

## The Voice of Canada's International Development Community



Photo Credit: Winter in Ottawa, Ontario by Nicole Leguerrier

**CAIDP Vision:** To support effective international development through the expertise of our members and partnerships.

**CAIDP Mission:** To support the involvement of its members in the design and delivery of overseas development aid.

*Dear Members, Friends and Colleagues,*

Looking out at the rather gloomy wintery afternoon sky, having barely finished unpacking from my last trip to a significantly balmy location, I can't help but reflect on the past year. Taking on the role of CAIDP President in May from Pamela Branch who led the organization with such diligence and success for so many years was to say the least, a rather daunting prospect. Her knowledge and understanding of the organization is immense and I can't thank her enough for continuing to support me with her wisdom and guidance as I get up to speed on all things CAIDP. I still have so much to learn, but with the support of the Executive Committee and Board, I will continue to enjoy the challenge as I further my understanding in my new role as the association's President.

This year, in which we celebrated our 25<sup>th</sup> anniversary, has largely been about transformation. We started the planning process to renew our strategic plan, which will be shared with you in the New Year. We also undertook reorganizing the roles within our committee structure and organization, including incorporating roles for younger members to gain experience in such roles. We have also deliberately reached out across Canada, giving our members from St. John's to B.C. more opportunity to be engaged in regional activities. Most recently our growing CAIDP team in Alberta participated in a very successful conference in Edmonton that included members from Montreal as participants. This type of cross fertilization is important and can only lead to a stronger CAIDP.

Our Executive and Board members have been doing their own outreach activities as we seek to identify and foster relationships between CAIDP and other organizations with complimentary objectives. The Edmonton conference was in fact a result of this type of collaboration and we're looking for more such opportunities in the New Year.

Relations with GAC have been moving from strength to strength, bolstered by a high degree of willingness towards engagement on the part of GAC. As CAIDP seeks to address issues raised by our members we have no doubt that GAC will be there as a willing partner. We have also been keeping an eye on international issues and were well ahead of the curve in addressing the issue of sexual harassment by ensuring our CAIDP Professional Code of Conduct specifically prohibits such actions.

On behalf of myself and the Board of CAIDP, we wish you a very Happy Holiday season and a prosperous and joyful New Year.

*Jean Lowry, President*

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## Get Ready for AGM in Early 2019

This is the initial notice to members of the Annual General Meeting to be held in Ottawa in early 2019 at the Cowater-Sogema board room at 275 Slater St #1600, Ottawa. This notice seeks member feedback on preferred dates and agenda items for discussion, which can be sent to [Nicole.leguerrier@caidp-rpcdi.ca](mailto:Nicole.leguerrier@caidp-rpcdi.ca). Members are also encouraged to consider nominations for the CAIDP Board of Directors.

As CAIDP follows the calendar year the AGM is usually held early in the next year to allow the Board time to prepare the financial statements and annual report for the members. In addition, this year the Board will be asking members to ratify the new five-year strategic plan for the association. The strategic plan and all documents will be available on our website prior to the meeting. You can see all past AGM materials on the members' area of the website, including the minutes to last year's AGM which members will adopt at this AGM.

More information will be posted on the website during the coming months. A formal agenda will be sent to all members prior to the meeting, proxy forms will be sent to members who cannot attend but wish to vote and Skype conferencing will be

arranged for out-of-town members.

While all members are welcome to attend, only paid up corporate or individual members may submit agenda items, run for the Board or vote at the AGM.

## 2019 CAIDP Annual Conference

CAIDP has just kicked off the initial planning stages of another conference to be held in the Fall of 2019. The conference will take place in the National Capital Region, with the specific dates and venue to be decided in the coming weeks. Additional announcements and details related to the conference will be included in future bulletins and on our website. In the meantime, we are looking for a volunteer to join our Board, who would be interested in co-chairing the conference. If you have the experience and are interested in taking on this role, please send an email to [nicole.leguerrier@caidp-rpcdi.ca](mailto:nicole.leguerrier@caidp-rpcdi.ca).

## Update on Membership

*See the latest figures on CAIDP's membership and media outreach:*

	Dec 2018
Members	149
Hub subscribers	1,225
Facebook likes	607
Twitter followers	477
LinkedIn members	473
Website visitors	5,485

## CAIDP Strategic Plan 2019-2023

In September 2018, the CAIDP Board had a retreat to brainstorm on its new five-year Strategic Plan. The Strategic Plan is being prepared based on this session and will be presented at the AGM in March for the approval of members. Below is a draft summary of the highlights of the Strategic Plan. If you have any comments on this summary or on anything else related to the Strategic Plan, please send them to [nicole.leguerrier@caidp-rpcdi.ca](mailto:nicole.leguerrier@caidp-rpcdi.ca).


**CAIDP - RPCDI**  
 The Canadian Association of International Development Professionals  
**Strategic Plan 2019-2023 Highlights**

Mission

Vision

Value Proposition

- To promote Canadian excellence in achieving international sustainable development results.
- Effective international development through enhanced participation of Canadian development professionals from the private sector, NGOs and academia.
- CAIDP is uniquely positioned to help Canadian international development professionals work and participate effectively internationally; our membership is growing and diversifying, we are building vital connections across the country and globally.

### Our Strategic Directions

1. To deliver quality professional development and services to our members
2. To represent the sector and advocate for Canadian development expertise.
3. To grow membership and expand revenues.

(1993 - 2018) CAIDP - RPCDI 25th Anniversary - 25e Anniversaire	
Annual CAIDP Memberships	149
List Serve Members	1248
Newsletter Recipients	1200
Monthly Website Visitors	5,834

[info@caidp-rpcdi.ca](mailto:info@caidp-rpcdi.ca)
[www.caidp-rpcdi.ca](http://www.caidp-rpcdi.ca)





## CAIDP 25th Anniversary

To mark the 25th anniversary of CAIDP, we have convened a panel of founding members to ask for their views on the history and future of CAIDP.

By: Pamela Branch (PB), Richard Beattie (RB), Keith Ogilvie (KO), Ted Jackson (TJ) and David Gray (DG)

### What roles have you had with CAIDP over the years?

(PB) In 1993 I was living in Ottawa and had formed Project Services International (PSI). Like other small firms at that time we were concerned about new procurement guidelines being developed by CIDA which would have made it difficult for us to make a living. Some of the small firms were

getting together to discuss these concerns, and at that meeting, I was asked to be on the founding Board of a new organization. I served on the founding Board of the Canadian Association of International Development Consultants (CAIDC) and then was elected to a further two-year term. I returned to the Board in November 2004 and I have served as a volunteer, Board

member and the Secretary, Treasurer and President of the Association over the years.

(DG) My roles with CAIDP included being a member of the initial planning group of 6 or 7 small firms that was formed to address a specific issue with CIDA. This was successful leading to the decision to form an association. I was named founding President and Board Chair. I served for the first 2 years and a third year as Past President of the Board. I was a keynote speaker at the conference at the 10th anniversary of CAIDC. The first 3 years entailed a lot of volunteer effort by Board members to build a membership, set up a small office, market the Association, and also define our mission, operational mode, budget, staffing etc. Several Board members also contributed funds above the membership fee to get things up and running. My role during these early years was to facilitate and Chair Board meetings, secure some funding from DFAIT, Trade, and represent CAIDC at consultations with CIDA, DFAIT and Parliamentary committees.



(TJ) It was a real privilege to serve on the founding Board of Directors—25 years ago! Over the years, I've served on some committees, participated in strategy sessions, and presented at conferences. Mainly, though, my firm has benefited over the years from the ongoing work of the association in government relations on contracting policies and procedures, thoughtful policy analysis and a steady stream of information sharing—and, importantly, being a member of a vibrant professional community.

(KO) I was a founding member and I have been a long time Board member (except for a few years in the late 90's), head of External Relations Committee for several years, and now just an individual member near retirement.

(RB) While I was still working with the former CIDA, when the private sector was still playing a significant role in the Canadian aid program, CAIDC (as it was then called), was one of the few private sector associations with which we consulted on a regular basis. After I retired, starting in about 2004-5, I became more involved in the organization, and subsequently served as a member of the Board and as President for several years.

***What are some of the highlights of CAIDP's history in your opinion?***

(TJ) Getting the association started was exciting. I remember sitting around the table at the initial organizing meetings in 1992-1993, where we, as small and medium-sized firms (Cowater, Universalis, others), found we had not only bread and butter issues—like contract volume, fee rates and performance guarantees—in common, but also that we possessed among us much of the external knowledge base on how to make the Canadian aid program more effective. We came to understand then that we had some leverage in relation to our prime client, CIDA, if we acted collectively. And so, we did.

(DG) Early on, CAIDP was able to secure meetings with the President and senior Management of CIDA and influence policies and procedures affecting our members. We secured funding from DFAIT for our first three annual conferences which helped put us on the map and attract members. We also developed a Code of Ethics for development practitioners, and the Board and membership began to network on advocacy with do-

nors, informal knowledge sharing, professional development and collaboration on bids and contracts.

(PB) CAIDP was successful in the early 1990s with getting a seat at the table and having the new procurement guidelines changed. We were considered a key partner by CIDA and invited to most consultations, including being invited to make a presentation to the Joint Parliamentary Committee on Foreign Affairs and International Development that led to the policy *Canada in the World* in 1995. We have raised a host of issues over the years, including health insurance for Canadians returning from working overseas, voting rights and Old Age Security qualifications for Canadians working overseas, and the need for specialized insurance for consultants sent into war zones.

(KO) CAIDP has gradually succeeded in establishing itself as a legitimate representative of Canadian international development consulting professionals and as a consequence, succeeded in raising the profile of consultants and developing a more respectful and mutually beneficial engagement with CIDA/GAC and other funding partners. The inclusion of “Member, CAIDP” in the “official” email signature block actually carries some weight with correspondents. CAIDP has succeeded in bringing a measure of coherence to international development consulting in Canada, a fairly unique achievement in the world of development. The introduction of the Code of Conduct has been a key step in “professionalization” of international development consulting activity. As have development of networking and learning opportunities, including through holding of annual conferences and establishment of linkages with other professional organizations. The Association has also succeeded in proving its value to consulting professionals through its services and ancillary benefits,

including providing preferred access to (contractually required) insurance products, professional associations, information on job opportunities, etc.



(RB) In 25 years there have been a lot of changes and challenges, including CAIDP reviving itself early in the 2000's thanks to a small group of professionals who understood the importance of its role; organizing our first successful conference followed by a series of annual or biennial conferences, and being invited to join a World Bank advisory committee on the use of country procurement systems and to several World Bank consultations on procurement policy. It was also an important step when it was decided to change the name of the organization from CAIDC (Canadian Association of International Development Consultants) to CAIDP (Canadian Association of International Development Professionals) thus opening it up to a wider range of membership and interests including youth and youth issues.

***What were some of the key milestones achieved by CAIDP?***

(RB) The key achievements in my opinion are the organization becoming more or less solvent ; an important achievement for its long-term sustainability. Successfully organizing the first and subsequent conferences, building membership from virtually nothing to its current level, and success-

fully developing and following a strategic plan and a code of ethics/professional conduct.

(TJ) I agree that instituting the annual conference programming and introducing the professional code of conduct are two key achievements, animating, respectively, deeper knowledge sharing and more mature professional standards. Both have made important contributions to our individual and collective practice.

(KO) A couple of the key milestones for me were the organizing and running the first conference (and subsequent conferences, which have become milestone events in and of themselves.), and the recovery and rejuvenation of the organization in the early 2000's. This is mainly thanks to the largesse of core corporate members who kept the organization ticking over by offering unpaid space, services and financial support while efforts could be put into place to rebuild the Association and put it on a viable financial footing.



(PB) CAIDP has always focused on working constructively with the government to enhance the delivery of Canadian International Development Assistance and this has led to many innovations, for example we worked jointly with CIDA on developing guidelines on results based contracting, including the "design and deliver" model. The CAIDP external relations committee is continuing this trend, working jointly with Global Affairs Canada on streamlining processes and improving the procurement of international development services.

And it is not just the Canadian government: CAIDP was very engaged in the consultations with the World Bank when they overhauled their procurement system in 2014-15. The ability of a small voluntary organization to continuously attract highly skilled professionals who volunteer their time and expertise to improve Canadian international development programming is a major accomplishment. The development of the CAIDP listserv which has grown organically to over 1,200 subscribers amazes me, as does the dedication of our volunteer moderators who make sure each and every message is screened and you never end up being spammed. The listserv has been fundamental to creating a sense of community for our widely dispersed and frequently traveling community. Developing a code of conduct for international development professionals, which was unanimously adopted by our members at an AGM is another key accomplishment. We raised the concern with the withdrawal of Canada from the UN Young Professional Program repeatedly, including with the press and finally it was reinstated. And for years we have been pressing the government to include levels of service in their tender documents to allow young people entry points. We are starting to see some evaluations looking for intermediate consultants.

(DG) The decision to go digital and network online was crucial to the survival of CAIDC as governments scaled down funding for conferences and large gatherings. A debate on whether CAIDC should become a professional accreditation body was quite heated and divisive. The decision NOT to go that way and focus on advocacy, networking and professional exchange was, in my view, a key to the survival, viability and sustainability of the association. Holding joint conferences with CCIC helped revive the scope and relevance of annual conferences.

***What is different about the organization from when it first started?***

(TJ) The market for Canadian development consulting is smaller now and geared more to individuals than firms. And GAC officers are generally less experienced in development in the field, though they are more global and sophisticated in their policy analysis than earlier cohorts. Plus, more non-Canadian players have entered our market. At the same time, most of the founding firms, and many individual consultants, have diversified their client base to include other bilateral aid programs, more multilateral institutions, and, often, major foundations. Knowledge moves faster around the world and connectivity is thicker across consultants and thematic areas, but also within developing countries, which are generally richer and home to very advanced local consultants. All this means that Canadian consultants must, and can, compete outside the Canadian aid program. But we are competing with everyone, not just ourselves, and that is much more interesting!

(KO) Over the years, CAIDP has made many changes, including much better and more respectful engagement with CIDA/GAC (although there remains much to do). The organization has greatly improved its financial situation, which has led to: Much improved services to members including appointment of a salaried Executive Assistant, allowing better communication, better follow-up on contacts and obligations, better coordination on behalf of the Board, etc. Nicole is doing a great job of keeping CAIDP on track. Furthermore, CAIDP has developed good linkages with other professional organizations in the field, including CES, and CCIC, which have provided broader opportunities to members as well as increased credibility and a stronger voice with development funders and partners. Finally, there is a stronger

corporate representation and participation, which is important in light of the changing environment for provision of specialized development services in Canada and to some extent, internationally.

(PB) At the 2012 AGM our members voted to change the name of the association from CAIDC to CAIDP, reflecting the importance not just of consultants, but all professionals in the field. This opened membership to all those working in international development whether they are individuals attending school, working on contracts, or employees of a for profit firm, a non-profit Non-Government Organization, or an academic or research institution.

(DG) The major difference is the scope and utility of on-line services and networking compared to face to face meetings. This has made us more accessible to other parts of Canada and particularly young professionals entering the field.

(RB) While I have not been in regular contact with the organization since I stepped down as President and ceased to be active as a consultant, I have a sense that CAIDP has been successful in establishing itself as a credible partner with GAC for, among others, consultation on a wide range of issues.

***How has being involved in CAIDP helped you in your career?***

(KO) My involvement with CAIDP has led to networking opportunities with other professionals and to a lesser extent with client organizations, additional learning opportunities, including conferences, and access to products like professional insurance at much improved rates.

(DG) I learned a great deal from my colleagues and from access to senior government officials. As President my profile and that of my firm were greatly enhanced in the industry. Relations with other firms through CAIDC led sometimes to joint

ventures and other collaborations.

(TJ) It has provided a stable and evolving professional home, and that has been worth a lot, as well as a valuable knowledge platform, which has also been worth a lot. We've contributed to the association, of course, but the dividend to us has been far greater than our contribution.

(PB) Volunteering for CAIDP has been a huge boost to my career: first serving on a volunteer Board has taught me a great deal about governance and management, I have learned a tremendous amount serving on committees looking at issues ranging from health care to taxes to international assistance policy. It has given me a much more holistic view of our sector. I have also had the privilege to meet and work with so many excellent professionals while volunteering for CAIDP. These relationships have helped me both personally and professionally; the network of friends established through CAIDP provides a ready source of expert advice and support, as well as reliable people to work with on the next bid. I find that someone you can rely on when they are a volunteer is someone you can rely on during any assignment, anywhere. I firmly believe that what you get out of being a CAIDP member really depends on what you are willing to contribute.

#### ***What do you see in the future for CAIDP?***

(PB) I think there are many challenges to attracting the next generation of Canadian development professionals, in large part because there are so few entry points for them. As CAIDP pointed out in *Decanadianizing Aid* in 2014, if most Canadian Official Development Assistance is disbursed as grants to International Finance Institutions and UN Agencies, few Canadians will have an opportunity to be involved. This is a pity for Canada, which relies on international trade and relations, and for Canadi-

ans who have much to contribute to building a better world.

### **Volunteer!!**

If you are interested in getting more involved, we'd love to have you as a member, as a volunteer, or both. As a volunteer organization we really mean it when we say: there is strength in numbers!

(DG) I think the future for CAIDP could perhaps include a return to advocating and influencing donor policies, including more collaboration with international associations. I think the other core service will be to continue educating and informing membership of trends, opportunities and challenges.

(RB) I believe CAIDP has a role, which it has already recognized, in encouraging, mentoring and assisting young Canadians in being involved in international development. It will also continue to have an important role in advancing the participation of the Canadian private sector in international development and highlighting the unique capacities of private sector participants as well as the capacity of non-profit organizations.

(TJ) China's rise and nativist politics are threats to human rights and governance in the countries where we work, as well as in our own. As we are seeing now, consultants with democratic impulses can be arrested, or worse, under authoritarianism and face more lethal threats in conflict zones. The role of the private sector in helping governments and civil society achieve the SDGs is more im-



portant than ever; indeed, the role that private capital can play, positively and negatively, must be understood in detail by Canadian development consultants. And, to the extent that good jobs are at the centre of the sustainable development process, and I believe they are very central, the changing nature of work, and the likely instability created by automation and robotification in poor countries, will be important. And yet there is also more talent, more innovation, and more energy for sustainable solutions than there ever was. The world needs change. There is much to be done. The role of CAIDP will evolve, but it will remain important.

(KO) Continued challenges in raising the profile of consultants and representing the industry in Canada as Canadian funders (especially GAC) change in the way they do business. There is much less call for individual (and to some extent, corporate) professional services than there was in the past, for a variety of reasons. This is likely to have a real impact on CAIDP members and is an area that demands ongoing scrutiny and analysis, led by the Board. We need to continue to work on improving the feeder stream of ID professionals, including: seeking opportunities for working assignments and learning opportunities for new entrants to the profession; opportunities for broadening linkages to academic institutions both as an opportunity to work together to provide opportunities for new graduates in ID programs; and to explore strategic directions and up to date development related research, potentially adding to services CAIDP will be in a position to offer members.

Informing members of working and professional development opportunities will continue to be a key service of the Association. Annual conferences (and possibly other events) will continue to be key events in the development calendar and a

forum for networking, dialogue with partners, identification and discussion of current issues, etc.



Further broadening of relations with users of professional development advisory services—i.e., increasing engagement with IFIs, WB, other donors, donor associations (OECD), etc.—will be critical. The Association is likely to have continued challenges in attracting paid members and therefore sources of revenue to underwrite provision of services. The number of professionals is of a limited size and the nature of the work is changing. This has been an issue since the Association was established and will likely go on forever. The most effective means of attracting membership seems to be through enabling cost savings on things like professional and international travel insurance products, memberships in other professional societies or similar preferred access arrangements.

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### *Agenda 2030 Sustainable Development Goals Gaining Traction*

By: Philip Cox, PlanNet Limited and CAIDP Board Member

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In early November, [the Alberta Council for Global Cooperation \(ACGC\)](#) hosted its second “Together” conference to mobilize and celebrate Canadian

engagement in pursuit of [Agenda 2030 - the 17 Sustainable Development Goals](#). It was a remarkable gathering that, by design, underlined the universality of the SDGs.



The [City of Edmonton](#) showcased several public safety and economic empowerment initiatives focused on women and girls and directly aligned to the SDGs.

[Shiza Shahid](#) told her story of becoming a global change maker and initiator of the mission driven investment company, [NOW Ventures](#). And [Paul Polman](#), CEO of the global consumer goods giant, Unilever, described how sustainable development (and the SDGs specifically) has become central to decision making across the business - in product design, in value chain development and in the way the company recruits and supports its staff.

Observers of SDG developments described for 2018 a coalescing of commitment within the private and public sectors and in civil society in Canada. Spotlights were turned on the newly emerging [Alliance2030.ca](#) - a coalition of Canadian civil society organizations; [Global Compact Network Canada](#) - a similar body set up to foster private sector involvement in the SDGs; and an Alberta initiative - the Alberta SDG Network - a cross sectoral affiliation of professionals from industry, government academia and civil society who want to support and promote Agenda 2030 in the province.

At the conference, CAIDP offered up a skills workshop on securing funds for SDG related projects. Our panelists provided: generic tips for making proposal stand out, specific details for accessing

Global Affairs Canada funding through the Call for Proposal mechanism, and how to access the many funding mechanisms of the international financial institutions and the UN system. Starting in the coming days these valuable 20 minute presentations will be available to members at <https://www.caidp-rpdi.ca/documents/actions-members>

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### *CAIDP Extends its Partnership with Insurance Advisors*

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In February 2018, CAIDP partnered with Conte Financial Services Inc. (CFS) insurance advisors who created a special risk insurance program for business travel. The insurance program was designed specifically for our individual consultant members and is offered through Sutton Special Risk, a leading provider of special risk insurance. This comprehensive coverage includes the following:

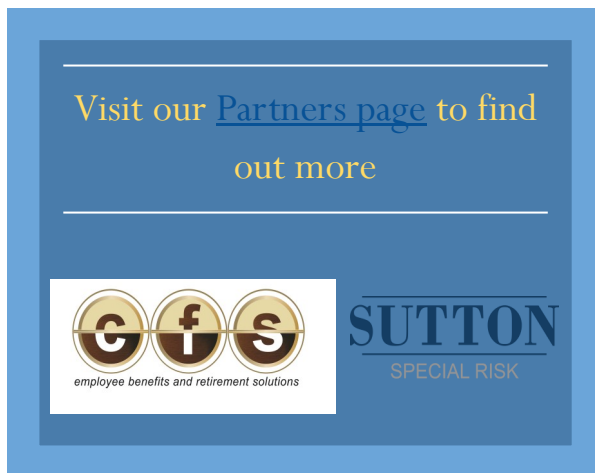
- ◆ Emergency medical expenses – accident and sickness – including assistance and evacuation services
- ◆ Accidental death and dismemberment
- ◆ Political and natural disaster evacuation
- ◆ Worldwide travel assistance
- ◆ War risk
- ◆ Coma and paralysis
- ◆ Replacement of lost travel documents
- ◆ 24-hour multilingual member service centre support
- ◆ Ongoing monitoring if you are hospitalized with proactive updates to your family
- ◆ Medical provider referrals
- ◆ Deposits, advances and guarantees for services, including medical facilities, airlines and ambulances

CAIDP and CFS are pleased to announce the premium for the upcoming term will remain the same at \$325 for a period from February 1, 2019 to January 31, 2020. Current members have been contacted by Sutton Special Risk regarding the upcoming renewal. Members can sign up at any point during the year, however; premiums will not be

prorated. As such, we encourage members to enroll prior to the February 1st renewal date.

If the standard package does not meet your needs, Sutton can tailor individual coverage at preferred rates.

For our corporate members who may have specialized needs for coverage, we encourage you to contact our advisors at CFS who will be happy to assist in obtaining the policy details and pricing you may need. Please contact Conor Ryan at [cryan@cfsservices.ca](mailto:cryan@cfsservices.ca) and he will be pleased to help.




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***CAIDP Working For You***  
***Update from the External Relations***  
***Committee***

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On November 27, Pamela Branch and Catherine Gander attended a meeting with Galina Gurova, Director of the Corporate Evaluation Division which manages decentralized evaluations at Global Affairs Canada (GAC). Ms. Gurova informed

CAIDP that she intended to launch a follow up on the Meta Evaluation of Decentralized Evaluations including implementation of the Meta Evaluation recommendations. She also stated that they are developing new guidelines on conducting evaluations. GAC will be talking to CAIDP about both initiatives in future.

On December 6, Alan Wilson attended a meeting of the Task Force on Improving Effectiveness (Global Affairs Canada). The meeting was to re-view the progress over the last year and plan for 2019. The key takeaways include:

- ◆ The Steering Committee agreed to launch one new Solution Team mid-January on the topic of Communications, including the Project Browser.
  - ◇ Committee members agreed to inform their members about this launch in order to identify potential participants at GAC early in January 2019. We will be looking for CAIDP members to participate.
- ◆ CAIDP will be reaching out to its members for ideas and feedback to inform additional discussion about Solution Team topics for 2019.
- ◆ GAC agreed to pursue the topic of holdbacks (and other financial issues) through designates of the CFO group (CAIDP organizations are members) since it is already well underway (and not through a Solution Team).

*More to come in early 2019!*



**CAIDP - RPCDI**

If you have ideas for articles for future bulletins send a note to [nicole.leguerrier@caidp-rpcdi.ca](mailto:nicole.leguerrier@caidp-rpcdi.ca)

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