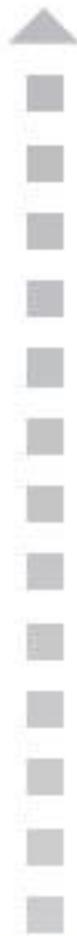


2013-2014



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



ANNUAL REPORT



CANADIAN CHRISTIAN RELIEF & DEVELOPMENT ASSOCIATION

CCRDA 2013-2014 Annual Report – Prepared April 2014



Cover photos provided by SIM Canada

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). The elected Board of Directors governs CCRDA.

Activities February 2013 - April 2014

Advocacy and Positioning

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 2014 CCIC AGM on behalf of our CCRDA members and board.

Accord Network

The Accord Network serves 69 Christian NGO organizations across North America. On October 30, 2013 CCRDA Board Chair Steve Clarke met with Accord Network's Executive Director, Chad Hayward. The purpose of the meeting was for Steve to gain a better understanding of recent events supporting the ongoing growth of Accord. One of their more noteworthy achievements involves the continuing development in size and breadth of five development theme working groups known as "Accord Alliances." Accord Network also made a bold move over the past year, in choosing to move their Executive Director to Washington, DC. This was done to give the association a clearer public voice through closer proximity to government decision-makers, in relation to USAID.

Association leadership conversations have an ongoing value. Through dialogue of this sort we discover working examples of outcomes from of other leaders' key governance decisions. In short, we learn from their experiences -- both good and bad. The CCRDA board remains committed to open dialogues with a variety of other associations. By fostering this external awareness, it builds our perspective on the larger landscape. In turn, it enriches our insights for future leadership decisions related to CCRDA.

Board

2013-2014 Board Members

Position	Name	Organization
Chair	Steve Clarke	Compassion Canada
Director	Chris Bosch	World Vision Canada
Director	David Kupp	Wycliffe College
Director	Laura Solberg	Greater Vancouver Youth Unlimited
Director	Philip Tanner	Christian Children's Fund of Canada
Director	Tracey De Graaf	Crossroads Christian Communications

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.

Board Responsibilities

The CCRDA board is a volunteer body and so we recognize and value the time and energy that each member of the board has put in on behalf of the Association and its respective members. The Board provides direction and vision for CCRDA and is expected to be in tune with membership needs and to seek ways of supporting members. This year, Board members have each taken on at least one area of oversight. General responsibilities of the Board include:

- Developing and maintaining a strategy for CCRDA to be a Christian voice in the Canadian international development arena.
- Initiating and maintaining activities that will benefit the majority of CCRDA members, while contributing to the achievement of the CCRDA objectives (i.e. briefs on specific issues, brochures, articles in local newspapers or national papers, etc.).
- Maintaining a relevant database of key information related to the activities of the members, thus enhancing the potential for linkages and collaborative efforts in Canada and overseas.
- Maintaining links with relevant groups and coalitions in North America (i.e. CIDA, CCIC, Accord Network) and internationally (i.e. Micah Network).
- Representing the membership at key meetings and functions (i.e. CIDA/DFATD meetings, etc.)
- Ensuring that members are updated frequently on CCRDA activities.
- Developing and monitoring 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. These are held approximately every month, and most are conducted via conference call. Face-to-face meetings occur semi-annually or as needed.
- Participating in e-mail discussions among Board members regarding CCRDA initiatives.
- Updating Board members on recent conferences or discussions in which they may have participated.
- Attending the annual CCRDA members' consultation.
- Potentially serving as Chair of a sub-committee (i.e. Forum Committee, Development Education Committee, Issues 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.

The Board is very grateful for Steve Clarke's dedicated leadership and service to the Board.

Finances

In early 2014, CCRDA had an external audit of the 2013 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.

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

- 2012 Budget and Actual
- 2013 Budget

Forum

CCRDA's 2014 Forum will take place at the Queen of the Apostles Renewal Centre in Mississauga, Ontario on April 7-9, 2014.

Organizational excellence matters to all of us. At Forum 2014 we'll be looking at objectives that drive excellence. We'll also be exploring ways we can "build the base" for impact – involving support, resources and communication. Finally, we will be examining methods to share informed views on key issues faced by our member organizations.

This year we are privileged to have **Dr. Jim Skillen**, former Director of the Centre for Public Justice, as the keynote speaker. He will be delivering these thematic challenges to us:

- Justice Matters: Exploring the common cause of all R & D work
- Context Matters: Appreciating the complexity and necessity of the larger social architecture for R & D work

Membership

We are pleased to report that CCRDA has 39 members. The following memberships were approved by the Board since the last AGM: Childcare International Society, Kids Alive International Canada, Health Partners International of Canada. These members will be ratified by the membership during the AGM.

In February, membership renewal invoices were sent to all current members.

Membership Totals 2005-2014

2006	2007	2008	2009	2010	2011	2012	2013	2014
27 including 2 associate members	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

Current Members

ACTS	Kids Alive International Canada *
Africa Inland Mission International (Associate)	The Leprosy Mission Canada (Associate)
The Arms of Jesus Children's Mission Inc.	Loving Arms Charitable Corporation
BethanyKids Canada	Mennonite Central Committee Canada (Associate)
CAUSE Canada	Nazarene Compassionate Ministries Canada
CBM Canada	Ontario Christian Gleaners
Childcare International Society *	Partners Relief & Development Canada
Christian Children's Fund of Canada	The Salvation Army Canada
Christian Horizons Global	Samaritan's Purse Canada
Compasio	SIM Canada
Compassion Canada	Visionledd
Crossroads Christian Communications Inc.	Watoto Canada

Emmanuel International Canada	The Wellspring Foundation for Education
Engineering Ministries International Canada	Word & Deed Ministries
ERDO	World Hope Canada
Evangelical Missionary Church of Canada Global Initiatives	World Relief Canada
FIDA	World Renew
Food for the Hungry Canada (Associate)	World Vision Canada
Greater Vancouver Youth Unlimited	Wycliffe College (Associate)
Health Partners International of Canada *	

* To be ratified by membership at the AGM

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. 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: The sixth millennium development goal to combat HIV/AIDS, malaria, and other diseases; the eighth millennium development goal to develop a global partnership for development; public engagement; and sustainable agriculture. If you have an idea for a future theme, please let us know!

Staff

Joella De Boer has been the part-time Coordinator since November 2010.

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

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.

Our Strategic Focus and Activities

Strategic Theme #1	Objectives	Projects/Initiatives
Promoting High Performance Organizations	1. Create operational standards	<p>1 a) Create networks (partnerships) of expertise to assist with setting standards</p> <p>1 b) Canvas membership re: preference for operating standards</p> <p>1 c) Review standards from international conventions and other NGOs/INGOs</p> <p>1 d) Publish standards to CCRDA’s website as a resource for member organizations</p> <p>1 e) Promote capacity building for operational standards at a CCRDA event</p> <p>1 f) Publish CCRDA standards that will apply to organizations applying for CCRDA membership</p>
	2. Enhance technical capability of member organizations	<p>2 a) Produce online forum for CCRDA members for best practices examples</p> <p>2 b) Host 2 peer learning events per year (share best practices)</p> <p>2 c) Promote theme working groups among members</p> <p>2 d) Create a technical resource network for sharing people cross-organizationally</p> <p>2 e) Produce 1 research paper per two years on select operational</p>

		<p>themes</p> <p>2 f) Circulate quarterly newsletter and monthly updates</p>
	3. Understand and integrate biblical principles	<p>3 a) Develop a working group to explore biblical principles in relation to relief and development and publish results</p> <p>3 b) Identify a list of potential candidates for producing a ‘white paper’ on biblical principles and relationship to relief and development sector</p> <p>3 c) Hire a consultant/academic to produce ‘white paper’ on biblical principles and relationship to relief and development sector</p> <p>3 d) Hold at least 1 workshop/forum per year on faith/Christian principles in development and relief</p>

Strategic Theme #2	Objectives	Projects/Initiatives
Building the Base	1. Diversify the donor base	<p>1 a) Create a database of university/college depts/profs/social clubs interested in R&D from a faith perspective</p> <p>1 b) Promote student memberships at Christian universities/colleges</p> <p>1 c) Create a list of Christian domestic-focused NGOs engaged in relief and development activities</p> <p>1 d) Host a conversation with the board about expanding membership to domestically-focused organizations and produce an action plan</p> <p>1 e) Send invitations to new contacts to CCRDA events</p> <p>1 f) Create a promotional piece for recruitment and talking points for board members</p>
	2. Increase resource acquisition	<p>2 a) Create a list of potential funders</p> <p>2 b) Create distinct funding packages/proposals</p> <p>2 c) Match funding packages/proposals to foundations/major donors</p>
	3. Improve membership communication	<p>3 a) Newsletter will regularly communicate the activities and value-added activities provided to the membership</p> <p>3 b) Review and renovate the website</p> <p>3 c) Use Mail Chimp to send and track member communications</p> <p>3 d) Provide current members opportunities to recruit new members</p>

Strategic Theme #3	Objectives	Projects/Initiatives
Expressing Informed Views on Important Issues	1. Increase awareness with DFATD	1 a) Identify opportunities for CCRDA to participate in DFATD held events and invite government representatives to CCRDA events
	2. Increase awareness with academic community	2 a) Invite academia to become associate members 2 b) Commission an academic/thought leader to write a paper— promote internal discussion 2 c) Identify at least 3 academics who lead conversations around the interpretation of faith and organizational life 2 d) Approach at least one university/college institutions to collaborate on research proposal 2 e) Connect with development studies students who are looking for research projects for MA or PhD
	3. Increase awareness with other associations	3 a) Monitor ‘faith and development’ activities and involve ourselves in these activities 3 b) Research events CCRDA can contribute to on faith and development 3 c) Ask CCRDA to be on an event mailing list for ‘competitor’ associations 3 d) Circulate willingness to attend/host symposia on topics of interest to other organizations such as universities, etc. 3 e) Attend 80% of all CCIC and provincial organization (OCIC) events 3 f) Participate on panels and/or research work groups

Western and Eastern Fall Workshops

CCRDA Western Fall Workshop: September 23, 2013
 Agency Partnerships: Can they work? CIDA Merger Implications?
 Trinity Western University - Langley, BC
 Tracey De Graaf, Board Member

On September 23rd, 2013, members situated in the Western Canada gathered together at Trinity Western University to enjoy a day of iron sharpening iron (Proverbs 27:16-18) at our Annual Fall Workshop. We were thrilled to see many new faces in our midst, non-members from the NGO sector and students alike. One participant had attended our Fall Forums in previous years as a student, and had returned this year as a leader within the NGO sector. It is this kind of continued engagement that feeds CCRDA.

The day was full and exciting! In the morning, we explored the implications of the CIDA-DFATD merger with Fraser Reilly-King (CCIC), Wendy Therrien (World Vision), and Shams Alibhai (BCIC). In the afternoon, we explored how to create effective agency partnerships with Shawn Plummer (FH Canada), Andy Harrington (Wellspring Foundation for Education), and Doris Olafsen (Opportunity International Canada). We witnessed how leaders within the NGO sector are never daunted by challenges, as our member Andy Harrington from Wellspring Foundation didn't miss a beat when a fire alarm interrupted his presentation on Partnership models. As true development workers, we were not thwarted, but continued the presentation outside, being spurred on by Andy's good humor. This is the exciting membership that comprises CCRDA!

Thank you to everyone that participated and presented, and we look forward to next year's workshop to see what fun adventures we can have together on a seemingly ordinary day. And so it is in the sector of development and relief.

CCRDA Eastern Fall Workshop: October 7, 2013
Private Sector Engagement: Can they work?
CIDA Merger Implications?
Wycliffe College – Toronto, ON
Steve Clarke, Board Chair



The CCRDA Eastern Workshop yielded a full day of vigorous member interaction, hosted in Toronto's Wycliffe College. The morning sessions tackled themes related to increasingly prevalent Private Sector Engagement development initiatives. Dr. Tony Michaels of *Proteus* outlined prototype agricultural work in Tanzania, where local farmers have gained greater control of the market forces for their crops. Shannon Kindornay of the *North-South Institute* approached the discussion from another direction with a presentation of macro- trends in Private Sector Engagement. Finally, in a talk stressing deeply practical considerations, Dr. Philip Tanner outlined a series of due diligence and risk management recommendations for engagement of the private sector.

In the afternoon the theme shifted to the CIDA-DFAIT Merger. The *Canadian Council for International Cooperation's* Fraser Reilly King traced the history to present circumstances. Ian Smillie of *Diamond Development Initiative* then adopted a most unique communication method, reading aloud a mock-letter he had penned. He posed as a Canadian government official corresponding with a foreign government counterpart, explaining 'tried and true' methods for the undermining of government development aid. The dark humour in this fictitious letter provided much to reflect upon. It was a profoundly creative way to analyze recent government actions – and triggered reactions in response from the development sector. The day was concluded with discussion and helpful feedback on the CCRDA Board's draft Strategic Intent to 2018.

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 2014!