

Development Workshop
Annual Report 1997
Canada



Introduction

Development Workshop (DW) is a non-profit organisation working to improve living conditions for the poor in less developed communities. With a focus on shelter, settlement planning, water and sanitation, health, small enterprise and disaster mitigation, our aim is to help communities and organisations strengthen their capacities to act on development problems and opportunities. Founded in 1973, DW has worked with communities, grassroots organisations, non-government organisations (NGOs), local, government and international institutions in over 30 countries. DW's work is funded on a project basis by grants from NGOs, national and international development agencies and private foundations; it does not raise funds directly from the public.

DW was registered as a non-profit organisation in Canada in 1981. Unlike other NGOs where the central office tends to be larger than field offices, DW's office in Canada is the smallest and most modest of the offices in the network. Because DW does not get core funding, administration expenses are kept to a minimum by having a small infrastructure at the central office, which has been based in Guelph since 1988. In 1997, DW Canada had three staff: one full-time and two part-time for an equivalent of 1.8 full-time staff persons. In May 1997, this was reduced to the equivalent of 1.2 full-time positions till the end of the year.

In its early years, the Canada office's focus was on project/proposal development as DW reestablished itself after its near collapse when DW's office in Iran shutdown during the Iranian Revolution in 1979. In addition, it also implemented projects involving research and short-term consultancies.

As offices were established in Europe and Africa, program /project development and fundraising (particularly for non-Canadian funding sources) responsibilities were increasingly decentralised to the regional offices. At the same time the expansion of the Angola programme increasingly required support from Canada because of difficulties in logistics and communications in Angola. With no staff increase in Canada, the provision of administrative and programming support to the Angola program became the dominant activity of the Canada office in the 90s.

At its October 1997 meeting, the Board of Directors made major changes in DW's structure including a revised mandate for the Canadian office. Under the revised terms of reference for the Canadian office, the functions fall under the following broad categories: promotion and representation, Board secretariat, professional work, administration, and support to overseas programmes. DW Canada will focus its energies on promotional and representational activities. Professional consultancy services will be undertaken to the extent that staff resources allow. It will not be actively sought on a regular basis. Administrative support will be provided to the Angola programme under a fixed-fee contract. An administrative assistant will be hired to handle most of the support required for the Angola programme and administrative support for DW Canada. As of the end of December 1997 this position had not yet been filled.

As the revised terms of reference were approved late in the year, in practice the changes will

take effect in 1998 but activities for 1997 are reported relative to the revised terms of reference.

Activities

Promotion and representation

Promotion and representation activities accounted for 14 percent of staff time in 1997. This includes donor liaison, general representational work, production of DW promotional materials, fundraising, and strengthening of alliances and linkages with other organisations through joint activities, internships, etc.

Work started on developing the partnership with Alternatives; a Canadian NGO based in Montreal, which had supported two projects in Angola in 1997. The aim was to develop a joint programme of collaboration in Canada and overseas between DW and Alternatives. DW Canada attended the AGM of Alternatives in May. Further talks were held in November 1997 and a draft memorandum of agreement and a programme for cooperation has been presented to the Board of Alternatives.

Two internships were developed during the period. The first was an agreement with the Centre for Community Enterprise Networking of the University College of Cape Breton (CCEN/UCCB) in Nova Scotia provided for a three-month placement period of two cooperantes in Angola: a computer technician and a Geographic Information Systems (GIS). The International Development Research Centre and Industry Canada sponsored the internships. A donation of used computers from for use by Angolan NGOs was also arranged with CCEN/UCCB.

A second internship was developed with the World University Service Canada (WUSC) under its Interns for a Global Challenge Program, a program funded by the Department of Human Resources Canada and the Canadian International Development Agency (CIDA). Six internships were arranged: three for Angola to assist in the upgrade and expansion of Angonet, the non-profit Internet service established by DW in Angola, and three (subsequently reduced to two) for DW Mali to assist in the development of NGO management skills and installation of an Internet service. The internships to Angola had to be cancelled by WUSC after Angola was placed on the travel advisory list of the Department of Foreign Affairs and International Trade.

Linkages continued with the University of Guelph School of Rural Planning and Development, which uses material from DW projects as case studies in its course on International Rural Planning and Development. A research was arranged with the Environmental Capacity Enhancement Project, a joint project of the University of Guelph and University of Capetown. A graduate student undertook research on the management of public water standposts. The research investigated the factors that contribute to the sustainability and operation of and management of water systems. Five case studies (two of which were DW projects) of ongoing public water standpost management in the peri-urban areas of Angola.

Highlights of other promotional activities include the following:

- Representation of DW in the Angola Development Coalition (ADC), the only organisation of Canadian NGOs that maintains an interest and advocates for Angola with the Canadian government and the Canadian public (the ADC ceased to operate as a coalition in June 1997. A small group, including DW, continues to exist as an informal network).

- Production of 4-colour DW Brochure
- Presentations/Exhibits:
 - Joint presentation with Alternatives on the Peri-urban Programme in Luanda to the Canadian International Development Agency (CIDA) Brown Bag Lunches
 - Presentation on Programming in Conflict situations at the International Development Week , Ryerson Polytechnic University
 - Tour of Exhibit Based on the Book *A Family in the Musseques*: YMCA International Day of the Family, Kitchener, Ontario; ADC meeting; United Church of Christ Annual General Meeting, Toronto, United Church of Christ, Winnipeg, Manitoba, and International Development Week, Ryerson Polytechnic University.
 - Resource Person on Grant Applications, University of Guelph

Board Secretariat

Providing secretariat support to the DW Board accounted for 19 percent of staff time in 1997. This involved arranging logistics and preparing working documents for the AGM held on 29-31 October in Guelph and follow up of decisions and actions arising from the AGM.

Support to Programmes

Support to overseas programmes accounted for 28 percent of staff time in 1997, this breaks down as follows: secretarial and procurement support (20 percent); personnel support (5 percent) and programming support (3 percent). The processing of visas for staff and consultants bound for Angola became increasingly difficult during the year as new requirements were imposed on the Government particularly for work permits. DW explored the possibility of using a major Washington based visa agency recommended by American Express Travel. However, the company does not handle visas to Angola.

Administration

Administration accounted for the highest proportion (39 percent) of staff time in 1997.

▪ Governance

Major changes were made to the structure of DW following the 1997 AGM among them:

- Expansion of membership and the DW Board of Directors
- Revised mandate for the DW Canada office
- Clarification of relationships between the Board and country offices



Introduction

Development Workshop (DW) is a non-profit organisation working to improve living conditions for the poor in less developed communities. With a focus on shelter, settlement planning, water and sanitation, health, small enterprise and disaster mitigation, our aim is to help communities and organisations strengthen their capacities to act on development problems and opportunities. Founded in 1973, DW has worked with communities, grassroots organisations, non-government organisations (NGOs), local, government and international institutions in over 30 countries. DW's work is funded on a project basis by grants from NGOs, national and international development agencies and private foundations; it does not raise funds directly from the public.

DW was registered as a non-profit organisation in Canada in 1981. Unlike other NGOs where the central office tends to be larger than field offices, DW's office in Canada is the smallest and most modest of the offices in the network. Because DW does not get core funding, administration expenses are kept to a minimum by having a small infrastructure at the central office, which has been based in Guelph since 1988. In 1997, DW Canada had three staff: one full-time and two part-time for an equivalent of 1.8 full-time staff persons. In May 1997, this was reduced to the equivalent of 1.2 full-time positions till the end of the year.

In its early years, the Canada office's focus was on project/proposal development as DW reestablished itself after its near collapse when DW's office in Iran shutdown during the Iranian Revolution in 1979. In addition, it also implemented projects involving research and short-term consultancies.

As offices were established in Europe and Africa, program /project development and fundraising (particularly for non-Canadian funding sources) responsibilities were increasingly decentralised to the regional offices. At the same time the expansion of the Angola programme increasingly required support from Canada because of difficulties in logistics and communications in Angola. With no staff increase in Canada, the provision of administrative and programming support to the Angola program became the dominant activity of the Canada office in the 90s.

At its October 1997 meeting, the Board of Directors made major changes in DW's structure including a revised mandate for the Canadian office. Under the revised terms of reference for the Canadian office, the functions fall under the following broad categories: promotion and representation, Board secretariat, professional work, administration, and support to overseas programmes. DW Canada will focus its energies on promotional and representational activities. Professional consultancy services will be undertaken to the extent that staff resources allow. It will not be actively sought on a regular basis. Administrative support will be provided to the Angola programme under a fixed-fee contract. An administrative assistant will be hired to handle most of the support required for the Angola programme and administrative support for DW Canada. As of the end of December 1997 this position had not yet been filled.

As the revised terms of reference were approved late in the year, in practice the changes will

take effect in 1998 but activities for 1997 are reported relative to the revised terms of reference.

Activities

Promotion and representation

Promotion and representation activities accounted for 14 percent of staff time in 1997. This includes donor liaison, general representational work, production of DW promotional materials, fundraising, and strengthening of alliances and linkages with other organisations through joint activities, internships, etc.

Work started on developing the partnership with Alternatives; a Canadian NGO based in Montreal, which had supported two projects in Angola in 1997. The aim was to develop a joint programme of collaboration in Canada and overseas between DW and Alternatives. DW Canada attended the AGM of Alternatives in May. Further talks were held in November 1997 and a draft memorandum of agreement and a programme for cooperation has been presented to the Board of Alternatives.

Two internships were developed during the period. The first was an agreement with the Centre for Community Enterprise Networking of the University College of Cape Breton (CCEN/UCCB) in Nova Scotia provided for a three-month placement period of two cooperantes in Angola: a computer technician and a Geographic Information Systems (GIS). The International Development Research Centre and Industry Canada sponsored the internships. A donation of used computers from for use by Angolan NGOs was also arranged with CCEN/UCCB.

A second internship was developed with the World University Service Canada (WUSC) under its Interns for a Global Challenge Program, a program funded by the Department of Human Resources Canada and the Canadian International Development Agency (CIDA). Six internships were arranged: three for Angola to assist in the upgrade and expansion of Angonet, the non-profit Internet service established by DW in Angola, and three (subsequently reduced to two) for DW Mali to assist in the development of NGO management skills and installation of an Internet service. The internships to Angola had to be cancelled by WUSC after Angola was placed on the travel advisory list of the Department of Foreign Affairs and International Trade.

Linkages continued with the University of Guelph School of Rural Planning and Development, which uses material from DW projects as case studies in its course on International Rural Planning and Development. A research was arranged with the Environmental Capacity Enhancement Project, a joint project of the University of Guelph and University of Capetown. A graduate student undertook research on the management of public water standposts. The research investigated the factors that contribute to the sustainability and operation of and management of water systems. Five case studies (two of which were DW projects) of ongoing public water standpost management in the peri-urban areas of Angola.

Highlights of other promotional activities include the following:

- Representation of DW in the Angola Development Coalition (ADC), the only organisation of Canadian NGOs that maintains an interest and advocates for Angola with the Canadian government and the Canadian public (the ADC ceased to operate as a coalition in June 1997. A small group, including DW, continues to exist as an informal network).

- Production of 4-colour DW Brochure
- Presentations/Exhibits:
 - Joint presentation with Alternatives on the Peri-urban Programme in Luanda to the Canadian International Development Agency (CIDA) Brown Bag Lunches
 - Presentation on Programming in Conflict situations at the International Development Week , Ryerson Polytechnic University
 - Tour of Exhibit Based on the Book *A Family in the Musseques*: YMCA International Day of the Family, Kitchener, Ontario; ADC meeting; United Church of Christ Annual General Meeting, Toronto, United Church of Christ, Winnipeg, Manitoba, and International Development Week, Ryerson Polytechnic University.
 - Resource Person on Grant Applications, University of Guelph

Board Secretariat

Providing secretariat support to the DW Board accounted for 19 percent of staff time in 1997. This involved arranging logistics and preparing working documents for the AGM held on 29-31 October in Guelph and follow up of decisions and actions arising from the AGM.

Support to Programmes

Support to overseas programmes accounted for 28 percent of staff time in 1997, this breaks down as follows: secretarial and procurement support (20 percent); personnel support (5 percent) and programming support (3 percent). The processing of visas for staff and consultants bound for Angola became increasingly difficult during the year as new requirements were imposed on the Government particularly for work permits. DW explored the possibility of using a major Washington based visa agency recommended by American Express Travel. However, the company does not handle visas to Angola.

Administration

Administration accounted for the highest proportion (39 percent) of staff time in 1997.

▪ Governance

Major changes were made to the structure of DW following the 1997 AGM among them:

- Expansion of membership and the DW Board of Directors
- Revised mandate for the DW Canada office
- Clarification of relationships between the Board and country offices