

2014-2015



IDENTITY
TOOLS
METHODOLOGY
SURVEY
INDICATORS
NETWORK
BEST PRACTICES
INTEGRITY
EXCELLENCE
EVALUATION
PLAN
RESULTS
MATTERS
METRICS
COST
TECHNICAL
INFORMATION
STRATEGIC



PHOTOS: IAN CANOVA

ANNUAL REPORT



CANADIAN CHRISTIAN RELIEF & DEVELOPMENT ASSOCIATION

CCRDA 2014-2015 Annual Report – Prepared April 2015



Overview of CCRDA

The Canadian Christian Relief and Development Association (CCRDA) is comprised of organizations and individuals who are committed to integrated, transformational development. CCRDA was previously known as the Relief and Development Group (R&D Group) of the Canadian Council of Christian Charities (CCCC). The group was formed in 1984, and since that time it has provided a forum for members to encourage one another, cooperate, share expertise, respond to changes in their field, and speak with one voice on social and policy issues. CCRDA was officially incorporated in June 2006 and received charitable status in May 2007 (retroactive to January 2007).

Motto and Tagline: Excellence Matters

Mission: CCRDA's purpose is to enhance the expertise of its members and to explore the relationship of Christian principles to our international poverty alleviation efforts.

Vision: By 2016, CCRDA will be known for building the capacity of Christian relief and development agencies for high performance and aid effectiveness.

Value Proposition: CCRDA's unique contribution to Christian relief and development NGOs is to provide a forum where the best ideas, practices, and application of Christian principles mix to promote the achievement of high performance organizations seeking God's purpose for the world's poor.

The elected Board of Directors governs CCRDA and is comprised of individuals that are from full member organizations. Board members are elected to serve a two (2) year term from the date of their election, or until the second annual meeting following their election. A Director can serve a maximum of three full terms.

The following individuals have served as CCRDA's board of directors from 2014-2015:

Position	Name	Organization
Chair	Tracey DeGraaf	Crossroads Christian Communications
Co Vice-Chair	Philip Tanner	Christian Children's Fund of Canada
Co Vice-Chair	Laura Solberg	Greater Vancouver Youth Unlimited
Director	David Kupp *	Wycliffe College
Director	Chris Bosch	World Vision Canada
Director	Steve Clarke *	Compassion Canada
Director	Richard McGowan	Emmanuel International

*Steve Clarke is completing his third and final term on the Board in May, 2015. David Kupp is completing his first and final term on the Board in May, 2015. We thank Steve and David for their diligent service on the Board.

Kathy Elias has served as Treasurer (non-director) since July 2011. The Board is very grateful for Kathy's diligent and supportive work as Treasurer.

The board is seeking to add five new board members in 2015. If you would like to suggest an individual for nomination to the Board of Directors, or if your organization is interested in participating on the Board of Directors, please review the following responsibilities and commitments, and speak to a director about your suggested nomination.

Board Responsibilities

The CCRDA board meets the first Monday of every month via conference call to maintain responsibilities to:

- Develop and maintain a strategy for CCRDA to bring a Christian voice to the Canadian international development arena.
- Report on activities and keep the operating plan on track as they relate to the CCRDA Strategic Plan 2014-2016.
- Fulfill designated roles and responsibilities as assigned by the board.
- Meet annually in person to convene on priorities that relate to effective governance and growth of CCRDA and improve on the service to the membership body.
- Represent CCRDA and all member organizations in relevant groups and coalitions in North America (i.e. DFATD, CCIC, Accord Network) and internationally, in order to keep the membership informed on important issues and events, as well as communicating a collective voice at these various forums for the membership as a whole.
- Participate in and/or lead two events per year offered to the membership as an opportunity to network, learn best practices, and discuss issues relevant to the landscape of Canadian NGOs.
- Provide input and monitor an annual CCRDA budget.

Specifically, Board members commit to:

- A 2-year term, with the possibility of renewal at the end of that term.
- Participating in 80% of Board meetings held on the first Monday of every month via conference call. Semi-annual face-to-face full day meetings.
- Participating in e-mail discussions among Board members regarding CCRDA initiatives and ongoing activities.
- Communicating with members as needed.
- Attending the Annual General Meeting and semi-annual events/forums.
- Potentially serving as Chair of a sub-committee or holding a role on the executive committee.
- Fairly representing the views of the entire CCRDA Board when in situations where s/he is identified as a Board member.

Role of the Board Chairperson

- The Chair of the Board will coordinate overall functions and activities of the Board and work closely with the CCRDA Coordinator, dividing up functions between the two accordingly.
- The Chair will call Board meetings and establish the agenda for those meetings in collaboration with the CCRDA Coordinator.
- The Chair will represent the Board and CCRDA at key events and functions, but not exclusively. The task should be shared as needed and possible with other members of the Board.
- The Chair has the duty of managing and co-signing fund disbursements from the CCRDA accounts.

We would like to thank Tracey DeGraaf for serving as Chair of the Board for 2014-present.

Associate Memberships through CCRDA

Membership with CCIC

CCRDA is a member of the CCIC and throughout the year, we have endeavoured to share information and networking opportunities that have been circulated by CCIC and its various working groups. Philip Tanner will attend the May 2015 CCIC AGM on behalf of our CCRDA members and board. Members are kept up to date on CCIC activities through our newsletter. Keep an eye on the newsletter for an update from our participation at CCIC's AGM.

Membership with CCCC

CCRDA is a member of the CCCC and throughout the year, we have endeavoured to share information and networking opportunities that have been circulated by CCCC. The board of directors seeks to remain in alignment with the CCCC, and are open to discussing how CCRDA can partner with the CCCC to the benefit of our membership.

The CCRDA board remains committed to open dialogues with a variety of other associations. Fostering this external awareness helps to develop a broader perspective on the larger landscape. In turn, it enriches our insights for future leadership decisions related to CCRDA.

Growing Membership

We are pleased to report that CCRDA has 42 members. The following memberships were approved by the Board since the last AGM: Euro-Aid Canada, Global Aid Network (GAIN), Plateau Perspectives, ADRA Canada, Partners International Canada and EduDeo Ministries. These members will be ratified by the membership during the AGM. In February, membership renewal invoices were sent to all current members.

Membership Totals 2007-2015

2007	2008	2009	2010	2011	2012	2013	2014	2015
28 including 1 associate and 1 individual member	33 including 1 associate and 2 individual members	34 including 1 associate and 2 individual members	35 including 3 associate and 2 individual members	38 including 3 associate and 2 individual members	37 including 3 associate and 1 individual member	40 including 4 associate and 1 individual member	39 including 4 associate members	42 including 3 associate members and 1 individual member

Current Members

ACTS	Greater Vancouver Youth Unlimited
Adventist Development and Relief Agency (ADRA) *	Health Partners International of Canada
The Arms of Jesus Children’s Mission Inc.	Kids Alive International Canada
BethanyKids Canada	Loving Arms Charitable Corporation
CAUSE Canada	Mennonite Central Committee Canada (Associate)
CBM Canada	Nazarene Compassionate Ministries Canada
Childcare International Society	Ontario Christian Gleaners
Christian Children’s Fund of Canada	Partners International Canada *
Compasio	Partners Relief & Development Canada
Compassion Canada	Plateau Perspectives *
Crossroads Christian Communications Inc.	The Salvation Army Canada
EduDeo Ministries *	Samaritan’s Purse Canada
effect: Hope (Associate)	SIM Canada
Emmanuel International Canada	Visionledd
Engineering Ministries International Canada	The Wellspring Foundation for Education
ERDO	Word & Deed Ministries
Euro-Aid Canada *	World Hope Canada
Evangelical Missionary Church of Canada Global Initiatives	World Renew
FIDA	World Vision Canada
Food for the Hungry Canada (Associate)	Wycliffe College (Associate)
Global Aid Network (GAIN) *	Winston Miller (Individual)

* To be ratified by membership at the AGM

Finances

In early 2015, CCRDA had an external audit of the 2014 fiscal year by Nethercott & Company. No issues were identified. The financial statements have been approved by the Board and sent to the membership for approval at the AGM. Kathy Elias serves as Treasurer on the Board. Kathy serves as a volunteer, not as a Director. Kathy will report to the membership on the 2014-15 budget.

The chart attached as **Appendix A** outlines the following:

- 2014 Budget and Actual
- 2015 Budget

Activities & Accomplishments from April 2014 – April 2015

The face-to-face meeting of the board in April 2014 launched a focus on achieving objectives set out in the strategic operating plan. Our focus areas included: improving communication services to our members through improvements to the newsletter and revamping of our website. A common expression from our membership on the issue of the value-added that CCRDA offers is the opportunity to connect and network with other like-minded Christian organizations. Having heard this as a consistent theme from our membership base, a focus of our activities is to seek and deliver opportunities for networking/learning through our bi-annual forums. The board has worked to formulate meaningful bi-annual events for our members to accomplish this. Specific reports on all the highlights of our 2014-15 efforts are as follows:

Newsletter

CCRDA's newsletter, *Excellence @ Work*, is distributed to members quarterly. In 2014, CCRDA moved to an online format using Mail Chimp to distribute the newsletter to members. Moving to an electronic format saved money and updated the mode of communications. The publications are also available at www.ccrda.ca. For each issue, member agencies are invited to write about a specific theme in addition to submitting general news and announcements. This publication is meant to act as a forum where members can keep each other informed, share their knowledge and learn from others' best practices. Since last April, the newsletter has focused on the following themes: Sustainable agriculture, maternal, newborn and child health (MNCH), faith and development, private sector development, and promoting stability and security. If you have an idea for a future theme, please let Joella know.

Western and Eastern Fall Workshops

CCRDA Eastern Fall Workshop: October 20, 2014
Faith and Development
World Vision - Mississauga, ON

CCRDA Western Fall Workshop: October 30, 2014
Faith and Development
Trinity Western University - Langley, BC

At both workshops, we looked at the intersection of our Christian faith with the principles of good relief and development work. In the East, Jayakumar Christian delivered provocative and challenging presentations on "Constructing a Theology of Transformation" and "Power and Transformation". In both the East and West, Clayton Rowe and his associates led us in strategy development and the practice of discernment.

The poster for the 2014 Workshops is titled "CANADIAN CHRISTIAN RELIEF & DEVELOPMENT ASSOCIATION 2014 WORKSHOPS FAITH AND DEVELOPMENT CLEAR YOUR CALENDARS". It features two workshop dates: Monday October 20 at World Vision Canada (1 World Drive, ON, Mississauga) with speakers Jayakumar Christian and Clayton Rowe; and Thursday October 30 at Trinity Western University (7600 Glover Rd, Langley, BC) with leader Clayton Rowe. The poster includes small portraits of Jayakumar Christian and Clayton Rowe, along with brief biographies for each. Jayakumar Christian is described as the National Director and CEO of World Vision India, with responsibility for over 2,000 staff workers serving 2.4 million children in the country. Clayton Rowe is noted as having served World Vision Canada and launched 90 Canadian programs that equip over 90 non-profits to increase their capacity to serve Canadians limited by poverty. He is also mentioned as having developed over 20 workshops in organizational and community development, and as a co-developer of two Graduate Certificate Programs with Wycliffe College and Trinity Western University's School of Business.

Quotables from Jayakumar Christian's Keynote Addresses

Phil Tanner, Co Vice-Chair

1. Our Faith is not an excuse for bad performance.
2. Change happens at the margins, monuments are built at the centre. (Listen to the margins!)

3. We need to be nation transforming or paradigm transforming.
4. "Doing" is often our security blanket - because we are running low on the "Being" side (impact is coming from those investing their being and not doing)
5. Relationships are important (e.g. Canadians say 'Why have 5 people do the job if 1 will do. India may say, 'Why do it with 1 if 5 can do it.' - discuss, plan and work it out together and then implement).
6. Christians/FBOs are not good with standards and frameworks. But remember - core commitments don't have to be standardized (or don't confuse the two).
7. We should cause 'intentional conflict'.
8. Bias matters! We should seek to disturb the power base.
9. Turn a public debate into a faith one! (How we spin 'public debate' is important).
10. Be 'best for the poor' and not 'best for the government or power base'.
11. Secularization creeps into faith based organizations through the tools (which are biased and value-laden).
12. We need to transform nations.
13. We should have internal vocabulary and external vocabulary. We often confuse the two and confuse our external audience.
14. We must be 'inclusive' and not 'exclusive' (related to #9 and #8).
15. Churches are not regular civil society and brings unique gifts to a community (They are a 'tactical decision' and important to the theology of development).

Spring Forum

CCRDA's 2015 Forum is taking place at World Vision Canada in Mississauga, Ontario on May 4-5, 2015.

The Canadian Christian Relief & Development Association's (CCRDA) annual Forum/AGM is a time where participants learn best practices, network with other leaders, jointly advocate for positive change, and are challenged by knowledgeable speakers. This year we will be looking at the intersection of our Christian faith with the principles of good relief and development work. We are privileged to have Dr. Jayakumar Christian share his thoughts on the Kingdom of God, powerlessness, 'leadership for transformation' and its application to our work among the poor.

Dr. Jayakumar Christian is a development practitioner and author of several books on development in India and the National Director of World Vision India. He is renowned as the Transformational Development Champion.

A panel of social impact investment specialists will also share details about a growing movement to treat donors as investors. Donor interest in 'triple bottom line' results (social, environmental and financial) and the growth in private sector engagement is providing an opportunity for NGOs to think differently about how they engage the mass market, public donors and corporations. Is this a trend we should embrace? What opportunities exist? Who is currently developing this space? What can we glean from current experiments and prototypes? How might this development promote our mission to reach the poor and the vulnerable?

CCRDA By-Laws

The CCRDA by-laws are presently being reviewed and redrafted in accordance with the Canada Not-for-profit Corporations Act (NFP Act). At some point after the AGM, we will be calling an electronic membership meeting for members to review and pass the revised by-laws. Make note that it will be important to gain members participation on this, as it is important to gain a quorum for us to proceed, and the new by-laws need to be filed by October this year.

Strategic Planning

In the last few years, CCRDA has invested much of its time drafting a strategic plan, redesigning its strategic focus and the types of quality of services that it offers to its members. In 2011, discussions were ignited regarding the value-added that CCRDA offers to member organizations. The purpose of discussions was to assess the unique value that member organizations attribute to CCRDA, and how the association can strategically develop those attributes.

The Board was left with the task to evaluate the feedback that was gained and develop a plan of action. In September 2012, a survey was developed and distributed to our members that addressed the areas identified in those discussions. Thirty-five out of thirty-nine of our member organizations responded to the survey. The results of the survey were passed on to the membership at our Forum 2012 for discussion.

Building on the input of our members, Chris Bosch led the CCRDA Board through a strategic planning process in 2013. The results of the strategic plan were presented to members for their input at the 2013 Fall Workshops. In January 2014, the Board finalized the strategic plan and created an operating plan for 2014-2016.

CCRDA Strategic Plan 2014-2016

Strategic Theme #1	Objectives
Promoting High Performance Organizations	1. Create operational standards
	2. Enhance technical capability of member organizations
	3. Understand and integrate biblical principles

Strategic Theme #2	Objectives
Building the Base	1. Diversify the donor base
	2. Increase resource acquisition
	3. Improve membership communication

Strategic Theme #3	Objectives
Expressing Informed Views on Important Issues	1. Increase awareness with DFATD
	2. Increase awareness with academic community
	3. Increase awareness with other associations

The Coordinator and Board work together to accomplish activities related to these objectives.

Staff

Joella Reitsma has been the part-time Coordinator since November 2010. The board would like to acknowledge the excellent work that Joella has done for CCRDA over her tenure. She always serves both the board and membership with humility and excellence!

Closing

The past year has yielded a sharpening of the vision for CCRDA's future. Our new motto and tagline "Excellence Matters" is more than just a positive statement. It is deeply emblematic of the drive we have to push for excellence -- at all levels of our association. We know that Excellence is also a foundational belief embraced by each of our members, lived-out daily in their mission, in service to the Lord. Naturally, we collectively have much work to do to tackle our Strategic Plan's three key themes: "Promoting High Performance Organizations," "Building the Base" and "Expressing Informed Views on Important Issues." And yet we move with bold confidence: As faith-based organizations we believe fervently that we have the most solid service foundation for proceeding in these strategies. With joined hands let's continue to move forward in 2015!