



## Winter 2015—Volume 9, Issue 1

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**CHAIRPERSON'S MESSAGE**  
TRACEY DEGRAAF



Welcome to our next edition of 'Excellence @ Work'. As the year rushes into the third month of 2015, the passage of time just as swiftly begs the question: Are we progressing in our efforts with the passage of time? For development agencies, being able to see progress is important. If our efforts to make a difference in people's lives that are enormously affected by poverty are not evident, then what purpose do our efforts serve? The second question is: Are our efforts sustainable? As Canadians work with



various nations across the globe, are we making a lasting impact by exchanging knowledge, skills, and resources? Or are we simply downloading Canadian human and financial resources that will make an impact for only as long as they last?

In this edition of 'Excellence @ Work', member agencies describe how they are breaking ground in the trending enterprise of private sector alliances and micro enterprise efforts—which hold the potential to create and supply new niche markets for those regions in which NGOs are working. It has always struck me that there is one common feature in all the regions I've traveled to while managing development programs: They all lacked an economy. NGOs fill the void created by both the lack of a thriving economy and the lack of government services. We are fairly good at bringing in programs that Canadians are used to the government providing – i.e. access to clean water; sanitation infrastructure; education; etc. – but what role do NGOs have in creating economies for developing countries? In this edition, you can read on a key topic that will be presented at our up-and-coming Spring Forum/AGM: Engaging the private sector. You can also read about how some member agencies are engaging in micro-type private sector development with beneficiaries.

Don't forget to take time to read the devotional by Laura Solberg—one of your committed board members. Laura reflects on the start of 2015 and a new season of Lent. Lest we forget that all our efforts will culminate at the foot of the cross at Easter. It is there that we'll meet and lay our crowns down, having served the "least of these" [Matthew 25-34-40].

Sincerely,  
Tracey DeGraaf

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## REFLECTIONS

LAURA SOLBERG, GREATER VANCOUVER YOUTH UNLIMITED

Reflecting on Lent, Phuc Luu of [The Work of The People](#) writes, "Jesus' journey is... like our journey, an attempt to capture the place of longing in every heart; it is an attempt to go back to the garden. However, as we make our way through life, we come to realize that Eden is a distant dream, a reality that we might not ever come into being. We either become cynical or attempt to build our own paradise. In contrast, Jesus' life was not about this long-lost garden, but something greater – a new Eden, a new Jerusalem – a new Kingdom."

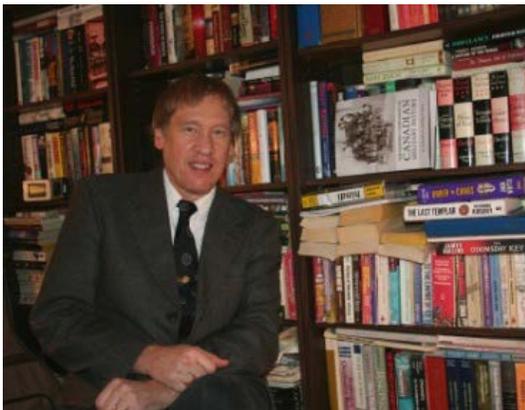
As we enter into this new year together, with all that it brings, and in this season of Lent, let us reflect on the journey of Jesus, the one through whom death truly has brought forth life. For God was pleased to have all his fullness dwell in him, and through him to reconcile to himself all things, whether things on earth or things in heaven, by making peace through his blood, shed on the cross. (Colossians 1:19-20)

As people who seek to be a part of this reconciliation through our lives and work, this Lenten time of reflecting and lamenting is an imperative part of the renewal that we desire to see in the world around us. At the CCRDA, our prayer for our members is that this season will be a time of entering into the longing, with the assured hope of Jesus' promise of new life.

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**ENGAGING MARKETS AND THE PRIVATE SECTOR**  
PHIL TANNER, CCFC



Engaging in the private sector is becoming more important to the work of NGOs as development funding from governments diminishes. Like many development organizations, Christian Children's Fund of Canada (CCFC) has been exploring the processes, value-added and risk elements related to engaging with markets and the private sector to advance our objectives in poverty alleviation around the world. So many types of opportunities exist, that it may seem exhausting to those agencies recently coming into this sector.

A number of global trends have contributed to a strong interest in engaging markets and 'private sector in development' – ranging from government foreign policies, security, changes in strategy by private sector entities, successful case studies in economic development promoting jobs and investments, and the value of engaging commercial interests in helping to develop socially disadvantaged regions.

Just as we get used to the notion of Corporate Social Responsibility (CSR) and focusing more on do-no-harm initiatives, we realize that public-private partnership opportunities abound addressing supply chains and job creation. With our heads around this notion, impact investment emerges and the idea of responsible investment. Wealthier sponsorship donors are also approaching agencies and offering patient capital (social investment loans) for returns over long investment periods. The opportunities abound but untangling the web of how it all works is not for the faint of heart; especially if you are responsible for fiduciary responsibilities in your agency.

At the next CCRDA Annual General Meeting, we'll be getting into these different areas – so no more spoilers here! – but generally, the private sector is recognized as a critical stakeholder and

partner in economic development, a provider of income, jobs, goods, and services to enhance people's lives and help them escape poverty. Improving people's lives is also increasingly becoming part of how private sector and international finance institutes do business. Our role (I like to refer to NGOs as 'honest brokers') is to identify opportunities for economic growth and job creation to improve the livelihoods and well-being of the communities in which we work. We should not shy away from notions of profit, fees-for-service, commissions and private sector engagement. Done responsibly and in line with non-profit regulations, it can be extremely effective in elevating the livelihoods of people in marginalized communities. Our job is to be creative and look for the opportunities – the obvious and not so obvious.

For example, CCFC embarked on a pilot initiative – making markets work for women and youth entrepreneurs – in Tamil Nadu, India. It was C.K. Prahalad, from Michigan University, who first proposed that if one were to take the 4 billion people at the bottom of the pyramid and aggregate their net productive worth, it would be over USD 5 Trillion annually. Assuming most farmers work below the radar and in the informal sector, CCFC capitalized on the opportunity to aggregate small farmers into productive units for on-farm production, sales and development of supply chains. The main product was indigenous poultry (meat and eggs) and their by-products. The biggest risk was working with small poultry farmers in hot, humid climates prone to disease (no small risk, right?).

With an initial capital investment (grant funds), a production hatchery was set up and investments made in capital items and poultry stock. Deficits in business development services were identified and CCFC worked with various market players to connect necessary inputs and credit, as well as identifying buyers (e.g. hotels and restaurants). Quality, volume and regular supply of meat and eggs were strengthened and new supply chains were introduced to provide a needed product in local markets. The on-farm production units replaced a central hatchery unit, spreading out risk, lowering feed costs and reducing the chances of disease wiping out large herds.

As the project grew, the farmers eventually undertook to register their project as The Nethal Agro Farm Producer Company as it is known today; a locally registered Producer Company aimed at increasing the income of rural women and youth entrepreneurs. Selling shares to its members, the company is now a fully-fledged, rural company, with access to credit and partnership opportunities in the private sector. Its aim is to increase its membership volume, improve access to credit institutions and assume profitability levels that will release dividends to its shareholders. The result is that CCFC has exited from a project, building sustainability and putting ownership squarely in the hands of the farmers. The company can now operate fully in the private sector market and identify new investment opportunities with small and medium enterprises in the area (for feed and training) and larger companies with whom to supply their produce. The project has created jobs, provided safety nets for families, produced essential goods and services in the market, and improved health conditions and better education opportunities.

Clearly, engaging with the private sector should not be seen as a broad solution to the various challenges. It is but one possible financial instrument or partnership and each engagement must assess how markets and the private sector may add value to the work in which we are already engaged – it should bring a multiplier effect and speak to the specific needs being addressed. A solid rationale must be prepared to show the risks and value-added that such a relationship can bring to community development work – whether innovations, new technologies, scaling-up, providing technical input (e.g. training or advisory), sharing risk, procurement of goods and services, increasing investment potential, or providing a specific social or economic input. In our relationship with the private sector, CCFC is innovating, proving impact and demonstrating a mutually beneficial relationship to achieve even better results and stewardship in the work we do.



## GIS INTEGRATES AID AND EMERGENCY RESPONSE WORLD VISION



When Typhoon Haiyan made landfall in November 2013, it did so as the strongest storm ever recorded. The category 5 super typhoon made its way across the central Philippines, bringing violent winds, torrential rain, and tidal surges that inundated coastal areas.

In its wake, the storm left more than 6,200 people dead. Four million people were displaced by the storm, two million of whom saw their homes completely obliterated. Roads, ports, and airports were also severely damaged by the storm, further complicating efforts to assist the millions of people impacted by the typhoon.

World Vision, an international Christian humanitarian organization dedicated to working with children, families, and their communities, immediately mobilized its response and recovery efforts after the storm. The nonprofit, established in 1950, has a long history of providing emergency assistance to people affected by natural disasters, especially in developing nations with significant vulnerable populations.

World Vision first explored the use of geographic information systems (GIS) for disaster response following the magnitude 7.0 earthquake that struck Haiti in 2010. Working in tandem with Esri (a geographic information systems company), World Vision tracked the cholera outbreak that spread among refugee camps. The use of GIS left such a strong impression that the organization signed an enterprise-level license agreement with Esri soon afterward. Using the lessons learned from its efforts in Haiti, World Vision's Humanitarian & Emergency Affairs (HEA) team once again turned to GIS to guide its Typhoon Haiyan response.

### *Clarity Among the Chaos*

As World Vision deployed global relief experts to assist its staff in the Philippines, GIS manager Jared Hyneman and GIS specialist Gabby Almon served as support staff from one of the organization's offices in Los Angeles. Their first task was to help Sean Ng, World Vision's information manager in the Philippines, assess locations in the country that needed immediate attention.

Using government data about the scope and intensity of damage from the storm and the preexisting vulnerability of local residents, World Vision's team created an assessment spreadsheet that assigned a weighted score to each municipality in the Philippines.

World Vision used Operations Dashboard for ArcGIS to track the distribution of kits against its

overall goals.

"Our response personnel in the Philippines were trying to build up their teams and understand what was going on at the same time," says Almon. "Mapping the vulnerability scores with ArcGIS Online ended up being key to helping them allocate limited resources."

Almon and Hyneman joined the vulnerability data from the spreadsheet with administrative boundaries from the United Nations in ArcGIS. They then published the information as a feature service to World Vision's ArcGIS Online for Organizations account.

Hyneman and Almon decided to use ArcGIS Online to disseminate the maps for several reasons. The interface was easier to navigate than a desktop platform, and the maps could be easily shared over the Internet to anyone with the proper credentials. ArcGIS Online also provided the ability to quickly add in data and information from other authoritative sources.

"We pulled in several services from Esri's Disaster Response Program, including the typhoon's path, initial damage assessments, and the locations of hospitals and schools," Almon says. "Using this existing, authoritative data saved us an incredible amount of time and let us focus on our response."

#### *Making a Difference*

"The web map helped us define the need and really operationalized the vulnerability data," Ng says. "It just made things so much easier to understand and to create a plan."

To date, in response to the typhoon, World Vision estimates that it has helped more than 713,000 people. Among the relief operations are kits containing hygiene products, like toothbrushes and soap, as well as tarps, rope, and other construction materials.

As aid packages were distributed to more than 500 villages across 48 municipalities in the country, Almon and Hyneman used ArcGIS Online to track the progress of their efforts. They created a sample app using Operations Dashboard for ArcGIS that mapped where kits had been sent and monitored their progress against the organization's overall response goals.

#### *A More Resilient Future*

The efforts of Almon and Hyneman generated interest among some of World Vision's leadership. The nonprofit had already used GIS to support a variety of activities, including providing clean water, education, emergency food relief, and operational logistics. But the Haiyan response has prompted the organization to consider additional, more coordinated uses of GIS in the future.

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**LOCAL HOME-BUILDER**  
**HELPS IN ONTARIO FLOOD RESPONSE**  
ADELE KONYNDYK, WORLD RENEW

In April 2014, flood waters crested the banks of the Moira River and damaged dozens of homes in Tweed and Belleville, Ontario. World Renew's Disaster Response Services (DRS) volunteers focused their flood relief efforts on elderly, disabled, and uninsured residents who were particularly vulnerable



after the disaster.

One of the most serious situations the DRS volunteers encountered was that of Dorothy Rice, a 74-year-old widow who uses a wheelchair to get around. Her cottage home was destroyed by the flooding, leaving her homeless.

World Renew DRS staff approached several local service clubs in the region about helping to raise the funds necessary to assist Rice, but they found little to no assistance. All of that changed when Andy Geertsma—a member of nearby Maranatha Christian Reformed Church in Belleville and owner of the homebuilding company, Geertsma Homes Ltd, stepped in.

“I have long been an admirer and supporter of what World Renew does and stands for in their work around the world – that is, communicating the good news about God’s Kingdom in practical ways,” said Geertsma. “As an organization, God has also given us a platform to ‘Do Good’”.

Geertsma offered his expertise in producing plans and obtaining permits, which allowed the project to move along quickly and effectively. Using volunteer labour, donated materials, and cooperation from Geertsma’s sub-trades, World Renew determined that Rice’s new home could be built for a low enough cost that allowed her to borrow against her deed to the land.

Her new home was built on a concrete slab on walls that are a full 12 inches above the 100-year flood level, and it includes a ramp to allow wheelchair access.

“It was good to be involved,” said Geertsma. “We felt that as a homebuilding company this was a unique opportunity for our team of employees, subtrades, and suppliers to join forces and have some fun doing what we love to do while contributing together in a worthy endeavour.”

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**GOVERNMENT EMPLOYEE TURNED ENTREPRENEUR**  
THRIVES IN THE PRIVATE SECTOR  
ERYN AUSTIN BERGEN, FH CANADA



Mr. Dingeta used to work for the government; now he works for himself.

Mr. Dingeta worked as a day labourer on a state farm in Ethiopia. Like many men in his situation, he struggled to make ends meet, often not having enough to adequately feed his family or send his children to school.

Under the Food for the Hungry (FH) Child Focused Community Transformation (CFCT) program – a holistic approach to long-term development focused on the well-being of children as the core to community health – Mr. Dingeta and his family received livelihood training in agriculture. They also benefited from initial inputs like hand farming tools, improved fruit and vegetable seed, tree seedlings, and coffee bean seedlings. By applying the new techniques he learned and carefully stewarding his resources, Mr. Dingeta began to build up his own farm.

The first step was to prepare organic fertilizer and mix it into the acidified and infertile soil of his fields. This process noticeably improved the texture and structure of the the soil, making his land potentially more productive.

After just a short period of time, the compost dramatically improved the soil fertility on Mr. Dingeta's land. He is now able to grow enough crops to feed his family and is cultivating his own coffee nursery. Instead of acquiring seedlings from a government nursery, as he used to do, Mr. Dingeta manages his own nursery and even sells seedlings to other local farmers.

He also went on to plant a variety of multipurpose trees from which he generates additional income by selling timber for local construction purposes. Mr. Dingeta's trees are doing so well that he is even able to consistently provide enough firewood for his wife's cookstove.

While government grants and programs have their place, getting people like Mr. Dingeta off handouts and economically engaged with the private sector is one of the primary objectives of the Livelihood sector of FH CFCT programming.

This involves multiple steps. For example, by participating in Savings and Loans groups, developing communities take control of their finances and their futures – effectively forming neighbourhood credit unions where bank access is impractical or impossible. Income generating training equips men and women to provide for their families and gain independence from government subsidies and NGO freebies. Mothers in Bangladesh become professional seamstresses and farmers like Mr. Dingeta in Ethiopia feed their families and sell coffee beans.

Encouraging and empowering successful entrepreneurship in the private sector is necessary for

local economies to grow in a self-sustaining, self-perpetuating way. After all, Mr. Dingeta used to work for the government at an unsustainable wage; now he works for himself at a respectable profit that's impacting his entire community.

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