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of international relations and international development issues.

More importantly, perhaps, are the mutually beneficial on-the-ground relationships and partnerships being formed between community organizations. In Vancouver, the non-profit United We Can Bottle Depot contributes to the local economy and provides jobs for people with multiple barriers to re-entering the workforce. People who collect bottles and containers from Vancouver streets and dumpsters – known as bidders – return them to United We Can where they cash them in for the allotted deposit amount. Most bidders use shopping carts, which generally belong to retail stores. United We Can is in discussions with a MOMIC member organization that manufactures a tricycle cart in Chile that could better meet the needs of Vancouver bidders. Working together with support from the Vancouver Agreement and IPAC, these groups from opposite ends of the Americas hope that together they can find solutions and create employment in impoverished communities in both countries.

Through this project, an exciting partnership has developed between the Vancouver Police Department (VPD) and the Policia de Investigaciones in Chile. Participation of the respective police forces in the projects in Vancouver and Santiago has made each a valuable partner in the study tours and they have recognized opportunities for mutual learning, which will culminate in an exchange of cadets. Additionally, as a result of the VPD sharing information about the community focussed policing it practices, like-minded police officers in Chile have received more government support for community-based policing there.

While the CIDA program no longer funds projects in Chile, the Canadian partners from the Vancouver Agreement and IPAC are working with the Chilean-Canadian Chamber of Commerce and the Canadian Embassy to secure partnerships for MOMIC. A study tour in Chile in October 2005 resulted in discussions with Canadian companies active in Chile including Finning International, Methanex and Scotiabank. As well, the B.C. Carpenters Union is willing to be involved

in a training program with MOMIC and discussions are under way with a major Chilean construction company.

In July 2005, representatives of the Vancouver Agreement, United We Can, MOMIC and the Chilean government and private sectors gave a joint presentation to the X International Congress of CLAD on State and Public Administration Reform in Santiago, Chile. The focus of the presentation was how the MOMIC/Vancouver Agreement relationship emerged, how it was supported by IPAC and CIDA, and explaining that while circumstances and

the Chilean experience is that policies and programs are implemented in isolation, with limited or non-existent intersectoral partnerships. In other words, services may be offered by different sectors to deal with the same problems, but there is little or no coordination of activities. And when dialogue or coordination occurs, it is generally only to share information, not to engage in joint project or program implementation.

An example of this lack of coordination and partnerships regarding programming for at-risk youth can be seen in how issues facing youth who drop out of school are

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conditions in Vancouver and the Chilean communities where MOMIC works differ, how both organizations are committed to working collaboratively to reduce poverty and to promote and support community economic and social development. The following themes were presented to this international audience:

- Implementing governance partnerships in Chile through horizontal design, execution and evaluation of public programs.
- Entrepreneurial social responsibility for fostering and participating in social development.
- Building partnerships to achieve community safety and successful enforcement initiatives.
- Empowering and enabling local residents to be agents of economic and social change in their communities.

Fuad Chahin, Director of the Chilean government's Division of Social Organization, explained the situation facing youth in marginalized communities in Chile:

Ideally, governments design their policies and programs in a holistic manner to best solve social problems and to reduce poverty. Often, however, the reality in

handled. Currently, the common approach is to solely respond with school-based and adult education programs rather than looking to other resources and agencies in the community that could positively contribute to encouraging and engaging youth to continue their education in the manner most suited to their needs and circumstances.

Vancouver Agreement representatives noted that this example closely described the situation in Vancouver's Downtown East Side before the creation of the Vancouver Agreement, when the three levels of government implemented programs and initiatives under their jurisdiction with little or no consultation with each other even though all their projects, programs and initiatives largely served the same people.

In bringing representatives of public agencies together through the Vancouver Agreement, a more coordinated approach to planning and program delivery has been achieved and is being further improved in the Agreement's second phase, which runs until March 31, 2010.

Mr. Chahin noted that today a new era is under way in the design and execution of public policies in Chile that has led to government involvement with other sectors in projects such as MOMIC. Previously, most public policy came directly