global understanding:** Today's economy is truly global: events in one part of the world can influence events in your municipality. Simply consider how the recent financial crisis caused job losses in Canada or how political crises can produce refugee influxes. Your job as a service provider is easier if your population is informed and understands forces beyond the immediate control of your municipality.

**Trust and ownership:** Public mistrust of government—at all levels—is a worldwide phenomenon. Plans can be derailed if citizens do not recognize legitimate efforts to improve their well-being; however, if a government involves citizens in project design and implementation (e.g. through joint decision-making bodies or public consultations), citizens are likely to support the project.

**The right to participate:** Public participation in decision-making and programming that affects citizens' lives is a fundamental human right. As duty bearers of rights, all orders of government are obliged to create an enabling environment in which participation can take place. Involving citizens increases civic capacity and meets the groundswell of public desire to exercise their rights to shape policies and programs.

## TOOL 5: HARNESSING COMMUNITY/SERVICE AGENCY EXPERTISE

### PRIORITY: MEDIUM

<b>TIME</b>	Medium to high – need to spend some time researching organizations, creating relationships and facilitating exchanges
<b>COST</b>	Low – would fall under project scope, some meeting costs may be incurred
<b>BENEFIT</b>	High – can increase scope of project and maximize resources
<b>REACH</b>	High – can engage community members and groups in various ways
<b>LEVEL OF ENGAGEMENT</b>	Medium – once relationship is established, exchanges can continue with minimal support

### Why to do it

Historically, municipalities involved in FCMI have tapped into a range of community organizations for their projects. Civil society linkages increase the quality of project results by providing additional resources and skill sets; they also enhance participatory processes, in both Canadian and overseas municipalities.

### When to do it

Upon returning from your assessment mission, you should have a sense of the priority needs in the overseas municipality. Some needs will likely be related to service delivery to help alleviate poverty, e.g. better social services, business services, youth services or services for women. Targeting these services may fit within your project scope or may extend beyond it. Either way, you may wish to scan your community for agencies that have experience in areas that could assist your partner municipality.

### How to do it

Some community organizations that might be appropriate for your municipality to connect with to support or enhance your international project include:

- **Boys and Girls Clubs**
- **Women's organizations**
- **Lions Clubs**
- **Church organizations**
- **Community foundations**
- **Business associations or chambers of commerce**
- **Local universities, international student associations**
- **Ethnic community associations**

Some service organizations or business associations operate internationally such as Lions Clubs, chambers of commerce or community foundations. In these cases, it may be worth checking whether linkages could be built between existing sister organizations in municipalities in which you are working (either in Canada or overseas). This is a practical way to build community links and offers the potential for increased support to your international project.

Even if no direct sister organization exists in your partner municipality, both municipalities may have organizations mandated to undertake very similar activities that could benefit from connecting with each other. There may also be an opportunity to establish a new organization in your partner municipality.

Begin by consulting your municipal departments responsible for service provision (e.g. Parks and Recreation, Housing or Social Services). These departments likely have a wealth of information about volunteer organizations engaged in service delivery. Links may exist between your government and outside service agencies. Your municipality may also already have effective methods and tools to conduct community outreach.



## TOOL 6: FUNDRAISING

### PRIORITY: MEDIUM

<b>TIME</b>	Varies – Depends on the scale and ability of community-based organizations to organize fundraising efforts
<b>COST</b>	Low to medium – Could use in-kind staff time and community volunteers
<b>BENEFIT</b>	Medium – Potential to raise community awareness, build support, and develop closer links with the volunteer sector
<b>REACH</b>	Medium to high – Potential to engage in a broad-based campaign that reaches the public
<b>LEVEL OF ENGAGEMENT</b>	Medium to high – Potential to engage several segments of the community, as well as municipal staff

### Why do it

FCMI projects focus on technical exchanges to improve capacity in local governance, but poverty is often the most striking feature of overseas partner municipalities. Canadian municipal partners frequently return to Canada after their first mission compelled to do something more to help improve conditions in partner communities. Municipal volunteers often seek support from community organizations to help, even though in most cases this goal is not central to their capacity-building project.

Municipal volunteers in FCMI projects often solicit contributions from organizations and businesses. Volunteers tend to ask for gently used goods that can meet the needs overseas (e.g. medical supplies, soccer equipment, books or computers). In some cases, municipal vehicles like ambulances and fire trucks have been shipped overseas; however, you must proceed with caution with these types of donations. Municipal staff overseas must be properly trained to operate the vehicles safely, and the municipality must have the means to maintain heavy equipment and vehicles.

In exceptional cases, municipalities achieved much higher levels of community engagement to help alleviate poverty. In a project between Drayton Valley, Alberta, and Lushoto, Tanzania, the then mayor of Drayton Valley was struck by the poverty and the number of orphans needing care and services in Lushoto. She was inspired to look for community support in Drayton Valley that could extend beyond the parameters of the partnership project, which focused on improving tourism services and small-farmer marketing systems.

She helped the Drayton Valley Community Foundation to forge a relationship with Lushoto and establish a sister community foundation there, through which the Drayton Valley community channelled funds to support orphans and alleviate poverty. Other community-based fundraising initiatives were also set up. To learn more about this project, see:

[http://fcm.ca/Documents/case-studies/international/Stories\\_from\\_the\\_Field\\_Drayton\\_Valley\\_Alberta\\_and\\_Lushoto\\_Tanzania\\_EN.pdf](http://fcm.ca/Documents/case-studies/international/Stories_from_the_Field_Drayton_Valley_Alberta_and_Lushoto_Tanzania_EN.pdf)

## **When to do it**

Fundraising opportunities may arise throughout your project.

## **How to do it**

Once you have completed your first assessment mission, make connections with community-based organizations to determine their interest in linking with organizations in your partner municipality. They may offer donations or recommend who to ask for specific items. You may wish to consult municipal staff in social services to determine which charitable organizations may be best to approach.

## **HOW TO: ORGANIZE A FUNDRAISING CAMPAIGN**

One way your municipality might raise funds for its international project is by taking part in a 0.7 cents per capita campaign to build support for your project and raise community awareness of international development issues.

The United Nations has set a target of 0.7 percent of donor countries' Gross National Product (GNP) to be dedicated to official development assistance (ODA). The United Kingdom is on track to reach the target by 2013 and a number of countries—Sweden, Norway, Denmark and the Netherlands—continue to surpass the target. Canada has a long way to go: in 2010, its contribution was about 0.33 percent, 18th out of 22 donor countries [Source: *Op-ed by Gerry Barr of the Canadian Council for International Cooperation, March 13, 2010, Toronto Star*].

As a tangible gesture, consider partnering with a local international development or peace organization in a 0.7 cents per capita campaign: attempt to raise 0.7 cents for each municipal resident. For a municipality of 50,000 people, this would represent a \$3,500 donation to your partner municipality. It also demonstrates to the Government of Canada that municipalities support the UN target for ODA.

Never underestimate the role of municipal staff in supporting a project. The commitment of Drayton Valley, Alberta, to help alleviate poverty in Lushoto, Tanzania, was so strong that municipal staff participated in a payroll deduction program through which they donated to the Lushoto Community Foundation.

## TOOL 7: EXPOSURE/STUDY TOURS OF COMMUNITY-BASED ORGANIZATIONS IN CANADA

### PRIORITY: HIGH

<b>TIME</b>	Medium – Logistics required to set up meetings with community organizations and potential follow up
<b>COST</b>	Low – Would be incorporated into mission plan for overseas municipality missions to Canada; small cost may be associated with event logistics
<b>BENEFIT</b>	Medium to high – Potential to raise community awareness, build support for the project, and develop closer links with the volunteer sector
<b>REACH</b>	Low to medium – A select number of community organizations would be visited
<b>LEVEL OF ENGAGEMENT</b>	Low to high – Could be one meeting or a substantive engagement with technical exchange and training

### Why do it

Exposing your overseas partner municipality to community-based organizations and service organizations can effectively catalyze the development of similar initiatives or organizations overseas that are adapted to the local context.

For example, the City of Ottawa took its delegation from KEEA, Ghana to see an Ottawa Boys and Girls Club program of mock debates in council chambers, where councillors served as mentors to help youth refine their debating skills. A key feature of this program—youth mentoring—was adapted to the KEEA context and youth leadership became the central thrust of the project.



### **When to do it**

Incorporating tours or meetings of community-based organizations into the first mission of an overseas municipality to Canada is a prime opportunity to spark collaboration, but this could also become a regular feature of your partners' missions to Canada. By developing detailed collaboration, subsequent missions may be used for the Canadian organization to provide training or technical support to overseas partners.

### **How to do it**

Depending on the needs identified in the initial assessment mission to the overseas municipality, you will likely wish to engage organizations that provide the type of services that are being requested by your partner municipality. In the case of KEEA, Ghana, youth services were identified as a priority.

Fredericton is an excellent example of how international projects can strengthen community links in Canada, while improving the results of the initiative. During its involvement in an FCMI program, Fredericton engaged various groups to host overseas partner delegations, including the University of New Brunswick (UNB), Downtown Fredericton, and the Chamber of Commerce.

A UNB faculty member played an important role in the partnership project with the Thai city of Ubon, travelling there twice. Fredericton city staff established ties with the city's Vietnamese and Thai communities. These opportunities exposed Fredericton's partner municipality to the diversity of the community in Fredericton, and ultimately established exchanges outside of the formal project.

## **HOW TO: CREATE SPEAKING OPPORTUNITIES FOR PARTNERS**

The visit to Canada from your overseas partners is an ideal moment to create a buzz in your community about the project, drive home why the municipality is involved, and explain how the public can participate.

There is little substitute for hearing real people from abroad speak about their achievements and daily challenges, thereby increasing public interest in participating and winning hearts and minds in your community. It will pay dividends to think through how event participants can become involved and how they can contact or join a future project activity.

## TOOL 8: TECHNICAL EXCHANGES

### PRIORITY: LOW TO HIGH

(depending on whether links with community organizations are a project focus)

<b>TIME</b>	Medium to high – Time required to recruit and brief individuals; coordinate travel budget, mission plan and logistics; and define expected results
<b>COST</b>	Medium to high – May require increased number of mission participants on overseas missions; budget should be considered from the project outset
<b>BENEFIT</b>	High – Potential to enhance partnership results and develop stronger links between the municipality and community organizations in Canada and overseas; may add complexity to the project to coordinate multiple stakeholders
<b>REACH</b>	Low to medium – Only a limited number of representatives from community organizations would likely be engaged in a technical exchange, but reach could be increased through general communications about the project in the organization(s) and with constituents
<b>LEVEL OF ENGAGEMENT</b>	High – Represents a more intense form of engagement with the overseas partner municipality and the community

### Why do it

In some cases, community-based organizations or local associations form an integral part of the technical exchange provided through an international project. In these cases, the municipality benefits from close collaboration and engagement with civil society.

### When to do it

In keeping with FCMI guidelines, participants in overseas missions are carefully selected to ensure political support (mayor, councillor), technical capacity (technical expert/city engineer), and managerial oversight (your primary FCM staff contact). If you anticipate requiring technical assistance from a non-municipal volunteer, plan for it as early as possible to ensure adequate resources to fulfill the project objectives.

In some instances, a civil society member can directly replace a municipal technical expert who might otherwise accompany the mission. If this is not possible, additional resources may be required. In exceptional cases, civil society representatives have paid their own expenses to join the mission because of their strong commitment to working with the community overseas.

### How to do it

The local government in Tsumeb, Namibia, needed to focus its resources on core municipal responsibilities and had no budget to support local business development or community service initiatives. The project between Tecumseh, Ontario, and Tsumeb aimed to create financially viable community and business organizations so Tsumeb could concentrate its fiscal resources on essential municipal issues, and reduce the pressure on local government to provide these services on its own.

Tsumeb and Tecumseh created links and organized technical exchanges between equivalent organizations and groups in their respective communities. These included:

- The two municipalities
- Tecumseh Business Improvement Area and the Tsumeb Chamber of Commerce and Industry
- Tecumseh and Tsumeb Lions Clubs
- Windsor Sexual Assault Crisis Centre and Tsumeb Women's and Children's Centre for the abused and disadvantaged

The partners ultimately increased community service delivery and built sustainable organizations that could undertake fundraising, develop a volunteer community, promote local businesses, and support vital community programs.

For more details, see [http://www.fcm.ca/Documents/case-studies/International/Stories\\_from\\_the\\_Field\\_Tsumeb\\_Namibia\\_and\\_Tecumseh\\_Ontario\\_EN.pdf](http://www.fcm.ca/Documents/case-studies/International/Stories_from_the_Field_Tsumeb_Namibia_and_Tecumseh_Ontario_EN.pdf)

In other cases, community organizations provided training to overseas partner municipalities or sister organizations when this type of involvement was outside the scope of what the municipal volunteers could provide through the project.

For example, the executive director of the Drayton Valley Community Foundation provided training to Lushoto, Tanzania, to build the framework common to most foundations, including the development of the organization's vision, mandate, bylaws, a policy and procedures manual, and guidelines and hiring criteria for the board of directors and the executive director.



## TOOL 9: COMMUNITY BUILDING AND CULTURAL EXCHANGE

### PRIORITY: LOW TO MEDIUM

<b>TIME</b>	Low to medium – Time required to connect sister organizations
<b>COST</b>	Low – Once linkages are made, responsibility of municipal volunteers would be minimal
<b>BENEFIT</b>	High – Potential to raise community awareness , foster civic engagement and global citizenship
<b>REACH</b>	Low to medium – Depends on how many Canadian organizations are targeted and engaged
<b>LEVEL OF ENGAGEMENT</b>	Varies – Depends on the extent of engagement of community groups

### Why do it

Municipal experts can help establish links between community-based organizations in Canada and those in their partner municipality; this will help strengthen community building in the overseas municipality and foster global citizenship at home.

### When to do it

These exchanges can occur throughout the life of the program Church groups

### How to do it

The following community-based organizations, sectors or groups can help create lasting ties between partner municipalities. It may also spark their interest in participating in future projects and fundraising initiatives.

#### *Church Groups*

Acting as the intermediary, the City of St. Albert, Alberta, established a link between the Church of St. Albert and the African Inland Church of Dodoma, Tanzania. By the end of the project, the church in Dodoma—one of the few community structures—served as a study centre for neighbourhood students. The relationship between the congregations outlasted the original FCMI project, with ongoing interactions funded by the churches.

#### *Schools*

Developing pen-pal programs or other means of communication between school-age children raises global awareness at home and abroad. Children get excited about the opportunity to learn about daily life in a different culture in a faraway place. This generally requires the local project coordinator or a municipal expert to present in a local school, and make the initial connection with a sister school in the overseas partner municipality. Tapping into schools is also an effective means of fundraising or securing donations of books or physical education equipment such as soccer balls.

#### *Universities*

In some cases, municipal volunteers have helped to establish exchanges between universities in municipalities. Faculty members have participated in technical exchange missions, hosted delegations from an overseas municipality, and even entered into Memoranda of Understanding to support future collaborations.

## HOW TO: ENGAGE UNIVERSITIES IN PARTNERSHIP PROJECTS

Fredericton, New Brunswick, was involved in FCMI projects for several years, first in a project with Ubon, Thailand, and then in a tripartite North-South-South project with a Thai and Vietnamese community. The University of New Brunswick (UNB) participated by hosting overseas missions to Canada; supporting the participation of a faculty member on overseas missions to provide technical assistance to Ubon's strategic planning exercise; and accessing translation, interpretation services, and language training through UNB's Thai Students Association.

Ubon University signed a cooperation agreement with UNB and the two universities ultimately developed a faculty exchange program. The City of Ubon benefited from its university's engagement in the FCMI project by tapping into significant local expertise, facilities and an inexpensive, well-trained and highly motivated student labour force.



## TOOL 10: WORKING WITH ETHNIC GROUPS AND THE DIASPORA

### PRIORITY: HIGH

<b>TIME</b>	Low to medium – Time required to set up meetings with members of the diaspora, define roles and participation
<b>COST</b>	Low – Local meetings and activities; may require translation
<b>BENEFIT</b>	High – Fosters stronger links between the Canadian municipality and the diaspora community; potential to improve communications with overseas municipality
<b>REACH</b>	Low to medium – Depends on the extent of engagement of the diaspora
<b>LEVEL OF ENGAGEMENT</b>	Medium – Potential opportunities to provide assistance to Canadian-based missions

### Why do it

In some instances, targeting groups and individuals—members of the diaspora—from the ethnic groups with which you are working overseas can give your project an advantage—especially for cross-cultural interpretation and translation.

New Canadians working for Canadian municipalities may take on technical roles and return to their countries of birth in their capacity as municipal experts. In an FCM municipal cooperation program in Sri Lanka, a Sri Lankan-Canadian city engineer, fluent in both Tamil and Sinhalese, expedited the work of his delegation from Canada by using his language skills to rapidly and effectively communicate the objectives of the delegation, and enable the team to fully understand the needs of the Sri Lankan partner municipality. In Ottawa's project with KEEA, Ghana, a Ghanaian-Canadian employee of the City of Ottawa became a kind of mentor himself by demonstrating the value of education to young Ghanaian children in the youth leadership program.

### When to do it

Before the first mission to the country of your overseas municipality, contact individuals and groups that serve or are composed of expatriates. This group could provide an informal country briefing for mission participants (formal cross-cultural training is provided through the Government of Canada), and give general information about society and culture. Connecting with these groups and individuals early may spark their interest in participating in future project activities and fundraising.

### How to do it

Check with your local university's international student association to see if there are representatives of the cultural diaspora with which you are working overseas. You can also find out whether a community association for the diaspora exists.

## HOW TO: ENGAGE ETHNIC COMMUNITIES TO BRING BENEFITS HOME

When Canadian municipalities reach out to ethnic communities in the framework of an FCMI project, there are often improvements to services at home—even though that may not have been the initial objective.

In the partnership between the City of Ottawa and KEEA, Ghana, reaching out to the Muslim Somali community improved services in Ottawa. Dialogue with the Somali community led to the realization that there was no appropriate time or venue for Muslim girls to swim in public pools. The city added recreation opportunities for Muslim girls by offering them separate public swim times.





## VALUE YOUR VOLUNTEERS

The success of FCM's international programs is due to the incredible contribution of dedicated municipal experts and volunteers who give their precious time and energy to help improve the daily life of citizens in communities around the world. Take the time to recognize and celebrate the people in your community who make a difference.

## RECOGNIZE YOUR VOLUNTEERS' CONTRIBUTIONS

Without the commitment of time and energy from municipalities (who second their employees and staff to FCMI programs), municipal employees (who give freely of their own time and expertise), and citizens (who volunteer to participate in projects), FCMI could not exist. The program does not pay salaries or honoraria to municipal experts or citizens who are involved in international projects, so it is worth putting some thought into how you will manage the people who are giving so freely of their time.

When managing community-based volunteers, the goal is to achieve a balance that enables municipal experts and community-based volunteers to benefit from working on an international project. Volunteer opportunities available through your project can be important capacity-building and/or professional development opportunities for your constituents. It is possible for you to help these volunteers excel and develop new skills within the institutional space you have created, while enhancing trust and reciprocity between your municipality and the community.

Successful volunteer management is more likely to occur when you consider the whole person and work to increase the motivational factors mentioned above. Remember, these are community capacity-building opportunities, so enhancing and expanding skill sets should also be considered.

Recognize the work of volunteers. With no monetary reward, volunteers are generally motivated by a passion for international development issues or a desire to actively contribute to their community. Volunteer groups could be acknowledged during a special ceremony or at a council meeting, at which time it would be important to issue a news release about their contribution to garner media attention. For example, the mayor of Fredericton made special presentations to the Thai Student Association at UNB to recognize its work supporting Fredericton's partnership with Ubon, Thailand.



## SHARE YOUR EXPERIENCE

Once your involvement with an FCMI project has ended, consider sharing your public engagement experience with us and other Canadian municipalities. Sharing experiences and successes enables others to learn from your approach and replicate a successful initiative.

## EVALUATE YOUR COMMUNITY'S INVOLVEMENT

It is important to evaluate your community and council's engagement in your project and include this in your reports to FCM International. Depending on the degree of engagement in your international project, you may even decide to hold a final project evaluation workshop to gain valuable insight from community members on the project's achievements project and their degree of satisfaction regarding their participation.

FCM can help you document your experiences and successes, and connect you with municipalities who might be interested in learning from your accomplishments.

### HOW TO: GATHER USEFUL INFORMATION

- How did you inform your community and/or council of your participation in this project?
- How did you ask them to get involved?
- What activity(ies) did you or your community organize in support of your international project?
- Who was involved in organizing the activity(ies)?
- Who (and how many) participated?
- What feedback did you receive from the participants?
- What were the benefits to your overseas partners?
- What were the benefits to your community/council?
- Did you receive media or Internet coverage? (Include copies of newspaper articles, links to websites, photos, etc.)
- If there was fundraising involved, how was the activity organized and how much money was raised?
- How will fundraising money be used?
- What were some of the obstacles you encountered in your public engagement activities and how did you deal with them?
- What were the key success factors of your public engagement activities?
- What are some of the lessons learned you would like to share?



