

**National Consultation for Canadian Based Muslim  
Diaspora Communities  
in Preparation for WHS 2016**

for

**Islamic Relief Canada**

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## Acronyms and Abbreviations

|      |   |
|------|---|
| CB   | Capacity Building                           |
| CBO  | Capacity Building Organization              |
| CQ   | Consultation Question                       |
| HR   | Human Resources                             |
| IDP  | Internally Displaced Person                 |
| INGO | International Non-Governmental Organization |
| IR   | Islamic Relief                              |
| IRC  | Islamic Relief Canada                       |
| IRW  | Islamic Relief Worldwide                    |
| M&E  | Monitoring and Evaluation                   |
| MOU  | Memorandum of Understanding                 |
| NGO  | Non-Governmental Organization               |
| THF  | The Humanitarian Forum                      |
| ToRs | Terms of Reference                          |
| UN   | United Nations                              |
| WHS  | World Humanitarian Summit                   |

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# **1. Introduction**

## **1.1 Background**

In preparation for 2016 UN World Humanitarian Summit (WHS), IR (Islamic Relief) Canada has worked with THF (The Humanitarian Forum) according to the following premises:

- IR Canada will take the lead in organizing the Canadian based consultation for Muslim Diaspora organizations in the Canada,
- THF will provide information needed to organize consultation,
- THF will connect the facilitator identified by IR Canada with technical team of WHS within UN,
- THF and IR Canada will consolidate the report from consultation and submit to UN,
- IR Canada will document, communicate and disseminate outcomes, results and proceedings of the consultation with the help of THF,
- IR Canada will submit outcome to WHS secretariat in UN and the Regional Steering Group of US, Canada and Europe,
- IR Canada will join THF effort in influencing the process leading to 2016.

In light of the above, IR Canada has contracted Dr. Ahmed Dewidar as a technical consultant to plan, facilitate and report on a one-day national consultation for Canadian based (Muslim) diaspora communities according to the ToRs in Annex 1, page 48.

## **1.2 Objective of the WHS**

The objective of the WHS is:

*To build new partnerships and find better ways to meet humanitarian needs in the decades to come & To propose solutions to our most pressing challenges and set a new agenda to meet the needs of millions of people affected by conflicts and disasters now and into the future.*

### **Participants in WHS in 2016**

Governments, humanitarian organizations, people affected by humanitarian crises and new partners including the private sector.

## **1.3 Objective of the Consultation Process & Expected Outputs**

The WHS two-year global consultation process aims to build a more inclusive and diverse humanitarian system by bringing all key stakeholders together to identify and share solutions to our most pressing humanitarian challenges and find innovative ways to make humanitarian action more effective.

*The purpose is to prioritize the relevant issues in the participants' respective regions with reference to the four major themes serving as broad categories to guide the conversations and ensuing recommendations.*

## Expected Outputs

The outputs are identification of and proposed solutions to the most pressing humanitarian challenges faced by Muslim diaspora in Canada along the 4 key themes.

### Theme 1: Humanitarian effectiveness

Growing needs and the changing context of emergencies mean that the pressure to improve the effectiveness of humanitarian action is building. The preparations for the WHS will look for ways to do this as a collaborative effort of all the actors involved.

The **objective** of the humanitarian effectiveness theme is to **explore how to meet the humanitarian needs of all people with timely and appropriate aid that is delivered in a sustainable manner, by those best placed to meet those needs.**

### Theme 2: Reducing vulnerability and managing risk

The key question for this theme is **how together we can more effectively support countries and communities build resilience to the changing nature of shocks and stresses.** This includes not only for recurrent and predictable shocks, but also for the uncertainties of the future.

### Theme 3: Transformation through innovation

In a world of constant change and evolving global challenges, affected populations and communities seek pro-active not reactive humanitarian responses. To remain responsive and adapt to the changing dynamics of humanitarian needs today and to prepare for more complex crises, **there is a need for humanitarian actors to respond with increased creativity, innovation, and out-of-the-box solutions with regards to how humanitarian action is designed and delivered.**

An effective innovation ecosystem for humanitarian response is not going to arise spontaneously – humanitarian actors will have to come together to provide the management, structures and resources to ensure that the humanitarian community can adapt with the required speed.

### Theme 4: Serving the needs of people in conflict

The scale, intensity and duration of armed conflicts, including the massive displacement of people, continue to create immense humanitarian need. Work under this theme will include **identifying more effective strategies and methods of providing assistance and protection to people affected by conflict even in areas where there is combat.**

### Cross-cutting issues

- What are the most critical overarching or cross-cutting issues (such as humanitarian financing, gender, climate change mitigation), that need to be included in the WHS consultations?
- What should the humanitarian landscape look like in the region 20 years from now?

## 2. Methodology

### 2.1 Scope

The WHS website and all the relevant documents and reports were reviewed and intensive meetings were conducted with IR Canada and IRW staff to focus the scope of the consultation workshop. Following are the 10 consultation questions that were created for the workshop.

1. Who are the groups that are affected by conflicts and disasters and are served by the Muslim diaspora in Canada?
2. What are the challenges that Muslim diaspora face in helping groups affected by conflicts and disasters?
3. What solutions are proposed to face the challenges identified with focus on the 4 key themes? What are the recommendations?
4. What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, and climate change mitigation) that should be included in these discussions other than the four themes? For each issue, what are the challenges and recommendations?
5. To what extent Muslim diaspora NGOs collaborate with other humanitarian organizations/agencies on serving people affected by disasters and conflicts? How effective is this collaboration? How can it be maximized?
6. What are the needs of Muslim NGOs in Canada so that they are more empowered to be more humanitarily effective with reference to
  - a. the 4 key themes?
  - b. other challenges related to their missions?
7. What are the experiences and challenges facing refugees and facing organizations/agencies working with refugees in Canada? What solutions are recommended to overcome these challenges?
8. How effective is “communications” between NGOs and Agencies/Organizations in-Canada, with international organizations/agencies and with beneficiaries in and outside Canada? How can “communications” be enhanced?
9. How effective is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide? What are the constraints, if any? What kind of Support is needed to enhance such a role?
10. The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, how do you think the summit should address the role of diasporas?

## 2.2 Design

In order to respond to the above consultation questions, a consultation framework was created. The framework summarized indicators, parties involved and proposed data collection tools for every consultation question. The framework was reviewed and approved by IR Canada before the creation of data collection tools.

## 2.3 Consultation Framework

The following Table 1 shows the framework.

**Table 1. WHS Consultation Workshop - Canada - Data Collection Framework**

| Consultation Question  | Key Indicators  | Parties Involved  | Instruments and data collection methods/ Sources   |
|--|---|---|--|
| 1. Who are the groups that are affected by conflicts and disasters and are served by the Muslim diaspora in Canada?            | <ul style="list-style-type: none"> <li>Beneficiary Groups (inside and outside Canada) identified by type (conflict, disaster, etc.) &amp; location (Gender, age, ...etc. should be identified)</li> </ul>   | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | <ul style="list-style-type: none"> <li>Survey</li> <li>Structured FGD</li> <li>Reports and Docs on beneficiary groups</li> </ul> |
| 2. What are the challenges that Muslim diaspora face in helping groups affected by conflicts and disasters?                    | <ul style="list-style-type: none"> <li>Challenges faced to serve each group identified (these challenges may include lack of funding, lack of Gov. support, Gov. regulations, etc.. )</li> </ul>  | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | Same as Above  |
| 3. What solutions are proposed to face the challenges identified with focus on the 4 key themes? What are the recommendations? | <ul style="list-style-type: none"> <li>Solutions proposed to address the identified challenges, classified by 4 themes:               <ol style="list-style-type: none"> <li>Effectiveness</li> <li>Risk management</li> <li>Innovation</li> <li>Serving the needs</li> </ol> </li> </ul> | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | Same as Above  |

| Consultation Question   | Key Indicators   | Parties Involved  | Instruments and data collection methods/<br>Sources |
|---|--|---|---|
|   | <ul style="list-style-type: none"> <li>Recommendations to WHS by theme</li> </ul>  |   |   |
| <p>4. What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, and climate change mitigation) that should be included in these discussions other than the four themes? For each issue, what are the challenges and recommendations?</p> | <ul style="list-style-type: none"> <li>Cross-cutting issues for Canadian Muslim diaspora identified</li> <li>Challenges for each issue</li> <li>Proposed solutions</li> <li>Recommendations for WHS</li> </ul>   | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | Same as Above                                       |
| <p>5. To what extent Muslim diaspora NGOs collaborate with other humanitarian organizations/agencies on serving people affected by disasters and conflicts? How effective is this collaboration? How can it be maximized?</p>   | <ul style="list-style-type: none"> <li>Level and type of Collaborations with other organizations/agencies identified</li> <li>Beneficiaries identified in-country and abroad</li> <li>Challenges defined</li> <li>Solutions proposed</li> <li>Recommendations for improvement</li> </ul> | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | Same as Above                                       |
| <p>6. What are the needs of Muslim NGOs in Canada so that they are more empowered to be more</p>  | <ul style="list-style-type: none"> <li>Needs for institutional capacity enhancement of Canadian Muslim NGOs</li> </ul>   | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the</li> </ul>                  | Same as Above                                       |



| Consultation Question  | Key Indicators   | Parties Involved  | Instruments and data collection methods/ Sources |
|--|--|---|--|
| <p>humanitarianly effective with reference to</p> <p>a. the 4 key themes?</p> <p>b. other challenges related to their missions?</p>  | <p>by WHS theme &amp; related to their missions</p> <ul style="list-style-type: none"> <li>Proposed actions / strategies to enhance capacity</li> <li>Other needs and proposed actions/ strategies identified</li> </ul>                             | <p>WHS consultation</p>   |  |
| <p>7. What are the experiences and challenges facing refugees and facing organizations/ agencies working with refugees in Canada? What solutions are recommended to overcome these challenges?</p>                           | <ul style="list-style-type: none"> <li>Challenges faced by NGOs &amp; by refugees</li> <li>Solutions proposed by NGOs &amp; by refugees</li> <li>Recommendations made to WHS &amp; to organizations/ agencies in Canada</li> </ul>                   | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | <p>Same as Above</p>                             |
| <p>8. How effective is “communications” between NGOs and Agencies/Organizations in-Canada, with international organizations/agencies and with beneficiaries in and outside Canada? How can “communications” be enhanced?</p> | <ul style="list-style-type: none"> <li>Assessment of the effectiveness of current communications locally, internationally and with beneficiaries</li> <li>Proposed recommendations for more effective communications at the three levels.</li> </ul> | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | <p>Same as Above</p>                             |
| <p>9. How effective is the role of Muslim diaspora in Canada</p>   | <ul style="list-style-type: none"> <li>Assessment of role of Muslim diaspora</li> </ul>  | <ul style="list-style-type: none"> <li>Workshop participants</li> <li>NGOs,</li> </ul>  | <p>Same as Above</p>                             |

| Consultation Question  | Key Indicators   | Parties Involved  | Instruments and data collection methods/<br>Sources |
|--|--|---|---|
| in influencing other actors including the government to better address the needs of crisis-affected people worldwide? What are the constraints, if any? What kind of Support is needed to enhance such a role? | <ul style="list-style-type: none"> <li>• Constraints identified</li> <li>• Solutions proposed</li> </ul> | Organizations/ Agencies participating the WHS consultation  |   |
| 10. The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, how do you think the summit should address the role of diasporas?                           | <ul style="list-style-type: none"> <li>• Proposed Recommendations to WHS</li> </ul>                      | <ul style="list-style-type: none"> <li>• Workshop participants</li> <li>• NGOs, Organizations/ Agencies participating the WHS consultation</li> </ul> | Same as Above                                       |

## 2.4 Consultation Data Collection Tools

Two main tools were created to collect data from targeted participants during the one day workshop. Following is a description of each tool with the indicators assessed by each. Actual tools can be found in Annex 2, page 53.

### 2.4.1 Individual Survey

The purpose of this tool is to collect participants' inputs with regard to consultation questions 1, 2, 5, 6b, 7 & 8 in the consultation framework.

### 2.4.2 Focus Group Discussion by Theme

The purpose of the "Focus Group Discussion by Theme" is to collect the participants' responses for consultation questions 3, 4, 6a, 9 & 10.

## 2.5 Tool Validation

The purposes of the tools, indicators, content and format were shared with IR Canada to ensure that they match the consultation objective and questions. Based on feedback from IR Canada management, final versions of the tools were printed for data collection in the workshop.

## 2.6 WHS Workshop Implementation

The workshop was implemented on 11 December 2014 according to the following agenda and procedures as shown in Table 2. Due to extreme weather conditions, the participants completed the individual survey, theme one and theme three but did not have time to complete themes two and four. IRC team provided the information under themes two and four. Eighteen (n=18) participants attended the workshop. List of participating organizations is in Annex 3, page 141.

**Table 2. WHS Consultative Workshop Agenda (11 December 2014)**

| Time     | Activity   | Data Collection Procedure  |
|----------|--|--|
| 9:00 am  | Registration and Coffee  |  |
| 9:30 am  | Welcoming Remarks - Zaid Al-Rawni, IRC Interim CEO               |  |
| 9:35 am  | Keynote Speaker 1 - Fadi El-Itani, Humanitarian Forum            |  |
| 9:50 am  | Keynote Speaker 2 - Nicolas Moyer, Humanitarian Coalition ED     |  |
| 10:05 am | Keynote Speaker 3 - Imran Madden, IRW                            |  |
| 10:20 am | WHS and Consultation Process - Dr. Ahmed Dewidar                 |  |
| 10:35 am | Questionnaire  | <ul style="list-style-type: none"> <li>• Individual Input</li> </ul>   |
| 11:05 am | Coffee Break   |  |
| 11:20 am | Working groups   | <ul style="list-style-type: none"> <li>• Facilitators will conduct focus group discussions using a structured data collection pamphlet.</li> <li>• Group presentations are prepared to present challenges, solutions and recommendation for each theme.</li> </ul> |
| 1:30 pm  | Lunch and Zuhr prayer  |  |
| 2:30 pm  | Working Group Presentations and Discussions                      | <ul style="list-style-type: none"> <li>• Validation of group presentations</li> </ul>  |
| 4:00 pm  | Coffee Break and Aser Prayer                                     |  |
| 4:15 pm  | Concluding Remarks- Dr. Ahmed Dewidar and Dr. Mohamed Abu-ElMagd | <ul style="list-style-type: none"> <li>• Further research and follow up activities</li> </ul>  |
| 4:45 pm  | Next Steps   |  |
| 4:55 pm  | Evaluation/Feedback  |  |
| 5:00 pm  | End  |  |

### **3. Findings**

In the following section, the findings of the analysis of the data collected through the 2 tools of the study are presented. They are organized in terms of the participants' input with regard to the areas covered by the individual survey, then the outputs of the focus group discussions per theme, the cross cutting issues and finally the role of Muslim Diaspora in Humanitarian Action.

#### **3.1 Findings of the Survey**

##### **3.1.1 Beneficiaries of Humanitarian Canada Muslim Organizations**

According to participants, Canadian Muslim Organizations serve all families members:

- Children both orphaned and impoverished
- Men, youth and women of all ages
- Refugees and IDPs (Internally Displaced Person)

##### **Location of Beneficiaries**

- Both inside and outside Canada

##### **Focus of Gender**

- The focus is equally distributed on both genders

##### **Type of Support**

- Distribution of basic food and non-food items
- Protection, Provision of shelter
- Water and sanitation facilities and provision of hygiene kits
- Basic health care
- Mental health care
- Basic education
- Financial assistance
- Emergency relief due to conflicts and/or natural disasters
- Skills development, Access to job opportunities, Grants for small business, Livestock for farmers and micro finance projects
- Infrastructure (schools, clinics, etc.)
- Settlement services, Housing, links to education facilities, employment, Food banks, Youth development, culture sensitivity support, language services
- Help with immigration process and procedures
- Mentorship and coaching services
- Business knowledge, provision of funding
- Skills development, information sharing
- Assistance for deported refugees/voluntarily return, resettlement (to other countries)

### **3.1.2 Challenges Humanitarian Canadian Muslim Organizations Face**

#### **3.1.2.1 Challenges Inside Canada, Solutions and Recommendations**

##### **Challenges Inside Canada**

- Legislations, changes of laws
- Beneficiaries/refugees need more legal support
- Restrictions in term of groups allowed to assist
- Lack of cooperation and coordination
- Lack of information about the needs of beneficiaries
- Beneficiaries' willingness to learn and accept the services as well as the instructions/recommendations provided to them.
- Financial resources/funding cuts from all levels of Gov.
- Traction with individual donors
- Skilled HR from the community
- Lack of capacity within our NGOs
- Image of the community and bad media coverage
- Islamophobia/lack of awareness

##### **Proposed Solutions for humanitarian Services Supporting Groups inside Canada**

- Advocacy
- More free legal support provided
- Open programs to more NGOs/groups
- Having a shared action plan
- Provide incentives and communicate the values of the services
- Improve fund raising
- Advocacy for more Gov. funding
- Educating donors on local needs
- Recruit skilled board members, staff and volunteers
- Develop and implement Capacity Building programs for the board and staff
- Involve the youth to change the negative image about the community
- Effective awareness programs

##### **Recommendations**

- Lobbying with the Gov. of Canada
- Find financial resources to offer legal support
- Facilitate developing and implementing a shared action plan
- Conduct needs assessment
- Analyze deeply the needs of beneficiaries and their resistance to change
- Improved and effective funding from the public and private foundations.
- Lobbying with all levels of Gov.
- Education seminars
- Implement successful local projects
- Attract skilled HR specially professionals to provide financially and volunteer their time and skills
- More coalitions

The above recommendations are made to

- Gov. of Canada, UN agencies, Muslim and other Canadian NGOs
- NGOs, foundations and the public

### **3.1.2.2 Challenges Outside Canada, Solutions and Recommendations**

#### **Challenges Outside Canada**

- Effectiveness of long-term projects
- Resilience and local abilities to respond to disasters
- Access in conflict areas
- Staff (getting the right people), danger and bad living conditions make it hard to recruit
- Staff (psychological needs and security)
- Funding in very hard to secure
- Poor donor engagement
- Capacity of local institutions and NGOs

#### **Proposed Solutions for humanitarian Services Supporting Groups outside Canada**

- Long-term M&E and learning
- Focus on sustainability.
- CB for local communities, CBOs, state and other NGOs
- Ensure neutrality in conflict areas is well practiced and understood by parties in the conflict area
- Work more closely with local capacity
- Better focus on HR issues with adequate resourcing
- NGOs to find collective solutions which amplify their voice and impact
- Collaboration and networking

#### **Recommendations**

- Increasing local cooperation with the local Gov. in M&E and development planning
- Building relationships with all relevant stakeholders through participatory framework development
- CB for local communities, CBOs and state and other NGOs
- Maintain political pressure to solve conflicts (By Govs. Through diplomatic fronts, not military)
- Provide CB to local stakeholders
- Better communicate needs, principles (i.e. Not just for 'sexy natural disasters')
- To build a network of local institutions as an Apex institution and set up, assess needs, allocate resources and implement Humanitarian programs through the Apex institution.

The above recommendations are made to

- INGOs, NGOs, state, donors and other stakeholders

### 3.1.3 Collaboration with Other Humanitarian Organizations/Agencies

All participants reported that their organizations collaborate with other humanitarian organizations/agencies both inside and outside Canada.

The participants were asked to rate 4 statements on the effectiveness of collaboration with other organization on a 4-point scale: Strongly Agree=4, Agree=3, Disagree=2 and Strongly Disagree=1. The following table shows the statements and the participants' mean scores on each statement.

| Statement   | Mean | Agreement % |
|---|------|-------------|
| 1. In general, there is effective collaboration among Canadian Humanitarian organizations/agencies.   | 2.75 | 69%         |
| 2. In general, there is effective collaboration between Canadian Humanitarian organizations/agencies and international humanitarian organizations/agencies. | 3.00 | 75%         |
| 3. There is a need for more collaboration among Canadian Humanitarian organizations/agencies.   | 4.00 | 100%        |
| 4. There is a need for more collaboration between Canadian Humanitarian organizations/agencies and international humanitarian organizations/agencies.       | 3.88 | 97%         |

The participants **strongly agreed** that

- There is a need for more collaboration among Canadian Humanitarian organizations/agencies. (100%)
- There is a need for more collaboration between Canadian Humanitarian organizations/agencies and international humanitarian organizations/agencies. (97%)

They also agreed to a lesser degree that

- In general, there is effective collaboration among Canadian Humanitarian organizations/agencies. (69%)
- In general, there is effective collaboration between Canadian Humanitarian organizations/agencies and international humanitarian organizations/agencies. (75%)

### 3.1.3 Challenges Muslim Canadian NGOs face in Collaboration with Other Humanitarian Organizations/Agencies

#### 3.1.3.1 Challenges in Collaboration Inside Canada Challenges

- Trust (Big INGOs do not want to share resources, experience )
- Willingness to collaborate
- No incentives for collaboration

- Lack of knowledge of each other
- No long term communication plan
- Lack of comprehensive support programs
- Collective funding
- Accountability and sustainable enthusiasm to collaborate
- Competition (brand, networking)

#### **Solutions**

- Open communication
- Building trust
- Develop and implement a long term communication plan
- MOUs
- Express mutual goals and objectives
- High level commitment
- Convince Gov. to reward collaboration
- More coordination and resources mobilization
- Develop a common vision and shared objectives

#### **Recommendations for more effective collaboration between NGOs inside Canada**

- Networking
- Working closely to build trust
- Form more formal partnerships
- Coordination and collective planning
- Tailored support system
- Educate stakeholders
- Raise awareness

The above recommendation are made to

- Muslim NGOs and INGOs
- Canadian Humanitarian NGOs
- Gov.
- Academia
- IOM
- WHS



### 3.1.3.2 Challenges in Collaboration OUTSIDE Canada

#### Challenges

- Different timelines (academia slower than NGOs)
- Limited funding and competition
- Lack of accreditation programs to identify most effective partners
- Gender Balanced Responsiveness
- Distance

#### Solutions

- Understand the differences and sign MOUs
- Seek collective funding from Gov. and private sector
- Introduce a Human Accreditation program
- Awareness
- Need to ensure broad interest exists and build for the long term

#### Recommendations for more effective collaboration between NGOs OUTSIDE Canada

- Establish formal partnerships

The above recommendation is made to

- NGOs and academia
- INGOs
- Gov.
- Private sector
- WHS

### 3.1.4 Canadian Humanitarian Organizations/Agencies Needs for Capacity Enhancement

The participants were asked to rate 2 statements on the need of Muslim NGOs in Canada for capacity enhancement on a 4-point scale: Strongly Agree=4, Agree=3, Disagree=2 and Strongly Disagree=1. The following table shows the statements and the participants' mean scores on each statement.

| Statement  | Mean | Agreement % |
|--|------|-------------|
| 1. In general, the institutional capacity of the Canadian Humanitarian Organizations/ Agencies needs to be enhanced. | 3.77 | 94%         |
| 2. The institutional capacity of the Canadian Humanitarian Organization/ Agency I work in needs to be enhanced.      | 3.57 | 89%         |

The participants **strongly agreed** that

- In general, the institutional capacity of the Canadian Humanitarian Organizations/ Agencies needs to be enhanced. (94%)
- The institutional capacity of the Canadian Humanitarian Organization/ Agency they work in needs to be enhanced. (89%)

#### **Institutional Capacity Needs Identified**

- Communications
- Sustainable growth
- Measurement of social impact
- CB for Human resources
- Internal management systems
- Programming
- Research
- Volunteer management

#### **Requirements for fulfillment of needs**

- Structured methodology of implementation + follow up + evaluation
- Selecting and collecting data against key performance indicators. Understanding the goal and planned results
- Implement best practices
- Conduct needs assessment
- Implement CB programs
- Funding CB initiatives
- Outreach programs

#### **Actions Needed by Participant Organization/Agency to Enhance Capacity**

- Develop sustainable projects
- Educate the board members
- Grant applications
- Actively seek good volunteers

#### **External Support Needed & Support Provider(s)**

- NGOs
- Academia
- Specialized CB institutions
- SSHRC
- IDRC
- DFAID
- CIC
- Professionals in this field

### 3.1.5 Support to Refugees in Canada

50% of the participant organizations have some experience working with refugees. The participants were asked to rate 2 statements on the effectiveness of support services provided to refugees in Canada. They chose responses on a 4-point scale: Strongly Agree=4, Agree=3, Disagree=2 and Strongly Disagree=1. The following table shows the statements and the participants' mean scores on each statement.

| Statement   | Mean | Agreement % |
|---|------|-------------|
| 1. In general, refugees in Canada receive the support they actually need from Canadian humanitarian organizations/agencies.     | 2.67 | 67%         |
| 2. In general, Canadian humanitarian organizations/agencies are able to respond effectively to the needs of refugees in Canada. | 2.67 | 67%         |

The participants **agreed** that

- In general, refugees in Canada receive the support they actually need from Canadian humanitarian organizations/agencies. (67%)
- In general, Canadian humanitarian organizations/agencies are able to respond effectively to the needs of refugees in Canada. (67%)

#### Challenges Refugees Face in Canada

- Providing sufficient documents
- Access to medical and dental services
- Access to basic needs
- Lack of resources (financial + other)
- Emotional stress
- Isolation / Language barrier (too much free time)
- Integration in Canadian society
- Policy issues (e.g. bill C43) - (undocumented convention refugee class in Canada)
- Justice system/ Legal Aid (not enough)
- Affordable housing
- Finding adequate employment

#### Solutions

- Access to info from the country of origin
- Specific programs for refugees
- Give more info to new migrants
- More participation (schools/work/volunteers)
- Free training
- Access to work/volunteering
- More support to settlement agencies
- Gov. to engage community

**Recommendations**

- Increased credibility and trust of the community and representatives
- More Funding
- Involving refugees in the community
- Speeding up the paper work
- Access to different sectors

The above recommendations are made to

- Gov. of Canada
- CIC
- Mental health Dept.

**Challenges Facing Organizations/Agencies Working With Refugees in Canada**

- Funding
- Motivation
- Programs (youth support, mental health, acute health needs)

**Solutions**

- Flexible funding
- More programs

**Recommendations**

- CIC - needs more support

### 3.1.6 Effective Communication with Beneficiaries and Across Organizations

The participants were asked to rate 7 statements on the effectiveness of communication with beneficiaries and across organizations on a 4-point scale: Strongly Agree=4, Agree=3, Disagree=2 and Strongly Disagree=1. The following table shows the statements and the participants' mean scores on each statement.

| Statement   | Mean | Agreement % |
|---|------|-------------|
| 1. Communication between my organization/agency and its beneficiaries inside Canada is highly effective.                          | 3.56 | 89%         |
| 2. Communication between my organization/agency and its beneficiaries outside Canada is highly effective.                         | 3.00 | 75%         |
| 3. Communication between my organization/agency and other humanitarian organizations/agencies inside Canada is highly effective.  | 2.77 | 69%         |
| 4. Communication between my organization/agency and other humanitarian organizations/agencies outside Canada is highly effective. | 2.33 | 58%         |
| 5. Internal communication in my organization/agency needs to be enhanced.   | 2.67 | 67%         |
| 6. External communication between my organization/agency and other humanitarian organizations needs to be enhanced.               | 2.71 | 68%         |
| 7. Communication between my organization/agency and its beneficiaries needs to be enhanced.                                       | 2.43 | 61%         |

The participants **strongly agreed** that

- Communication between their organizations/agencies and their beneficiaries inside Canada is highly effective. (89%)

They also **agreed** that

- Communication between their organizations/agencies and their beneficiaries OUTSIDE Canada is highly effective. (75%)
- Communication between their organizations/agencies and other humanitarian organizations/agencies inside Canada is highly effective. (69%)
- Internal communication in their organizations/agencies needs to be enhanced. (67%)
- External communication between their organizations/agencies and other humanitarian organizations needs to be enhanced. (68%)

They **minimally agreed** that

- Communication between their organizations/agencies and other humanitarian organizations/agencies outside Canada is highly effective. (58%)
- Communication between their organizations/agencies and its beneficiaries needs to be enhanced. (61%)

### **Challenges in communication with beneficiaries inside Canada**

- Outreach programs/ unawareness of the services
- Use of technology and social media
- Large country
- No response from beneficiaries
- Lack of resources
- Lack of awareness

### **Solutions for more effective communication with beneficiaries inside Canada**

- Regular meetings
- Collaborations with other agencies
- Allocate financial resources
- Focus on specific areas
- Clarify expectations from day 1
- Provide tools to the beneficiaries

### **Recommendations**

- Meeting forums
- Workshops

The above recommendations are made to

- NGOs
- Gov. of Canada
- Donors

### **Challenges in communication with beneficiaries OUTSIDE Canada**

- Lack of information about local organizations capabilities
- Lack of resources
- Understanding the policies and procedures
- Lack of cooperation by implementing partners

The above solutions are made to

- WHS
- NGOs

### **Communication with Humanitarian Organizations/Agencies INSIDE**

#### **Challenges in communication with humanitarian organizations inside Canada**

- Systemic policies that impact NGOs and the communities they serve
- Limited interest in cooperation/coordination
- Delayed responses
- Time and financial resources to network
- Institutional commitment to communicate

### **Solutions for more effective communication humanitarian organizations inside Canada**

- Lobby to change the bad policies
- More networking / awareness raising
- Clarify expectations from day 1 of partnership
- Provide incentive for more communication
- Board members can help
- Use technology
- High level direction
- Award cross agency communications

### **Recommendations**

- Education
- Political participation to change bad policies

The above recommendations and solutions are made to

- Gov. of Canada
- NGOs
- NGOs leaders

### **Communication with Humanitarian Organizations/Agencies OUTSIDE**

#### **Challenges in communication with humanitarian organizations OUTSIDE Canada**

- Limited capacity
- No response
- Time and resources

#### **Solutions for more effective communication with humanitarian organizations OUTSIDE Canada**

- CB programs
- Highlight the deadlines for responses
- Leaders to make it a priority

The above solutions are made to

- NGOs
- NGOs leaders

### **Internal Communication within Participant Organization**

**No responses were given in this section**

## **3.2 Findings from Focus Group Discussion on Theme 1: Humanitarian Effectiveness**

Following are the findings based on the FGD on Humanitarian Effectiveness

### **3.2.1 Capacity.**

#### **3.2.1.1 Assessment of the Local Capacity of humanitarian organizations/agencies**

The local capacity is both weak and extremely limited

#### **Challenges**

- Big agencies don't provide opportunity to the locals to build their capacity
- Cultural gaps: Ethnic and faith based issues are barriers
- Lack of capacity building strategy for local organizations
- Systemic discrimination against local organizations

#### **Proposed Solutions**

- Provide capacity building programs to the local organizations
- Filling gaps: Use a bottom up approach by assessing their needs and providing the relevant capacity building program
- Apply the "Preparedness" system/tool.
- Develop a database with local organizations and rank these organizations on preparedness

#### **Recommendations**

- The WHS should work on creating standards for preparedness
- Accreditation for local organizations should be given based on their ranks on "Preparedness".
- Hire healthy and skilled staff.
- Policy dialogue on the issues that lead to discrimination and modify them.

#### **3.2.1.2 Focus of capacity enhancement efforts**

Focus should be on the local governments and the local actors so that they can handle humanitarian needs more effectively. In addition, some focus should be given to the international humanitarian system.

#### **Challenges**

- Policy change needs a lot of time and efforts
- Interference of political and socio-economic factors in the humanitarian action.
- Attitudes of resistance of the local governments
- Identifying effective local actors is in itself a challenge

#### **Proposed Solutions**

- A comprehensive approach including dialogue with the government authorities
- Economic - poverty reduction
- Continuous education is a solution
- Ensuring that donors are addressing humanitarian issues at a government level and not at the donor level
- Involving the Media can make a positive impact.

#### **Recommendations**

- Media campaigns to educate the population with a clear purpose
- Education can build trust



### **3.2.2 Collaboration**

#### **3.2.2.1 Towards more inclusion of different actors with different capacities**

Recipient countries should be working closely with donor countries to assess the needs of the recipient countries and act accordingly. Mainstream organizations need to be equal partners of the local organizations (not as a mere financial resource).

##### **Challenges**

- Building trust takes time
- Lack of established results – negative perspective or negative image.
- In some countries, the government can also be corrupted, which results in the NGOs NOT trust the government

##### **Solutions**

- To be included, one needs to be invited on the table
- Building fair relationships

##### **Recommendations**

- Encourage continuous dialogue to build strong relationships
- Implement long term communication strategies

#### **3.2.2.2 Coordination between national and international actors**

##### **Challenges**

- Williness of parties to make the change
- Lack of tools that can enhance or strengthen the relationship between local and international actors. It is not ONLY technology but it can also be processes and the people (human resources)

##### **Solutions**

- Build that capacity so the locals have access to these tools

### **3.2.3 Financing Mechanisms**

There are needs for the development of more effective Humanitarian financing mechanisms and methods. Education and training are the keys to enhance accountability.

##### **Challenges**

- There is no financial auditing at the end of the year that can prevent humanitarian donor funding
- There are no proper accounting systems
- Most of local non-governmental organizations will not be funded by e.g. UN because of lack of financial mechanisms in place

##### **Solutions**

- “Hawala” is improving it
- Having adaptable local financial mechanisms

### **3.2.4 Accountability**

#### **Application of accountability measures in providing humanitarian support**

- In general, there are no accountability measures for local organizations
- Even when accountability measures exist, they do not meet the standards (need improvement).

#### **Challenges**

- Local NGOs and the government do not have the accountability measures in place
- Corruption
- Lack of tools

#### **Solutions**

- Provide tools to governments to build the capacity
- Awareness/Education and training to make recipients understand why they are not getting the funding.

### **3.2.5 Timeliness**

#### **Mechanisms to ensure timeliness of Humanitarian Action**

There are mechanisms that ensure the responsiveness of the humanitarian organizations both at the local and international levels.

#### **Challenges**

- Local capacity in most cases does not exist. As locals are the first to respond, their capacity to perform humanitarian actions needs to be built.
- Appropriate logistical mechanisms are not available

#### **Recommendations**

- Allocate appropriate financial resources
- Build capacity
- Improve/Use the alert system
- Look for disasters that are not reported in the media
- Campaigns to educate the public

### **3.2.6 Integration with Development Programs**

There is a limited enforcement between the humanitarian programs and the development programs, which takes place only within big international organizations.

The challenges are the systemic discrimination and the lack of long term vision and lack of strategic planning.

### **3.3 Findings from Focus Group Discussion on Theme 2: Reducing Vulnerability and Risk Management**

#### **3.3.1 Preparedness**

##### **Future Threats and challenges**

- Safety of humanitarian workers
- Availability of funds for preparedness as well as response
- Allocation of available funds based on needs
- Stakeholders not interested in capacity building for preparedness
- Increased Unpredictability of certain disasters

##### **Solutions and Recommendations**

- Develop and implement safety guidelines for humanitarian workers (UN and participating governments)
- More funds for preparedness
- Empower the local capacity for preparedness.
- Allocate funds based on actual needs.

#### **3.3.2 Role of Humanitarian Actors**

- Focus on local capacity to build more resilience among local communities
- Speedy mobilization of funds by international actors
- Design and conduct programs for Risk Analysis and Risk management
- Improve coordination and knowledge sharing among international and local actors

#### **3.3.3 Integration with development**

- Integration of programs at the planning stage especially development ones
- Rotation of humanitarian and development workers at different levels
- Long term coordination to eliminate the root causes of manmade disasters

#### **3.3.4 Financial Mechanisms**

- Enough financial resources are not available to conduct appropriate risk management
- Allocate specific % of budget for preparedness and risk management. This is not a waste of resources. It is an essential factor that contributes to efficient use of resources.

#### **3.3.5 Predictability**

- Facilitate capturing the local knowledge related to predictability and preparedness and then disseminate it effectively among the population and stakeholders effectively.
- Improve information sharing on preparedness and predictability at the local and international levels especially among actors working in the same areas and regions.

### **3.3.6 Capacity and Commitment to Analyze and Manage Risks**

- Raise Awareness of the importance of identifying, analyzing and managing risks among local and international actors
- Develop capacity at the local level through context-based tailored programs to their local circumstances.

## **3.4 Findings from Focus Group Discussion on Theme 3: Transformation through Innovation**

Following are the findings based on the FGD on Humanitarian Effectiveness

### **3.4.1 Defining the Role of Innovation in Humanitarian Space**

The participants had quite a dispute on the extent to which innovation in humanitarian action is well defined. While some think it is, the rest believe it is not; however, they agreed that innovation in delivering the humanitarian services is needed to respond to the growing challenges in the field.

#### **Challenges**

- Poor definition
- Risk overtness
- Fear of change

#### **Proposed Solutions**

- Better definition/consensus on definition. The UN is very consistently using this word
- It is not just about money, it is how to get institutional innovation, which requires us to think in different ways.
- Reward and profile those who take risks and challenge the status quo. How do you create a space that allows for failure?

#### **Recommendations**

- Greater engagement in humanitarian actions
- Incentivizing risk taking
- Innovation funds that accept certain levels of risk
- The private sector allows their staff to spend 20% of their time doing whatever they want so they can try to innovate and fail but without the pressure of the consequences of failure
- Partnerships with research institutes could be helpful.

#### **Aspects of humanitarian action that would benefit from innovative approaches**

- All aspects of humanitarian aspects benefit from humanitarian innovation.
- Innovation is needed in funding mechanisms. Some funds cannot reach the beneficiaries because of political reasons. Politics can be overcome by innovative ways
- Working with the private sector is essential since most of the funds that cover disaster affected countries come from sources other than Humanitarian Actors.
- Credibility. Brand of organization itself or its credibility. When some innovative approaches produce negative results, credibility is negatively influenced.
- Speed of first response. The first response is the area that needs more innovative ways.

### **Challenges**

- Politicization of aid
- People are always hesitant with innovation.
- Governments (do they see us right away, do they take our new ideas? Why are they hesitant?)
- “Who” brings about these innovative approaches?! Is there “Islamophobia”?
- Do we have the necessary funding to fund the innovation? Very little funding is available.
- The absence of a strong advocacy and engagement voice in Canada limits our potential

### **Proposed Solutions**

- Make the locals part of solution. This can be really innovative.
- Engaging the private sector and other stakeholders.

### **Recommendations**

- Involving all stakeholders at all times.
- Productive long-term dialogue and engagement is necessary.
- Better communication and collaboration between agencies.

### **3.4.2 Management and Finance of Innovative Action**

Participants agreed that “decentralization” is the approach that can be adapted to the management and financing of innovation in humanitarian action.

### **Challenges**

- Building trust in innovation
- Institutional culture and priorities: rarely is innovation built into the specific humanitarian objectives
- All linked to culture. How to create a conducive environment to innovation? Innovation in of itself is an objective. It is about changing the system to a better one.
- Conflicts in certain areas. It is hard to be innovative in an area where it is very difficult to work i.e. Afghanistan
- Lack of funds

### **Proposed Solutions**

- Humanitarian organizations set up their own funding as opposed to soliciting funds from donors
- Engaging with our stakeholders and donor base. A particular percent of donation should go to innovative funds.

### **Recommendations**

- More private sector funds for innovation since they are more used to investing in risk management.
- Creating measuring tools to assess effectiveness of work
- Integrating innovation into your work with relevant key innovative performance indicators.
- Capture what professionals do to manage risks as they tend to be very innovative.

### **3.4.3 Collaboration and Partnership**

#### **Challenges**

- The humanitarian system by definition is fragmented because it is based on civil society and civil society is fragmented
- Political differences
- Lack of clarity on what objectives are. This causes competition.

#### **Proposed Solutions**

- Information sharing i.e. humanitarian data sharing
- Establishing where people are working and where the gaps are is really helpful.

#### **Recommendations**

- Use the London model. Adapt or innovate around that.
- Define the space and keep principles clear
- Localized collaboration

#### **Forming effective partnerships between innovators and humanitarians**

- Cross fertilization of innovative ideas.
- Leaders (organizations) need to prioritize partnerships. There are no ways individuals can find the time to invest in innovation. Funding is fundamental for research. You need funding or resources that will allow you to do the proper research sharing.

#### **Challenges**

- Private sector doesn't know how humanitarian sector works.

#### **Proposed Solutions**

- Greater engagement with academia. Do this at the local level i.e. within developing countries.
- Conversations with private sector. Get people from private sector to work within humanitarian orgs and vice versa.

#### **Recommendations**

- Building platforms. Governments have a role and our sector has a role in advocating. Governments can convene better than anyone else but we need to advocate for it.

### **3.4.4 Risk Management of Humanitarian Innovations**

- We are good at taking risks but not managing it.
- We have a high tolerance for risk but that relates to program sites not institutional.
- The issue with innovation is to what extent we can accept failures.

#### **Challenges**

- Can we take on financial risks?
- Sharing our failures.

#### **Proposed Solutions**

- To take risk at a very small scale.
- Sharing information on failure in innovation. Traditionally organizations tend to patch up their failures. They are not transparent.
- Lobbying for our sector to convince the public that innovation is a need. Educate!

### **3.4.5 Possible Conflict Between Innovations and Humanitarian Standards**

- There is a need to acknowledge this challenge, the relationship between quality, innovation and flexibility. We need to do both and that means prioritizing both.
- The private sector is not subject to the same scrutiny or rules. Military and private sector who are involved, can they be subject to the same humanitarian standards?
- One cannot do quality at the expense of not reaching everyone (quantity) and there will always be “Tension between both” especially that we are not reaching everyone we are supposed to reach.

#### **Challenges**

- Rigidity of standardization
- Impracticality of standardization

#### **Proposed Solutions**

- Prioritize both
- Create overarching principles

#### **Recommendations**

- Revisiting principles; operationalizing principles.

### **3.4.6 Effective Innovations**

#### **3.4.6.1 Innovations with the biggest potential to improve disaster response**

- Mobile phones
- The mobile phone: the ability to transfer funds from one place to another.
- Localization of the response
- Local innovations. Locally produced
- Globalization has given us the ability to share everything. But one size doesn't fit all
- Microfinance.

#### **Challenges**

- Funding
- Institutional entrust

#### **3.4.6.2 Scaling-up innovative solutions**

- Field practitioners are more able to decide on this.
- To address this piece effectively, we need to work closely with development.

#### **Challenges**

- There is no conversation with development.
- Risk mitigating practices that inhibit innovation.

#### **Proposed Solutions**

- Relevant collaboration at local level; not just university isolated academics.
- A strong risk assessment should be conducted.
- Safeguarding innovation. Better mitigation of risk.

#### **Recommendations**

- Working closely with development sectors.

### **3.5 Findings from Focus Group Discussion on Theme 4: Serving the Needs of People in Conflict**

#### **New Strategies and Approaches**

- Rapid assessment of needs and immediate response accordingly
- Develop strategy to engage private sector (Large, medium and small) in preparedness and responding to humanitarian disasters
- Establish funds to improve resilience in the local communities

#### **Valid Assessment of Needs**

- Ensure safety of humanitarian workers and accessibility to beneficiaries
- Improve local capacity for better assessment of needs

#### **Principles and Standards**

- It is very difficult and challenging to apply any standards or principles in conflicted areas since the context itself is out of standards or principles.

#### **Neutrality and Impartiality**

- Interference of governments and armed forces in humanitarian actions should be minimized.

#### **Management Style**

- For safety and security standards, remote management through locals has to continue, but the capacity of the locals has to be developed with some accountability measures.

#### **Complementarity of Humanitarian and Development Programs**

- Joint planning so that development programs directly start after the relief of conflicts conditions.



### **3.6 Findings on Cross Cutting Issues**

The following cross-cutting issues were identified by the participants

- Socio-economic and political issues
- Lack of funding: inequality in allocating funding according to fair measures
- Climate change mitigation is really important. Climate change is affecting the vulnerable people, and it is going to increase. As humanitarian actors, we have to discuss how we are going to mitigate it.
- Gender is very important. Gender is fundamental as some principles cannot be set aside.

#### **Challenges**

- Inequality in allocating funds
- Lack of accountability standards according to which the funds are allocated
- Lack of transparency
- Gender: cultural barriers to access to affected vulnerable female populations.
- Humanitarians do not have enough awareness of gender
- Lack of funds

#### **Solutions**

- Fair distribution according to transparency standards and accountability measures.
- Recruit and promote more women.
- Fair HR policies.
- Hire local women.

#### **The humanitarian landscape in the world/region 20 years from now**

- Humanitarian issues will first and foremost be addressed at a local level by local communities.
- Increased international cooperation in addressing humanitarian aid

#### **Challenges**

- Enhancing local capacity to national standards

### **3.7 The Role of Muslim Diaspora in Humanitarian Action**

#### **The Role of Diaspora in Humanitarian Action**

- Limited is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide.
- Complete lack of awareness about what else to do other than give cash
- It depends on who you are giving to.
- In general, Muslim community is more willing to give to international vs. domestic.

#### **Challenges & Constraints**

- Integration of the Muslim community in the political landscape
- Unfair negative impact happens in Canada because of the political situation in other countries
- Lack of integration and collaboration with other non-Muslim organizations
- Lack of capacity
- Limited awareness of issues
- Limited involvement
- Diaspora is still very young and immature as a community
- It does not have the influence it could have.
- Leadership issues
- Understanding how to coordinate and do government relations
- Most groups are too conservative.
- They are not known until they hit a disaster.

#### **Proposed Solutions**

- Keep some funds for advocacy.
- Muslim organizations should engage and advocate more.
- Muslim organizations need to strengthen domestic programs

#### **Recommendations**

- Muslim organizations working with other non-Muslim organizations
- Humanitarian agencies need to educate their communities
- Better media relations

#### **Support Muslim diaspora find useful to become more effective in mobilizing and advocating aid**

- Technical support
- Advocating aid. Marketing: It is lacking in Muslim organizations
- Coordination with other organizations
- Include more Muslim professionals to positively support humanitarian organizations
- Building capacity (human resources)
- Communication with the government

### **Challenges**

- To reduce the organizational cost, organizations end up compromising the quality. How much is the cost allocated to enhancing quality?
- The competition within Muslim organizations; lack of unity

### **Solutions**

- Mapping, engagement, doing domestic projects to engage them.
- When you are really going to know them is when a crisis hits.

### **Message to the World Humanitarian Summit on how to address the role of diasporas**

- A voice should be given to the diaspora in the summit to address the needs of their home countries (let them talk). Our NGOs are serving all types of beneficiaries and so there must be a room for them to share their perspective on the future of humanitarian aid.

## **4. Conclusions & Recommendations**

### **4.1 Conclusions**

In this section, responses to the consultation questions are provided, and the recommendations for the future are stated.

#### **CQ1. Who are the groups that are affected by conflicts and disasters and are served by the Muslim diaspora in Canada?**

The Muslim diaspora in Canada serve all different groups that are affected by conflicts and disasters including children, youth, men and women of all ages both inside and outside Canada. In addition, they serve refugees and Internally Displaced People (IDPs).

#### **EQ2. What are the challenges that Muslim diaspora face in helping groups affected by conflicts and disasters?**

Muslim Humanitarian Organizations in Canada face a number of challenges when they serve their beneficiaries whether inside or outside Canada. The challenges inside Canada are as follows:

- Legislations, changes of laws
- Beneficiaries/refugees need more legal support
- Restrictions in term of groups allowed to assist
- Lack of cooperation and coordination
- Lack of information about the needs of beneficiaries
- Beneficiaries' willingness to learn and accept the services as well as the instructions/recommendations provided to them.
- Financial resources/funding cuts from all levels of Gov.
- Traction with individual donors
- Lack of skilled HR from the community
- Lack of capacity within our NGOs
- Image of the community and bad media coverage
- Islamophobia/lack of awareness

As for the challenges faced by Canadian Muslim Humanitarian Organizations when they serve their beneficiaries outside Canada, following is the list.

- Effectiveness of long-term projects
- Resilience and local abilities to respond to disasters
- Access in conflict areas
- Staff (getting the right people), danger and bad living conditions make it hard to recruit
- Staff (psychological needs and security)
- Funding in very hard to secure
- Poor donor engagement
- Capacity of local institutions and NGOs

Accordingly, the following solutions were proposed to overcome the above challenges.

- Long-term M&E and learning
- Focus on sustainability

- CB for local communities, CBOs, state and other NGOs
- Ensure neutrality in conflict areas is well practiced and understood by parties in the conflict area.
- Work more closely with local capacity
- Better focus on HR issues with adequate resourcing
- NGOs to find collective solutions which amplify their voice and impact
- Collaboration and networking

The following recommendations were made to INGOs, NGOs, state, donors and other stakeholders

- Increasing local cooperation with the local Gov. in M&E and development planning
- Building relationships with all relevant stakeholders through participatory framework development
- CB for local communities, CBOs and state and other NGOs
- Maintain political pressure to solve conflicts (By Govs. Through diplomatic fronts, not military)
- Provide CB to local stakeholders
- Better communicate needs, principles (i.e. Not just for 'sexy natural disasters')
- To build a network of local institutions as an Apex institution and set up, assess needs, allocate resources and implement Humanitarian programs through the Apex institution.

**EQ3. What solutions are proposed to face the challenges identified with focus on the 4 key themes? What are the recommendations?**

Following are the solutions and recommendations proposed to face the challenges on each theme. They are organized by elements under each theme.

|   |
|---|
| <b>Theme1. Humanitarian Effectiveness</b> |
|---|

**1.1 Capacity.**

- Provide capacity building programs to the local organizations.
- Filling gaps: Use a bottom up approach by assessing their needs and providing the relevant capacity building program.
- Apply the "Preparedness" system/tool.
- Develop a database with local organizations and rank these organizations on preparedness.
- The WHS should work on creating standards for preparedness.
- Accreditation for local organizations should be given based on their ranks on "Preparedness".
- Hire healthy and skilled staff.
- Policy dialogue on the issues that lead to discrimination and modify them.

### **Focus of capacity enhancement efforts**

Focus should be on the local governments and the local actors so that they can handle humanitarian needs more effectively. In addition, some focus should be given to the international humanitarian system.

- A comprehensive approach including dialogue with the government authorities
- Economic – poverty reduction
- Continuous education is a solution
- Ensuring that donors are addressing humanitarian issues at a government level and not at the donor level.
- Involving the Media can make a positive impact.
- Media campaigns to educate the population with a clear purpose
- Education can build trust.

### **1.2 Collaboration**

Recipient countries should be working closely with donor countries to assess the needs of the recipient countries and act accordingly. Mainstream organizations need to be equal partners of the local organizations (not as a mere financial resource).

- To be included, one needs to be invited on the table
- Building fair relationships
- Encourage continuous dialogue to build strong relationships
- Implement long term communication strategies

### **Coordination between national and international actors**

- Build that capacity so the locals have access to these tools

### **1.3 Financing Mechanisms**

There are needs for the development of more effective Humanitarian financing mechanisms and methods. Education and training are the keys to enhance accountability.

- “Hawala” is improving it
- Having adaptable local financial mechanisms

### **1.4 Accountability**

In general, there are no accountability measures for local organizations. Even when accountability measures exist, they do not meet the standards (need improvement).

- Provide tools to governments to build capacity
- Awareness/Education and training to make recipients understand why they are not getting the funding.

### **1.5 Timeliness**

#### **Mechanisms to ensure timeliness of Humanitarian Action**

There are mechanisms that ensure the responsiveness of the humanitarian organizations both at the local and international levels.

- Allocate appropriate financial resources
- Build capacity

- Improve/Use the alert system
- Look for disasters that are not reported in the media
- Campaigns to educate the public

### **1.6 Integration with Development Programs**

There is a limited enforcement between the humanitarian programs and the development programs, which takes place only within big international organizations.

|   |
|---|
| <h2><b>Theme 2: Reducing Vulnerability and Risk Management</b></h2> |
|---|

### **2.1 Preparedness**

- Develop and implement safety guidelines for humanitarian workers (UN and participating governments)
- More funds for preparedness
- Empower the local capacity for preparedness
- Allocate funds based on actual needs

### **2.2 Role of Humanitarian Actors**

- Focus on local capacity to build more resilience among local communities
- Speedy mobilization of funds by international actors
- Design and conduct programs for Risk Analysis and Risk management
- Improve coordination and knowledge sharing among international and local actors

### **2.3 Integration with development**

- Integration of programs at the planning stage especially development ones
- Rotation of humanitarian and development workers at different levels
- Long term coordination to eliminate the root causes of manmade disasters

### **2.4 Financial Mechanisms**

- Enough financial resources are not available to conduct appropriate risk management
- Allocate specific % of budget for preparedness and risk management. This is not a waste of resources. It is an essential factor that contributes to efficient use of resources.

### **2.5 Predictability**

- Facilitate capturing the local knowledge related to predictability and preparedness and then disseminate it effectively among the population and stakeholders effectively.
- Improve information sharing on preparedness and predictability at the local and international levels especially among actors working in the same areas and regions.

## 2.6 Capacity and Commitment to Analyze and Manage Risks

- Raise Awareness of the importance of identifying, analyzing and managing risks among local and international actors
- Develop capacity at the local level through context-based tailored programs to their local circumstances.

## 3. Theme 3: Transformation through Innovation

### 3.1 Defining the Role of Innovation in Humanitarian Space

- Better definition/consensus on definition. The UN is very consistently using this word
- It is not just about money, it is how to get institutional innovation, which requires us to think in different ways.
- Reward and profile those who take risks and challenge the status quo. How do you create a space that allows for failure?
- Greater engagement in humanitarian actions
- Incentivizing risk taking
- Innovation funds that accept certain levels of risk
- The private sector allows their staff to spend 20% of their time doing whatever they want so they can try to innovate and fail but without the pressure of the consequences of failure.
- Partnerships with research institutes could be helpful.

### Aspects of humanitarian action that would benefit from innovative approaches

- All aspects of humanitarian aspects benefit from humanitarian innovation.
- Innovation is needed in funding mechanisms. Some funds cannot reach the beneficiaries because of political reasons. Politics can be overcome by innovative ways
- Working with the private sector is essential since most of the funds that cover disaster affected countries come from sources other than Humanitarian Actors.
- Credibility. Brand of organization itself or its credibility. When some innovative approaches produce negative results, credibility is negatively influenced.
- Speed of first response. The first response is the area that needs more innovative ways.

### Solutions and Recommendations

- Make the locals part of solution. This can be really innovative.
- Engaging the private sector and other stakeholders.
- Involving all stakeholders at all times.
- Productive long-term dialogue and engagement is necessary.
- Better communication and collaboration between agencies.



### **3.2 Management and Finance of Innovative Action**

Participants agreed that “decentralization” is the approach that can be adapted to the management and financing of innovation in humanitarian action.

- Humanitarian organizations set up their own funding as opposed to soliciting funds from donors
- Engaging with our stakeholders and donor base. A particular percent of donation should go to innovative funds.
- More private sector funds for innovation since they are more used to investing in risk management.
- Creating measuring tools to assess effectiveness of work
- Integrating innovation into your work with relevant key innovative performance indicators.
- Capture what professionals do to manage risks as they tend to be very innovative.

### **3.3 Collaboration and Partnership**

- Information sharing i.e. humanitarian data sharing
- Establishing where people are working and where the gaps are is really helpful.
- Use the London model. Adapt or innovate around that.
- Define the space and keep principles clear
- Localized collaboration

#### **Forming effective partnerships between innovators and humanitarians**

- Cross fertilization of innovative ideas.
- Leaders (organizations) need to prioritize partnerships. There are no ways individuals can find the time to invest in innovation. Funding is fundamental for research. You need funding or resources that will allow you to do the proper research sharing.
- Greater engagement with academia. Do this at the local level i.e. within developing countries.
- Conversations with private sector. Get people from private sector to work within humanitarian organizations and vice versa
- Building platforms. Governments have a role and our sector has a role in advocating. Governments can convene better than anyone else but we need to advocate for it

### **3.4 Risk Management of Humanitarian Innovations**

- To take risk at a very small scale.
- Sharing information on failure in innovation. Traditionally, organizations tend to patch up their failures. They are not transparent.
- Lobbying for our sector to convince the public that innovation is a need. Educate!

### **3.5 Possible Conflict Between Innovations and Humanitarian Standards**

There is a need to acknowledge this challenge: the relationship between quality, innovation and flexibility. We need to do both and that means prioritizing both. One cannot do quality at the expense of not reaching everyone (quantity) and there will

always be “Tension between both” especially that we are not reaching everyone we are supposed to reach.

- Create overarching principles
- Revisiting principles; operationalizing principles.

### **3.6 Effective Innovations**

#### **Innovations with the biggest potential to improve disaster response**

- Mobile phones
- The mobile phone: the ability to transfer funds from one place to another.
- Localization of the response
- Local innovations. Locally produced.
- Globalization has given us the ability to share everything. But one size doesn't fit all
- Microfinance.

#### **To scale up innovative solutions**

- Field practitioners are more able to decide on this.
- To address this piece effectively, we need to work closely with development.
- Relevant collaboration at local level; not just university isolated academics.
- A strong risk assessment should be conducted.
- Safeguarding innovation. Better mitigation of risk.
- Working closely with development sectors.

## **4. Theme 4: Serving the Needs of People in Conflict**

### **4.1 New Strategies and Approaches**

- Conduct rapid assessment of needs and immediate response accordingly
- Develop strategy to engage private sector (Large, medium and small) in preparedness and in responding to humanitarian disasters
- Establish funds to improve resilience in the local communities

### **4.2 Valid Assessment of Needs**

- Ensure safety of humanitarian workers and accessibility to beneficiaries
- Improve local capacity for better assessment of needs

### **4.3 Principles and Standards**

- It is very difficult and challenging to apply any standards or principles in conflicted areas since the context itself is out of standards or principles.

### **4.4 Neutrality and Impartiality**

- Interference of governments and armed forces in humanitarian actions should be minimized.

### **4.5 Management Style**

- For safety and security standards, remote management through locals has to continue, but the capacity of the locals has to be developed with some accountability measures.

#### **4.6 Complementarity of Humanitarian and Development Programs**

- Joint planning so that development programs directly start after the relief of conflicts conditions

**EQ4. What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, climate change mitigation) that should be included in these discussions other than the four themes? For each issue, what are the challenges and recommendations?**

The following cross-cutting issues were identified by the participating NGOs

- Socio-economic and political issues
- Lack of funding: inequality in allocating funding according to fair measures
- Climate change mitigation is really important. Climate change is affecting the vulnerable people, and it is going to increase. As humanitarian actors, we have to discuss how we are going to mitigate it.
- Gender is very important. Gender is fundamental as some principles cannot be set aside.

#### **Challenges in the cross-cutting issues**

- Inequality in allocating funds
- Lack of accountability standards according to which the funds are allocated
- Lack of transparency
- Gender: cultural barriers to access to affected vulnerable female populations
- Humanitarians do not have enough awareness of gender
- Lack of funds

#### **Proposed Solutions**

- Fair distribution according to transparency standards and accountability measures
- Recruit and promote more women
- Fair HR policies
- Hire local women

#### **The participants described how they see the humanitarian landscape in the world/region 20 years from now**

- Humanitarian issues will first and foremost be addressed at a local level by local communities.
- Increased international cooperation in addressing humanitarian aid

#### **Challenges for fulfillment of the 20 year vision**

- Enhancing local capacity to national standards

**EQ5. To what extent Muslim diaspora NGOs collaborate with other humanitarian organizations/agencies on serving people affected by disasters and conflicts? How effective is this collaboration? How can it be maximized?**

All participating NGOs reported that they collaborate with other humanitarian organizations/agencies both inside and outside Canada. They strongly agreed that there is a need for more collaboration among Canadian Humanitarian organizations/agencies (100% agreement) and a need for more collaboration with international humanitarian organizations/agencies (97% agreement).

Challenges in collaboration with other humanitarian organization both inside and outside Canada were identified. The Challenges in Collaboration Inside Canada are as follows:

- Trust (Big INGOs do not want to share resources, experience)
- Willingness to collaborate
- No incentives for collaboration
- Lack of knowledge of each other
- No long term communication plan
- Lack of comprehensive support programs
- Collective funding
- Accountability and sustainable enthusiasm to collaborate
- Competition (brand, networking)

Following are the solutions proposed for the above challenges

- Open communication
- Building trust
- Develop and implement a long term communication plan
- MOUs
- Express mutual goals and objectives
- High level commitment
- Convince Gov. to reward collaboration
- More coordination and resources mobilization
- Develop a common vision and shared objectives

The following Recommendations are made to WHS, Muslim NGOs, INGOs, Canadian Humanitarian NGOs, the government and academia for more effective collaboration between NGOs inside Canada

- Networking
- Working closely to build trust
- Form more formal partnerships
- Coordination and collective planning
- Tailored support system
- Educate stakeholders
- Raise awareness

As for challenges in collaboration with other organizations OUTSIDE Canada, the following list was identified.

- Different timelines (academia slower than NGOs)
- Limited funding and competition
- Lack of accreditation programs to identify most effective partners
- Gender Balanced Responsiveness
- Distance

The following solutions were proposed

- Understand the differences and sign MOUs
- Seek collective funding from Gov. and private sector
- Introduce a Human Accreditation program
- Awareness
- Need to ensure broad interest exists and build for the long term

“Establish formal partnerships” was the recommendation made to WHS, Muslim NGOs, INGOs, Canadian Humanitarian NGOs, the government and academia in order to achieve more effective collaboration with NGOs OUTSIDE Canada.

**EQ6. What are the needs of Muslim NGOs in Canada so that they are more empowered to be more humanitarily effective with reference to**

- a. the 4 key themes?**
- b. other challenges related to their missions?**

There was a strong agreement across the participating NGOs that the institutional capacity of the Canadian Humanitarian Organizations/Agencies needs to be enhanced (94% agreement). The following institutional capacity building needs were identified by the participants.

- Communications
- Sustainable growth
- Measurement of social impact
- CB for Human resources
- Internal management systems
- Programming
- Research
- Volunteer management

In order to fulfill the above needs, the following requirements were stated by the participants.

- Structured methodology of implementation, follow up and evaluation
- Selecting and collecting data against key performance indicators. Understanding the goal and planned results
- Implement best practices
- Conduct needs assessment
- Implement CB programs
- Funding CB initiatives
- Outreach programs

The participating organizations also identified the actions to be taken by their organizations to enhance capacity.

- Develop sustainable projects
- Educate the board members
- Grant applications
- Actively seek good volunteers

**EQ7. What are the experiences and challenges facing refugees and facing organizations/ agencies working with refugees in Canada? What solutions are recommended to overcome these challenges?**

The participating organizations with experience with refugees agreed to some extent that refugees in Canada receive the support they actually need from Canadian humanitarian organizations/agencies (67% agreement). They also agreed at the same degree that Canadian humanitarian organizations/agencies are able to respond effectively to the needs of refugees in Canada (67% agreement).

According to the participating organizations, refugees in Canada face the following challenges.

- Providing sufficient documents
- Access to medical and dental services
- Access to basic needs
- Lack of resources (financial + others)
- Emotional stress
- Isolation / Language barrier (too much free time)
- Integration in Canadian society
- Policy issues (e.g. bill C43) - (undocumented convention refugee class in Canada)
- Justice system/ Legal Aid (not enough)
- Affordable housing
- Finding adequate employment

Accordingly, the following solutions were proposed.

- Access to info from the country of origin
- Specific programs for refugees
- Give more info to new migrants
- More participation (schools/work/volunteers)
- Free training
- Access to work/volunteering
- More support to settlement agencies
- Gov. to engage community

In order to implement the proposed solutions, the following recommendations were made to the government of Canada, CIC and mental health institutions.

- Increased credibility and trust of the community and representatives
- More funding
- Involving refugees in the community

- Speeding up the paper work
- Access to different sectors

The participating organizations working with organizations reported that they face 3 challenges:

- Funding
- Motivation
- Availability of Programs (youth support, mental health, acute health needs)

They proposed to CIC the solutions of flexible funding and more relevant programs.

**EQ8. How effective is “communications” between NGOs and Agencies/Organizations in-Canada, with international organizations/agencies and with beneficiaries in and outside Canada? How can “communications” be enhanced?**

According to the participating organizations, communication with their beneficiaries inside Canada is highly effective (89% agreement), while communication with their beneficiaries outside Canada is effective (75% agreement).

They moderately agree that communication between their organizations and their beneficiaries as well as other humanitarian organizations needs to be enhanced.

A number of different types of challenges in communication were made by the participating NGOs; with beneficiaries inside and outside Canada and with other humanitarian organizations. Following are the details.

**EQ8.1 Challenges in communication with beneficiaries**

The challenges faced in communication with beneficiaries inside Canada are

- Outreach programs/ unawareness of the services
- Use of technology and social media
- Large country
- No response from beneficiaries
- Lack of resources
- Lack of awareness

The solutions proposed for more effective communication with beneficiaries inside Canada are

- Regular meetings
- Collaborations with other agencies
- Allocate financial resources
- Focus on specific areas
- Clarify expectations from day 1
- Provide tools to the beneficiaries

The following recommendations were made to NGOs, Gov. of Canada and Donors.

- Meeting forums
- Capacity Building Workshops

As for the challenges in communication with beneficiaries OUTSIDE Canada, following is the list.

- Lack of information about local organizations capabilities
- Lack of resources
- Understanding the policies and procedures
- Lack of cooperation by implementing partners

The following recommendations were made to WHS and NGOs.

- Meeting forums
- Capacity Building Workshops

#### EQ8.2 Challenges in communication with Humanitarian Organizations/Agencies

The challenges faced in communication with humanitarian organizations inside Canada are

- Systemic policies that impact NGOs and the communities they serve
- Limited interest in cooperation/coordination
- Delayed responses
- Time and financial resources to network
- Institutional commitment to communicate

The solutions proposed for more effective communication with humanitarian organizations inside Canada are

- Lobby to change the bad policies
- More networking / awareness raising
- Clarify expectations from day 1 of partnership
- Provide incentive for more communication
- Board members can help
- Use technology
- High level direction
- Award cross agency communications

The following recommendations were made to NGOs, Gov. of Canada and NGO leaders.

- Education
- Political participation to change bad policies

The challenges faced in communication with humanitarian organizations OUTSIDE Canada are

- Limited capacity
- No response
- Time and resources

The solutions proposed to NGOs and NGO leaders for more effective communication with humanitarian organizations OUTSIDE Canada are

- CB programs
- Highlight the deadlines for responses
- Leaders to make it a priority



**EQ9. How effective is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide? What are the constraints, if any? What kind of Support is needed to enhance such a role?**

According to the participants, the role of Muslim diaspora is **limited** in influencing other actors including the government to better address the needs of crisis-affected people worldwide. The challenges and constraints on the role of Muslim diaspora were identified as follows.

- Integration of the Muslim community in the political landscape
- Unfair negative impact happens in Canada because of the political situation in other countries
- Lack of integration and collaboration with other non-Muslim organizations
- Lack of capacity
- Limited awareness of issues
- Limited involvement
- Diaspora is still very young and immature as a community
- It does not have the influence it could have
- Leadership issues
- Understanding how to coordinate and do government relations
- Most groups are too conservative
- They are not known until they hit a disaster

The following solutions and recommendations were made

- Keep some funds for advocacy
- Muslim organizations should engage and advocate more
- Muslim organizations need to strengthen domestic programs
- Muslim organizations should work with other non-Muslim organizations
- Humanitarian agencies need to educate their communities
- Better media relations

**EQ10. The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, how do you think the summit should address the role of diasporas?**

The following message is made to the World Humanitarian Summit on how to address the role of diasporas.

A voice should be given to the diaspora in the summit to address the needs of their home countries (let them talk). Our NGOs are serving all types of beneficiaries and so there must be a room for them to share their perspective on the future of humanitarian aid.

## 4.2 Recommendations

The following recommendations were made in light of the outcomes of the consultation workshop.

- The workshop was an opportunity for the Muslim NGOs in Canada to become more aware that there is a need for coordination between them. Therefore, IR Canada was asked to take the lead in initiating dialogue between Canadian Muslim NGOs on how to have better coordination and knowledge sharing.
- The participants recommended that the group should meet again in 6 months (around May-June 2015) to follow up on the WHS humanitarian themes and prepare a complementary report to the current one.
- A network of diasporas in Canada should be created with the purpose of coordination of efforts, services and knowledge sharing.

**Annex 1**  
**Terms of Reference**

**Preparations for 2016 UN World Humanitarian Summit**  
**Proposal & Terms of Reference for**  
**Technical Consultancy**  
**To**  
**IR Canada**

**1. Background**

In preparation for 2016 UN World Humanitarian Summit, IR (Islamic Relief) Canada is working with THF (The Humanitarian Forum) according to the following premises:

- IR Canada will take the lead in organizing the Canadian based consultation for Muslim Diaspora organizations in the Canada,
- THF will provide information needed to organize consultation,
- THF will connect the facilitator identified by IR Canada with technical team of WHS within UN,
- THF and IR Canada will consolidate the report from consultation and submit to UN.
- IR Canada will document, communicate and disseminate outcomes, results and proceedings of the consultation with the help of THF.
- IR Canada will submit outcome to WHS secretariat in UN and the Regional Steering Group of US, Canada and Europe.
- IR Canada will join THF effort in influencing the process leading to 2016.

**2. Purpose and Scope of the Consultancy**

In light of the above IR Canada is hiring a technical consultant to **plan, facilitate** and **report** on a 2-day national consultation for Canadian based (Muslim) diaspora communities.

**3. Responsibilities of the Consultants**

- 3.1. Desk review all relevant docs and data with reference to the concept note "IR Canada engagement in the preparations for 2016 UN World Humanitarian Summit".
- 3.2. Communicate with technical team of WHS within UN with relevance to consultation expected outcomes
- 3.3. Plan for a one-day workshop including agenda, methodology and design of tools for the data collection.
- 3.4. Facilitate and conduct the one-day consultation workshop with ensuring collection of valid data for the intended purpose

- 3.5. Analyze data collected
- 3.6. Report on workshop findings (Draft Report)
- 3.7. Collect feedback on the draft report from stakeholders
- 3.8. Submit final report according to feedback collected from IR Canada and THF

#### 4. Deliverables

- 4.1. A workplan including agenda, proposed tools and methodology
- 4.2. Actual data collection through facilitation and delivery of the one-day workshop
- 4.3. Draft report on the findings
- 4.4. Final report

#### 5. Level of effort

It is expected that the LOE of the consultant Dr. Ahmed Dewidar will be 26 man-days (This will include using other consultants as needed to implement this assignment) at \$750 CAD per man-day.

#### 6. Length and Timing of Work

This consultancy will be carried out from the date of signing the contract to January 31, 2015.

#### 7. Outlined Work Plan

| Activity   | Responsibility         | Deliverable  | Date        | Status    | Level of Effort |
|--|------------------------|--|-------------|-----------|-----------------|
| 1. Preliminary Meeting to Discuss Scope and Requirements of the Consultation | IR Canada & Consultant | Common Understanding of the Assignment & Agreement on Next Steps       | 29 Oct 2014 | Completed |                 |
| 2. Preliminary document review and submission of outlined work plan          | Consultant             | <ul style="list-style-type: none"> <li>• Outlined Work Plan</li> </ul> | 1 Nov 2014  | Completed |                 |

| Activity   | Responsibility | Deliverable   | Date        | Status    | Level of Effort |
|--|----------------|---|-------------|-----------|-----------------|
| 3. In-depth document review and analysis: <ul style="list-style-type: none"> <li>• Docs provided by IR Canada</li> <li>• THE Humanitarian Forum</li> <li>• UN WHS Site &amp;</li> <li>• Relevant references</li> </ul> | Consultant     | <ul style="list-style-type: none"> <li>• Questions and verifications with IR Canada</li> </ul>  | 9 Nov 2014  | Completed | 4               |
| 4. Preparation of detailed work plan   | Consultant     | Work Plan including: <ul style="list-style-type: none"> <li>• Purpose,</li> <li>• Specific objectives of the consultation</li> <li>• Methodology</li> <li>• Criteria for selection of participants</li> <li>• Indicators</li> <li>• Suggested Data tools</li> <li>• Detailed plan for implementation</li> </ul> | 17 Nov 2014 |           | 2               |
| 5. Review & Approval of work plan  | IR Canada      | <ul style="list-style-type: none"> <li>• Stakeholders' Feedback</li> <li>• Approval of the Work plan</li> </ul>   | 20 Nov      |           |                 |
| 6. Design and Validation of Data   | Consultant     | <ul style="list-style-type: none"> <li>• Data Collection Tools &amp;</li> </ul>   | 27 Nov      |           | 3<br>2          |

| Activity  | Responsibility | Deliverable   | Date     | Status | Level of Effort |
|---|----------------|---|----------|--------|-----------------|
| Collection Tools  |                | <ul style="list-style-type: none"> <li>Final Agenda for Data Collection Day</li> </ul>  |          |        |                 |
| 7. Review and Approval of tools and Agenda  | IR Canada      | <ul style="list-style-type: none"> <li>Suggested Modifications</li> <li>Approval of tools</li> </ul>  | 1 Dec    |        |                 |
| 8. Preparation of Presentations for the workshop  | Consultant     | Presentations (Slides) to describe to participants: <ul style="list-style-type: none"> <li>Background</li> <li>Purpose</li> <li>Methodology</li> <li>Their Tasks</li> <li>Their deliverables</li> </ul> | 4 Dec    |        | 2               |
| 9. Actual Data collection – Conducting the workshop<br><b>For each group (n=4) a Focal Point will be assigned to be responsible for group data.</b> | Consultant     | <ul style="list-style-type: none"> <li>Workshop Conducted and Target Data Collected</li> </ul>  | 12 Dec   |        | 1               |
| 10. Data Analysis   | Consultant     | <ul style="list-style-type: none"> <li>Quantitative and Qualitative Findings</li> </ul>   | 19 Dec   |        | 5               |
| 11. Submission of preliminary report for review   | Consultant     | <ul style="list-style-type: none"> <li>Draft Consultation Report</li> </ul>   | 28 Dec   |        | 3               |
| 12. Stakeholders' comments  | IR Canada      | <ul style="list-style-type: none"> <li>Suggested Modifications</li> </ul>   | 5 Jan 14 |        |                 |
| 13. Revisions and   | Consultant     | <ul style="list-style-type: none"> <li>Final</li> </ul>   | 12 Jan   |        | 2               |

| Activity  | Responsibility | Deliverable         | Date                             | Status | Level of Effort |
|---|----------------|---------------------|----------------------------------|--------|-----------------|
| Submission of final report for approval by IR Canada                      |                | Consultation Report |                                  |        |                 |
| 14. Meetings, Communication, Audio Conferences with IR Canada, THF and UN | Consultant     |                     | From Nov 1, 14 to January 12, 15 |        | 2               |

#### ACCEPTANCE

Your signature below indicates acceptance of this proposal and its terms.

This proposal is accepted and forms an agreement between Dr. Ahmed Dewidar and **Islamic Relief Canada as represented by Mr. Zaid Al-Rawni.**

For Islamic Relief, Canada  
Mr. Zaid Al-Rawni

Dr. Ahmed Dewidar

\_\_\_\_\_

\_\_\_\_\_

Date:

Date: November 5, 2014

**1.0 P**

Annex 2  
Tools

**Consultation of Muslim Diaspora in Canada Workshop  
in Preparation for the World Humanitarian Summit 2016**

**11 December 2014**

Individual Survey

Dear Participant,

IR Canada and THF would like to thank you for your valuable participation. The purpose of this survey is to collect your individual experience in humanitarian action with regard to issues, challenges and recommendations in preparation for the UN World Humanitarian Summit (WHS) in 2016. Your input is highly appreciated.

Name (Optional):

Organization (Optional):

Years of Experience in Humanitarian Work:

You are kindly requested to respond to the following questions to the best of your knowledge and experience.

With Appreciation,  
IR Canada & THF





**1. Beneficiaries of Your Organization's Services & Type of Humanitarian Support Provided to Them**

1. Who are the groups that are affected by conflicts and disasters and are served by YOUR ORGANIZATION inside and outside Canada?

**Please fill in the table below and mark as appropriate the location and Gender Slots.**

| Type of Beneficiaries of<br>(Women, Children, Sick,<br>In-Conflict, etc.) | Location<br>Please Mark as<br>appropriate |               | Gender |   | Age Group<br>Range | Type of Support |
|---|---|---------------|--------|---|--------------------|-----------------|
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |

| Type of Beneficiaries of<br>(Women, Children, Sick,<br>In-Conflict, etc.) | Location<br>Please Mark as<br>appropriate |               | Gender |   | Age Group<br>Range | Type of Support |
|---|---|---------------|--------|---|--------------------|-----------------|
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   |   |               |        |   |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |
|   | Inside<br>CA                              | Outside<br>CA | M      | F |                    |                 |

**2. The Challenges YOUR Organization/Agency Face, Solutions and Recommendations**

2. What are the challenges that YOUR ORGANIZATION face in helping groups affected by conflicts and disasters? What are the solutions?

**2.1 Challenges, Solutions and Recommendation for Humanitarian Work Inside Canada**

| <b>Challenges</b> for humanitarian Services Supporting Groups <b>inside</b> Canada | <b>Solutions</b> for humanitarian Services Supporting Groups <b>inside</b> Canada | <b>Recommendations</b> | <b>To Whom</b> You Make the Recommendation |
|--|---|------------------------|--|
|  |   |                        |  |
|  |   |                        |  |
|  |   |                        |  |
|  |   |                        |  |

**2.1 Challenges, Solutions and Recommendation for Humanitarian Work Outside Canada**

| <b>Challenges</b> for humanitarian Services Supporting Groups <b>outside</b> Canada | <b>Solutions</b> for humanitarian Services Supporting Groups <b>outside</b> Canada | <b>Recommendations</b> | <b>To Whom</b> You Make the Recommendation |
|---|--|------------------------|--|
|   |  |                        |  |
|   |  |                        |  |
|   |  |                        |  |
|   |  |                        |  |
|   |  |                        |  |

### 3. Collaboration With Other Humanitarian Organizations/Agencies

3.1 Does the organization/agency you work in collaborate with other humanitarian organizations/agencies, whether inside or outside Canada, on serving people affected by disasters and conflicts?

**Please select an answer**

Yes

No

If Yes, please respond to questions 3.1, 3.2 & 3.3 as relevant.

3.2 Please read the following statements and choose the response that best fits your choice according to the scale below.

**Scale of Responses**

|                           |                              |                 |              |                           |
|---------------------------|------------------------------|-----------------|--------------|---------------------------|
| <b>Not<br/>Applicable</b> | <b>Strongly<br/>Disagree</b> | <b>Disagree</b> | <b>Agree</b> | <b>Strongly<br/>Agree</b> |
| NA                        | 1                            | 2               | 3            | 4                         |

| No    | Statement  | Response |   |   |   |    |
|-------|--|----------|---|---|---|----|
| 3.2.1 | In general, there is effective collaboration among Canadian Humanitarian organizations/agencies.   | 1        | 2 | 3 | 4 | NA |
| 3.2.2 | In general, there is effective collaboration between Canadian Humanitarian organizations/agencies and international humanitarian organizations/agencies. | 1        | 2 | 3 | 4 | NA |
| 3.2.3 | There is a need for more collaboration among Canadian Humanitarian organizations/agencies.   | 1        | 2 | 3 | 4 | NA |
| 3.2.4 | There is a need for more collaboration between Canadian Humanitarian organizations/agencies and international humanitarian organizations/agencies.       | 1        | 2 | 3 | 4 | NA |

3.3 Please complete the following table

**Organizations/Agencies Your Organization/Agency Collaborate with & Type of Collaboration**

| Organization/Agency Your Org./Agency Collaborate with | Location<br>Please Mark as appropriate |            | Level & Type of Support<br>(Please give a brief statement on the level and Type of Support) |
|---|--|------------|---|
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |
|   | Inside CA                              | Outside CA |   |

| Organization/Agency Your Org./Agency Collaborate with | Location Please Mark as appropriate |            | Level & Type of Support<br>(Please give a brief statement on the level and Type of Support) |
|---|-------------------------------------|------------|---|
|   | Inside CA                           | Outside CA |   |
|   | Inside CA                           | Outside CA |   |

3.4 What are the **challenges** that **YOUR ORGANIZATION** face in **collaborating** with other agencies/organizations in serving people affected by disasters and conflicts? What are the solutions you propose? What recommendation do you make for make effective collaboration?

Please complete the tables below.

**3.4.1 Challenges, Solutions and Recommendations – Collaboration with Organizations/Agencies **INSIDE** Canada**

| Challenges in collaborating with other agencies/organizations <b>inside</b> Canada | Solutions for more effective collaborations with other agencies/organizations <b>inside</b> Canada | Recommendations | To Whom You Make the Recommendation |
|--|--|-----------------|-------------------------------------|
|  |  |                 |                                     |
|  |  |                 |                                     |

**3.4.1 Challenges, Solutions and Recommendations – Collaboration with Organizations/Agencies OUTSIDE Canada**

| <b>Challenges</b> in collaborating with other agencies/organizations <b>OUTSIDE</b> Canada | <b>Solutions</b> for more effective collaborations with other agencies/organizations <b>OUTSIDE</b> Canada | <b>Recommendations</b> | To Whom You Make the Recommendation |
|--|--|------------------------|-------------------------------------|
|  |  |                        |                                     |
|  |  |                        |                                     |
|  |  |                        |                                     |
|  |  |                        |                                     |
|  |  |                        |                                     |



**4. Canadian Humanitarian Organizations/Agencies Needs for Capacity Enhancement**

4. In light of your organization’s humanitarian mission and objectives, what are the institutional needs, if any, for capacity enhancement so that your organization/agency can fulfill its mission and achieve its objectives?

**4.1 Please read the following statements and choose the response that best fits your choice according to the scale below.**

**Scale of Responses**

|                           |                              |                 |              |                           |
|---------------------------|------------------------------|-----------------|--------------|---------------------------|
| <b>Not<br/>Applicable</b> | <b>Strongly<br/>Disagree</b> | <b>Disagree</b> | <b>Agree</b> | <b>Strongly<br/>Agree</b> |
| NA                        | 1                            | 2               | 3            | 4                         |

| No    | Statement  | Response |   |   |   |    |
|-------|--|----------|---|---|---|----|
| 4.1.1 | In general, the institutional capacity of the Canadian Humanitarian Organizations/Agencies needs to be enhanced. | 1        | 2 | 3 | 4 | NA |
| 4.1.2 | The institutional capacity of the Canadian Humanitarian Organization/Agency I work in needs to be enhanced.      | 1        | 2 | 3 | 4 | NA |

4.2 Please complete the following table

**Institutional Needs for Capacity Enhancement for Your Organization/Agency, if any.**

| Institutional Capacity Needs | Requirements for fulfillment of needs | Actions Needed by Your Organization/Agency | External Support Needed & Please identify Support Provider(s) |
|------------------------------|---------------------------------------|--|---|
|                              |                                       |  |   |
|                              |                                       |  |   |
|                              |                                       |  |   |
|                              |                                       |  |   |
|                              |                                       |  |   |
|                              |                                       |  |   |
|                              |                                       |  |   |

**5. Support to Refugees in Canada**

**5. Does your organization/agency have any experience working with refugees?**

**Please select an answer**

Yes

No

**If Yes, please respond to questions 5.1, 5.2 & 5.3 as relevant.**

**5.1 Please read the following statements and choose the response that best fits your choice according to the scale below.**

**Scale of Responses**

|                           |                              |                 |              |                           |
|---------------------------|------------------------------|-----------------|--------------|---------------------------|
| <b>Not<br/>Applicable</b> | <b>Strongly<br/>Disagree</b> | <b>Disagree</b> | <b>Agree</b> | <b>Strongly<br/>Agree</b> |
| NA                        | 1                            | 2               | 3            | 4                         |

| No    | Statement  | Response |   |   |   |    |
|-------|--|----------|---|---|---|----|
| 5.1.1 | In general, refugees in Canada receive the support they actually need from Canadian humanitarian organizations/agencies.     | 1        | 2 | 3 | 4 | NA |
| 5.1.2 | In general, Canadian humanitarian organizations/agencies are able to respond effectively to the needs of refugees in Canada. | 1        | 2 | 3 | 4 | NA |

5.2 Please complete the following table.

**Challenges Refugees Face in Canada**

| Challenges <u>Refugees</u> Face in Canada | Solutions | Recommendations | To Whom You are making the recommendations? |
|---|-----------|-----------------|---|
|   |           |                 |   |
|   |           |                 |   |
|   |           |                 |   |
|   |           |                 |   |
|   |           |                 |   |
|   |           |                 |   |
|   |           |                 |   |

5.3 Please complete the following table.

**Challenges Facing Organizations/Agencies Working With Refugees in Canada**

| Challenges Facing Organizations/Agencies Working with Refugees in Canada | Solutions | Recommendations | To Whom You are making the recommendations? |
|--|-----------|-----------------|---|
|  |           |                 |   |
|  |           |                 |   |
|  |           |                 |   |
|  |           |                 |   |
|  |           |                 |   |

## 6. Effective Communication with Beneficiaries and Across Organizations

6. How effective is “**communication**” between NGOs and Agencies/Organizations in-Canada, with international organizations/agencies and with beneficiaries in and outside Canada? How can “communication” effectiveness be enhanced?

**6.1 Please read the following statements and choose the response that best fits your choice according to the scale below.**

### Scale of Responses

|                           |                              |                 |              |                           |
|---------------------------|------------------------------|-----------------|--------------|---------------------------|
| <b>Not<br/>Applicable</b> | <b>Strongly<br/>Disagree</b> | <b>Disagree</b> | <b>Agree</b> | <b>Strongly<br/>Agree</b> |
| NA                        | 1                            | 2               | 3            | 4                         |

| No    | Statement   | Response |   |   |   |    |
|-------|---|----------|---|---|---|----|
|       |   | 1        | 2 | 3 | 4 | NA |
| 6.1.1 | Communication between my organization/agency and its beneficiaries <b>inside</b> Canada is highly effective.                          | 1        | 2 | 3 | 4 | NA |
| 6.1.2 | Communication between my organization/agency and its beneficiaries <b>outside</b> Canada is highly effective.                         | 1        | 2 | 3 | 4 | NA |
| 6.1.3 | Communication between my organization/agency and other humanitarian organizations/agencies <b>inside</b> Canada is highly effective.  | 1        | 2 | 3 | 4 | NA |
| 6.1.4 | Communication between my organization/agency and other humanitarian organizations/agencies <b>outside</b> Canada is highly effective. | 1        | 2 | 3 | 4 | NA |
| 6.1.5 | Internal communication in my organization/agency needs to be enhanced.  | 1        | 2 | 3 | 4 | NA |
| 6.1.6 | External communication between my organization/agency and other humanitarian organizations needs to be enhanced.                      | 1        | 2 | 3 | 4 | NA |
| 6.1.7 | Communication between my organization/agency and its beneficiaries needs to be enhanced.  | 1        | 2 | 3 | 4 | NA |

6.2 What are the challenges of **communication**, if any, that your organization faces with **beneficiaries** and other **humanitarian organizations** inside and outside Canada? What are the needs for enhancing communication with both?

6.2.1 Please complete the table below.

Communication with **Beneficiaries INSIDE** Canada: Challenges, Solutions and Recommendations

| Challenges in communication with beneficiaries <b>inside</b> Canada | Solutions for more effective communication with beneficiaries <b>inside</b> Canada | Recommendations | To Whom You Make the Recommendation |
|---|--|-----------------|-------------------------------------|
|   |  |                 |                                     |
|   |  |                 |                                     |
|   |  |                 |                                     |

6.2.2 Please complete the table below.

**Communication with Beneficiaries OUTSIDE Canada: Challenges, Solutions and Recommendations**

| Challenges in communication with beneficiaries <b>outside</b> Canada | Solutions for more effective communication with beneficiaries <b>outside</b> Canada | Recommendations | To Whom You Make the Recommendation |
|--|---|-----------------|-------------------------------------|
|  |   |                 |                                     |
|  |   |                 |                                     |
|  |   |                 |                                     |
|  |   |                 |                                     |
|  |   |                 |                                     |



6.2.3 Please complete the table below.

**Communication with Humanitarian Organizations/Agencies INSIDE Canada: Challenges, Solutions and Recommendations**

| Challenges in communication with humanitarian organizations <b>inside</b> Canada | Solutions for more effective communication humanitarian organizations <b>inside</b> Canada | Recommendations | To Whom You Make the Recommendation |
|--|--|-----------------|-------------------------------------|
|  |  |                 |                                     |
|  |  |                 |                                     |
|  |  |                 |                                     |
|  |  |                 |                                     |
|  |  |                 |                                     |
|  |  |                 |                                     |

6.2.4 Please complete the table below.

**Communication with Humanitarian Organizations/Agencies OUTSIDE Canada: Challenges, Solutions and Recommendations**

| Challenges in communication with humanitarian organizations <b>outside</b> Canada | Solutions for more effective communication with humanitarian organizations <b>outside</b> Canada | Recommendations | To Whom You Make the Recommendation |
|---|--|-----------------|-------------------------------------|
|   |  |                 |                                     |
|   |  |                 |                                     |
|   |  |                 |                                     |
|   |  |                 |                                     |
|   |  |                 |                                     |
|   |  |                 |                                     |

6.2.5 Please complete the table below.

**Internal Communication within Your Organization: Challenges, Solutions and Recommendations**

| <b>Challenges for Internal communication (Within the Organization) if any</b> | <b>Solutions</b> for more effective internal communication | <b>Recommendations</b> | To Whom You Make the Recommendation |
|---|--|------------------------|-------------------------------------|
|   |  |                        |                                     |
|   |  |                        |                                     |
|   |  |                        |                                     |
|   |  |                        |                                     |
|   |  |                        |                                     |
|   |  |                        |                                     |

End of Survey  
Many Thanks for your Valuable Input

## 2.1 P

# Consultation of Muslim Diaspora in Canada Workshop in Preparation for the World Humanitarian Summit 2016 11 December 2014

**Tool 2: Focus Group Discussion**  
**Theme 1: Humanitarian Effectiveness**

Dear Participant,

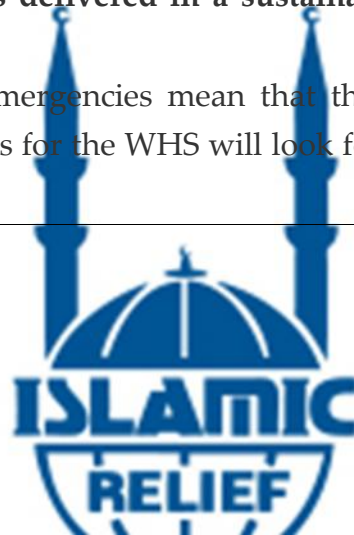
Many thanks for your valuable participation in the WHS consultation workshop. The consultation process aims to bring all key stakeholders together to identify and share solutions to our most pressing humanitarian challenges and find innovative ways to make humanitarian action more effective.

Your group will focus on

### **Theme 1: Humanitarian effectiveness**

The **objective** of the humanitarian effectiveness theme is to **explore how to meet the humanitarian needs of all people with timely and appropriate aid that is delivered in a sustainable manner, by those best placed to meet those needs.**

Growing needs and the changing context of emergencies mean that the pressure to improve the effectiveness of humanitarian action is building. The preparations for the WHS will look for ways to do this as a collaborative effort of all the actors involved.



### Process:

- There is a number of specific questions that are focused on “**Humanitarian Effectiveness**”.
- First you will think about your answers for a short time. It is recommended that you write down your initial thoughts in the space provided for each question.
- The facilitator will then open the discussion for the whole group. S/He will then record the point of consensus you reach as a group for the answers of every question.
- The group will put together a presentation to share with the other groups. You are expected to respond to questions and extend the discussion on your theme with the participants.
- At the end of group presentations, next steps will be documented.
- If you have any questions, please ask your facilitator.

### Outputs:

- Group presentation on theme one
- Delivering the presentation
- Responding to questions
- Contribution to the next steps

**Questions for Discussion of Theme 1: Humanitarian Effectiveness**

**For every question, a statement describing group consensus is required. Then, Challenges, Solutions and Recommendations need to be made to WHS.**

**1. Capacity.**

1.1 To what extent is the local capacity of humanitarian organizations/agencies capable of fulfilling its humanitarian duties? What are the challenges, solutions and recommendations?

|  |
|--|
| Response                                 |
| <br><br><br><br><br><br><br><br><br><br> |

| Challenges                               | Solutions                                | Recommendations                          |
|--|--|--|
| <br><br><br><br><br><br><br><br><br><br> | <br><br><br><br><br><br><br><br><br><br> | <br><br><br><br><br><br><br><br><br><br> |

1.2 Where should capacity enhancement efforts be focused to maximize the Humanitarian Effectiveness:

- the international humanitarian system
- governments and local actors
- collaborating with international and local effective businesses (Private Sector)
- other ?

| Response |
|----------|
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

## 2 Collaboration.

2.1 What changes are needed for humanitarian action to be more inclusive of different actors with different capacities?

What are the challenges, solutions and recommendations?

| Response |
|----------|
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |



2.2 How can the coordination between national and international actors be strengthened?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

### 3 Financing Mechanisms.

To what extent are there needs for the development of more effective Humanitarian financing mechanisms and methods? What are the challenges, solutions and recommendations?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

#### 4 Accountability

4.1 To what extent are there accountability measures in providing humanitarian support? To what extent are they applied?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

#### 4.2 What actions need to be taken to enhance accountability?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

## 5 Timeliness

5.1 To what extent are there mechanisms to ensure the responsiveness of Humanitarian organizations/agencies to sudden disasters and crises in a timely manner?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**5.2 To what extent can such responsiveness be improved? How?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

## 6 Integration with Development Programs

To what extent are the humanitarian programs enforced by development programs and vice versa for more efficient and sustainable results?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

## 7. Cross-Cutting Issues

7.1 What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, climate change mitigation) that should be included in the WHS discussions other than the four themes? For each issue, what are the challenges and recommendations to WHS?

Response

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |



**7.2 What should the humanitarian landscape look like in the world/region 20 years from now?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**8. The Role of Diaspora in Humanitarian Action**

8.1 How effective is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

8.2 What constraints does your diaspora encounter in trying to help disaster-affected people, **and** how could you best overcome them?

| Response |
|----------|
|          |

8.3 What kind of support would your diaspora find useful to become more effective in mobilizing and advocating aid?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

8.4 The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, **how do you think the summit should address the role of diasporas?**

Response

## 2.2 P

### Consultation of Muslim Diaspora in Canada Workshop in Preparation for the World Humanitarian Summit 2016

11 December 2014

#### Tool 2: Focus Group Discussion

#### Theme 2: Reducing Vulnerability and Risk Management

Dear Participant,

Many thanks for your valuable participation in the WHS consultation workshop. The consultation process aims to bring all key stakeholders together to identify and share solutions to our most pressing humanitarian challenges and find innovative ways to make humanitarian action more effective.

Your group will focus on

#### Theme 2:

#### Reducing vulnerability and managing risk

The **key question** for this theme is how together we can more effectively support countries and communities build **resilience** to the changing nature of shocks and stresses. This includes not only for recurrent and predictable shocks, but also for the uncertainties of the future.



### **Process:**

- There is a number of specific questions that are focused on “**Reducing Vulnerability and Risk Management**”.
- First you will think about your answers for a short time. It is recommended that you write down your initial thoughts in the space provided for each question.
- The facilitator will then open the discussion for the whole group. S/He will then record the point of consensus you reach as a group for the answers of every question.
- The group will put together a presentation to share with the other groups. You are expected to respond to questions and extend the discussion on your theme with the participants.
- At the end of group presentations, next steps will be documented.
- If you have any questions, please ask your facilitator.

### **Outputs:**

- Group presentation on theme one
- Delivering the presentation
- Responding to questions
- Contribution to the next steps

**Questions for Discussion of Theme 2: Reducing Vulnerability and Risk Management**

**1. Preparedness.**

What are the major threats and challenges in the future and the implications of this for humanitarian preparedness and response?

Response

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |



**2. Role of Humanitarian Actors.**

What needs to be done by humanitarian actors, local and international, to reduce vulnerability and manage risks?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

### 3. Integration with Development

How can the humanitarian & development communities work together more constructively to ensure that humanitarian & development programs reinforce one another?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**4. Financial Mechanisms**

4.1 What changes are required in current financing mechanisms to enhance preparedness and risk management?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**4.2 To what extent the needed financial resources are available to conduct appropriate risk analyses?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**5. Predictability**

5.1 To what extent can humanitarian actors, local and international, help communities translate their local knowledge and experience into better emergency preparedness and action, and the building of resilience?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**5.2 To what extent there is sufficient information sharing between actors working in the same areas/regions?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**6. Capacity and Commitment to Analyze and Manage Risks**

6.1 To what extent the capacity and commitment to identify, analyze and manage risks exist in local and international humanitarian actors?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

## 6.2 What needs to be done to enhance capacity?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |



**7. Cross-Cutting Issues**

7.1 What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, and climate change mitigation) that should be included in the WHS discussions other than the four themes? For each issue, what are the challenges and recommendations to WHS?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

7.2 What should the humanitarian landscape look like in the world/region 20 years from now?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**8. The Role of Diaspora in Humanitarian Action**

8.1 How effective is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

8.2 What constraints does your diaspora encounter in trying to help disaster-affected people, **and** how could you best overcome them?

| Response |
|----------|
|          |

8.3 What kind of support would your diaspora find useful to become more effective in mobilizing and advocating aid?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

8.4 The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, **how do you think the summit should address the role of diasporas?**

| Response |
|----------|
|          |

## 2.3 P

# Consultation of Muslim Diaspora in Canada Workshop in Preparation for the World Humanitarian Summit 2016 11 December 2014

Tool 2: Focus Group Discussion

## Theme 3: Transformation through Innovation

Dear Participant,

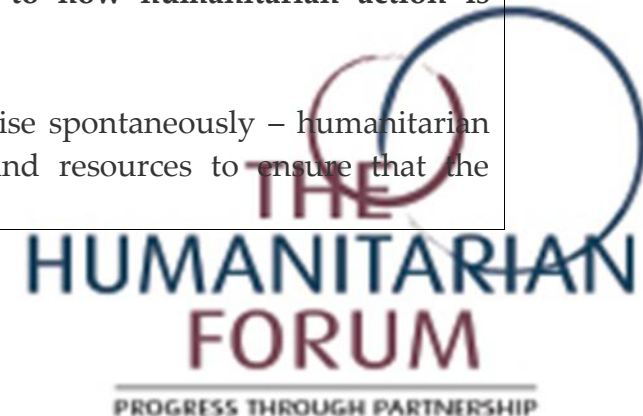
Many thanks for your valuable participation in the WHS consultation workshop. The consultation process aims to bring all key stakeholders together to identify and share solutions to our most pressing humanitarian challenges and find innovative ways to make humanitarian action more effective.

Your group will focus on **Theme 3:**

### Transformation through Innovation

In a world of constant change and evolving global challenges, affected populations and communities seek pro-active not reactive humanitarian responses. To remain responsive and adapt to the changing dynamics of humanitarian needs today and to prepare for more complex crises, **the objective** for the humanitarian actors is **to respond with increased creativity, innovation, and out-of-the-box solutions** with regards to how humanitarian action is designed and delivered.

An effective innovation ecosystem for humanitarian response is not going to arise spontaneously – humanitarian actors will have to come together to provide the management, structures and resources to ensure that the humanitarian community can adapt with the required speed.



### **Process:**

- There is a number of specific questions that are focused on “**Transformation through innovation**”.
- First you will think about your answers for a short time. It is recommended that you write down your initial thoughts in the space provided for each question.
- The facilitator will then open the discussion for the whole group. S/He will then record the point of consensus you reach as a group for the answers of every question.
- The group will put together a presentation to share with the other groups. You are expected to respond to questions and extend the discussion on your theme with the participants.
- At the end of group presentations, next steps will be documented.
- If you have any questions, please ask your facilitator.

### **Outputs:**

- Group presentation on theme one
- Delivering the presentation
- Responding to questions
- Contribution to the next steps



**Questions for Discussion of Theme 3: Transformation through Innovation**

**1. Defining the Role of Innovation in Humanitarian Space.**

1.1 To what extent is the role of innovation in humanitarian aid well-defined and endorsed by humanitarian actors?

Response

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**1.2 Which aspects of humanitarian action would benefit from innovative approaches? How?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

**2. Management and Finance of Innovative Action.**

What approaches can be adapted to the management and financing of innovation that maximizes impact and builds capacity to drive humanitarian innovation?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

|  |  |  |
|--|--|--|
|  |  |  |
|--|--|--|

**3. Collaboration and Partnership**

3.1 To what extent can humanitarian diverse actors come together to provide the management, structures and resources to create an effective innovation ecosystem for humanitarian response and ensure that the humanitarian community can adapt with the required speed?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**3.2 How can effective partnerships be formed between innovators and humanitarians to support resilience strengthening?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**4. Risk Management of Humanitarian Innovations**

4.1 To what extent does the capacity to manage risks and tolerance of failure in Humanitarian Innovations exist especially financially?

| Response |
|----------|
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**4.2 What are the barriers to innovation, if any, in the humanitarian system?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**5. Possible Conflict Between Innovations and Humanitarian Standards**

To what extent do humanitarian standards discourage the “out-of-the-box thinking” and the identification of new ideas that is a necessary part of an innovation cycle?

|          |
|----------|
| Response |
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |



**6. Effective Innovations**

6.1 Which innovations have the biggest potential to improve disaster response? To what extent are they effectively used?

| Response |
|----------|
|          |

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**6.2 How should humanitarian actors scale-up innovative solutions proven to help people cope with disasters, shocks and stressors (based on their needs)?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**7. Cross-Cutting Issues**

7.1 What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, and climate change mitigation) that should be included in the WHS discussions other than the four themes? For each issue, what are the challenges and recommendations to WHS?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**7.2 What should the humanitarian landscape look like in the world/region 20 years from now?**

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

**8. The Role of Diaspora in Humanitarian Action**

8.1 How effective is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

8.2 What constraints does your diaspora encounter in trying to help disaster-affected people, **and** how could you best overcome them?

| Response |
|----------|
|          |

8.3 What kind of support would your diaspora find useful to become more effective in mobilizing and advocating aid?

|          |
|----------|
| Response |
|----------|

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
|            |           |                 |

8.4 The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, **how do you think the summit should address the role of diasporas?**

| Response |
|----------|
|          |



## 2.4 P

### Consultation of Muslim Diaspora in Canada Workshop in Preparation for the World Humanitarian Summit 2016 11 December 2014

Tool 2: Focus Group Discussion

#### Theme 4: Serving the needs of people in conflict

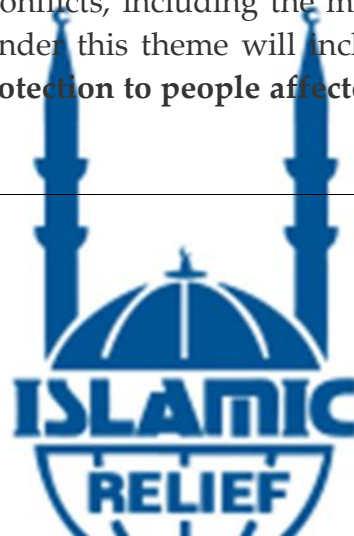
Dear Participant,

Many thanks for your valuable participation in the WHS consultation workshop. The consultation process aims to bring all key stakeholders together to identify and share solutions to our most pressing humanitarian challenges and find innovative ways to make humanitarian action more effective.

Your group will focus on

#### Theme 4: Serving the needs of people in conflict

The scale, intensity and duration of armed conflicts, including the massive displacement of people, continue to create immense humanitarian need. Work under this theme will include **identifying more effective strategies and methods of providing assistance and protection to people affected by conflict even in areas where there is combat.**



### Process:

- There is a number of specific questions that are focused on “**Serving the needs of people in conflict**”.
- First you will think about your answers for a short time. It is recommended that you write down your initial thoughts in the space provided for each question.
- The facilitator will then open the discussion for the whole group. S/He will then record the point of consensus you reach as a group for the answers of every question.
- The group will put together a presentation to share with the other groups. You are expected to respond to questions and extend the discussion on your theme with the participants.
- At the end of group presentations, next steps will be documented.
- If you have any questions, please ask your facilitator.

### Outputs:

- Group presentation on theme one
- Delivering the presentation
- Responding to questions
- Contribution to the next steps

**Questions for Discussion of Theme 4: Serving the Needs of People in Conflict**

**1. New Strategies and Approaches.**

What humanitarian actors – governments, aid organizations, donors, private sector organizations and others – need to do differently in order to better meet the needs of people in conflict situations?

Response

| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
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**2. Valid Assessment of Needs.**

To what extent are the specific needs for people in armed conflicts assessed accurately and in a timely manner?

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| Response |
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| Challenges | Solutions | Recommendations |
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### 3. Principles and Standards

To what extent do principles and standards guide humanitarian action in armed conflicts?

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| Response |
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| Challenges | Solutions | Recommendations |
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**4. Neutrality and Impartiality**

4.1 To what extent do the humanitarian actors maintain neutrality and impartiality of humanitarian action in conflict situations?

| Response |
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| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
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**4.2 To what extent can humanitarian action be independent from politics in conflict situations?**

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| Response |
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| Challenges | Solutions | Recommendations |
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**5. Management Style**

Most humanitarian action in conflict situation is managed **remotely**. What needs to be done to maximize the pros and minimize the cons of Remote Management in conflict-affected areas?

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| Response |
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| Challenges | Solutions | Recommendations |
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**6. Complementarity of Humanitarian and Development Programs.**

Humanitarian and development actors are working in the same context for years. How should they work together and use their strengths to ensure complementarity of effort when transiting from humanitarian to early recovery and then to development programs in conflict settings?

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| Response |
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| Challenges | Solutions | Recommendations |
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## 7. Cross-Cutting Issues

7.1 What are the most vital overarching or cross-cutting issues (such as humanitarian financing, gender, and climate change mitigation) that should be included in the WHS discussions other than the four themes? For each issue, what are the challenges and recommendations to WHS?

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| Response                                 |
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| Challenges                               | Solutions                                | Recommendations                          |
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**7.2 What should the humanitarian landscape look like in the world/region 20 years from now?**

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| Response |
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| Challenges | Solutions | Recommendations |
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**8. The Role of Diaspora in Humanitarian Action**

8.1 How effective is the role of Muslim diaspora in Canada in influencing other actors including the government to better address the needs of crisis-affected people worldwide?

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| Response |
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| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
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8.2 What constraints does your diaspora encounter in trying to help disaster-affected people, **and** how could you best overcome them?

| Response |
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8.3 What kind of support would your diaspora find useful to become more effective in mobilizing and advocating aid?

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| Response |
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| Challenges | Solutions | Recommendations |
|------------|-----------|-----------------|
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8.4 The World Humanitarian Summit aims to find new ways to tackle humanitarian needs worldwide. With this in mind, **how do you think the summit should address the role of diasporas?**

| Response |
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**Annex 3**  
**List of Participating NGOs**

**Canada**

1. IR Canada
2. Human concern int'l
3. Humanitarian coalition
4. Enact us - project welcome
5. International organization for migration ( IOM)
6. Afghan woman's organization
7. Somali immigrant aid organization (Toronto )
8. Muslim Association of Canada
9. Center for refugee studies

**UK**

1. IRW
2. THF UK



**END OF REPORT**