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ORGANIZATIONAL EVALUATION

A DECADE OF DECCA

Final Report

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TABLE OF CONTENTS

Rationale: Why evaluate DECCA? Who is the evaluation for?	Page 4
What is DECCA?	Page 5
Methodology: What we did and who we talked to	Page 5
Decisions for DECCA	Page 8
Explanation of findings	Page 10
Organizational Review Survey and Analysis	Page 16
Board Interview Summary	Page 45
Questionnaire of Non-affiliated Organizations	Page 47
Funding, Volunteers and DECCA: A Recipe for the 90's	Page 49

APPENDICES

1. Glossary of Acronyms	Page 53
2. Organizational Review Survey & Analysis	Page 54
3. DECCA Forces	Page 58
4. DECCA Board Members 1984-92	Page 71
5. DECCA Member Organizations 1983-90	Page 74

Development is...

A comprehensive economic, social, cultural, and political process which aims at the constant improvement of the well-being of the entire population and all individuals on the basis of their active, free and meaningful participation in development and in the fair distribution of benefits resulting therefrom.

-U.N. Declaration on the Right to Development

Rationale: Why Evaluate DECCA?

- DECCA is 10 years old, and although it has been subject to numerous internal reviews over the years, an external evaluation has not been done. The focus of an external review is to assess DECCA's performance in relation to its stated goals, determine the strengths and weaknesses of DECCA's structure and operations, and to examine trends within the organization and outside it which affect present and future planning.
- DECCA has experienced a decline in funding despite an increase in size and operating costs. The Alternate Funding Committee of DECCA has done considerable work on this issue. The evaluation explores some of funding realities and the feasibility of implementing ideas generated by DECCA.
- A certain amount of discontent among DECCA members needs to be addressed. The evaluation will examine the desirability of membership in DECCA and whether new members are required or desired. As well, the evaluation looks at existing policies and practice and measures them against the expectations of members. Areas for improving and revamping policies and practice, to increase their relevance and effectiveness, can then be identified.
- A community-based evaluation is a participatory exercise. After a ten year history, much has transpired. An evaluation which solicits feedback from a range of people and organizations affiliated with DECCA will provide an inventory of the activities and changes that have happened. Combined with the policy and program review and consultation with members, the board and staff will have a clearer idea of DECCA's purpose and direction for the future.

DECCA's Board asked the Edmonton Social Planning Council to conduct an organizational evaluation for the DECCA secretariat¹, comprised of staff and board members. The evaluation will be primarily for internal use.

¹ In this document, following DECCA precedent, the DECCA Secretariat will refer to the core structure of staff and board members whereas the DECCA Network will refer to the member organizations which the Secretariat serves.

What is DECCA?

The Development Education Coordinating Council of Alberta (DECCA) is a provincial council created in 1981 to support and to improve development education. Members of DECCA are organizations, not individuals, from across Alberta which share the development education mandate. Members represent the interests of a diverse range of communities, including farmers, churches, youth groups, educational centres, and many other not-for-profit organizations.

DECCA has grown from being a wholly volunteer-run organization in the early 1980s to a staffed office governed by a voluntary board since 1983. During its first decade DECCA has acted in many capacities including that of advocate, liaison, facilitator, fund raiser, teacher, and reporter. Through its work DECCA has become, based on this assessment, an integral part of a dynamic Albertan NGO community.

DECCA's provincial office is in Calgary. The three staff working here service some twenty-nine member organizations throughout the province. Its funding comes primarily from CIDA Public Participation Program, membership fees and levies, provincial employment grants (ad hoc), and self-generated funds. DECCA recently received funding from the Wild Rose Foundation to purchase computer and photocopying equipment, both of which are present or potential sources of self-generated funds.

Currently DECCA staff consists of the Executive Director (Marg Durin), the Project Officer (Lisa Jensen), and the Office Manager (Marilyn McDonald). DECCA's board currently consists of five members (Betty Farrell, Enoch Oduro, Sylvia Waller, Issac Mabindisa, Nancy Hannerman). The staff and board operate under the terms of the Alberta Societies Act and the recently introduced collective agreement.

Methodology: What we did and who we talked to

An advisory committee, consisting of DECCA board members (past and present), DECCA's Executive Director, and a planner from the Edmonton Social Planning Council, was set up at the beginning of the evaluation to guide the process and to advise the evaluators on relevant matters.

Measurements for this evaluation consisted primarily of two sets of consultations. First, we talked to individuals and organizations served by and responsible for DECCA (internal consultations). Second, we surveyed organizations which fund DECCA, are comparable to it, as well as those which are not affiliated with DECCA at the present time (external consultations).

The following is a summary of those consulted:

Internal Consultations

• **Advisory Committee --** (May 1991, on-going)

A meeting was held in Calgary in May to work out the major areas and measures of the evaluation. Not all members were able to attend, but the information shared was collated and sent out to all Advisory Committee members by mail in a 'terms of reference' format. Members were asked for their comments or questions.

• **Membership/Staff Survey** (May/June 1991)

The purpose of the survey was to gauge members' needs, expectations, degree of satisfaction with DECCA. As well, it presented an opportunity to voice individual concerns, suggestions, and recommendations with a number of open-ended questions.

Part of the survey was conducted at the AGM held in May while the remainder of surveys were mailed to members. The DECCA Network and Secretariat were consulted, including agency members, project members, institutional members, associate members, and staff. The response rate was high, with 32 of 37 surveys completed.

• **Board Interviews** (July 1991)

In-depth telephone interviews were held with DECCA board members who had served over the past three years (appendix for transcripts). Six of the ten board members participated in the interviews. These interviews lasted from 30 minutes to over two hours in length and provided some crucial insights into DECCA operations.

• **Administrative Review of DECCA** (May-August 1991)

An administrative review of DECCA's annual reports, board minutes, task force reports, membership, and collective agreement was conducted in order to discern trends, decisions, and changes within the organization. Many of these discoveries are outlined in appendices, as well as in the major findings.

External Consultations

• **CIDA** (July 1991)

Maryanna Holbrook, DECCA's CIDA liaison, was interviewed at length by telephone.

- **Alberta AID** (July 1991)

Larry Pana, Director of Alberta AID, was contacted and interviewed by phone.

- **MCIC/SCIC** (June/July 1991)

MCIC and SCIC were contacted to gain an understanding of other provincial councils and to compare DECCA's structures and operations accordingly. An attempt to contact CCIC was made during the course of the evaluation, however the organization did not reply to the inquiries.

- **Non-affiliates Questionnaire** (July 1991)

Seventeen organizations from both Calgary and Edmonton which are *not* members of DECCA were contacted in order to gauge community awareness of DECCA and to assess potential membership growth. The mandates of these groups included culture, international development, religion, the environment and art.

Contacts Made

During the course of the evaluation over 70 individuals/organizations were contacted for relevant information, assessments, and suggestions.

Decisions for DECCA

The finding outlined above have direct implications for DECCA and its decision-makers. Below are some of the questions arising from the consultations.

Mandate / Policy Issues

- *What kind of board policy should the Board adopt to prevent a low level of board membership in the future?*
- *Is DECCA's present mandate still relevant to its members' interests and goals? If not, how should it be changed?*
- *How can the board and staff better measure their effectiveness and progress in meeting DECCA's mandate?*

Membership Issues:

- *How will DECCA increase its board membership?*
- *How will DECCA recruit new members?*
- *How can DECCA board and staff renew interest and generate enthusiasm for DECCA? How will DECCA market itself to its present and potential members? To the community-at-large?*
- *Should the board consider increasing flexibility on definitions of institutional and associate membership (i.e. accept self-definitions for membership)?*
- *How can DECCA customize its contact and services to its heterogenous membership? The asymmetrical stakeholders within the membership?*

Funding Issues

- *How and when will a business plan be created which integrates recommendations for alternative funding and the projected decline of CIDA funding?*
- *Will a compatible workplan be developed in conjunction with the business plan?*
- *How can decreased CIDA funding be prevented? Is DECCA's participation in the Mobilization for Development Campaign sufficient?*

Operations and Organization Issues

- ***How will the board and staff address the structural contradiction and friction between the organizing principles set out in the collective agreement and those prescribed by the Alberta Societies Act?***

Explanation of Findings

Mandate / Policy Issues

•DECCA staff are seen to be competent and responsive; board volunteers were praised for their long term commitment to and work for DECCA. Concern was expressed about the adequacy of job descriptions and measures for measuring progress with respect to DECCA's mandate.

The quality of individuals involved with DECCA appears to be one of its greatest assets. The membership questionnaire, the board and CIDA interviews expressed several positive comments about the people involved in DECCA. The staff and board were often complimented on their commitment and work.

•In terms of operations, DECCA seems to be meeting its mandate. In terms of communications, members feel DECCA needs to sort the information it sends out.

In the area of communications, members feel DECCA needs to sort the information it sends out. Concern was expressed about the adequacy of job descriptions and measures for measuring progress with respect to DECCA's mandate.

"Regroup with the founding members to get a clear picture of what we want."

•Because DECCA's focus is on its member organizations and not on the community-at-large, it has a lower profile than other NGOs.

If DECCA is to take a new direction with funding it may have to develop a higher community profile. Obviously, organizations with higher profiles can access public money more easily than those with a membership comprised of organizations. One way to tap into existing support would be to consider offering membership to individuals who are already members of DECCA member organizations. This might help to give DECCA a more human face.

Membership Issues

•Board membership is dangerously low and some members are experiencing burnout. This makes current board membership unattractive to potential recruits.

We found that board participation involves a heavy workload and significant time commitment. This is not unusual for voluntary organizations, but the situation is exacerbated at DECCA because such a small number of board members have to carry a disproportionate load of work and responsibility. Some board members also commented on a lack of return for their board involvement.

According to the bylaws DECCA can elect upwards of 11 board members, although at the 1991 AGM, no slate of candidates was proposed by a nominating committee of the board. A motion made at that meeting allows for new board members to be added throughout the year.

The board needs to look seriously at adopting a policy whereby an ad hoc nominating committee is struck whenever board elections occur so that board recruitment occurs *in advance* of the elections. As well, for the sake of continuity DECCA may want to consider two year terms for board members. These kind of measures can prevent the present situation of dangerously low board numbers.

•The majority of DECCA's members agree that new member organizations should be recruited. Evidence of latent support for such expansion exists.

"DECCA needs new blood to develop"

"There is strength in numbers"

The climate for recruitment is promising. The survey of non-affiliated organizations, the membership questionnaire, and the board interviews all supported the idea of involving new members. The DECCA board and membership are receptive to new members, and there are several organizations which would like to be contacted for membership information. Many people stated that membership should be made more appealing (show the advantages and the return for belonging to DECCA).

•**Membership fees were questioned by some organizations.** In some cases members receive from DECCA a similar amount to what they paid in levies. Institutional membership fees of \$300 have been questioned by centres within U of C and U of A. These centres argue that they are not institutions because of their budget size or are not willing to pay \$300 when they could be associate members for \$100.

DECCA needs to look into restructuring certain funding relationships with its membership, according to board interviews and membership questionnaires. The levy issue is not a new one and has been handled well by the Secretariat. Still, any organization which gives as much money to DECCA as it receives DECCA will need convincing non-financial reasons for belonging to DECCA.

•**DECCA's members are very heterogenous.** Members surveyed join for different reasons and have different development education needs. Thus, DECCA has *assymetrical stakeholders* which need to be treated accordingly. Learner centers, for example, have a symbiotic relationship with DECCA while other organizations support DECCA for philosophical/moral reasons. Others simply want to receive DECCA information and updates.

Perhaps the biggest challenge DECCA faces is keeping such a diverse range of member organizations, with such different stakes in DECCA, happy. In many ways this diversity is what makes DECCA a unique and enviable organization. That such a broad range of interests are participants in development education through DECCA is an accomplishment in itself.

Funding Issues

•**The DECCA Secretariat and Network all agree that action must be taken to secure alternative funding.** The board has stalled on this issue, even though the need for alternative funding was identified and explored several years ago.

"DECCA may want to look at fund raising through corporate sponsorship and foundations"

"DECCA should acquire non-government/non-lottery revenue."

The alternate funding committee has done high calibre work in studying possible funding sources. This committee's report was accepted by the board but not acted upon.

Marg's excellent summary of DECCA's funding pattern over time points to a decrease in funding, as does the CIDA consultation. Most people contacted are aware of this problem and are eager that steps be taken. Recommendations were made that a business plan be developed (short and long term foci) and that action should be taken as soon as possible.

DECCA's business plan could be created by the Finance Committee in conjunction with the Executive Director. Budget projections for fee-for-service work, in-house business operations (such as the copier) which generate revenue, and other contract work or contributions to DECCA determined by the Secretariat should be included in the business plan.

Responsibility for DECCA's financial development on a practical day-to-day basis is conspicuously absent from the current job description for the Executive Director. Marg has clearly taken the lead in this area based on the funding synopsis she has developed. Ideally, she would be responsible for executing the business plan, one which diversifies the funding base of the organization.

•CIDA highly praises DECCA for its work and rates it as superior to other provincial councils, but also acknowledges that CIDA funding is likely to decline in the development education area over the coming years.

"I don't think funding will dry up, but I do not think it's going to grow either."

CIDA's representative was most impressed with DECCA's work. She said that DECCA is an organization worth duplicating and is exemplary in responsiveness and in its project review process.

Despite this rave review, Maryanna Holbrook expects that funding for dev. ed. will likely decline in the coming years because of changing political priorities. The work Peter Varess is doing with a coalition of NGOs including DECCA, called the *Mobilization for Development Campaign* is one strategy to counter potential cutbacks. Several DECCA members have already received 10% cuts from CIDA this year.

Operations and Organization Issues

•There is a contradiction between the previous board/staff structure of DECCA and the structure prescribed by the collective agreement. This has caused frustration for board members especially.

The recent collective agreement brings staff members into the decision-making process. However the Societies Act holds that the board members are fully responsible for the governance, financial solvency and liabilities of non-profit societies. This means that staff are entitled to participate in the decision-making process under the collective agreement but only board members are legally responsible for the decisions made, according to the Societies Act. This contradiction has caused a great deal of concern among board members. If DECCA is to increase board membership this major issue will have to be addressed.

Adopting the analogy used in DECCA's 1991 annual report in which DECCA is represented as a bicycle, the collective agreement can be seen as a new set of tires. The previous board/staff structure and responsibilities represent the bike frame. The new wheels have been installed, but despite their admirable quality, they are rubbing significantly against the bike frame. This is preventing the bike from operating to its full capacity. The solution lies in modifying the frame to fit the wheels or changing the wheels to fit the frame. DECCA definitely needs to "fix its bicycle".

•Overall enthusiasm for DECCA has dropped, according to DECCA staff, board, and members. Various reasons were cited, including lack of public profile/community awareness and relevance. Some of DECCA's members expressed indifference towards the organization. Others wondered what they were getting from DECCA, implying a lack of information or knowledge of the organization.

"Does DECCA really make a difference?"

"I'm not sure what DECCA is doing"

"DECCA may have difficulties attracting new members because of the lack of interest for the organization."

The decline in board size and the questions from members as to what they actually receive from DECCA for their money are symptoms of waning interest in DECCA. DECCA will have to decide how to shake off the malaise currently affecting the organization and rejuvenate its membership. If, as one assessment concluded, DECCA has accomplished its original *raison d'être* -- to create and sustain an effective dev. ed. network in Alberta-- what new initiatives can it offer to generate renewed interest among members?

Recruiting new members by "marketing" DECCA is an obvious start. DECCA will have to re-examine the necessity of its own work, express this necessity to members, and ensure its relevance in order to re-establish a better relationship with members.

Members generally agree that DECCA is doing its job, as stated in the mandate. The major question from the evaluator's point of view is whether DECCA's present mandate is *relevant*? The ambivalence, malaise, and general lack of enthusiasm cited earlier points to a potential lack of relevance.

"DECCA should receive information then synthesize and distribute this to its members."

"Just let us know you have it , if we want it, we can then request it."

The amount of information DECCA sends needs to be reduced. The membership only wants materials sent out when necessary and only on relevant topics and issues. This puts the DECCA secretariat in a difficult position because it wants to be accountable and current, as well as concise and practical.

Once DECCA's mandate is re-examined and adjusted (if necessary), a set of on-going indicators to monitor service delivery, project review activities, and financial goals could be developed. Their aim would be to take a 'snapshot' of DECCA progress at a given time and compare it with DECCA's workplan and budget projections for the year.

•Geography is an obstacle for participation especially for organizations off the Edmonton/Calgary corridor.

Board interviews and membership questionnaires documented geographical obstacles to participation in DECCA activities. Individuals representing organizations off the Edmonton/Calgary corridor experience particular difficulty. Suggestions made to alleviate this situation were to offer compensation for travel and time and to split DECCA into a North and South division.

ORGANIZATIONAL REVIEW SURVEY ANALYSIS

(Comments correspond to question numbers; see the Appendix for the standardized questionnaire). Of the 32 surveys utilized in this assessment, 9 are agency members, 14 are project members, 2 are institutional members, 4 are associate members, and 3 are DECCA staff members. Not all members answered all the questions.

2. According to its annual report, DECCA's principal objective is to support development education in Alberta. DECCA's roles are listed below. Please rank the importance of each role in terms of the needs of your organization.

The numbers are a tally of membership response to the above question. A low number represents a high degree of importance.

1. To facilitate communication and coordination among groups involved in development education in Alberta.

Total 54
Agency Members 15
Project Members 25
Institutional Members 3
Associate Members 8
Staff Members 3

2. To monitor government actions and policies of concern to members and promote coordinated responses to this information.

Total 76
Agency Members 18
Project Members 34
Institutional Members 6
Associate Members 11
Staff Members 7

3. To acquire and distribute funds for development education.

Total 83
Agency Members 29
Project Members 26
Institutional Members 8
Associate Members 14
Staff Members 6

4. To facilitate learning about and sharing of views of development among Society members.

Total 86
 Agency Members 23
 Project Members 45
 Institutional Members 3
 Associate Members 7
 Staff Members 8

ASSESSMENT

The majority of the membership listed networking as the primary focus for DECCA. The second area of focus, according to the questionnaire findings, should be the monitoring of government actions and policies. The membership desires an organization that can lobby and critique the government policy. The responsibility of acquiring and distributing funds was ranked third by the membership. It should be noted that this concern had approximately the same amount of support as monitoring government actions. This concern ranked higher for certain members of DECCA. The amount of interest varied in accordance to the closeness of ties to DECCA and the type of membership. The issue of least concern dealt with the learning and sharing of viewpoints among the membership. There already appears to be an understanding with regards to perspectives on development within the community as seen in DECCA bylaws.

3. Within the past year, to what extent do you think DECCA has been successful in fulfilling these roles?

The lower the number in brackets the higher degree of satisfaction among the questionnaire respondents. The numbers in the chart represent the number of respondents in each category.

	completely	somewhat	not at all
1. Acquiring and distributing funds (43)	14	13	1
2. Monitoring government actions and policies of concern to members and promoting coordinated responses (53)	9	19	2
3. Facilitating communication and coordination of Dev. Ed. groups in Alberta (58)	5	25	1
4. Facilitating learning and sharing of development views among Society members (59)	3	25	2

Agency Members

	completely	somewhat	not at all
1. Acquiring and distributing funds (14)	3	4	1
2. Monitoring government actions and policies of concern to members and promoting coordinated responses (13)	4	3	1
3. Facilitating communication and coordination of Dev. Ed. groups in Alberta (18)	1	7	1
4. Facilitating learning and sharing of development views among Society members (16)	1	6	1

Project Members

	completely	somewhat	not at all
1. Acquiring and distributing funds (18)	8	5	0
2. Monitoring government actions and policies of concern to members and promoting coordinated responses (23)	5	9	0
3. Facilitating communication and coordination of Dev. Ed. groups in Alberta (26)	2	12	0
4. Facilitating learning and sharing of development views among Society members (29)	0	13	1

Institutional Members

	completely	somewhat	not at all
1. Acquiring and distributing funds (2)	2	1	0
2. Monitoring government actions and policies of concern to members and promoting coordinated responses (4)	0	2	0
3. Facilitating communication and coordination of Dev. Ed. groups in Alberta (3)	1	1	0
4. Facilitating learning and sharing of development views among Society members (3)	1	1	0

Associate Members

	completely	somewhat	not at all
1. Acquiring and distributing funds (4)	0	2	0
2. Monitoring government actions and policies of concern to members and promoting coordinated responses (7)	0	2	1
3. Facilitating communication and coordination of Dev. Ed. groups in Alberta (6)	0	3	0
4. Facilitating learning and sharing of development views among Society members (5)	1	2	0

Staff Members

	completely	somewhat	not at all
1. Acquiring and distributing funds (5)	1	2	0
2. Monitoring government actions and policies of concern to members and promoting coordinated responses (7)	0	3	0
3. Facilitating communication and coordination of Dev. Ed. groups in Alberta (5)	1	2	0
4. Facilitating learning and sharing of development views among Society members (6)	0	3	0

ASSESSMENT

With regard to the degree of member satisfaction, acquiring and distributing funds was highest. The second highest degree of overall member satisfaction was in the area of monitoring government actions and policies and the coordinating of responses. The third area of importance relates to the facilitation and coordination of dev. ed. in Alberta. The majority of the membership responded as "somewhat" satisfied. There is room for improvement in this area. The degree of satisfaction for the facilitation of learning and sharing development views ranked lowest. Although members expressed the lowest degree of satisfaction, this function differed slightly from the facilitation and coordination aspect of DECCA. As well, learning and sharing development views was designated as least important in the membership's assessment.

4. a) How many times per year, on average, does DECCA initiate contact with your organization?

12 members responded 3-5 times a year
11 members responded 6 or more times a year

b) How many times per year, on average, would your organization initiate contact with DECCA?

6 members responded 1-2 times a year
4 members responded 3-5 times a year
13 members responded 6 or more times a year

ASSESSMENT

The findings of these two questions show DECCA has regular contact with its membership. For the most part the membership reciprocates this contact. The amount of membership contact with DECCA depends upon the type of relationship the organization has with DECCA.

5. a) For your organization which is the the most suitable way to receive regular information from DECCA?

17 by mail
4 by phone
1 by electronic mail
1 by FAX
3 Other a) through informal contacts at different functions
 b) by hand
 c) to the delegate at DECCA sponsored meetings

5. b) Which medium does DECCA use most often to deliver information to your organization?

17 by mail
9 by phone
1 other a) by delegate and DECCA board member

ASSESSMENT

The majority of the membership wants to be contacted by mail and already are. On certain occasions follow up calls are requested to ensure understanding of the information.

The majority of information DECCA receives from its' membership is through the mail. The second most popular method of communication is by telephone.

6. Please rank in order of importance WHAT KIND of information DECCA should be conveying 1 is most important; 5 is least important.

The tallies in each column represent the number of people who responded to each level of importance. For example, in answer (a) only 1 person felt that minutes of board meeting and committee meetings was most important.

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
a) Minutes of board meetings and committees, meetings administrative updates, and staff reports	1	1	3	7	20
b) Information about development education activities offered by DECCA, its members, and other organizations	17	8	5	1	0
c) New developments in the Dev. Ed. field.	7	9	8	7	1
d) Information of funding sources	8	7	5	6	7
e) Communication regarding advocacy and lobbying strategies, including updates on changes and initiatives in government policy	4	10	9	8	1

Agency Members

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
a) Minutes of board meetings and committees, meetings administrative updates, and staff reports	1	1	1	2	4
b) Information about development education activities offered by DECCA, its members, and other organizations	4	3	2	0	0
c) New developments in the Dev. Ed. field.	1	3	3	1	0
d) Information of funding sources	0	1	2	3	4
e) Communication regarding advocacy and lobbying strategies, including updates on changes and initiatives in government policy	4	3	0	2	0

Project Members

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
a) Minutes of board meetings and committees, meetings administrative updates, and staff reports	0	0	1	3	10
b) Information about development education activities offered by DECCA, its members, and other organizations	6	4	2	1	0
c) New developments in the Dev. Ed. field.	4	1	4	6	0
d) Information of funding sources	8	4	0	1	1
e) Communication regarding advocacy lobbying strategies, including updates on changes and initiatives in government policy	0	6	6	1	1

Institutional Members

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
a) Minutes of board meetings and committees, meetings administrative updates, and staff reports	0	0	0	1	1
b) Information about development education activities offered by DECCA, its members, and other organizations	2	0	0	0	0
c) New developments in the Dev. Ed. field.	0	2	0	0	0
d) Information of funding sources	0	0	0	1	1
e) Communication regarding advocacy and lobbying strategies, including updates on changes and initiatives in government policy	0	0	2	0	0

Associate Members

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
a) Minutes of board meetings and committees, meetings administrative updates, and staff reports	0	0	1	1	2
b) Information about development education activities offered by DECCA, its members, and other organizations	3	1	0	0	0
c) New developments in the Dev. Ed. field.	1	2	0	0	1
d) Information of funding sources	0	0	2	1	1
e) Communication regarding advocacy and lobbying strategies, including updates on changes and initiatives in government policy	0	1	1	2	0

Staff Members

	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
a) Minutes of board meetings and committees, meetings administrative updates, and staff reports	0	0	0	0	3
b) Information about development education activities offered by DECCA, its members, and other organizations	2	0	1	0	0
c) New developments in the Dev. Ed. field.	1	1	1	0	0
d) Information of funding sources	0	2	1	0	0
e) Communication regarding advocacy and lobbying strategies, including updates on changes and initiatives in government policy	0	0	0	3	0

ASSESSMENT

DECCA has a wide variety of information that it can offer to its membership. However, the general consensus is that sorting through the information sent and making sure it is relevant to each organization, should be a priority. Due to the different relationships that DECCA has to its membership, the type of information required for each group is different. Organizations with full membership want different information than those with associate memberships. DECCA should note the kinds of information suitable for each of its members. This could be done by surveying the membership and having them "check off" the type of information they view as relevant. The one area of information that a significant portion of the membership viewed as least important is minutes of board and committee meetings, administrative updates and staff reports. The category ranked with the highest degree of importance was information about dev. ed. activities offered by DECCA.

7a. What kind of communication or coordination of information would you like to see more of?

Agency Members

- *events like 1992 development of political analysis of aid "development", in relation to the Canadian govt., etc.*
- *more information on what other members are doing, i.e. events, workshops, etc.*

- *paper info is good but needs to be concise - follow-up with personal contact on the phone - puts a human face to the issues*

I feel DECCA is about right now

- *I think DECCA does an excellent job within its limited means*
- *need for executive summary type of statements re: government policy, work of members, especially next initiatives*

Project Members

- *creation of links between groups*
- *networking - info on activities throughout the province, for coordinated planning and best use of resources*
- *future program plans of other dev. ed. organizations; crucial government policy changes related to dev. ed. and how to lobby/advocate effectively in response to it*
- *funding and dev. ed.*
- *networking*
- *administrative and funding information activities of other DECCA members*
- *a newsletter format which would include info sharing of various working groups, i.e. schools, CCIC too, lobbying strategies on govt policies - in summarized format, new learning possibilities in field*
- *new initiatives - international, national - As soon as possible resources (people) available on the provincial scene for access by NGO's*
- *update on what is happening in the development community co-ordination on issue of common interest to members*
- *new resources - especially the availability of resource people; national dev. ed. initiatives, local programs; analysis and synthesis of material, for example CCIC reports so that they are manageable and useful.*
- *helping make community and media aware of dev. ed.*
- *calendar of events/activities; membership (agency and project) list - addresses, phone #, etc., contact people - like those done in early '80s*

Institutional Members

- *developments in dev. ed. field*
- *I would like DECCA to inform all members well in advance about Third World resource people coming to the province and perhaps coordinate multiple bookings so that those people could be widely heard, for example, if Camrose International Institute is bringing in a speaker and would like to book that person for an international center program while she is around.*

Associate Members

- *information on dev. ed. activities offered by DECCA and its members;*

Staff Members

- *co-ordinate exchange of information about activities, strategy around the province, example DECCA could be a "clearing-house" to disseminate relevant info, more coordination, rather than just agency/DECCA or project/DECCA*
- *electronic mail and conferences - if anything, perhaps more direct communication with politicians who represent us. Also direct oral communication with the representatives from our members - perhaps twice per year*
- *some additional information to members about internal DECCA finances and decisions
more summaries of information from national sources CCIC
much more linkage among members to support coordination of dev ed.
across the province*

ASSESSMENT

According to its members, to become more effective to the needs of membership DECCA needs to synthesize the information being sent out. DECCA should also target the groups that want certain types of information. This could easily be accomplished by creating topic mailing lists on a database.

- 7b. **What kind of communication or coordination of information would you like to see less of?**

Agency Members

- *less mail, regarding : meetings, paper, etc.*

- *less paper (more concise reports, highlight actions and where participation is necessary)*
- *heavy detailed documents*

Project Members

- *not much problem save better organization of materials/information.*
- *lobbying.*
- *bureaucratic issues.*
- *changes of mind when a process is underway.*
- *written - reams all looking the same, difficult to scan.*
- *background material - just let us know you have it, if we want it, we can then request it.*

Associate Members

- *administrative updates, minutes of meetings (more concise reporting) perhaps organizations could be notified that minutes are available and take the initiative to request copies if they need them, or perhaps recommendations or major policy changes could be summarized and sent to organizations.*

Staff Members

- *reams of paper, example from CCIC or other organizations, would like DECCA to receive this info, synthesize and distribute useable info to members.*

ASSESSMENT

This issue is closely tied to the previous recommendation. For administrative, organizational , and environmental concerns the membership only wants mail-outs that they view as relevant. DECCA requires a topic specific communication list to better satisfy the memberships' information needs.

8. Are you satisfied with the advocacy role DECCA plays regarding issues which concern its member agencies?

Yes 18

Agency Members 3
Project Members 11
Institutional Members 1
Associate Members 1
Staff Members 2

Comments:

Agency Members

- *O.D.A. campaign - the worksheets.*

Project Members

- *perhaps more lobbying for more support of dev. ed.*
- *(mostly yes) However, I would appreciate more official/professional communication regarding meetings over project funding with CIDA in Ottawa meetings.*
- *but there is room for improvement.*
- *but more clarity and better organization would be appreciated.*
- *although somehow we need to be firmer with PPP staff and agency funders.*

No 6

Agency Members 3
Project Members 1
Institutional Members 1
Associate Members 1

Comments

Agency Members

- *could be more.*
- *has begun in last couple of years, but has not been strong enough and has lacked a "vision" and spirit of working together.*

Project Members

- *not lobbying the government for our agency*

Institutional Members

- *I think DECCA has not yet developed its advocacy role, but has begun to seek input on this subject from its membership. The organization has a long way to go in developing strategies in this regard.*

Associate Members

- *I'm not sure what its advocacy role is, except to get member organizations advised of and involved in lobby (letter writing campaigns).*
- *not lobbying the government for our agency.*

Undecided 6

Agency Members 1
Project Members 2
Associate Members 2
Staff Members 1

Comments

Agency Members

- *Yes, as it relates to the advocacy for Learner Centers and no as it relates to national NGO's. When support was needed for lobbying there was little coordination from the Learner Centers to assist in the campaigns, due I am sure to too much work for everyone.*

Project Members

- *as an active volunteer I hear many concerns indicated that certain groups feel DECCA works somehow separately from other dev. groups.*
- *sort of.*

Associate Members

- *inadequate basis from which to evaluate.*

ASSESSMENT

The advocacy role that DECCA plays is more satisfactory than unsatisfactory. However a significant minority support a more aggressive/assertive campaign for lobbying the government. There does appear to be a need that DECCA present a advocacy strategy goal and workplan. This is based upon the comments made by members who didn't understand DECCA's advocacy role and methodology.

9. Presently, DECCA has nine agency members, ten project members, two institutional members, and nine associate members. Should DECCA seek new members?

Yes 20

Who and why? / Comments

- *we need to woo other NGO's to prevent a split (due to Alberta mobilization campaign) and to strengthen our collective voice.*
- *an NGO or institution engaged in dev ed activities.*
- *for DECCA to have a future in the province it needs to broaden its base.*
- *perhaps reach out to development organization albeit with care!! and seek common ground.*
- *I'm not sure who but my feeling is that DECCA could do more recruiting than it has done in the past; especially important considering the funding cuts to our agency members - I don't think all Alberta dev. ed. NGO's know about DECCA and its benefits.*
- *In principle I believe DECCA should seek new members, but I have no agencies in mind. Red Cross? Change for Children?*
- *institutional members, community colleges.*
- *organizations committed to DECCA's dev ed philosophy which have members willing to volunteer their time to the work of DECCA.*
- *groups like World Vision and others who are involved in securing grants from Alta. Agency for International Development and are active in dev. ed. across the province as well as nationally.*
- *any other dev. ed. organizations working in Alberta and any development agencies who may see a need for a dev. ed. component.*

- *strength in numbers, true representation of Alberta. dev. ed. community.*
- *broaden base for financial reasons: agencies pay a levy which funds projects: this levy pool is steadily decreasing. Also to coordinate dev. ed. in all of Alberta, i.e. so there aren't DECCA members doing dev. ed. and "other (non-DECCA org.) doing dev. ed. in isolation from the others.*
- *educational, environmental groups, etc. to building funding base, awareness base, etc.*
- *if they want to continue coordinating dev. ed. in the province it is critical that the membership reflect the many activities going on in Alberta.*
- *Albertan NGO's with significant dev. ed. aspects, i.e. Change for Children*
- *National NGO's in support of DECCA's aims.*
- *colleges/universities with dev. linkages.*
- *we must find ways of working with smaller development agencies at least in the area of communications, information exchange and development education philosophy and achieving some working arrangement.*
- *groups always need to find new members but at the same time I perceive it to be more important to first satisfy all old members.*
- *YMCA groups that share a desire to see strong programming.*
- *no specific groups in mind, but DECCA should certainly be prepared to receive and deal with new applications for membership.*

No 4

Comments

- *if there is an inadequate base of membership currently to support activities and mandates, new members should be encouraged. Does this mean revising the overall mission of DECCA?*

Undecided 4

Comments

- *if groups approach us and meet our criteria, then I feel we should accept them. But we don't have enough staff, time and dollars to accept many more.*

- DECCA needs to clarify its role so that recruitment of new members does not result in the fiasco of World Job and Food Bank application. (The fiasco involved the denial of membership to an organization that did not meet the DECCA's criteria. The reason given by DECCA was "the project focused too much on an individual".)

ASSESSMENT

An overwhelming majority of questionnaire respondents support the idea of recruiting of new members. This will allow DECCA to build its funding and awareness base. The membership solicitation could include health, education and environmental organizations working on a local/regional as well as an international basis. This could prevent DECCA from shrinking in membership and provide a higher profile through greater involvement of the general public. Another reason to actively pursue new members would be to prevent service duplication by informing organizations of project similarities.

10. **Should DECCA focus their resources on members or on the dev. ed. needs of the broader community or both? If both, specify the proportion of resources which should be dedicated to each (eg. 80% members, 20% general public)**

Focus on Members 15

Comments:

- *the projects, agencies and institutions exist for the dev. ed. needs of the broader community. DECCA has enough work to do with its members.*

Focus on Both 11

- Percentage -75% members -25% general public
 -80% members -20% general public
 -80% members -20% general public
 DECCA should be aware of the general content (i.e. general public); however, its role should be to work with members - whose job it is to focus on the general public
 -80% members -20% general public
 - no percentage, but both checked off
 Because general public is who needs to be talked and listen to if new methods of societal "structure" are to exist.
 -70% members -20% general public -10% other
 (national linkages)
 -70% members -20% general public -10% other
 (possibly education of government officials, Alta. MLA's, MPs and

businesses that are expanding in the third world, orientation sessions)

-40% members -60% general public

-90% members -10% general public (because members reach the broader community - hopefully DECCA can coordinate info/resource exchange/networking so that members have "fuller" info.)

-80% members -20% general public

-75% members -25% general public

-70% members -30% community

-no percentage, but note: the members focus their dev. ed. needs on the broader community. DECCA does not need to do this, but to act in a coordinating role.

Undecided

2

ASSESSMENT

The vast majority of the questionnaire respondents want DECCA to focus upon its membership, rather than the community at large. This stems from the fact that the membership often has its own programs for the general public or specific target groups. If DECCA does take an external focus it could offer educational seminars/workshops for members of the business community and politicians at various levels. If DECCA chooses to focus its' resources on the membership it will have to ensure that primary funding comes from the membership. This assumption is based on the general trend that low visibility organizations have difficulty getting public and financial support. This can directly be seen in public donation patterns in the United Way preferred giving program. DECCA wrestles with a difficult dilemma. Public support in terms of funding depends upon a relatively prominent public profile. However, if DECCA is essentially a service organization which coordinates information activities among its members and tends to the needs of these members, it has no real community base. That is to say, DECCA serves other organizations not the people in the community directly.

DECCA means different things to different members. This type of structuring places DECCA in an awkward position. Certain members have a close and dependant relationship with DECCA, while others have loose and distant ties. With such a wide variety of relationships. DECCA must also deal with a wide variety of expectations and demands. This fragmentation creates challenges that DECCA will have to address.

11. Are you satisfied with DECCA policies, procedures and initiatives regarding funding?

Yes 17

Agency Members 7
Project Members 8
Institutional Members 1
Staff Members 1

Comments

Agency Members

- *especially pleased with new initiatives which could reduce dependence on government funds.*
- *except I have personal reservations about funding from lotteries revenues.*
- *may want look at alternative funding, i.e. fund raising, corporate sponsorship, foundations, etc.*

Project Members

- *I think that lots of time and effort is spent by DECCA people doing the very best they can with a poor economic situation, reduced incomes, and an evil Tory government.*
- *good personal communication (Lisa is good, if a little "too gentle" with CIDA)*

Staff Members

- *Yes, re: distribution of CIDA funds; re: \$ goes right through DECCA to projects; re: member levies: levy structure perhaps needs to be re-examined. One reason: projects now pay 1.5% of cash budget as DECCA membership levy. This money was counted as part of the project's budget, to CIDA-PPP. However, PPP has said projects no longer can do this, therefore many projects do not benefit financially - they must raise DECCA membership fees on their own, which is difficult for some. Because the agency levies have been decreasing, many projects receive about the same from DECCA as they pay to DECCA.*

No 8

Agency Members 1
Project Members 5
Staff Members 2

Comments:

Agency Members

- *I think it is very uneven, some groups pull a lot of the load (assoc. members), with not very much acknowledgement, direct "payback".*
- *too great reliance on CIDA - since this relationship is established and ongoing, now we could make more effort to diversify sources of grant funding.*

Project Members

- *is DECCA working for its members?*
- *funding should consistently follow proportional amounts for each member/agency clearly laid out in policy, i.e. cutbacks should follow a proportional guideline and not by random selective amounts.*
- *financial independence necessary..*
- *not quite sure what sort of funding, funding to DECCA or to projects?*
- *research for alternative funding sources on behalf of the membership is #1. The membership is responsible for sustaining DECCA.*

Staff Members

- *I would like to see more interest in alternate funding; i.e. becoming involved in business enterprises, etc. that can generate BIG BUCKS! Selling pins and t-shirts if fine, but in order to really cut loose, we have to be a lot more self-sufficient*

Undecided 6

Agency Members 1
Project Members 1
Institutional Members 1
Associate Memembrs 3

Comments:

Agency Members

- *I do not know enough to answer.*

Project Members

- *partially, some initiative shown for independent funding, but still only a beginning.*

Associate Members

- *we do not apply to DECCA for funding, nor does DECCA approach CIDA on our behalf.*
- *No comment- AHEA receives dev. ed. funding from national office.*

ASSESSMENT

The issue of DECCA policies, procedures and initiatives on funding uncovered the highest degree of member dissatisfaction. This is not surprising as DECCA has a complex arrangement of obtaining and generating revenue. Some concern was expressed by the membership with regard to the reduction of funding to CIDA by the federal govt. and the reduction of funding to Alberta AID by the provincial govt. This funding pattern leaves DECCA and its membership in a precarious position. The questionnaire results point out that the membership would like to see DECCA reduce its dependence on government funds. Fortunately DECCA has been responsive to this and set up the Alternate Funding Committee. If DECCA is to continue into the 90's it must act upon the findings of the Alternate Funding Committee report. The organizations that are able to justify their mandate, fulfill their goals and maintain fiscal responsibility have the greatest chance to survive the current monetary crunch.

Question 12, 13, 14, 15

The numbers represent the respondents of each category. The category of "not at all" was deleted from the ranking because no one responded in this manner

	<u>completely</u>	<u>very much</u>	<u>somewhat</u>	<u>not really</u>
1. Is DECCA responsive to the needs of its members?	1	15	9	3
2. Does your organization feel it has access/input into the decisions of DECCA.	5	13	8	3
3. Do you feel DECCA programming matches the program priorities set by the DECCA board?	3	10	6	2
4. Are you satisfied with the accountability of DECCA committees to the DECCA board?	10	9	2	1

Agency Members

	<u>completely</u>	<u>very much</u>	<u>somewhat</u>	<u>not really</u>
1. Is DECCA responsive to the needs of its members?	1	4	3	1
2. Does your organization feel it has access/input into the decisions of DECCA.	2	4	4	0
3. Do you feel DECCA programming matches the program priorities set by the DECCA board?	1	3	2	0
4. Are you satisfied with the accountability of DECCA committees to the DECCA board?	4	3	0	0

Project Members

	<u>completely</u>	<u>very much</u>	<u>somewhat</u>	<u>not really</u>
1. Is DECCA responsive to the needs of its members?	0	8	4	2
2. Does your organization feel it has access/input into the decisions of DECCA.	2	7	4	1
3. Do you feel DECCA programming matches the program priorities set by the DECCA board?	1	5	2	2
4. Are you satisfied with the accountability of DECCA committees to the DECCA board?	4	4	1	1

Institutional Members

	<u>completely</u>	<u>very much</u>	<u>somewhat</u>	<u>not really</u>
1. Is DECCA responsive to the needs of its members?	0	2	0	0
2. Does your organization feel it has access/input into the decisions of DECCA.	1	1	0	0
3. Do you feel DECCA programming matches the program priorities set by the DECCA board?	0	1	0	0
4. Are you satisfied with the accountability of DECCA committees to the DECCA board?	1	0	0	0

Associate Members

	<u>completely</u>	<u>very much</u>	<u>somewhat</u>	<u>not really</u>
1. Is DECCA responsive to the needs of its members?	0	0	1	0
2. Does your organization feel it has access/input into the decisions of DECCA.	0	1	0	2
3. Do you feel DECCA programming matches the program priorities set by the DECCA board?	0	0	1	0
4. Are you satisfied with the accountability of DECCA committees to the DECCA board?	0	0	1	0

Staff Members

	<u>completely</u>	<u>very much</u>	<u>somewhat</u>	<u>not really</u>
1. Is DECCA responsive to the needs of its members?	0	1	1	0
2. Does your organization feel it has access/input into the decisions of DECCA.	0	0	0	0
3. Do you feel DECCA programming matches the program priorities set by the DECCA board?	1	1	1	0
4. Are you satisfied with the accountability of DECCA committees to the DECCA board?	1	2	0	0

ASSESSMENT

The majority of the membership is satisfied with the structure and organization of DECCA. According to the survey, board and committee accountability is ranked highest by the membership and staff. However this may change given the recent decline in Board participation. The lowest ranked organizational concern was responsiveness to membership needs.

16. Outside of DECCA staff, board and members, who else should be consulted regarding the DECCA evaluation, if anyone?

And additional comments

- *Alberta AID*
- *funders, audience*
 - *compare DECCA organization to similar agencies (call my office for name and number of UK agency) vis-a-vis staffing, organizational structure etc.*
- *not sure that this evaluation form elicits fully how member organizations feel. Perhaps more in-depth hour-long interviews could be conducted.*
 - *CWY is marginally involved with DECCA - this reflects either our lack of initiative to use DECCA services or our lack of information about what is available to organizations such as ours. We maintain associate membership for this reason, our only reason to become full members would be to offer more financial support to project members. Nice in principle - altruistic - but we need more "benefits" before considering more active involvement.*
- *CIDA perhaps, as the main govt body with which DECCA interacts/Alberta AID as well?*
 - *I have been uncertain as to what DECCA's role is in the dev. ed. community. Having the four objectives outlined on this form has been helpful.*
- *Alberta AID, Doug Roche, others involved in dev. ed.*
- *outside development community random sampling of who knows it/about it.*
 - *I feel that DECCA has become a stagnant body in last 10 years or so. Its kind of "there" and I need it because it co-ordinates my funding, otherwise, I don't ever think about it.*
- *ex-member- University of Calgary's division of international development non-members? CIDA re: quality of our work (not sure about this).*
- *DECCA separates "dev ed" out too much from the work agencies like OXFAM are engaged in. The "projects" and the agencies are separated from one another. Need to become much less academic about "dev ed". Look seriously at models similar to SCIC or MCIC. Although OXFAM is committed to "dev. ed.", DECCA needs to take on a more politically active role vis-a-vis the government, i.e. analysis of CIDA, ODA, etc. as well as perform a useful co-ordination role (i.e.) 1992 style.*
- *CIDA-PPP; CCIC; provincial councils, project NGO's, non-members (to give a sense of how DECCA is perceived from the outside).*

- *Development NGO's in Alberta which are not members of DECCA.*
 - *A key area which needs to be looked at is the mandate of the Board vis-a-vis the general body. The lack of clarity tends to impede the effectiveness of the Board.*
- *retired Board members; other provincial councils with whom DECCA has worked closely, i.e. SCIC, MCIC; and CIDA.*
- *1) possibly some development agencies or dev. ed. groups outside DECCA who might have received some/any communication from DECCA or DECCA members; 2) provincial and national government representatives eg. CIDA.*
- *members should contact staff and board members*
 - *In light of cutbacks, general financial restraint, our strength is to share resources, views, info, and have a stronger voice.*
- *CIDA perhaps*
 - *our office basically serves DECCA as our representative to CIDA, CCIC, etc. and our Center is in the business of providing development education to our community. We do not see DECCA as an agency involved in dev. ed. programming per se, except for providing the networking opportunity.*
- *the central offices of national NGO's located outside Alberta (mostly Toronto) who pay the membership fees to DECCA for their Alberta offices.*
 - *Since I only represent DECCA, many questions are not applicable or reflect my view of DECCA functions from within DECCA, not from an outside perspective.*
- *those who possibly could be members, that aren't (those that have been approached for eg.)*
 - *thanks for this.*
- *individual members of the member organization and a small segment of the general public and govt should be tested on name recognition.*
 - *I think \$6000 is too much for this survey. Unless it is seen as a way of impressing CIDA statisticians or something.*
- *provincial councils, eg Saskatchewan, Ontario etc. national offices of provincial NGO's. Small non-member NGO's.*
- *past board members.*
- *what about some agencies which have not seen the need to join DECCA?*
- *Sunday International has a very good working relationship with DECCA and expects that to continue.*
- *not sure about this*

- Questions 12 and 13: *it's a two way street; members need to care enough to put into DECCA as well.*

ASSESSMENT

There is a consensus amongst those surveyed that this evaluation should incorporate the viewpoints of organizations/individuals outside of DECCA. The organizations mentioned the most were Alberta AID and CIDA. There were also recommendations that Albertan NGO's not in DECCA be contacted. The interest expressed in contacting DECCA's main funding bodies reinforces the need to assess the financial future of DECCA.

The Evaluation Process

In terms of planning for the future, what is the single most important recommendation you would make to DECCA staff or board?

The capitalized letter in brackets represents the category of concern
F is for fund raising. O is for organizational. L is for lobbying.

- *we must know that agencies and projects really see DECCA as an important part of their activities -- we need more board and other members - lack of these indicates to me that agencies do not all see DECCA as important.(O)*
- *make sure that they are in contact with the feelings of their members. I think this can be done better on the phone, at socials or informal surveys vs. a \$6000 survey. This is no reflection on the excellent presentation and professionalism exhibited by the ESPC.(O)*
- *keep your focus on the needs of the membership(O)*
- *don't become too broad in DECCA mandate - do a little very well.(O)*
- *stay in touch with all the members.(O)*
- *regroup with founding members - get clear picture of what they want.(O)*
- *to spend more time on issues of common interest to members.(O)*

- somehow the introverted focus needs to turn outwards. I don't know how. I've taken part in many surveys, re: DECCA including communications (1988) never hear a thing of follow-up. DECCA also needs a media strategy. Individual projects need one DECCA should have a united voice.(O)
- more networking(O)
- greater clarity in communications about function of DECCA would facilitate the relationship between the organization and associate members.(O)
- 1) more and better coordinating between members
2) be better organized
- is it possible/desirable to become Alberta government's agency for distributing money to NGO's (like SCIC and MCIC do?)(O)
- to be clear in its role and focus time and energy to deliver its services by ensuring it does not become all things to all people and that the staff and members have a common vision and goal for the future.(O)
- continue the search for and securing of alternative funding - non-govt. and non-lottery revenue, continue to support and give input to CCIC.(F)
- don't alienate yourself from business sector, work with governments, not against them.(F)
- as is evident I have become increasingly concerned with our government funding sources and the direction it is going. A couple of years back, DECCA looked at possible ongoing and alternate funding strategies. That commitment seems to have waned. I think its about time we turn our focus strongly back to that(F)
- it is imperative that DECCA find appropriate independent funding sources outside of government (ethical enterprises, etc.) to reduce the dependency on govt - especially with structural adjustment attitudes running rampant through government cabinets.(F)
- DECCA will have to become a more powerful lobbying group as the pressures to cut budgets become more difficult.(L/F)
- explore possibilities to become more involved in planning and coordinating provincial fund raising campaigns for member organizations. This is a huge challenge facing all of us at this time.(F)

- *to stress and convey to CIDA the limitations under which small organizations like Sunday International operate and to streamline some of the guidelines for smaller organizations so as to reduce administrative demands on them.(L)*
- *that they represent DECCA members interests before provincial and national government/organizations.(L)*

ASSESSMENT

The membership would like DECCA staff and board to work in three main areas. The concern mentioned the most deals with organizational matters. These concerns stem from the viability of DECCA's present internal structure. The second area has to do with funding. This is an internal and external issue. Internal as it reflects upon levy structures; externally as it has to do with government funding and fund raising initiatives. The final area of concern has to do with lobbying. This is an external focus, as it relates to government and the community at large.

BOARD INTERVIEW SUMMARY

•There are several reasons why board membership has declined. The first concern is the serious time commitment required from DECCA board members. DECCA serves and draws from a heavily 'volunteered' sector. Therefore board members for DECCA may also be volunteers with another organization. Volunteer resources need to be carefully managed. The workload per board member is also a concern. Currently the 5 board members must sit on a committee in addition to other board commitment. Another issue of the board involves responsibility. As it stands the board members are held fully accountable for a decision making process that includes staff input. This is not a desirable situation and could discourage further board participation.

•There is a consensus among board members that DECCA increase the number of board members. The expanded board would divide further the work done by the five current members. The solutions for increasing board membership ranged from offering an honorarium to informing the membership of the advantages of belonging to the DECCA board.

•The majority of the board feels the current number of board meetings for DECCA is sufficient. It was recommended that the board should become more policy-oriented rather than management-oriented; the need to meet would then decrease.

•The majority of board respondents thought that the board and committees should have a greater role in creating and executing a business plan. The arrangement most commonly mentioned was for the board to authorize the development of recommendations and delegate this task to the finance committee. The finance committee would develop a workplan for the staff to execute.

•According to the board interviews the current committee structure is satisfactory. However, should the need arise Ad Hoc committees should be allowed to form. The primary challenge identified for the committees relate to low board membership. The amount of commitment required to participate on the board and on a committee is very significant. The general lack of clarity with committee/board responsibilities needs to be addressed. With regard to specific committees mentioned, the Coordination Communication Committee carries a particularly heavy workload. The decision-making process for the Project Review Committee is effective, but there is a lack of understanding in the area of ratification. Does this committee present its decisions to the board for symbolic recognition or does it require official ratification? The Labour Management Committee needs to look into the present challenges presented by the collective agreement and the Finance committee is now beginning to take a stronger more active role.

•The board feels there is a discrepancy in the decision-making responsibilities. The majority of board members are concerned with the collective agreement and how it relates to their accountability.

•There is a consensus among board members that DECCA should seek out new members. There appear to be no problems with the composition of the current

membership. According to the interviews, a lengthy selection process, certain members being concerned with funding reductions and a lack of staff time are the obstacles which prevent DECCA from expanding the membership.

•The board members clearly identified that overall enthusiasm for DECCA has gone down. Most board members are strongly committed to DECCA. However the large workload and lack of visible returns were listed as reasons given for declining involvement.

•According to the interview,over the next 3 years DECCA needs to:

- acquire alternative funding sources
- address the collective agreement
- incorporate new members
- assess the current mandate to gauge for effectiveness and possible expansion
- define their communication strategy.

•Additional board comments talked about DECCA:

- getting involved with the private sector
- reducing government dependency
- becoming a stronger social justice advocates
- keeping a centralized office
- commending the individuals involved with DECCA

QUESTIONNAIRE OF NON-AFFILIATED ORGANIZATIONS

List of Non-Affiliated Organizations and Spokesperson

Global Village Crafts	Gene Lefever
UNICEF	Beverly Johnson
Aga Khan Foundation	Sherali Saju
Calgary Society of Independent Film Makers	Marcella Bienvenue
Greenpeace	Larry Sienize
Princess Theater	Susan Morrow
Catalyst Theater	Jackie Richardson
The Pembina Institute	Rob MacIntosh
Environmental Resource Center	Brian Stazski
WUSC	Judy Padua
World Food Day	Karen Matthew
Tools for Peace	Carla Mandy
Project Ploughshares	Patty Hartnagel
Mennonite Central Committee	Bill Janzen
Committee Against Racism	Rosemary Brown
Change for Children	Geraldine Benson
Eco-City	Angela Bischoff

- 1) **11** non affiliated organizations reported they **had heard of** DECCA or had contact with them.
- 2) **6** non affiliated organizations said they **had not heard of** DECCA or had contact with them.

Responses of those organizations that are familiar with DECCA.

A) Has your organization considered membership in DECCA?

3 respondents replied **YES**
6 respondents replied **NO**
2 respondents replied **UNSURE**

B) Does your organization fit into DECCA's goals and mandate?

10 respondents replied **YES**
1 respondent replied **NO**

C) Do you have a need for an organization like DECCA?

7 respondents replied **YES**
2 respondent replied **NO**
2 respondent was **UNSURE**

D) Would you be interested in having DECCA contact you in the future about its activities, aims, and potential membership

8 respondents replied **YES**
2 respondents replied **NO**
1 respondent **already receives information.**

Responses of organizations that were not familiar with DECCA

A) Does your organization fit into DECCA's goals?

4 respondents replied **YES**
1 respondent replied **NO**
1 respondent said the goals are **too ambiguous**

B) Do you have a need for an organization like DECCA?

4 respondents replied **YES**
1 respondent replied **NO**
1 respondent replied **UNSURE**

C) Would you join an organization like DECCA?

4 respondents replied **YES**
2 respondents replied **NO**

D) Would you be interested in having DECCA contact you in the future about its activities, aims, and potential membership?

5 respondents replied **YES**
1 respondent replied **NO**

ANALYSIS

There appears to be significant community interest with DECCA from non-affiliated organizations. The vast majority of respondents fit into DECCA's goals and mandate, felt a need for the organization, and were interested in being contacted in the future by DECCA regarding activities, aims, and potential membership.

The organizations selected represent a cross section of interests with mandates ranging from religion and development to environment and culture. The groups were either Calgary or Edmonton-based. The survey was conducted over the phone between July 2 and July 5.

Funding, Volunteers, and DECCA: A Recipe for the 90s

Development education and social change do not happen in a vacuum. It is important to understand the context and climate in which NGOs and not-for-profit agencies operate in Alberta in order to plan and act appropriately. The following indicators are relevant excerpts from Peter Faid's recent paper, *Doing Business in the 90s: How Can Non-Profit Agencies Survive?*

- at the present time, Canadians donate \$4 billion to charitable non-profit organizations.

- 88% of this is derived from personal giving; a further 8% comes from corporations and businesses while the final 4% is provided by foundations.

- 75¢ of every private charitable dollar, including personal, business, and foundation contributions, goes directly to churches.

- the average charitable donation from an Edmonton family in 1987 was \$343; the average Calgary contribution was \$559.

- smaller towns in the the three prairie provinces have the best giving record in Canada where 1.64% of pretax income is donated to charitable organizations, compared to 1.36% in Calgary and 0.90% in Edmonton.

- the most generous donors are, on average,

- over 30

- married with children

- two-income family

- lives on the prairies

- work in professional/managerial jobs

- earn an annual family income of \$50,000+

- are university educated

- attend church regularly

- active in their community

- is a regular volunteer

- in 1987 businesses in Canada contributed \$368 million to charities; over the previous five year period their giving increased by less than 2% while their pretax profits jumped by almost 22%.

- 2/3 of business donations go to health and education, although smaller enterprises are known for their support of community activities and amateur support.

- in Alberta, the least generous corporate and business donors are in the oil, wood, transportation equipment industries & public utilities.

Who volunteers?...

- Albertans are the most active volunteers in the country, with 4 out of 10 volunteering for an organization between Nov./86 & Oct./87.
- Younger and older Albertans tend to volunteer less frequently than their working age counterparts; only 1/3 of those under 19 and 1/3 of those over 65 are active volunteers.
- as one might expect, the willingness to volunteer in Alberta increases with the level of income (i.e. 30% of those with a household income below \$20,000 volunteer, compared with 50% for those earning over \$40,000).
- part-time workers prevail in Alberta's pattern of volunteerism.
- a great deal of volunteer time is devoted to fund raising activities. In Alberta, \$550 million per year is generated for the charitable sector from some 7500 casinos, raffles, bingos and pull tickets.

Although not all of these snippets of information are relevant to DECCA, many provide signposts and clues for future planning. For example, it is significant that only 8% of charitable donations come from the business sector. To assume that corporate donors are the main players in funding non-profits is simply wrong. To create a business plan that banks on the generosity of the business sector for say 25% of an annual budget would clearly not be wise.

Likewise, DECCA should probably be aware that 75¢ of every dollar donated goes directly to churches. This could be a valuable tip in targeting individual donors as well as organizations.

Conclusions

Organizations operating in the non-profit sector, often referred to as the voluntary or 'third' sector, make a significant contribution to the communities they serve and yet are often invisible to the general public. DECCA and many of its members are referred to as 'non-governmental' organizations (NGOs), a definition based on negation which implies that what governments do is somehow more important than the peripheral, marginal, even optional work of NGOs. Just as few aboriginal people would refer to themselves as 'non-whites', few development education organizations would refer to themselves as 'non-important'.

It is ironic, then, that within the development education community, 'NGO' has become synonymous with being more community-based, more efficient, more productive, and ethically superior in comparison to government. For an outsider, however, the work NGOs and other non-profit agencies generally does not rival the heady, if controversial, importance of government decisions, resources, and actions.

The diminutive status of the non-profit ('third') sector in relation to the public (first) and private (second) sectors can be linked metaphorically to the subordinate status of Third World nations in terms of economic resources and political clout. Organizations in the 'third sector' are often underfunded and their staff employed at lesser rates of pay compared to their 'first' and 'second' sector counterparts.

Having said this, what measures should an organization like DECCA adopt to ensure a strong presence, an accomplished mandate, and stable funding?

As an organization, DECCA has already begun to explore in depth answers to the stated question. On the issue of funding, levy adjustments have been researched, proposed, and passed, and a committee struck to assess funding alternatives.

Through its Public Participation Program (PPP), the Canadian International Development Agency (CIDA) has been a major funder of development education in Canada. This is both a good thing and a bad thing. While organizations such as DECCA do not want to, and ideally should not have to, rely heavily on government assistance, such support is an implicit endorsement of dev. ed. as a public priority. Canadian tax dollars are being earmarked for dev. ed.; this ensures a certain amount of continuity, geographic breadth, and legitimacy for dev. ed. organizations across the country.

Consider education, or health care; these 'services' are paid for largely by Canadian tax payers. They are universally accessible to all Canadians and funded by them. Despite the need to diversify funding to avoid excessive reliance on any one source, DECCA and its members should retain as much CIDA support as can be garnered, both financial and administrative. To entrench development education on the current list of political priorities is critical. If this is not accomplished, provincial councils and their member organizations will begin to disappear as readily as they appeared. The success of DECCA and its member organizations cannot 'be left to depend upon the fickle benevolence and the morality of others' (Faid, 1991).

To the extent CIDA support of DECCA and other NGOs is 'tied aid', that is to say that funding is contingent upon a specified or restricted range of activities declared by CIDA, its support is less than desirable. Debate on this issue is outlined clearly by Jean Christie in *'A Critical History of Development Education in Canada'*:

The NGO/CIDA relationship, characterized by the matching grant program of the PPP has been a concern for development education groups since its inception, and continues to represent one of the thorniest questions facing the development education community in Canada. CIDA's conception of the work supported by the PPP was that it would give the public an understanding of Canada's aid program internationally, encourage participation in international organizations, and generate support for CIDA's work. This was not exactly what the NGOs had in mind. In fact, as noted above, most of them were specifically interested in pointing out ways in which the Canadian government and corporations supported the very structures which perpetuate underdevelopment

and poverty. Seeing a potential contradiction, some groups simply resisted the temptation of government funding, preferring to preserve their independence. Others (the majority) argued that there was more to "public participation" than supporting government policy and the corporate status quo; that we had a responsibility to raise the level of public debate on controversial international issues, and to discuss the fundamental question of power which underlies any notion of development or underdevelopment. While similar, and sometimes overlapping, therefore, the interests of CIDA and the NGOs were not the same when it came to public awareness and education. Even today, they are not the same. This represents an ongoing source of tension within the NGO sector, and between NGOs and CIDA (p. 14).

The 1985 evaluation of provincial councils of NGOs conducted by the Manitoba Institute of Management reiterated this same concern:

It is obvious that DECCA could use more funding. DECCA and the other councils should continue in their plan to prepare their position prior to approaching CIDA for multi-year and block funding, mainly because people in CIDA are not clear in their own minds how these forms of funding would apply to the councils. *If the councils are not careful, they could be compromising too much of their autonomy, which is part of their strength, to become administrators of CIDA funds* (p. 31; italics added).

Because of the matching funding policies of CIDA, much NGO fund raising still depends on initial dollars donated by private citizens. This makes the government's endorsement of dev. ed. and its related international development activities *conditional* upon public support. The need for such support accentuates the importance for a high public profile among dev. ed. organizations. Not only do they serve as a critical catalyst of education about inequity and social justice, but the livelihood of these organizations, financially speaking, depends upon community recognition and support. The question to be answered here is "why is development education important to Canadians?"

DECCA and its members must do more than make a mental note of this controversial, yet significant relationship with CIDA. A decisive strategy to cultivate more public support through increased prominence in the community should be developed. Not only do levies from DECCA's member agency fund raising in the community provide a much needed source of financial support to DECCA, but increased familiarity and 'consumer' support in the community can foster a greater inclination on the part of businesses and governments to get involved, be supportive, and provide alternative funds. As well, increased membership means increased public awareness and a potentially broader funding base.

This evaluation has articulated what DECCA is presently doing, how well its stated objectives are being met, and what might be done. As far as possible, ideas for future strategies have been drawn from the suggestions, criticisms, and experiences of member agencies, projects, associates, DECCA staff and board members, as well as representatives of organizations outside of DECCA.

Using these comments and suggestions as a foundation, the organization is well placed to plan a second decade of DECCA.

APPENDICES

APPENDIX 1

Glossary of Acronyms

<u>Acronym</u>	<u>Full Name</u>
1) DECCA	Development Education Coordinating Council of Alberta
2) CIDA	Canadian International Development Agency
3) CCODP	Canadian Catholic Organization for Development and Peace
4) PWRDF	(Anglican) Primate's World Relief and Development
5) CUSO	Canadian University Students Overseas
6) YWCA	Young Women's Christian Association
7) AHEA	Alberta Home Economics Association
8) U of A	University of Alberta
9) U of A	University of Calgary
10) AAID	Alberta Agency for International Development
11) AYAPSA	Alberta Youth Animation Project on Southern Africa
12) ELC	Edmonton Learner Centre
13) BWC	Barbara Ward Centre
14) SAWDEP	Southern Alberta World Development Education Project
15) CWY	Canada World Youth
16) CCI	Canadian Crossroads International
17) CFFA	Christian Farmers Federation of Alberta
18) PPP	Public Participation Program
19) CCIC	Canadian Council for International Cooperation
20) SI or SIRS	Sunday International Radio Show
21) NGO	Non Governmental Organization
22) MCIC	Manitoba Council for International Cooperation
23) SCIC	Saskatchewan Council for International Cooperation
24) PAC	Partnership Africa Canada
25) MTHIA	Mother Teresa Habitat Institute of Alberta
26) CII	Camrose International Institute
27) CJM	Canadian Jesuit Missions
28) ERAC	Eritrean Relief of Canada
29) WCC	World Citizens Centre
30) WJFB	World Job and Food Bank

APPENDIX 2 ORGANIZATIONAL REVIEW SURVEY

Below is copy of the member questionnaire and the results compiled from over thirty respondents.

1. What is your name?

Which organization do you represent?

What is your position within this organization:

_____ board member

_____ staff member (please specify position) _____

_____ volunteer

_____ other (please specify) _____

2. According to its annual report, DECCA's principal objective is to support development education in Alberta. DECCA's roles are listed below. Please rank the importance of each role in terms of the needs of your organization.

Importance
for your
organization

(#1 is most important; #4 is least important)

- _____ A. to facilitate communication and coordination among groups involved in development education in Alberta;
- _____ B. to acquire and distribute funds for development education;
- _____ C. to facilitate learning about and sharing of views of development among Society members;
- _____ D. to monitor government actions and policies of concern to members and promote coordinated responses to this information.

3. Within the past year, to what extent do you think DECCA has been successful in fulfilling these roles? (please circle the appropriate number)

	completely	somewhat	not at all
•facilitating communication and coordination among groups involved in dev. ed. in Alberta	1	2	3
•acquiring and distributing funds for dev. ed.	1	2	3
•facilitating learning about and sharing of views of development among Society members	1	2	3
•monitoring government actions and policies of concern to members and promote coordinated responses to this information.	1	2	3

The following questions relate to **communication and coordination** activities.

4. a) How many times per year, on average, does DECCA initiate contact with your organization?

_____ none _____ 1-2 _____ 3-5 _____ 6 or more

b) How many times per year, on average, would your organization initiate contact with DECCA?

_____ none _____ 1-2 _____ 3-5 _____ 6 or more

5. a) For your organization which is the most suitable way to receive **regular** information from DECCA? (please check one)

_____ by mail _____ by electronic mail (a computer network)
_____ by phone _____ by FAX
_____ other (please specify) _____

b) Which medium does DECCA use most often to deliver information to your organization? (please check one)

_____ by mail _____ by electronic mail (computer network)
_____ by phone _____ by FAX _____ don't know
_____ other (please specify) _____

6. Please rank in order of importance **WHAT KIND** of information DECCA should be conveying to members:

importance
for your
organization

(#1 is most important; #5 is least important)

- _____ Minutes of Board meetings & committee meetings, administrative updates, and staff reports
- _____ Information about development education (dev. ed.) activities offered by DECCA, its members, and other organizations
- _____ New developments and updates in the dev. ed. field
- _____ Information on funding sources
- _____ Communication regarding advocacy and lobbying strategies, including updates on changes and initiatives in government policy.

7. a) What kind of communication or coordination of information would you like to see **more** of?

b) What kind of communication or coordination of information would you like to see **less** of?

8. Are you satisfied with the advocacy role DECCA plays regarding issues which concern its member agencies?

_____ YES _____ NO If no, why not? _____

9. Presently, DECCA has nine agency members, ten project members, two institutional members, and nine associate members. Should DECCA seek new members?

_____ YES _____ NO If yes, who and why? _____

10. Should DECCA focus its resources on **members** or on the **dev. ed. needs of the broader community** or **both**? If both, specify the proportion of resources which should be dedicated to each (eg. 80% members, 20% general public)

___ members ___ general public ___ other (specify) _____

11. Are you satisfied with DECCA policies, procedures and initiatives regarding **funding**?

_____ YES _____ NO If not, why not? _____

The following questions pertain to the **structure and organization** of DECCA. Please feel free to elaborate your answers to these questions at the space provided at the end of this section.

(please circle the appropriate number)	completely	very	somewhat	not	not
		much		really	at all
12. Is DECCA responsive to the needs of its members?	1	2	3	4	5
13. Does your organization feel it has access/input into the decisions of DECCA?	1	2	3	4	5

14. Do you feel DECCA program-
ming matches the program priorities
set by the DECCA Board? 1 2 3 4 5

15. Are you satisfied with the
accountability of DECCA committees
to the DECCA Board? 1 2 3 4 5

16. Outside of DECCA staff, board and members, who else should be consulted regarding
the DECCA evaluation, if anyone? _____

Additional comments: _____

The Evaluation Process

The intention of this organizational review (of which this survey is a part) is to provide DECCA and its members with a thorough assessment of purpose, policy, and procedures. To this end, your input into the evaluation process is extremely valuable.

In terms of planning for the future, what is the single most important recommendation you would make to DECCA staff or board.

Thank you for your time and input into this survey.

APPENDIX 3

DECCA FORCES

This appendix summarizes the existing findings and recommendations of the Alternate Funding Task Force, the Communication Strategy Task Force, the Evaluation of Provincial Councils and NGOs nationally, and DECCA's examination of the levy issue. An inventory of accomplished work is important so that DECCA can build on this foundation and not 'reinvent the wheel'.

After a summary of each task force/evaluation, there is a box outlining 'follow up' activities. This allows DECCA to measure its recommendations against its follow through on these recommendations.

1. Decca Alternate Funding Task Force

DECCA Secretariat as well as the various DECCA projects recognized dependence on CIDA funding. The portion of each agency's annual budget that is provided by CIDA is in fact so large that the agencies are vulnerable to changes of any kind in CIDA funding policies. Certainly, both CIDA and Alberta AID funding trends of the last two or three years illustrate the importance of establishing a diversified funding base. At the DECCA Forward Planning meeting, held in November 1988, the participants identified as a priority task an exploration of alternatives to their current funding situation. To begin the process, a temporary Funding Researcher position was created within DECCA Secretariat.

The task was to investigate alternate sources of funding, develop alternate fund-raising schemes, and propose joint financing schemes for member agencies. Their report is an overview of the Funding Researcher's findings. It is comprised of a summary of the researcher's findings, and recommendations regarding further research to be carried out, as well as suggested strategies for the future. The findings were to be useful to both the DECCA Secretariat and the Network. In a similar way, the recommendations and suggested strategies were to be acted on by both the Secretariat and the Network. The object of the researcher's work was to address the long term goal of diversifying DECCA Network's income sources and to eliminate its excessive dependence on CIDA funding.

Recommendations Made

- 1) For financial viability each agency needs to establish a funding strategy. It should consist of three distinct, independent sources: ideally each source should contribute one third of the total annual budget.
- 2) Research foundations by examining the record of actual grants given by the listed foundations in the previous one or two years. Study how the actual gifts match up with the foundation's stated interests to get an idea of how rigidly the foundation observes its criteria. Identify grants given to groups whose mandate

is similar to DECCA in the type of service provided or in target population served. Formulate a short list of foundations to approach with requests.

3) DECCA Secretariat should join the Canadian Center for Philanthropy.

4) Formulate ideas for grant proposals, consider making joint proposals with other DECCA agencies.

5) Research needs to be carried out regarding the benefits of setting up a separate foundation for DECCA which would administer monies from fund raising efforts and profits from business operation. Organizational and administrative considerations need to be weighed together with taxation and other future fund raising implications.

6) Have members share fund raising information. Convince donors to support development education rather than some other cause, and to present specific opportunities for giving within development education which will match the giver's interests.

7) Start up a corporate donor program.

8) Investigate whether DECCA Network could get "corporate client " status with a travel agent.

9) Implement group ordering of office supplies on a regional basis, as feasible.

10) Regard investment in a mutual fund. Decide which criterion for selection is more important (in addition to overall profitability) : that the fund be Canadian, or that it be ethically responsible.

11) Follow up on the possibility of establishing a Dev. Ed. affinity charge card, either at DECCA or the CCIC level. Obtain further details from Mastercard and Visa.

12) Start a business, develop foundation proposals or initiate private donor program. Determine funding strategy. Set priorities and list the sequence of tasks to be worked out.

13) Make the decision to go ahead with the tour operation idea.

Follow-up

Staff response to funding research report

Requested board action April 21, 1989

1. Accept report in principle. This involves saying "yes" to taking action on diversifying DECCA's funding base according to the three prong approach - Government, Foundations/Private donations, Business.
2. Government sources already being in place which of the remaining two should receive priority attention.
3. Delegate staff time to the task. PEP or part of full time staff's workload.
4. Identify volunteer expertise required and initiate a plan to attract that expertise.
5. Agree to a workshop on the topic at DECCA's upcoming AGM. Member participation and commitment will be key.

Staff recommends that DECCA focuses on business. There are three reasons.

1) If DECCA joins the center for philanthropy, opportunities in the field of foundations/private donations can be easily monitored through the center's publications and through its personal network.

2) The business area is largely unexplored. There may be more opportunities than we think.

3) There is growing interest in the concept among DECCA project members.

Because of the long-term nature of the task, continuity will be required. A fulltime staff person should be delegated to dedicate one day a week to the initiative.

The ideal volunteer complement to staff efforts would be an accountant, a lawyer and a small business person. It would be best if these persons were located in Calgary.

April 28/89 Board MTG

Funding report

Laureen summarized the funding report and asked if the board can, in principle, take a diversified approach to fund raising. She asked if the board can agree to

have a staff person (Scott) devote 1 day/week to investigating a self-sustaining enterprise. The board felt that it is acceptable for Scott to begin such work.

Motion: that the board accept the three-prong approach to fund raising as outlined in the funding report. Jan/Lloyd. Passed Unanimously

Background to facing the future workshop 2/6/89

The funding strategy recently approved by the DECCA board of directors recommends diversifying DECCA's funding base to include revenue generating centers. These organization-owned businesses would be flexible and sustainable tool for creating operational resources.

It is recognized that autonomy over programming goes hand in hand with autonomy over funding. the present climate of government cutbacks makes the concept of organization-owned businesses especially appealing.

Nevertheless, there are many considerations; the most important of which centers on ethical questions.

in a workshop/small group setting we will be discussing what ethical standards, if any, would have to be met before members would support an initiative for DECCA to own and operate its own business. The focus will be DECCA but the principles we identify would likely apply for many non-profit organizations.

June 14, 1989 meeting

It was moved by Dorothy Timko and seconded by Gus Polman that this AGM endorse the informal support given at the January '89 meeting to seek viable alternative funding for the work of DECCA.

Motion carried

Committee Reports from the January 19th. 1991
Alberta Development Education Forum

Dorothy Timko gave a report on the progress of this committee to date : a couple of feasibility studies have been done(one on desktop publishing and one on copier service) . Neither study gave the indication of being high income generators. The committee will be meeting again at the end of January to look at further ideas.

2. The Communication Strategy Task Force

Overview

Communication had long been a concern in DECCA. At the Annual General Meeting of 1988, there was a decision to focus intensively upon communication issues. The Communications Strategy Task Force and a sub-committee were

formed in order to find and implement methods to better convey information throughout DECCA.

The communications Strategy Task Force convened in early November, 1988 and completed their report at the end of March, 1989.

Recommendations for Communication Strategies

- 1) That DECCA develop more efficient office procedures:
 - a) with a simple and explicit filing system
 - b) to establish criteria for archiving or discarding brochures, newsletters, miscellaneous information
- 2) That DECCA update and expand its pc-file database to include:
 - a) members' categories (member rep, board, etc.)
 - b) other contacts in the Development Education community
- 3) That DECCA hire a communications staff person
the duties of this person would include preliminary research into:
 - a) obtaining a grant for computer systems research
 - b) costs of upgrading the present XT computer in the office as compared to the purchase of a new system
 - c) Examine the relative merits of IBM systems when compared with the Macintosh system
 - d) Investigate the network systems in use within DECCA membership and in national Dev. Ed. organizations
 - e) Write a funding proposal documenting the need for a computer system_
- 4) That DECCA initiate a programme of conference calls both to facilitate transfer of information and to increase personal contact between the secretariat and members of the DECCA network
- 5) That DECCA secretariat and board make a commitment to:
 - a) increase their personal contact with member organizations
 - b) increase the DECCA in-person representation at development education events
 - c) primary emphasis on personal contact orientations, rather than expending effort on manuals or mail-outs

Recommendations for Implementation of Communication Strategies

- 1) That the DECCA board, secretariat and membership discuss and set their priorities and options for choosing and/or implementing the above recommendations according to the following criteria:

- a) implement recommendations according to need
- b) implement recommendations that will not place undue stress on the budgets, staff and volunteer time, and no other resources of the DECCA members
- c) assess not only the efforts required to implement any recommendation but the also the impact which the consequences of implementation may have on other activities and on management within a member organization
- d) establish an implementation schedule based on the priorities so that recommendations can be incorporated in a manageable manner

2) That the DECCA board, secretariat, and membership consider implementing recommendations in co-operation with other DECCA members, where feasible

3) That the DECCA board, secretariat, and membership seek within their own staff and volunteer base for skilled people who can assist the implementation of recommendations in the form of consultation, training, etc.

4) That DECCA board, staff, and members provide constructive feedback to the DECCA secretariat about the success (or failure) of any recommendation

3. DECCA Levy Summary

DECCA's Board wanted to strengthen development education in Alberta by stabilizing funding to DECCA and its development education project organizations.

DECCA's recognized that if their current levy structure was maintained, they would have to cut back their operations to a minimal level. This meant that DECCA could only provide funding and administrative support to project organizations. Difficulties would develop in other valuable facilitative work that DECCA was able to do such as coordinating joint programs, developing alternate funding sources or building and strengthening the network without a secure.

DECCA's income was made up largely of levies from full agency members and based on a percentage equivalent, of Alberta AID funding to organizations and of employment grants received by the Alberta government. It was noted that these funding sources change yearly according to the whim of the Alberta government.

DECCA wanted to change their basis of self-generated income used to get matching income from CIDA, to agency levies based on funds raised from the Alberta public and other levies as outlined in the recommendations.

These changes were to stabilize DECCA's funding sources. The levy proposal was to allow DECCA to operate at a level of three full-time staff. Then they would be able to carry out:

- project support work and facilitative work
- continue work in promoting collaboration amongst DECCA members on programming and developing alternate funding sources.

These changes were also to ensure that DECCA's main funding base derived from those they serve so that their foundation remains congruent with their mandate.

Taken directly from the AGM 1990

Motion Isaac Mabindisa moved and Rob Weaver seconded that we empower the DECCA Board to consider and allow reductions in member levies on the basis of financial difficulties for this year only.

Motion carried

Gail Allen moved and Sylvia Waller seconded that at the January 1991 general meeting that the membership review the levies paid for 1990-91 and the rationale for these levies paid in order to give the Board some direction for the next year.

Motion carried

4. Synthesis of Evaluation Study of Provincial Councils of Non-Government Organizations

1) Planning

A) We need to develop a plan of action for carrying out an organizational planning development process arising from the evaluation. This should initiate some developments immediately, but should involve maximum participation for longer term planning. Suggested process:

- a) Board meets December 2, examines broad issues raised in evaluation, and make broad decisions necessary to plan next year's program.
- b) Board examines final report at the first available Board meeting and identifies issues for the membership to examine.
- c) Two caucus planning meetings (one in Edmonton and one in Calgary) examines the evaluation recommendations and examine ways for DECCA to deal with problem areas raised - something of brainstorming approach with a critical element built in. These sessions to occur in

March or April. Two sessions spread out (perhaps into May as well) might be necessary.

d) In early May, a committee meets, including representatives from each caucus, DECCA staff and DECCA board, to pull together ideas from both caucuses and to draft a DECCA 3-year plan. This will then be sent out to members.

e) At the same time, a by-laws committee will be working on by-law changes to reflect better how DECCA operates.

f) A workshop stele AGM will analyze the 3-year plan in small groups, then plenary to amend it as necessary and approve it.

g) This plan will then be communicated to members, CIDA, etc. and implemented.

B) The evaluators also identified the need for ongoing needs analyses and planning meetings on a yearly basis. An approach to doing this, probably on a similar model to the above, needs to be institutionalized.

2) Management

A. Computerization should be undertaken now, with training of staff and development of effective usage taking place over the next year.

B. Staffing needs to be increased and more emphasis has to occur on outreach areas of activity versus paperwork administration. Fund raising should provide the opportunity to approach CIDA with a 1985-86 program including a 2 1/2-3 staff.

C. Staff roles to be redefined.

Coordinator

- emphasis on outreach/organizational animation
- responsible for facilitating/coordinating Dev.
- Ed. activities and sharing between members and others
- responsible for overall training focus
- responsible for member contact and involvement facilitation
- responsible for liaison

3) Funding

a CIDA is willing to look at multi-year funding this year or next. The advantage of this year is that we only need to be detailed about year 1 and would establish the precedent while the climate at CIDA is favorable. The advantage of next year is that we would then have a 3-year plan and a better idea of our financial position.

- b. For this year anyway, I don't think we should push block funding. But if CIDA initiates discussion, I think it would be to our advantage and the projects if real control to make decisions is devolved to us, not just administration.

4) Communications

- a. Though people may not have noticed it, the paper flow out of our office has already drastically reduced. For now we should work to focus most info through the newsletter, attach summaries to minutes, initiate more face-to-face.

- b. In the longer term, a major priority for the planning process should be developing a communications strategy:

- A) How much and what should be communicated?

- B) Methods? - newsletter goes monthly and cut everything else other than actual minutes to a minimum?
 - develop a slide/tape on DECCA for education/orientation/PR?
 - who we should be targeting
 - etc.

5) Advocacy/Lobbying

- A. In the short term, there does seem to be support for a somewhat greater priority on the work of the IAWGDA and some staff support may be necessary.

- B. In the longer term, we also need to prioritize this for the planning process for developing a strategy. Given the lack of consensus in the evaluation, it's risky to proceed too fast here.

6) Member Involvement

- A. Key here is to go ahead with other suggestions to drastically increase the level of activity generated by DECCA and the variety of opportunities for participation.

- B. More use of regional caucuses versus general meetings. More meetings focused on topics of interest rather than DECCA structural concerns. This should be easier as we sort out the structural stuff.

- C. SCIC has two yearly general meetings, one an AGM and one a major educational focus. Should we also adopt.

- D. Staggering board terms could be considered.
 - E. Need to get out more to meet people. Staff can do this; Board might be able to help.
 - F. Need to take a more proactive role, not just wait for groups to approach us. Many don't know what we can do for them.
 - G. Need to put some attention on broadening membership, but main focus for now needs to be deepening commitment of current membership.
- 7) Organizational Animation/Coordinating Dev. Ed.
- A. More meetings/conferences with issues/targets sorts of foci. Generate as much activity as possible on wider variety of topics.
 - B. Initiate working groups and regional caucuses as ways of creating ongoing increased communication and coordination between groups with low ongoing DECCA staff demand. Such groups could variously share info, discuss new ideas initiate joint programs, workshops, etc. Some suggested groups from people who have talked to me:
 - a) Schools programming - several projects have expressed an interest in sharing experiences and this could pull in a number of member and non-member agencies.
 - b) Women in Development
 - c) Appropriate technology
 - d) Microtechnology

Working groups could be supported by DECCA at a variety of potential levels, but should arise in response to demand/interest. Clear criteria and principles needed.
 - C. Use the practicum student to initiate an immediate program. Implement others as staff time or other organizations can.
 - D. A more detailed survey of needs should be done.
 - E. More production of resources: skills manuals, resource guides.
 - F. Developing a computerized resource compendium (people with skills, funding sources, techniques, AV's, etc.)
 - G. More proactive work
 - support initiatives in Peace River region
 - publish a yearly state of dev. ed. survey for Alta.?

- identify gaps in dev. ed., success stories, etc.

8) Training

- A. More activity with decentralized approach, more varied approaches, etc.
- B. Enlarge audiences reached - member Boards, volunteers, non-members, etc

9) Dev. Ed. Programming

- A. Widening support role. More effort put into making small projects fund well known and viable.

Follow up

Alice briefly gave a background to the evaluation study of the provincial Councils: DECCA, SCIC, MCIC, and AQOCI. the study was funded by CIDA. Stuart Wulff and Fran Hodgson were the DECCA participants on the planning /evaluation committee.

The following items were highlighted from the study:

- a) A general area of concern was the need to better integrate more fully the overseas aspects of our work with the Dev. Ed. work we do.*
- b) Bureaucratic tendencies not appropriate to our organizations. We are third wave*
- c) Need to communicate our efforts more*
- d) Need to communicate with alternative methods- too much paper*
- e) Volunteer involvement- the tendency is to use up volunteers. We need to diversify, give training to volunteers.*
- f) Need to broaden the membership base.*
- g) Need to reach a broader community.*
- h) Need to use community resources.*
- i) we need a clear conceptual base.*
- j) ongoing needs assessment*
- k) Need to more creative-need to have more fun.*
- l) CIDA's relationship with the councils should be more defined*
- m) The councils should have multi-year or block funding.*
- n) Don't see matched funding from CIDA as that effective.*
- o) Too dependent on CIDA*

positive comments about DECCA

- management is good.*
- clear workplan for the staff.*
- project review process is good.*
- finances are in good order.*
- well managed and administered.*
- good relationship with CIDA.*
- open relationships*

The issues that need to be discussed and followed up are:

- 1) The need for a change in priorities from administration to more of an emphasis on programming and animation.*
- 2) Volunteer involvement: Along with diversification, there is a need for more contact with other community members.*
- 3) An increase in programming will mean that we will need more staff.*

A.G.M. brainstormed the following ideas as possible directions for the up-coming year:

- move from administration to programming*
- set up a programming committee of the board*
- programs to be conceived as group builders between agencies and projects*
- this change in direction is to be reflected in the staff workplans*
- needs assessment is to be included in the programming*
- DECCA volunteers to do programming as much as possible*
- Develop a resource bank*
- bridge gaps between agencies and projects*
- International Development Conference*
- Celebration and fun*
- planning process needs to be initiated with agencies*
- overall organizational chart*
- local inter-agency meetings*
- communication alternatives*
- investigate teleconferencing*
- flat structure*
- use newsletter more creatively*
- editors*
- bulletin page in the newsletter*
- networking*
- T.V. advertising*
- identify immediate constituency*
- a DECCA slide-tape, update the DECCA pamphlet*
- linking with the Olympic Committee*
- Advocacy: facilitation of "urgent action"*
- define lobbying for DECCA - a concept that DECCA could support*

- funding; building a better support base in the membership*
- establish a finance/fund raising committee*

Mark Stange/David Asher motion/support

These points are to serve as general guidelines for policy and priorities for 1985/86 fiscal year. CARRIED

APPENDIX 4

DECCA Board Members 1984-92

1984-85 Board of Directors

Alice Violini YWCA President
Lily Mah-Sen CUSO Vice Chair
Jean Reid United Church Treasurer
Frank Blenke Christian Farmers Federation Secretary
Paul Fieldhouse Camrose One World Directors
Frances Hodgson OXFAM
Bev Semeniuk Canada World Youth
Lois Soderstrom APWDF
Nancy Tripp Unisphere

9 Board members

1985-86 Board of Directors

Val Hoey CUSO President
Mark Stange Arusha Vice-Chair
Rick Stuart Arusha Vice-Chair
Fran Hodgson OXFAM Treasurer
Nancy Tripp Unisphere Secretary
Gail Allen Presbyterian Synod
Frank Blenke Christian Farmers Federation
Cliff Cunningham United Church
Donna Hackborn Camrose One World Institute
Ted Nicholson World Citizens Center
Chips Reid CCODP
Oscar Wailoo Edmonton Learner Center

12 Board members

1986-87 Board of Directors

Dr. Richard Stuart SAWDAP
Gail Allan Presbyterian Church
Chips Reid CCODP
Marian Mucha CUSO
Frank Blenke Christian Farmers Fed.
Dr. Gordon Campbell World Citizens Center
Ken Churchill Canadian Crossroads Intl.
Cliff Cunningham United Church
Dr. David McGinnis Arusha
Gordon Schieck Camrose International Inst.

10 Board Members

1987-88 Board of Directors

Gail Allan Presbyterian Church Chairperson
Janis Gifford United Church Personnel Chair
George Michaud Barbara Ward Center Treasurer
Gordon Schieck Camrose International Inst. Vice Chair
Alberto Anaya World Citizens Center
Frank Blenke Christian Farmers Fed.
Cathy Boyce CUSO
Betty Farrell CCODP
Rosemary Jones Unisphere
David McGinnis Arusha
Jim Peckham OXFAM

11 Board members

1988-89 Board of Directors

Bob Wild Anglican PWRDF Chairperson
•Alberto Anaya World Citizens Center Vice Chairperson
Jan Gelfand International. Center U of A Personnel Convenor
John McCubbin Arusha Coordination/Communication
Betty Farrell CCODP Project Review Convenor
Enoch Onduro Camrose International Institute
Lloyd Seath United Church
•Rosemary Jones Unisphere

6 board members

• Resigned mid-year

1989-90 Board of Directors

Betty Farrell CCODP Chairperson
John McCubbin Vice-Chair Coordination/Communication
Enoch Oduro Camrose International Institute Treasurer
Dorothy Timko Mother Teresa Inst. Project Review Committee.
Lloyd Seath United Church
Linda Rubuliak Canada World Youth
Agnes Henderson Unisphere
Issac Mabindisa Edmonton Learner Center
Glynn Gregson To be ratified at AGM

9 board members

1990-91 Board of Directors

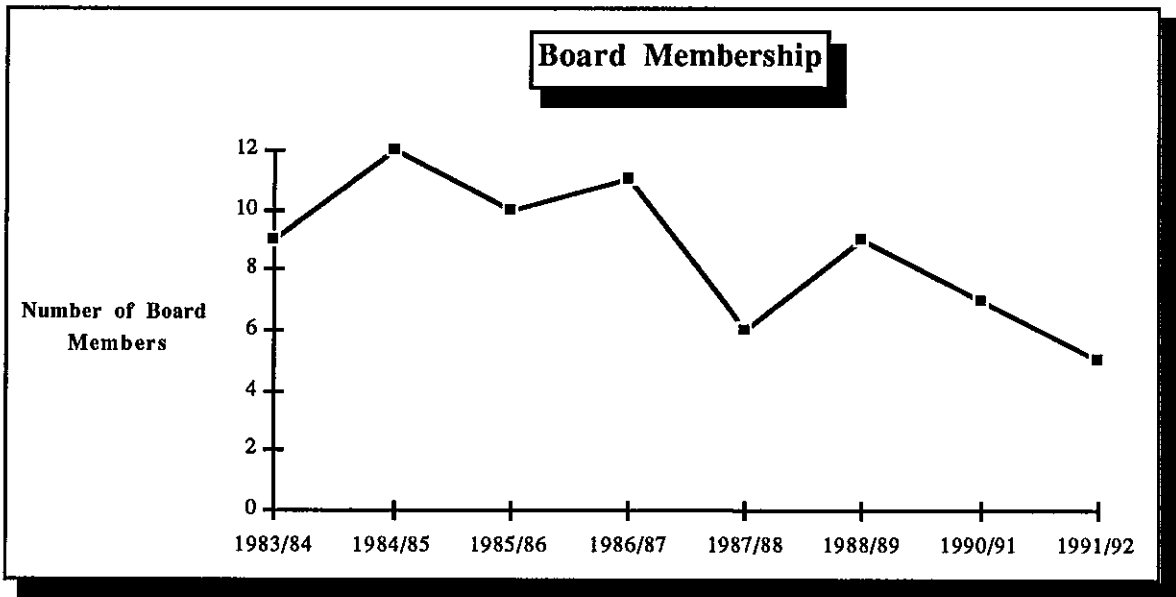
John McCubbin Vice-Chair and Coordination
Enoch Oduro Finance Committee
Dorothy Timko Project Review Committee
Glynn Gregson Labor/Management Committee
Isaac Mabindisa
Betty Farrell Chair
Agnes Henderson

7 board members

1991-92 Board of Directors

Issac Mabindisa Edmonton Learner Center
Enoch Oduro Camrose International Institute
Betty Farrell CCODP
Nancy Hannerman United Church
Sylvia Waller OXFAM

5 board members



This graph indicates a general decline in membership on the DECCA board. It should be noted that in 1987/88 the board lost two members, this is reflected on the final count of membership for that year.

APPENDIX 5**DECCA Member Agencies 1983-90****1983**

Arusha Cross Cultural Center	Eardley Lindsay
Alberta Home Economics Association	
Alberta Association of YMCA	
Camrose One World Institute	Gordon Schiek
C.C.O.D.P.	Dale Boissonneault
Christian Farmers Federation	Dennis Haak
Canada World Youth	
Canadian Crossroads International	
Canadian Jesuit Missions	
Change for Children	
Christian Farmers Federation	
CUSO	
Edmonton Learner Center	Keith Rimstad
Inter Pares	Anne Cornet
International Communications Institute	
Mother Teresa Habitat Institute of Alberta	Roger Hurtubise
OXFAM Canada	Jim Crowell
PWRDF	Lois Sonderstrom
SAWDAP	Harvey Bosma
St. Joesph Save the Children	
Unisphere	Richmond Godfrey
USC	Gordon Stobbe
United Church	Edna Sullivan
World Citizens Learner Center	Rob Morrison

1984

Alberta Association of YWCA's	Alice Violini
Alberta Home Economics Association	Betty Wolfe
Anglican Primate's World Relief and Development Fund	David Asher
Arusha Center	Lois Sonderstrom
Calgary Inter-Faith - SAWDAP	Lois Shelton
	Max Surjadinata
Camrose One World Institute	Harvey Bosma
	Paul Fieldhouse
	Neil White
Canada World Youth	Bev Semeniuk
Canadian Catholic Organization for Development and Peace (CCODP)	Trish Young
	Kate Quinn
	Art New
Canadian Hunger Foundation	Erin McAllister
Canadian Jesuit Missions	
Canadian Crossroads International	
Christian Farmers Federation	Frank Blenke
	Dennis Haak

CUSO
Edmonton Learner Center

Inter Pares
Mother Teresa Habitat Institute
of Alberta
OXFAM Canada
Presbyterian Church in Canada

St. Joseph Save the Children Club
Unisphere Learner Center

United Church, Alta. Conference
World Citizens Learner Center

DECCA Staff

1985

Alberta Association of the YWCA
Alberta Home Economics Association
Anglican Primate's World Relief
and Development Fund
Arusha Center
Calgary Inter-Faith (SAWDAP)
Camrose One World Center

Canadian Catholic Organization for
Development and Peace
Canadian Hunger Foundation
Christian Farmers Federation
Edmonton Learner Center

Mother Theresa Habitat Institute
of Alberta
Unisphere Learner Center

United Church Alberta Conference

World Citizens Center

DECCA Staff

Lily Mah-Sen
Keith Rimstad
Keith Wiley
Coleen Finayson
Jim Kenny

Fran Hodgson
Allen Aicken
Gail Allan

Nancy Tripp
Sylvia Waller
Richmond Godfrey
Jean Reid
Edecio Carrasco
Jorge Osorio M.
Stuart Wulff
Kathi Duncan

Alice Violini
Betty Wolfe
David Asher

Mark Stange
Caroline Brown
David Larson
Paul Fieldhouse
Chris Reid

John Chan
Georgina Waldie
Keith Wiley
Susi Puppato
Dorothy Timko

Glen Bugg
Nancy Tripp
Sylvia Waller
Cliff Cunningham
Jean Reid
Jackie Martinez
Ted Nicholson
Kathi Duncan
Keith Rimstad

1986

Alberta YWCA
Alberta Home Economics Association
Arusha Center
Barbra Ward Center
Canadian Crossroads International
Canadian Hunger Foundation
Canadian Jesuit Missions
Change for Children
Canada World Youth
Camrose One World Institute

Catholic Committee for Development
and Peace
CUSO
Christian Farmers Federation
Edmonton Learner Center

International Student's Association
International Communications Institute
Lethbridge World Citizens Center
Lutheran Church
Mother Teresa Habitat Institute
Medicine Hat Unisphere Center

OXFAM
Presbyterian Synod of Alta.

Presbyterian World Relief and
Development Fund
SAWDAP
St. Joseph Save the Children Fund
USC Canada
United Church Alta. Conference
DECCA Staff

1987

Alberta YWCA
Alberta Home Economics Association
Anglican Church
Arusha Center

Barbara Ward/Mother Teresa Habitat

Sherry Kozak
Rosemary Zak
Yvonne Sabraw
Ellen Reimer
Ken Churchill
John Chan

Bev Semeniuk
Ruth Jensen-Vikse
Donna Hackborne
Gordon Schiek
Chips Reid
David Gairdner
Marian Mucha
Gus Polman
Keith Wiley
Jane Thomas
Wilf Allan

Shirley MacEachern
Glen Krentz
Dorothy Timko
Sylvia Waller
Nancy Tripp
Fran Hodgson
Allen Aicken
Gail Allan
Doug Ford

Caroline Brown

Cliff Cunningham
Laureen Rama
Keith Rimstad
Lynn Fraser

Eilis Hiebert

Douglas Ford
Phil Cox
David McGinnis
Rob Weaver
George Michaud

Camrose International Institute

Catholic Council on Development
and Peace

Christian Farmers Federation
Canada World Youth
Canadian Jesuit Missions
Canadian Crossroads International
CUSO

Edmonton Learner Center
International Communications Institute
InterPares

Lutheran Church of Canada
Mother Teresa Habitat Institute of Alberta
Northern Development Education Project
OXFAM

Plenty Canada
Presbyterian World Service and
Development Committee
St. Joseph Save the Children Club
Sunday International Radio Society
SAWDAP

Unisphere

United Church of Canada
Unitarian Service Committee
World Citizens Center

DECCA staff

1988

Edmonton Learner Center

Southern Alberta World Development
Animators Project

Christian Farmers Federation
Catholic Christian Organization for
Development and Peace
United Church Alta. & N.W.
International Center U of A
Presbyterian Church, Alta Synod
Camrose International Institute

Gordon Taylor
Gordon Schiek
Ruth Jensen-Vikse
Chips Reid

Gus Polman

Keith Wiley

Pat Jackson

Gail Allen

Caroline Brown
Richard Stewart
Rosemary Jones
Sylvia Waller
Cliff Cunningham

Shirley McEachern
Alberta Anaya
Laureen Rama
Brenda Simpson
Stephen Downes
Gordon Campbell

Kevin Flaherty
Keith Wiley
Gerri Deacon
Caroline Brown

Gus Polman
Betty Farrell
Trish Young
Betty Marlin
Jan Gelfand
Lloyd Fourney
Kathryn Olsen
Pat Mundel

Arusha
Eritrean Relief Assn. of Canada(Calgary)
Barbara Ward Center

Canadian Crossroads International
Bishop Budka Charitable Society
World Citizens Center

Unisphere
International Communications Inst.
DECCA

1989

Arusha International Center
Alberta Home Economics Association
Canada World Youth
CCODP

Edmonton Learner Center

Anglican Church of Canada
Canadian Crossroads Intl.
Canadian Jesuit Missions
United Church of Canada
Barbara Ward Center/Mother Teresa Inst.

Camrose International Inst.

Evangelical Lutheran Church in Canada
Presbyterian Church
Global Education
YWCA
Christian Farmers Federation
World Citizens Center
Unisphere Learner Center
Eritrean Relief Assoc.
International Center
Catholic Christians Organization
for Development and Peace

SAWDAP

OXFAM
Unitarian Service Committee Canada

David McGinnis
Zemiceal Baarez
Carmen Loiselle
Dorothy Timko
Barbara Mc Veigh
William Bayda
Alberto Anaya
Jennifer Jones
Shirley McEachern
Lynn Zelmer
Janis Belgum
Laureen Rama
Marilyn MacDonald
Gail Allan

Joel Ginter
Marco Diaz
Keith Wiley
Bob Wild
Peggy Trainor

Lloyd Seath
Dorothy Timko
Albert Blazey
Carmen Loiselle
Enoch Oduro
Ruth Jensen-Vikse

Lloyd Fourney
Earl Choldin
Judy Johnson-Moodle
Gus Polman
Katy Lekemann
Sylvia Waller
Yosief Mebramtu
Jan Gelfand
Patricia Young
Betty Farrell
Gail Allen
Caroline Brown
Elea nor Ness

Plenty Canada
DECCA

John McCubbin
Laureen Rama
Marilyn MacDonald
Scott MacAulay

1989-90

Anglican Primate's World Relief and Development Fund
Camrose International Institute
Canadian Catholic Organization for Development and Peace
Canadian Crossroads International
CUSO
Mother Teresa Habitat Institute of Alberta
OXFAM Canada
Presbyterian Church in Canada, Alberta Synod
Save the Children Canada
United Church of Canada
Arusha International Development Resource Center
Barbara Ward Center
Camrose International Institute
Christian Farmers Federation of Alberta
Edmonton Learner Center
Northern Development Education Project
Southern Alberta World Development Education Project
Sunday International Radio Society
Unisphere
World Citizens Center
Alberta Association of YWCA
Alberta Global Education Project
Alberta Home Economics Association
Canada World Youth
Canadian Jesuit Missions
Division of International Development U of C
Evangelical Lutheran Church in Canada
Etitrean Relief Association
International Students Center
Interpares
Plenty Canada
Unitarian Service Committee Canada