

**Third Party Monitoring**  
**Of**  
**Canada's Promises for Children**

**Proceedings**  
**November 27-28, 2003**  
**Chateau Cartier Hotel**  
**Alymer, Quebec**

Submitted by  
Dianne Rogers  
December 18, 2003  
(819) 827-4088

## Table of Contents

<b>Why Third Party Monitoring? .....</b>	<b>1</b>
<b>Objective I</b>	
<b>To reach a common understanding of why it is important to monitor .....</b>	<b>2</b>
<b>Objective II</b>	
<b>To understand the roles and responsibilities of third party monitoring .....</b>	<b>4</b>
<b>Objective III</b>	
<b>To get a clear picture of the current context of third party monitoring .....</b>	<b>6</b>
<b>Objective IV</b>	
<b>ID of functions that the NCA could undertake as a third party monitor .....</b>	<b>9</b>
<b>Value Added of the NCA .....</b>	<b>10</b>
<b>Recommendations .....</b>	<b>11</b>
<b>Conclusion .....</b>	<b>12</b>
<b>Appendix I</b>	
<b>Flip Chart Documentation</b>	
<b>Appendix II</b>	
<b>Workbook</b>	
<b>Appendix II</b>	
<b>Third Party Monitoring of Canada’s Promise to Children</b>	
<b>By Karen Kidder</b>	
<b>Appendix IV</b>	
<b>Canada’s Promises to Children (CCCF)</b>	

***Third Party Monitoring of Canada's Promises to Children***  
***November 27-28, 2003***

***Why Third Party Monitoring?***

A complex dialogue exists between the third sector and the government. Monitoring has been identified as a priority area for the NCA to provide a data and evidence basis for advocacy and to hold the government responsible for their commitments and agreements.

Please see Appendix III: Third Party Monitoring of Canada's Promise to Children  
By Karen Kidder

***The purpose of this forum was:***

- (1) to identify the monitoring role of the NCA and value added and providing a foundation in policy development to optimize positive outcomes in the best interest of Canada's children and youth,
- (2) to make informed decisions in consultation with and on behalf of children and youth
- (3) to make recommendations and disseminate to the membership for ratification, and
- (4) to assess the level of effectiveness of communication, interest, and commitment amongst membership to move forward

*Food bank use has increased 100% since 1989. Food banks were initiated as a temporary measure, but now the number of children being served is a Canadian tragedy that is being played out every day. We are looking for partners to strengthen our intention to do something about it. A lot of groups have come to the table with different perspectives and different goals – how can we help each other to maintain individual strategic perspectives but work together in the best interest of children?*

***Why use social indicators as basic descriptors in monitoring?***

- (1) To illuminate, track trends and patterns and to identify positive progression and concerns,
- (2) to track outcomes which may or may not require government intervention
- (3) to set goals in specific contexts
- (4) to identify quantifiable thresholds and particular targets (i.e. Campaign 2000),

- (5) to evaluate outcomes achieved and possible sanctions associated with those outcomes
- (6) to inform practice (i.e. Food Bank data which points to child hunger as a growing concern) within a social context,
- (7) to reflect the realities of children's lives in political advocacy by asking ourselves: what do we need to know about the world and the children in it to understand the impact of real and concrete outcomes

**I. Objective:** *To reach a common understanding of why it is important to monitor.*

*What do we need? What do we want to achieve?*

***Monitoring is critical if we are to understand the adequacy and distribution of resources as they relate to improving the lives of children and their families.*** By fostering positive change in healthy active living, healthy environments, individual practice in service delivery, quality of services and supports, accessibility, inclusion of services and supports, and effective public policy.

***We must de-mystify and value "monitoring".*** At the local, regional, provincial/territorial, and national level, we must simplify the approach to monitoring by asking ourselves to answer questions such as:

How are kids doing?  
 How are communities doing?  
 How are governments doing?

***We need a broader range of social indicators to describe what we say we value but we do not demonstrate in practice.*** We say that we value working well with adolescents to encourage citizen engagement but the bottom line is that we do not.

We also say that we value standardized testing in the public education system but this is a simple tool used extensively that is uni-dimensional by definition. Standardized testing does not illuminate the social context of the lives of children and youth, not does it reflect a host of talents, interests, and activities outside of the education system which add value and underline resilience over time in academic life. What does standardized testing really tell us about the depth and breadth of the capacities of the children being tested?

*Because education is awash in monitoring, we must build our capacity to be able to highlight the truth of the lived realities of children and youth.*

Resources came from the taxpayers' pockets to activate standardized testing across the province of Ontario. Standardized testing creates inequities amongst the student population and causes a rank ordering of children's academic life which further marginalizes those who are not high achievers. What is valued in a political atmosphere

such as this is what can most easily be understood. However, these kinds of practices do not illuminate the capacities of children – they create inequities.

***We need to render visible that which is not.*** Organizations often do not know the extent of their reach or who their members really are. Periodic status reports are not comprehensive and “iffy” at best. There needs to be a way to describe the number of families reached and the social context of those families. Indicators are useful in evaluation practices, but attribution remains a problem in the health field as tracking and trends reporting do not come out of these indicators. We need to create value and dimensionality through monitoring with social indicators which illuminate lives.

*My organization works with people in the field, in the public sector – they know they should know the outcomes, but they’re often reluctant to measure them. It’s fascinating to read a background paper necessary for advocacy work and government planning, but monitoring in the field manifests itself as a threatening dichotomy between monitoring and services and/or action. If they are not reluctant to monitor, they say they need to find appropriate ways to monitor – standards of measurement which help them to tell the story the way they need to and have it validated – to tell it without undermining realities. This is especially true in Aboriginal communities where the traditional standards of measurement are often not applicable.*

***We need to identify and track trends in monitoring practices so they can act as a complement to statistical evaluation methodologies.*** Quantitative and qualitative statistical evaluation is well known to us, but monitoring and tracking trends is a practice that once adopted, will allow us to describe children’s lived realities in ways that traditional evaluation tools do not. For example, when one examines the indicators that are being used with children who are disabled, it is difficult to track these children because they are excluded from the outset. The lives of these children are not illuminated in existing data sets, but using them in tandem with the social context indicators related to monitoring will increase our persuasive capacities for advocacy.

Another example of invisibility is legislation for home care and funding related to demonstration projects around the country. A young person with mental health issues is not qualified for home care. How then can service providers help protect this population from ending up in the criminal justice system? Monitoring can be used as an advocacy tool to increase the efforts to illuminate this issue and to inform not only health promoters but most importantly, legislators.

***We need a clear definition of monitoring.*** Using the United Nations convention on the Rights of the Child as a backdrop and point of departure for monitoring will begin to move the concept of *a world fit for children* forward.

We can also use social mapping in monitoring to help highlight what is happening to children locally. Highlighting and tracking local trends is very important to move politicians. Combining readiness to learn information with community mapping will

reflect how children are doing in terms of relative supports around them and can be used right across Canada.

**II. Objective:** *To understand the roles and responsibilities of third party monitoring.*

### ***Canada's Promises to Children***

We must hold state parties accountable for what they have already agreed to do. We must demand an effective engagement mechanism with our governments. Many decisions are made behind closed doors. Transparency and monitoring are what is needed to transform systems as collaborative and democratic processes. The UNCRC is a tool to encourage citizen engagement from an early age.

Please see Appendix IV: ***Canada's Promises to Children***

Please see Recommendations of Senator Pearson's Website:  
[www.sen.parl.gc.ca/lpearson](http://www.sen.parl.gc.ca/lpearson)

***How do we make the information portable to the front line?*** Many frontline workers are overwhelmed with information and are experiencing communication fatigue. We must get the community to care again. A place to begin is to integrate the language of rights in practice into programs at the post-secondary level. Children and youth need this information and many successful programs exist which need to be shared. This kind of change takes a generation or two to be integrated into society.

***How do we get information out to children and their families who are the most vulnerable?*** If a family is standing in line at Food Banks, the last thing they are interested in is more rhetorical information. Even hunger has become so institutionalized, it is hard to make citizens or governments accountable – everyone has become dulled to the issue. Creating, supporting, and maintaining a rights-based personal and political living environment would reflect the rights of others and would be the true basis for a civil and civic society, each person respecting the rights of others.

The impact of child reports and media coverage can be linked to potential outcomes, but the media focus emphasized sensationalized reports without documentation. The tone must be changed to reflect our obligation on an international level as Canadians by using a framework such as the UNCRC. We need to ask ourselves, "How do we do this?", not "Should we?" As a society, we no longer question whether we have the right to vote. Because we exercise this right, we organize around it. The CCRC is piloting a tool kit across the country emphasizing the need to reframe our progress in being accountable to agreements and honouring the rights of children.

***We must stress simplicity and build a bigger voice by sharing knowledge. It is easy to make monitoring an overwhelming and complicated process.*** We need to educate ourselves and others about the components of monitoring so we can begin to see where

each of our organizations fit in and address this next level of capacity building collectively. We need this stage to be a low cost activity so as not to take the resources away from children's services and programs, especially for small NGO's.

***Monitoring is a strength building exercise when we are willing to ask ourselves what we want to achieve and come with some real solutions to take our objectives forward.*** We can use monitoring to establish outcome statements and identify early trends. There are many sources of information which can help us focus on the usefulness of monitoring to improve our programs and services: data sets, social mapping, and anecdotal stories.

***An opportunity exists to ensure that current knowledge continues to be built on and shared.*** We acknowledge that organizations such as CCSD, CICH, Campaign 2000, CCRC, and the Vanier Institute of the Family have been and continue to be engaged in monitoring efforts being available at a single source as a baseline to be built on. To do so, we would need to create national monitoring standards which emphasize an application and implementation process which reflects regional realities in a comprehensive communication strategy across the North and from British Columbia to Newfoundland. Collaboration will strengthen efforts locally and nationally to highlight best practices and the lived realities of children and families. For instance, there are amazing disparities across the country related to anti-bullying initiatives. We need to be able to analyze what causes these disparities, what is needed to adjust the disparities, and how to bring knowledge forward to those who do not have the resources or who are just beginning. Such an endeavour could be a very powerful development.

*A way to describe the impact of what we do is to set up a common data collection methodology which reflects social indicators. For us, social monitoring is very important – what has been done, what we do, how we move forward. I would love to see more monitoring in a social context to build our capacity at FRP by using data such as the NLSCY, Stats Can, and CICH. We need to develop a new, centralized capacity of data sets that can replace older data sets which are becoming more inaccessible, more removed, and more costly to small NGO's.*

***One of the challenges in working collaboratively with various government departments is the siloed nature of information sharing.*** Currently there is a lack of communication and infrastructure to share these kinds of information with one another. The system does not allow for comprehensive communication which opens an opportunity for NGO's. The creation of a central information cache that could be accessed by both NGO's and the government would create an environment conducive to collaboration. In order to change the way Canada does business, we all need to cooperate with one another, collaborate or information, and integrate knowledge. As knowledge brokers, we can bring together information for rural sites, cities, municipalities, regions, provinces, territories, and from the national and federal levels.

*We can experience a reciprocal relationship to share data, research, and information, and to build out collective capacity in monitoring and advocacy. We need an effective relationship between researchers and communities to communicate the evidence in a real way about real lives in a language we can all understand. Non-profit groups cite and research information, data, and studies from many sources, but we also need a feedback model to share research resources and a repository to access this information.*

***Research is too often not connected to practice, and there are agreements and policies which we are not even aware of or know very little about.*** Our job is also to know what documents and treaties state parties already have signed such as those agreements listed in the Workbook under “Canada’s Promises to Children.” We need a mechanism for the valuable intelligence and experience of any person, organization, or community to add to the national dialogue.

***We need to know how to use both national and international agreements to hold the government accountable to their promises and to raise public awareness about these agreements.*** For instance, by using the UNCRC tool kit, we can learn how to use a rights-based lens to monitor concrete applications of the articles of the UNCRC in the individual lives of children and youth at all levels of government. We must find levels of cooperation with the F/P/T as a civil society to implement a national plan of action. The government will not move on this unless we become familiar with what the government said it would do and remind them of their moral and legislative promises. Our expectations must be collectively understood, spoken, and communicated.

***If not the National Children’s Alliance, then who?*** We need to use our energies in solidarity to keep an educated and spirited discussion alive to bring about cooperation, coordination, and integration of not only moral obligations, but to hold the government accountable to legislative agreements. Using knowledge about the agreements substantially improves our ability to take action. Informing the public about what their government has agreed to is also critical. How can they ask for what is needed if they do not know what they are supposed to have? We have a strong foundation of agreements, vision, and language to build upon.

**III. Objective:** *To get a clear picture of the current context of third party monitoring*

***How are we doing as third party monitors?*** (Please see Appendix) Challenges relate directly to courting alliances and supporting monitoring efforts across sectors. Access to data, heavy price tags, proprietorship, and hesitancy to see alternative ways to make data available cry out for a data liberation initiative for the voluntary sector and community-based organization. We need to build a sense of understanding data sets within our own organization and communities, but we must also see how national data can be applied at the local level. Using accessible and shared data sets, we can find out how kids, communities, and governments are doing. Many government sources at the F/P/T/ level and specific population groups will not release data so that can have a snapshot of the country as a whole, nor can communities really understand how they are doing in creating communities for children and youth. There is also a critical lack of research

around good health indicators for our children. We need to monitor because the developmental stages of childhood and youth are important, and monitoring will enhance their opportunities, capacities, and life conditions.

***How do we monitor ECDI if you don't know what is going on in the provinces?*** In order to do so, we discussed a number of obstacles and concerns which need to be taken into consideration:

- Finding funding to collect data that governments are sensitive to and worry about what advocacy issues are going to come back to them.
- The PMO has been signing agreements that the Parliamentary process has not ratified.
- Changing the perception that our sector is not objective enough so that we have more credibility with the government.
- Tracking promises and commitments when there are no consequences for not living up to legally binding articles. We can embarrass the government, but the government lives through it.
- Lack of clarity caused by overlapping and lack of coordination of monitoring efforts.
- Lack of knowledge translation from research through to the community – rich data bases exist, but it is difficult to formulate questions, access and navigate data, and understand or know what is possible.
- The kind of snapshot you can take of an individual as he or she relates to the service or program offered is limited due to intrusiveness and not wanting to scare clients away.
- The government claims that there is no funding for third party monitoring.

***Opportunities exist in third party monitoring.*** Third party monitoring would help us to do the job we believe we are doing. We need to justify funding to improve programs and services. Most of us evaluate by number crunching and do not monitor (i.e. track the trends and emerging issues).

*We do not do much monitoring, but we need to bring back information to our professional situations. We do not have a well-defined role in monitoring to really assess the effectiveness of our caseloads in order to have informed practices.*

***We need a very expansive approach to monitoring to highlight the interconnectedness of data sets and qualitative evidence such as stories about the lives of children and youth.*** Services are not at all where they need to be. Coordinated and collaborative monitoring identifies services and supports for children and families at the local level as well as informing the collective consciousness. Effective monitoring would create a

clear, common understanding of what needs to be monitored in the future (i.e. monitor the monitoring)

*Most of us are reluctant to measure our own outcomes. Not many jump to do an excellent job of measuring what they say they do and what they really do. We really need to push to be able to make the difference, to bridge the gap between rhetoric and action. We don't have a well-defined role in monitoring to really assess the effectiveness of out caseloads in order to have informed practices.*

***Evaluation indicators do not tell us the programs are working, but we believe in the programs we are offering.*** Monitoring with alternative indicators could put the programs and services into a social context which would allow for us to understand the relevance and viability of programs for local clients better. Each organization generates data and stories that would be of interest to the rest of the country if we shared the information, to track policies, assess needs, identify service gaps, and share best practices and success stories inventoried in an accessible and centralized clearinghouse.

*Most of us are not researchers as members of the NCA, but people talk to us about their lives. We never find out what the outcomes are as our services are very much in the moment. We need to track what is happening, but we must rely on community organizations to help us by taking children and parents through the next steps. Other organizations identify trends and patterns, and we must rely on the validity of their efforts.*

***We need good descriptive indicators and we need data and research that can trap descriptive indicators.*** We must change the disconnect between data and reality. Good monitoring occurs over time and always comes back to the population. For instance, society is building and creating school environments that are convenient for adults but do not address the needs or rights of children and youth. Inclusion and correlating data are very important. Currently, data around disabled children barely exists – this has to change.

*Youngsters must be more fully participating citizens, but this may be difficult to evaluate. Society puts more value on number crunching than other forms of (such as those reflecting a social context which becomes less valued). We will have to start valuing that which is currently not valued by providing new kinds of social development indicators.*

***We must go back to the Agreements and check how those Agreements reflect out opinions and out mandates.*** We must also ask ourselves what is stopping us from holding out government accountable. Perhaps we don't know how.

*Governments want us to be held accountable, but are absolutely aghast at being held accountable themselves.*

Third party monitoring could open the way for a national health council and leverage attention for children and youth as members. In order to make such a process effective,

we would have to define operational definitions of third party monitoring to reflect the full range of possibilities. We know that children and youth do not have a political voice in the democratic process. However, citizen engagement for children and youth can be conducted in a number of different ways so that their voices can be brought to bear on the political process such as publicizing their stories and actions as agents of change. Another instance of youth engagement came about through the actions of a teacher who guided his students through the political process and voted according to their recommendation.

*Monitoring is a given. We have to know what we need to change in order to change it. We can learn this by talking with children, youth, and parents. We need to bring about changes in our thinking individually, as families, in organizations and agencies, and in communities in order to get an authentic voice rippling through the political dialogue. We must hear about successes and where we are making a difference. We must hear why and how this is happening. We need to hear what is good.*

**IV. Objective:** *Identification of functions that the Alliance could undertake as a third party monitor.*

*I would like to see how we as an alliance can increase our capacity to encourage change.*

***What are the priorities of the National Children's Alliance?***

- (1) sustainable funding for monitoring
- (2) access to data
- (3) availability of data for communities
- (4) consolidation of a comprehensive collection of materials to better enable us to help identify gaps in monitoring and which describe a holistic picture of the whole child.
- (5) collective and collaborative data collection and strategic knowledge building.
- (6) facilitation of information dissemination of the knowledge for mobilization and using data actively to improve conditions for children
- (7) developing a two-pager about why monitoring is important
- (8) building broader public support through systematic dissemination of data to specific groups to encourage political will (i.e. labour, business, multi-faith groups)
- (9) deciding what and how to monitor
- (10) designing a separate strategy with communities to meet their needs

- (11) using national and international Agreements as a point of reference to support advocacy
- (12) encouraging solidarity around UNCRC as a framework and basis to collect data with a rights-based focus to protect the data from other sources that might undermine our efforts.

***What is the value added of the National Children's Alliance?***

*We need to collaborate as members so that we do not double our efforts in isolation of one another. We are egocentric in education and health and we need to give priority to sharing rather than to building silos. We need to pay attention to cross-sectoral indicators to clarify and illuminate whether the UN Convention on the Rights of the Child is having a positive impact. We need to connect the dots and link the language with actions. There is much more to be done to pool information.*

- (1) a catalyst to leverage new kinds of data
- (2) able to enjoy a complementary consolidation and dissemination function around data collection from many courses
- (3) create an interactive website/directory as a living document to post status reports on how children and families are doing by posting data sets, government agreements related to promises to children, third party monitoring outcomes, best practices, and success stories (this would be different from health Canada's Child and Family site.)
- (4) address targeted populations which have poor data sets such as Aboriginal children and children with disabilities – could be highlighted and streamlined for action.
- (5) Create an interactive on-line program that could “poll” on issues which affect the lives of children and youth related to policies, programs, and practices to monitor child and youth engagement, to speak to policy issues, and to mobilize.
- (6) Develop collective benchmarks with information from a number of different sources, each organization bringing indicators in their field.
- (7) Educate the public to build awareness and host training workshops to build capacities for policy development
- (8) Develop a back of academic experts and practitioners who act as advisors and speakers to share their stories and communicate strategy.
- (9) Reinvigorate the concept of Kidswatch as an advocacy clearinghouse by bringing together the monitoring efforts of CCSD, CICH, Vanier Institute of the Family, Campaign 2000, and the CCRC as a baseline of knowledge, adding to this

knowledge, identifying gaps, and helping to support the capacity of these organizations to continue monitoring.

(10) Deliver anecdotal messages that are current and that reflect the lived reality of children and youth.

(11) Be proactive, not reactive

(12) Ensure that monitoring is relevant to local situation (i.e. the kids in this district...)

### ***Final Recommendations***

(1) Consolidate existing data, identify gaps.

(2) Analyze data and fill gaps.

(3) Create a clearinghouse with interactive linkages to share information with critical analysis and action.

(4) Identify pertinent data and advocate for the release of data for availability to NGO's.

(5) Leverage the credibility of experts.

(6) Revitalize the *Kidswatch* model to highlight what is happening in all areas related to monitoring the life condition of children and youth.

(7) Expand the network which represents populations that are not yet represented

(8) Establish a working group within the Alliance specifically to focus on monitoring.

(9) Secure resources to do an in-depth exploration to enable the Alliance to do the value added monitoring work.

(10) Craft indicators to create quantifiable measures by using different forms of knowledge and experience such as stories which illuminate the lives of children

### ***Conclusion***

The principles of the Alliance highlight mutuality and non-competitiveness with its members. The Alliance only leverages the strength of many voices for improvements for children, in the best interest of children, focusing on one cause and one cause only (i.e. never deflecting the discussion in favour of highways).

This is what we heard from the participants at the meeting which allows the Alliance to move forward in the best interest of children and to guide submissions for funding to achieve our objectives around third party monitoring. Information at all levels must resonate synergistically with one another. The issue of the state of the art and science of monitoring is a collective priority, and HRDC has expressed potential to resource some initiatives around third party monitoring to be brought forward by the Alliance.

*From a community-based perspective, we need to know how to use information and act accountably. We must build our capacity to be able to highlight the truth of the lived realities of children and youth.*

## **APPENDICES**

## Appendix I

### *Group Discussion Flip Charts*

- What
- Why
- Current state
- Desired state
- NCA priorities
- Value added of NCA

#### *What is the desired state of affairs?*

- an operational definition of monitoring
- a children's commissioner
- a clearinghouse
- take on activities that drive the "ideal" rather than "hot" topics
- coordination of messages to the finance committee
- reference each other's briefs
- leverage/advocate to be more influential
- user-friendly website including information and utilization guides/books
- knowledge sharing, consolidation
- list serve

#### *Concerns*

- sustainable funding
- access to data (cost, privacy issues, jurisdictional issues)
- gaps between community based research and academia
- need to fund community driven research and issues
- dissemination for action
- correlation between data sets
- need holistic picture of the child
- equality of different models (i.e. health education)

### *What do NCA members need?*

- to find out who has data and who should provide data
- to find out how to ensure that local data is collected
- to make monitoring relevant to local situations
- to address the issues of lack of resources to support local involvement and/or buy-in, especially when local information is needed
- a bank of academic experts
- university media lists
- on-line polling
- to keep simple, targeted, and focused
- sustainable funding
- access to data
- data availability (community driven)
- community-based and driven research
- dissemination for mobilizing and action
- strategic knowledge building
- knowledge-based action planning
- a holistic picture

### *NCA Functions*

- catalyst to respond to needs
- leverage issue-based solidarity
- coordination
- share knowledge
- generate knowledge
- create a collective monitoring benchmark
- define monitoring as gathering information, data, knowledge, and evaluation
- solve the important question of who will do the work
- provide expertise
- provide proposal to membership
- act as a secretariat to apply for funding
- prepare analyses and reports

### *Roles for the Alliance*

- serve as electronic clearinghouse for studies, reports, programs
- building on what we already have
- advocate to have data released and to target specific data
- public buy-in: explain why this is important
- create a working group of those who regularly work on the data
- track changes, identify gaps, and convey information to members
- monitor data, programs, throne speeches, etc.
- determine the patterns, trends, priorities, and post on website
- NCA members provide a vehicle for dissemination
- create a monitoring product
- target groups for communication dissemination – business, labour, education, health
- social marketing
- leverage coast to coast to coast capacities
- use data to improve child and youth outcomes

### *Priorities*

- create an inventory
- consolidate existing information
- identify information gaps
- strategies must be grounded in a rights-based framework or lens
- develop a communication strategy to facilitate dissemination (i.e. Kidswatch)
- secure resources to do value added monitoring work
- ongoing promotion and advocacy for existing work
- create an environment that supports generate knowledge
- review and update priorities every three years
- build broad public support for sustained monitoring and accountability
- national consensus building
- consolidate and educate about how to use data
- compile best practices
- decide what and how to monitor using a broad perspective and who would do it
- build on what we do well now
- obtain sustainable resources
- active outreach (education/tools)
- create unlikely partnerships (i.e. politicians)
- engagement of government partners
- political will and local buy-in
- access to information
- case has to be made for benefits and value of information as an advocacy instrument

- need to find a rich funder to take our priorities on
- documenting best practices and gaps
- coordinated coalition of NGO's including service providers, local organizations, community partners
- creation of common indicators
- understanding of F/P/T
- combat political un-will
- find provinces that will take the feds to task
- hook other social planning councils
- piggy-back on social inclusion coalitions
- leverage credibility of experts (and others) to create political support
- facilitate common access to information
- develop and broaden a common data strategy
- interactive and dynamic acquisition – stories give children and communities voice
- build a national network to mobilize regional, local advocacy/action groups around issues affecting children (i.e. monitoring, lobbying, relationship building)

#### *Cautions*

- NCA should not replicate or diminish the ability of other to do their work but rather facilitate knowledge exchange.
- Mechanisms for data collection should be socially inclusive (i.e. focus on most disadvantaged children and NCA could develop tools that reach them.)