



Canadian Food  
Inspection Agency

Agence canadienne  
d'inspection des aliments

## Canadian Food Inspection Agency



### **Our vision:**

To excel as a science-based regulator, trusted and respected by Canadians and the international community.

### **Our mission:**

Dedicated to safeguarding food, animals and plants, which enhances the health and well-being of Canada's people, environment and economy.

## *Better Risk Management and Policy Development Through Innovative Public Participation Strategies – The CFIA Experience*

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Canada

# Overview

- The Canadian Food Inspection Agency is Canada's largest science based regulatory agency.
- The CFIA is currently pursuing regulatory modernization across a wide range of programs.
- New and innovative public participation strategies in the area of Plant Biosecurity have yielded positive results.
- Share in the insights gained and contribute to the next phase of initiatives.

# Objectives

- To present and seek your feedback on:
- The model employed.
- The results.
- The lessons learned.
- Going forward.

# The Context

- CFIA Plant Biosecurity Program (plant pests, plant biotechnology, crop inputs).
- Crop Input regulation the focal point for modernization due to product assessment backlog, staff shortages.
- New public engagement model was the cornerstone of crop inputs modernization initiative.
- The lessons learned are being applied to entire Plant Biosecurity Program modernization.

# The Engagement Model

- Industry led, government enabled permanent consultative dialogue.
- Three tiered model (steering committee, central forum, working groups)
- Twice yearly central forum meetings, alternating with CFIA.
- Third party project management and facilitation.
- 3-5 year CFIA Strategic Action Plan, revised annually.

# Results

- Strong growth in mutual understanding, recognition and trust over time.
- Complex issues were clarified, differences were narrowed, consensus for change emerged.
- Regulators grew more open to and appreciative of stakeholder perspectives.
- Stakeholders responded in kind and began to open their minds to new possibilities.
- Significant policy and regulatory change initiated.

# Results - continued

However:

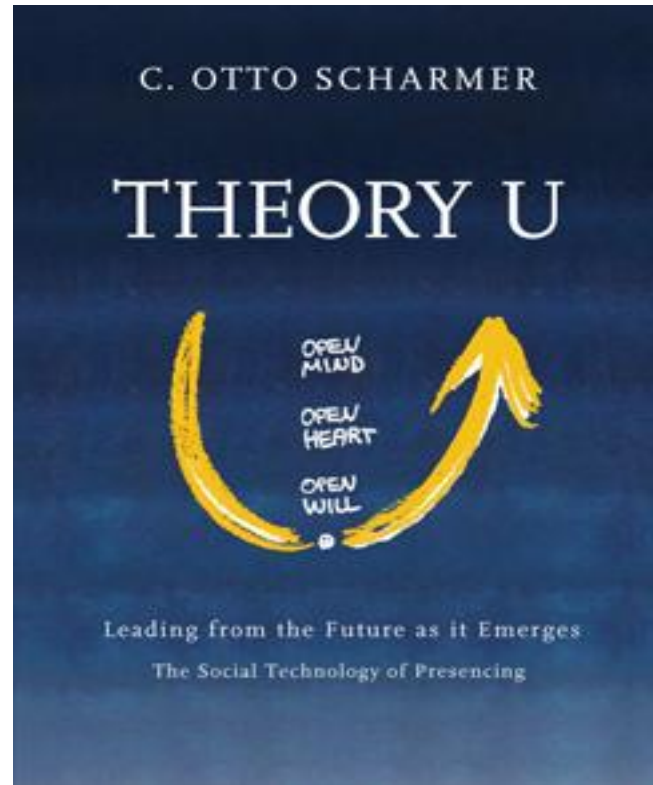
- Continued resistance to expanding circle from industry to “civil” society.
- Historically powerful interests less supportive of model due to perceived dilution of influence.
- Opportunity for enhanced corporate social responsibility, currently limited by aggressive activism.
- Opportunity for constructively channelling activism, limited by corporate agenda and resistance to collective approaches.

## Lessons learned

- Commitment to ongoing predictable dialogue process a critical stability factor.
- Neutral third party project management and facilitation critical to building and maintaining trust.
- Sharing control of the process with stakeholders reduced risk and contributed to better policy.
- Strong CFIA presence was critical to stakeholder confidence in the model.
- Intellectual foundations of the approach used discovered after the fact – “Theory U” , “Presence” .



# Theory U



- C. Otto Scharmer: Addressing the Blind Spot of Our Time

# IAP2 Public Participation Spectrum

## IAP2's Public Participation Spectrum

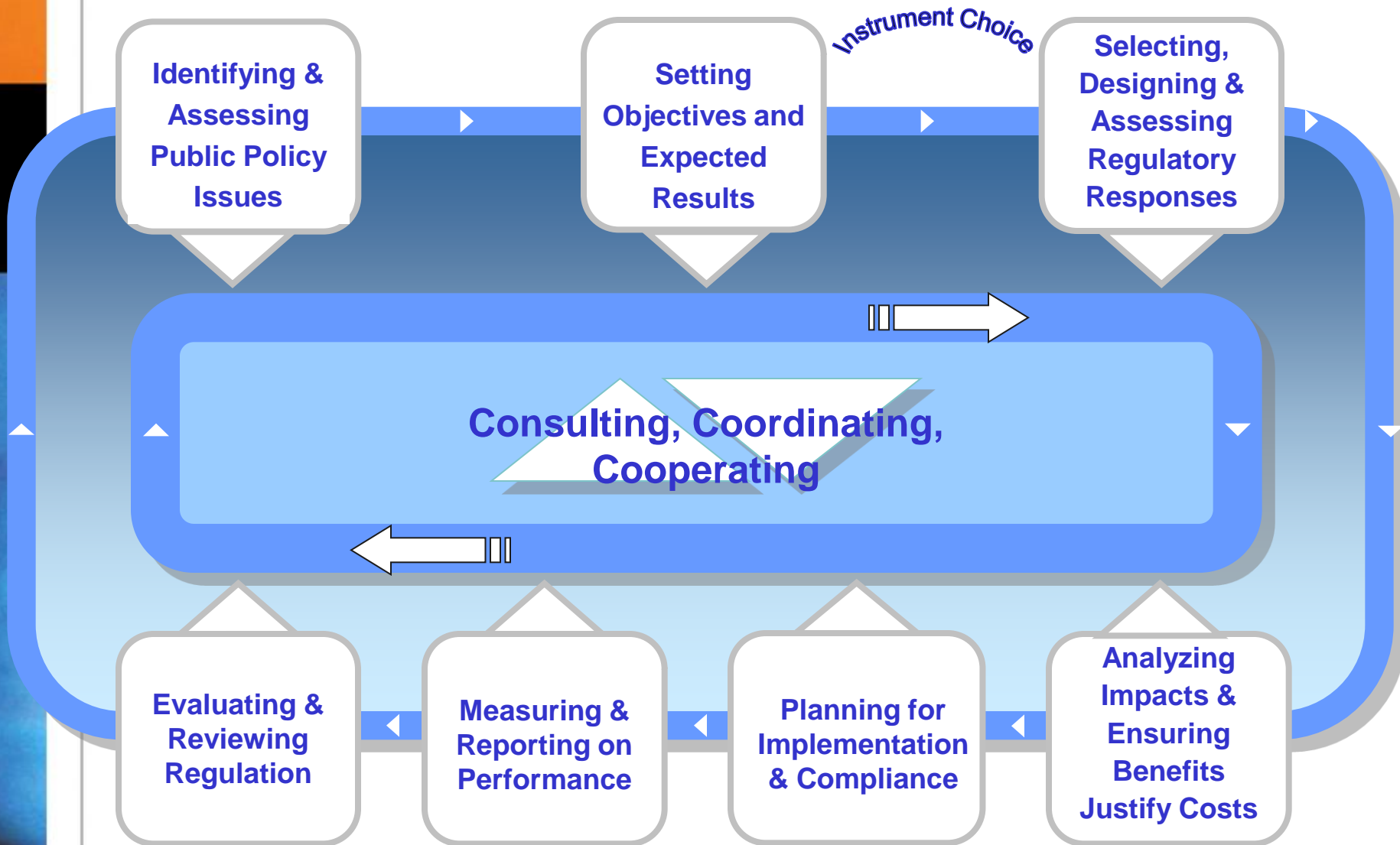


Increasing Level of Public Impact 

	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>■ Fact sheets</li> <li>■ Web sites</li> <li>■ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>■ Public comment</li> <li>■ Focus groups</li> <li>■ Surveys</li> <li>■ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>■ Workshops</li> <li>■ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen advisory Committees</li> <li>■ Consensus-building</li> <li>■ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>■ Citizen juries</li> <li>■ Ballots</li> <li>■ Delegated decision</li> </ul>

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# Adopting a new lifecycle approach...



# Going Forward

- Broaden the focus of the initiative to the entire plant biosecurity program modernization spectrum and possibly beyond.
- Ensure early participation from government partners and emphasize corporate social responsibility in overtures to established corporate and activist interests.
- Incorporate intellectual rationale more explicitly into model when building awareness and support.
- Enhance appreciation of the close relationship among public participation strategies, risk management policy development and program management.

