Final Report

of the

Feasibility Study

for

The Centre for Governance, Leadership and Management in the Voluntary Sector

December, 1997

SMC

MANAGEMENT SERVICES INCORPORATED

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The Centre for Governance, Leadership and Management in the Voluntary Sector

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PREFACE

Many of us who are linked in one way or another with the voluntary sector have informally discussed the need to create a "focus" on the critical research, learning and policy issues facing individuals and organizations in our communities . Therefore, the opportunity to bring together key players and to assess the feasibility of a Centre for Governance, Leadership and Management in the Voluntary Sector was welcomed. We have been encouraged and stimulated by the interest and support which has been shown to this concept during the past few months. It is an idea whose time has come, and we look forward to supporting its ongoing development.

On behalf of SMC Management Services, Inc., the authors extend their thanks for the privilege of working on this study. We owe a considerable debt to our respondents, for their encouragement and thoughtfulness; to our funders, for their commitment and financial support; and to the members of our reference group, for their ideas, support, and vision. The funders are:

- *Carleton University*
- *University of Ottawa*
- *Human Resources Development Canada (Office of Employability and Social Partnerships)* ?
- *International Development Research Centre* ✓
- *Centre for the Study of Training, Investment and Economic Restructuring* ✓
- *The Aga Khan Foundation of Canada* ✓
- *United Way of/Centraide du Canada*

We thank the following for their contributions to our reference group:

Susan Phillips	*Jeffrey Roy*
Caroline Andrew ✓	*Luc Juillet*
Rieky Stuart ‒	*Al Hatton*
Allan Rix ✓	*Monica Patten* ‒
Manfred Bienefeld ✓	*Ian Lee*
Sandra Nicoll	

SMC as the contracting firm takes responsibility for this report and its recommendations. The ideas, however, are very much 'in the air', a creation of many conversations. We offer this report in the first instance to our funders and reference group; we also hope it can be used more widely to advance the dialogue about the future of the voluntary sector, in Canada and beyond its borders.

Lawrence Cumming, John Saxby and Diana Smith
SMC Management Services Inc.
December, 1997
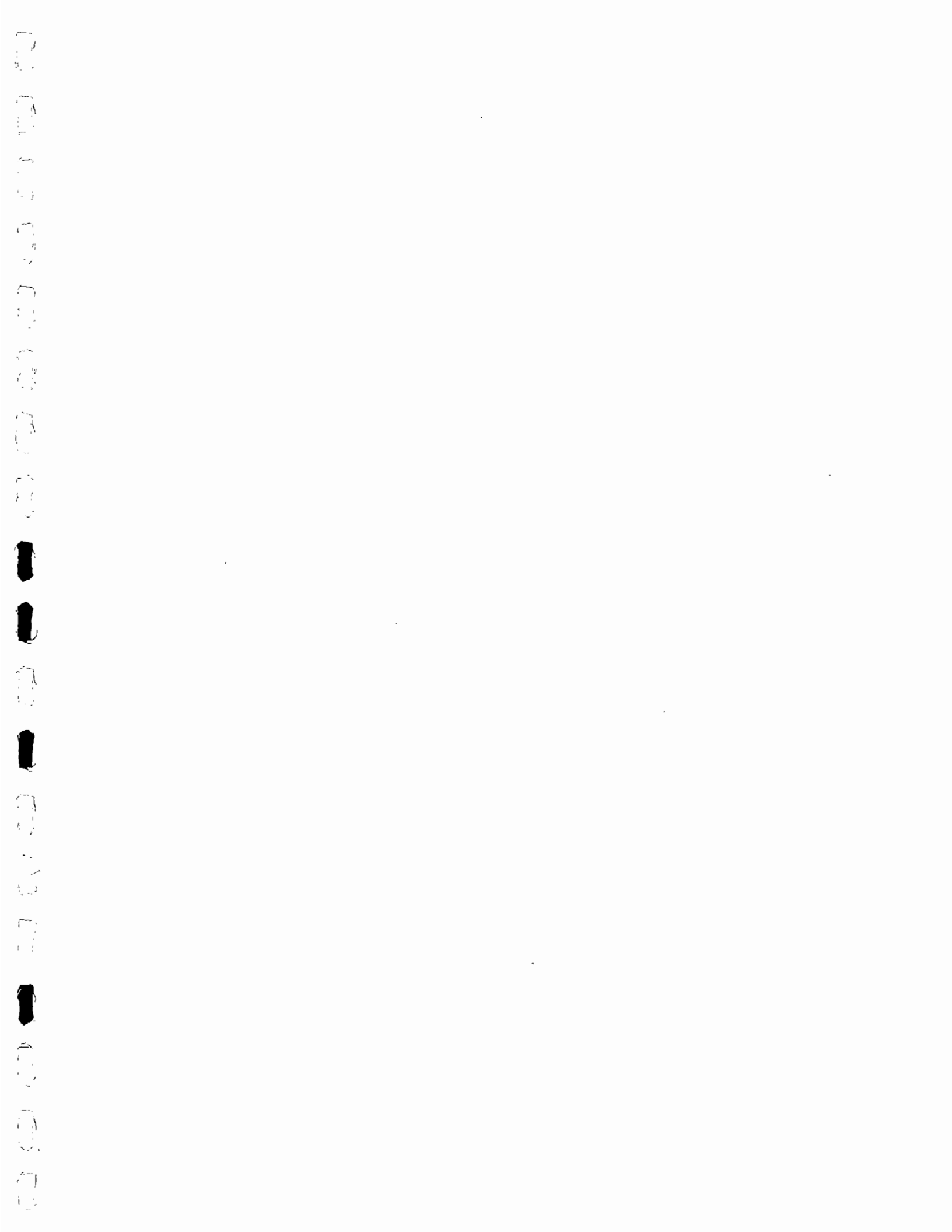
FEASIBILITY STUDY
THE CENTRE FOR GOVERNANCE, LEADERSHIP AND MANAGEMENT
IN THE VOLUNTARY SECTOR

Executive Summary

We are recommending that a Centre for Governance, Leadership and Management in the Voluntary Sector be created in the Ottawa-Carleton region to offer research services, capacity-building and learning opportunities to the voluntary sector, with a focus on governance, leadership and management. The Centre will provide a unique link between policy, research and practice. Its purpose will be to strengthen voluntary organizations and the sector as a whole, promoting a creative role for both in building community and a just and democratic civil society.
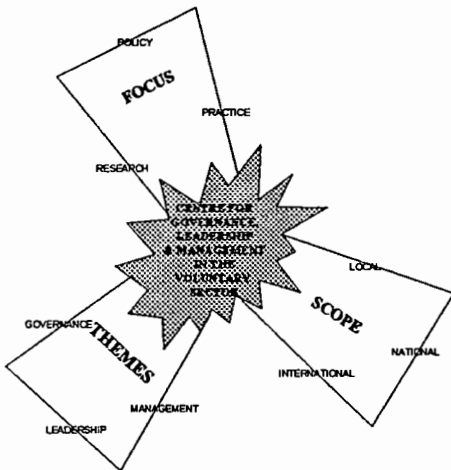
The Centre will be an autonomous entity with its own governing Board, reflecting the key partnerships and leadership which are essential to its success. Its agenda and its publics will be international, national and local. The Centre will collaborate with organizations and people engaged in similar or complementary activity, in Canada and internationally.

The program and services offered will include three broad components:

- outreach support and training/learning opportunities (certificate courses, workshops, and consultancies) aimed at building capacity in voluntary organizations and the sector as a whole
- independent and contract research, applied to policy and operations
- degree courses, at the graduate (M.A.) and undergraduate level

The Centre will be a Canadian institution, jointly supported by Carleton (the Faculty of Public Affairs and Management) and the University of Ottawa (the Centre for Studies in Governance), by the voluntary community itself and by public and private interests. It will be financed by fees, grants, contract research, and in-kind contributions.

Several converging qualities promise to make the Centre unique:

- its focus: linking policy, research and practice in the voluntary sector
- its scope: issues that are local, national and international
- its resources: access to people and institutions in the National Capital Region with rich experience in public policy and the voluntary sector, in Canada and internationally

Core Values and Operating Principles of the Centre

- Voluntarism and voluntary organizations are important: people join and create citizens' associations for things that matter to them: services for their communities, advocacy, space for civic participation and a sense of belonging. They allow people to contribute to their community, to serve and support others. The voluntary sector as a whole can be profoundly important in the building of a just and democratic society. It allows the affirmation of the values of solidarity, compassion and mutual responsibility, providing space and voice for citizens to act where governments and corporations cannot or will not. It also provides an important means of delivering needed services to the community, acting in the public interest.

- As an independent entity, the Centre must preserve its own integrity while remaining broadly accountable to the sector and responsive to its needs. Practice and utility will be the final test of the relevance of the its work, but its Board and staff must be committed to quality: the stakes do not allow anything less than excellence.

- It will be proactive and creative in bringing issues to the public domain; pluralistic, practical and inquiring in its approach, bridging academic and practitioners' knowledge and networks.

- The horizons of the Centre's work must be broad: the voluntary sector and its relations with state, market, and civil society as a whole. Its focus will be on the links between policy, research and practice. Its thematic concerns—leadership, governance and management--reflect key issues within the sector.

- The issues facing voluntary organizations are global, and the Centre's work will address that fact. Ideally, it will be an international centre, drawing upon and contributing to the experience of people, organizations and communities in many countries. At the same time, it has to be firmly rooted in local practice, an accessible and affordable presence in the community. It will be a Canadian institution, so it must have a nationwide perspective, and it must recognize Canada's diversity.

- The Centre will aim to create ideal learning opportunities that recognize diverse and emerging needs and resources within the communities and organizations it serves. It will value learner-driven approaches, dialogue, content relevant to practice, informal learning in the local context, and useful networks formed in the process, with minimum institutional control.

Conclusions: Findings & Recommendations:

This study was undertaken to assess the feasibility of a Centre focussing on the research and learning needs of the voluntary sector. Considerable interest has been expressed by a diverse and influential cross-section of voluntary, non-profit and private interests. The support for the idea is widespread, but the critical question *Is the Centre feasible?* has been a primary issue.

Is the Centre feasible? The short answer is, 'Definitely, if certain conditions are met.' The critical conditions are as follows.

In the short term (6 to 9 months), it is essential to maintain the momentum that this study has helped to create. This can be done if:

- prominent individuals and organizations take on ownership of the project and become its champions
- financial and/or staff support is available for a management capacity to carry out the Implementation Plan
- within the Implementation Plan, leaders and interim managers work quickly to establish a Board, to guide funding applications and collaboration with other institutions; to get an early start on programming; and to begin the search for permanent staff.

In the longer term, the key conditions for success are:

- effective, dynamic leadership from a diverse Board and a professional staff, both using their access to decisionmakers, funders, and the voluntary community.
- relevant, quality, innovative programming
- diverse financing, sufficient to allow a continuing independent core capacity.

In the present as well as the short- and longer term future, it will be the energy, commitment and shared values of a small group of people that will make this Centre a vibrant, dynamic and viable entity. It will be put in place by energetic and capable people who really care about it. That quality will attract the necessary resources .

Recommendation 1:
The Centre should recognize the full spectrum of learning and research needs in the voluntary sector, but **focus its efforts on organizational and sectoral level interventions, building complementary linkages** with other groups and organizations directed to enhancing individual competencies.

Recommendation 2:
Within this organizational/sectoral priority, there is a great diversity of organizational needs and profiles, and a corresponding need to ensure that the Centre's services are **affordable and accessible** to the voluntary community as a whole. Access is a **financial** issue, but also **cultural, linguistic, and social**. The Centre's services should be portable, emphasizing on-site training in communities and workplaces rather than more conventional residential schemes, and using electronic technology for distance-learning programs.

Recommendation 3:
We recommend that the Centre **offer services in both English and French**, with a single bilingual administrative infrastructure for flexible programming that offers services in both official languages, tailored to clients' needs.

Recommendation 4:
The Centre must offer **quality applied research services and access to research and thinkers from the community, the country and throughout the world**. The need for a responsive and applied research service exists in dynamic tension with the need for an **independent critical voice and perspective**.

Recommendation 5:
Broad development of 'management skills' in the technical sense is no doubt important—many managers of voluntary organizations have little or no formal training in management, for example. **Yet the deeper need, and the more difficult challenge to meet, is to encourage critical, creative thinking and leadership** within agencies, the sector, and society at large: to promote the unique identity of the sector, to seize and redefine public issues.

Recommendation 6:
'Boundary issues' will be prominent in both research and training or learning. The Centre should create forums for dialogue which bring researchers, practitioners, community leaders and volunteers from different 'industries' and sectors.

Recommendation 7:
Influencing all aspects of the Centre's work is a strong recommendation that it seek to **build 'communities of inquiry'**: networks of thinkers and doers, scholars and activists, academics and practitioners with a common interest in key issues.

Recommendation 8:
We recommend <u>four</u> **Key Result Areas** to organize the Centre's agenda.

- Research, applied to policy and operations in voluntary organizations and the sector as a whole
- Organizational development and capacity-building: training, nondegree teaching and learning, consultancy services
- Academic degree teaching (graduate/undergraduate)
- Networking/information exchange, public forums, and 'communities of inquiry': as an end in itself and a complement to other functions.

Recommendation 9:
The Centre's niche will be a product of several choices and approaches:

- Strategic startup choices will be critical in establishing an image and a presence.
- A selective geographic focus within the different program components will help to make the Centre's local-national-international scope manageable.
- The most critical gap—hence available niche—in current offerings to the sector is in

> Our summary recommendation is that the Centre use these considerations as an 'optique' to shape its agenda. Within a deliberately broad horizon, the Centre can focus on methods and outcomes: applying research to policy and practice, in both capacity-building and organizational development services as well as more formal teaching and learning opportunities. We heard, and echo, a well-considered recommendation not to 'overplan', but to let the substantive items within the Centre's program arise from the ebb and flow of agency demands, negotiations with other organizations, and available funds and human resources.

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policy and operational research, and its application to organizational development, training, and teaching. The human and institutional resources of the National Capital Region offer a rich pool of expertise to address this gap.

Recommendation 10:
Linkages and relationships will be crucial to the design and realization of the Centre's agenda. The challenge and opportunity is to explore collaboration and a division of labour with organizations engaged in similar or complementary activities, negotiating specific roles in concert with those organizations and the agencies and communities to be served. The list includes the following*:
- Universities
- Research centres and networks both, in Canada and internationally
- NGOs and voluntary organizations, both in Canada and internationally
- The consultant community in the National Capital Region
- The private sector

Recommendation 11:
The **leadership and ownership** of the Centre are critical to its long term viability. Following are the summary conclusions and recommendations on the issue.

- The Centre should aim to become a credible, trusted source of quality services and information about the sector, contributing to the supportive infrastructure needed to build the capacity of the sector in the future.
- The Centre should be responsive and broadly accountable to the voluntary sector, its immediate client base. But, the Centre is also accountable to the sector's broader publics, including communities, foundations, governments, and donors.
- The Centre's Board and programs should reflect a wide confluence of interests, co-operating if not actually structured as a formal 'consortium'. Both Board and programs should include people from the voluntary sector itself, grassroots activists as well as agency staff, politics and government at different levels, academic centres, labour, business, and foundations.
- If the Centre is to be lodged under a university umbrella, it is essential that it not be marginalized within the institution. To achieve the excellence that is imperative, it must have access to the best faculty and be supported by the leadership of the University. The Centre should avoid becoming embedded in an institutional culture often perceived to be too bureaucratic and irrelevant to the real issues of individual and agency life.
- When all is said and done, the success of the Centre will depend on the quality of its staff and Board. Dynamic leaders on the Centre's Board of Directors will be critical to its success. It will need a creative, energetic leader as its Director - ideally from the voluntary community - backed by a Board which is committed, knowledgeable, and connected to power and money.

Recommendation 12:
Principal clients should be:

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* The Implementation Plan, Part 2, lists contacts and opportunities to be pursued.

- Senior managers and volunteer leaders within the sector
- Policy- and decision-makers (in Canada, at three levels of government: federal, provincial, and regional or municipal)
- Consultants, researchers and academics
- Larger organizations and institutions, or collectives of smaller organizations in related sub-sectors
- Contracting bodies (foundations, governments, multilateral international organizations, private-sector firms, etc.).

Given the local-national-international scope of its agenda, the Centre should identify early initiatives to reach a clientele at all three levels.

Recommendation 13:
We recommend the following approach to the **governance and management** of the Centre. The Centre will operate as an autonomous, self-directed entity, governed by a Board of Directors, representing the community at large (the private, public and voluntary sectors) and the partner universities. It will legally operate within the structures of both Carleton University and the University of Ottawa. The following framework provides a foundation for the structure and governance model to be endorsed by both universities.

- **Structure:** A Board of Directors of 12 persons , reflecting the interests of the university, voluntary, public and private sectors, will govern an Organized Research Unit at Carleton University, and a part of the Centre for Studies in Governance at the University of Ottawa. "Publicly" the Centre will appear as an autonomous entity with its own identity and agenda. It will function with a Director and administrative assistant, housed in offices, provided pro bono, at Carleton University.
- **Board Of Directors:** The Board of Directors will be responsible for:
  - Leadership, policy direction and guidance to the Centre
  - Defining the vision and strategic focus of the Centre, using the foundation of the feasibility study recommendations
  - Obtaining funding, with the institutional support of all partners, to provide ongoing support for the Centre
  - Selection of the Centre Director
  - Establishing and enhancing the public image and presence of the Centre.
  - Approval and monitoring the Centre budget, including program and research agenda
  - Accountability to the community at large and the sponsoring institutions (universities, funders, etc.).
- As needed, the Centre should establish purpose-built advisory bodies for specific programs, or periodic consultative mechanisms
- The Centre should draw on its programs and services, as well as its Board, to keep itself abreast of and responsive to trends, ideas and needs in the voluntary community and society at large. Public forums, research projects, formal and informal networks all play a part.
- The Centre as an organization will not offer degree courses—these are the responsibility and prerogative of the universities. It should, however, advise on curriculum and support or participate in degree programs with research, resource people, and materials as appropriate.

- The Centre should offer Affiliate and/or Resident status, to provide an institutional home for researchers, and create a pool of program resource people.

Recommendation 14:
We recommend the following **principles for financing**. The Centre should seek:

- foundation funding for a portion of the program. A longer term objective will be endowment funding to generate continued independent revenue.
- in-kind support from the universities, in the form of staff time, office space, communications facilities, etc.
- public (government) support, in recognition of the role the Centre will play in expanding the research and knowledge base essential to the public interest
- business support, in the first instance in the form of material or technical support
- self-financing programs, contracts and fees for services.

The **plan for financing** the Centre must address three phases:

- Phase I: a 9-month startup phase (1998), as outlined in the Implementation Plan (Part 2)
- Phase II: the short-to-medium term future, to approximately 2003, five years' hence;
- Phase III: the longer term, beyond the five-year horizon.

Next Steps Toward Implementation

✓ The final report of the feasibility study is being forwarded to funders and members of the reference group.

✓ The report will be accompanied by a request from members of the reference group for funding to support the Phase 1 Startup Phase, to be undertaken from January to September, 1998.

✓ A community information meeting to inform all interested individuals and organizations of the progress made and the status of the Centre will be convened in early 1998.

✓ The summary of the report will be widely available to interested individuals on request.

PART 1: THE OUTCOMES OF THE RESEARCH AND CONSULTATION:

RECOMMENDATIONS FOR THE CREATION OF A CENTRE FOR GOVERNANCE, LEADERSHIP AND MANAGEMENT IN THE VOLUNTARY SECTOR

1.0   BACKGROUND TO THE FEASIBILITY STUDY

The origins of this feasibility study lie in happenstance. The members of the team met at a workshop in August 1996 and found they shared an interest and experience in teaching and research on voluntary organizations and the voluntary sector, in Canada and internationally. Discussion with supportive faculty at Carleton and the University of Ottawa led to a Concept Paper in November 1996, proposing a Centre to offer teaching, research and support services to voluntary organizations. We circulated this informally to test interest in the idea of a Centre and to elicit comment.

Reaction from members of the voluntary community in Ottawa-Carleton, and from other interested individuals, was almost uniformly positive and encouraging. On the basis of that, and assisted and encouraged by the informal faculty grouping, the members of the team drafted a proposal for a feasibility study in the spring of 1997, under the umbrella of SMC Management Services, Inc. With the endorsement of the Faculty of Social Science at the University of Ottawa and the School of Public Administration at Carleton, SMC submitted the feasibility proposal to IDRC, CSTIER, and HRD/Canada. These five bodies provided the working budget to begin the study; the United Way of/Centraide du Canada and the Aga Khan Foundation of Canada generously provided additional unsolicited support. The feasibility team worked with a Reference Group of individuals committed to the sector. Through several meetings, this group provided invaluable guidance, advice, friendly criticism and support.

We began the feasibility study in late June. The team drew on its members' knowledge of current literature, acquired from teaching, research and consultancies, and conducted individual and group interviews and discussions with a large number of people in August, September and October. (Appendix I lists the names of people contacted during the study.) We spoke with people active in voluntary organizations (both staff and volunteers), academics and researchers, consultants, business people, and staff of foundations financing voluntary organizations. Our research included face-to-face discussions, telephone interviews, and correspondence by questionnaire and email. A community consultation in early September and a series of focus-group discussions in late September allowed a dialogue among people interested in the Centre. We used a set of open-ended questions as the basis for our conversations, focusing on needs, human and financial resources required and available, program options, and approaches to governance and management.

The team concluded the research phase of the study in late October. A draft report was submitted to the reference group in late November 1997. SMC will also host a community report-back session, scheduled for January 1998, to complement the earlier consultation. We will also circulate an abridged version of the report (in both English and French) to people and organizations across Canada, in the hope of stimulating a dialogue on the issues and an exploration of opportunities for collaboration.

1.1 All Things are Connected...

In the course of the study, we have identified a substantial and diverse group of people and organizations working on similar or complementary initiatives, within Canada and beyond its borders. A selective inventory is appended. There is an important challenge and opportunity here, for those associated with this Centre, to contribute to building networks among colleagues active in teaching, operational support and training, and research on and for the voluntary sector. The task of building the educational infrastructure for the sector has been highlighted in discussion with staff at York University, for example. That discussion was critical to our formulation of the need to focus on the intersection of policy, research and practice. The planned broad distribution of this report is a further step along the same road. A later section of the report (section 5.0, Scope & Focus of the Centre) addresses the questions of working alliances and linkages. [1]

Our own contacts, modest enough in scope and number, are an indicator of the explosive growth of 'voluntary organizations', 'NGOs', 'the third sector' throughout the world, and a corresponding depth and complexity in the debate and literature, in Canada and internationally. [2] We have a clear sense of an historic 'moment' to redefine social contracts and agendas, an opportunity to be seized by citizens and citizens' associations, that goes beyond the political trendiness of NGOs and the buzzword status of 'civil society'. (See also Section 3.0 below.) The following, from an observer of voluntary organizations in Canada, exemplifies a wider feeling:

> I believe the remarkable rise of the nonprofit sector to prominence on the social horizon, is the result of a deep shift in our worldview—a shift that sees our social order resting not only on competitive markets and effective governments but also on indigenous co-operative action, both organized and informal, in support of values or benefits that transcend self-interest.

> There are...many Canadians who hunger for a renewed vocabulary and philosophy of public life that will give renewed substance and vigour to our public discourse, to our collective identity, to our institutions and process of governance. ... There is a strong but unarticulated sense that our social infrastructure is in serious need of repair, [and] that our major institutions cannot be counted on to do the job. [3]

1.2 Resources and Capabilities in the Region

The feasibility study confirmed a key assumption underpinning the original idea: that a Centre devoted to building community and strengthening voluntary organizations can tap a rich vein of human and institutional resources in the Ottawa-Carleton-Hull region. These include:

- national, international and local voluntary organizations. Some, like the United Way of/Centraide du Canada, have an established program in training.
- practitioners and consultants with diverse experience in the voluntary sector.
- faculty at Carleton, the University of Ottawa, the Université de Québec à Hull, Cité Collégiale and Algonquin College.
- a range of related research institutes and networks.

As a kind of social, cultural and intellectual multiplier, all of these in turn offer access to national and global networks.

2.0   PURPOSE AND GUIDING PRINCIPLES

2.1 The Purpose of the Centre

The Centre's principal purpose will be to strengthen voluntary organizations and the sector as a whole, promoting a creative role for the sector in building community and a just and democratic civil society. [4]

The Centre's role should be one of a catalyst and support for the voluntary sector, complementing the people and organizations that comprise it.

2.2 Values and Guiding Principles of the Centre

We heard and took part in a lively debate about how the Centre should approach its work, and the core values that should guide it. We have summarized these here. The principles guiding the Centre's programming, Section 7.0, are closely linked to these.

- Voluntarism and voluntary organizations are important: people join and create citizens' associations for things that matter to them: services for their communities, advocacy, space for civic participation and a sense of belonging. They allow people to contribute to their community, to serve and support others. The voluntary sector as a whole can be profoundly important in the building of a just and democratic society. It allows the affirmation of the values of solidarity, compassion and mutual responsibility, providing space and voice for citizens to act where governments and corporations cannot or will not. It also provides an important means of delivering needed services to the community, acting in the public interest.

- As an independent entity, the Centre must preserve its own integrity while remaining broadly accountable to the sector and responsive to its needs. Practice and utility will be the final test of the relevance of the its work, but its Board and staff must be committed to quality: the stakes do not allow anything less than excellence.

- It will be proactive and creative in bringing issues to the public domain; pluralistic, practical and inquiring in its approach, bridging academic and practitioners' knowledge and networks.

- The horizons of the Centre's work must be broad: the voluntary sector and its relations with state, market, and civil society as a whole. Its focus will be on the links between policy, research and practice. Its thematic concerns—leadership, governance and management--reflect key issues within the sector.

- The issues facing voluntary organizations are global, and the Centre's work will address that fact. Ideally, it will be an international centre, drawing upon and contributing to the experience of people, organizations and communities in many countries. At the same time, it has to be firmly rooted in local practice, an accessible and affordable presence in the community. It will be a Canadian institution, so it must have a nationwide perspective, and it must recognize Canada's diversity.

- The Centre will aim to create ideal learning opportunities that recognize diverse and emerging needs and resources within the communities and organizations it serves.. It will value learner-driven approaches, dialogue, content relevant to practice, informal learning in the local context, and useful networks formed in the process, with minimum institutional control.[5]

- We recommend that the Centre offer services in both English and French. Three options were considered. We recommend a single bilingual administrative infrastructure for flexible programming that offers services in both official languages, tailored to clients' needs.

3.0 The Social Context: Voluntarism, Voluntary Organizations, and Civil Society

One of the primary facts of public life in the last years of this remarkable century is the emergence, prominence and growing maturity of citizens' organizations, volunteerism, and citizens' action throughout the world. The editors of a recent volume from CIVICUS, the World Alliance for Citizen Participation, speak of

> the emergence of an unprecedented worldwide phenomenon—
> men and women, groups and individuals, getting together to do
> things by themselves...to change the societies they live in. In the
> last two decades, people of all classes, creeds and ethnic
> backgrounds have organised themselves to defend democracy and
> human rights, to fight for more equitable development and a safer
> environment, or, more simply, just to help those in need or
> improve the quality of daily life in their neighbourhoods and
> communities.[6]

Acknowledging that mutual support and co-operation have been a part of human society "since time immemorial", they assert that "what is distinctive about today is the extension of these virtues of solidarity and responsibility to the public sphere on a global scale." The "common thread" of this movement

> is to be found in the realm of values: solidarity and compassion
> for the fate and well-being of others, including unknown, distant
> others; a sense of personal responsibility and reliance on one's
> own initiative to do the right thing; the impulse towards altruistic
> giving and sharing; the refusal of violence, inequality and
> oppression.[7]

They see in this the growth—varied, uneven and halting, to be sure—of a "third sector, nonprofit and nongovernmental" in virtually every country in the world, "a counterpoint to the power and impersonal rules of government and to the quest for profit and personal gain intrinsic to the market."[8] We seem to have entered an era of voluntarism—of private action for public good—which is unprecedented in its scale and scope. 'Third sector' organizations—in the broadest sense, citizens' associations—are being created on a massive scale and with astonishing diversity. They may be called 'NGOs', 'foundations', 'voluntary associations'; they may be informal and unregistered, or large and complex organizations with multimillion dollar budgets.[9] They have played a prominent, sometimes critical part in democratic transitions in Africa, Asia, and Eastern Europe. Nevertheless this movement does build on and extend well established traditions of social co-operation, service, and civic participation in many parts of the world.[10] New and old, informal and organized, they offer their members and their publics voice, participation, support, belonging, and services. In all this, de Oliveira and Tandon discern the emergence of a global civil society, a countervailing power and sphere of action balancing state and market.

The growth of citizens' action is due in no small measure to the widespread failures and crises of state and market. Many systems of governance have lost their credibility and legitimacy. The globalized economy affords wealth, power and comfort to a minority, while those without buying power are excluded, even expendable. Nor has growth dispelled poverty. On the contrary, "Our global village has an expanding slum area."[11] Established social actors seem able to respond only in narrow or partial ways. Governments in Canada—our example is not atypical—commonly embrace an orthodox 'policy consensus', reducing social services and withdrawing from their delivery, evading any commitment to a more equitable distribution of society's wealth, reluctant or unable to articulate and defend a broad public interest. The private sector, now the principal actor in many erstwhile public activities, responds to effective demand—to those who can pay the bills. Who then will work with and for those who cannot pay the bills? Who will offer support, information, services, a point of access for people who want to be productive contributing members of their community? Who will affirm and speak for broader public values and interests? These questions point to a troubling social hiatus, a confusion or shirking of social responsibilities. For the moment at least, the search for answers seems to lie with citizens, their initiatives and their organisations.

With the evident contradictions of globalization, the quest for a better of quality of life and the reassertion of human values has come a growing debate about the social responsibility of the

private sector and its engagement with civil society. Courtney Pratt, President of Noranda, Inc., put the issue this way in a recent address to the Canadian Club of Toronto: [12]

> [I]f the Canadian business community can come together in a
> commitment to making a difference in building the society of the
> next millennium, then Canadian corporations will be able to make
> a meaningful difference in shaping a society that is better for all
> of us—business, employees, the environment, our communities.
> … [B]road support for business, the 'public trust' which is
> critical to our ability to operate and compete, is enhanced if
> business is perceived as having a genuine concern for society. …
> This is the 'bottom line' of social responsibility for business: it's
> good for business.

As voluntary organizations and other actors in civil society have begun to assert their presence in public life, and as the state in many societies has ceded power to the private sector, the broader social contract is up for scrutiny and redefinition. Even as voluntary organizations have claimed an important place on the broad political stage, 'the sector', whether described as 'nonprofit' or 'voluntary', is being restructured. In Canada, for example, as governments privatise services they are replicating and extending the 'public service contractor' role of hospitals and universities by establishing large not-for-profit commercial enterprises in sectors like air transport and navigation. As public budgets are cut, voluntary organizations, often heavily dependent on those budgets, are dissolved, restructured, merged and 'downsized'. Indeed the widespread fiscal problems are showing many 'voluntary' organisations to be primarily service providers for government, dependent on a steady flow of contract funds.[13] At the same time, other organizations are being created by community initiative. Still others are redefining historic roles and relationships, creating for-profit subsidiaries, exploring partnerships with business, and so on. The sector remains bewilderingly diverse. Surprisingly little is known about the voluntary or nonprofit sector—in Canada, we are not even sure how many organizations can be called 'nonprofit', though recent estimates put the figure above 200,000.[14] The changing profiles, roles, relationships and responsibilities of the public, private and voluntary spheres are essential issues for research, debate and dialogue.

Amidst all this, it is important that we not mythologize either civil society or voluntary organizations. Civil society is not equivalent to democracy, and 'can be the site of discrimination, oppression and brutality'[15]: the Ku Klux Klan was a well-rooted organization, energetic and effective for a long time. 'NGOs' and 'voluntary organizations' are often touted as panaceas for the world's social and political ills. Yet their ostensible virtues are often listed uncritically—participation, democratic organization, responsiveness, and accountability among them. In recent years the bloom has started to come off the rose, as both internationally and within individual countries voluntary organizations have been subjected to scrutiny and challenge, not all of it well-intentioned.[16] They are the object of scepticism, and their legitimacy and effectiveness are being examined by politicians, regulatory bodies, and communities.

Not surprisingly this reappraisal is revealing both the strengths and the very real limitations of voluntary organizations. The bold political steps of citizens' organizations may mask a deeper

question about capacity: at a very practical level, does 'the voluntary sector' have the strength, capacity and energy to take up the multiple burdens of rebuilding community, meeting daily practical needs, renewing trust and reintroducing values into public discourse? Voluntary organizations have a potentially enormous contribution to make, and an historic wellspring of good will and trust to draw upon, that continues to sustain them. Can they realise that potential in a difficult and changeful social climate? Managers, Boards, volunteers and staff of voluntary organizations are living with the stress of turbulence and change. Governments and official bodies at international, national, provincial and municipal levels are offloading responsibilities to those organizations, often cutting financial support while they insist on stricter conditionality in the use of public monies. Communities, meanwhile, need and demand more services. Expectations and liabilities all too often seem to far exceed the resources to meet them.

The challenges and opportunities facing the sector are such that several respondents in this study spoke of the need to build a 'supportive infrastructure' for the sector—a network of people and organizations comprising a source of skills, creative ideas, and information. The Centre could be an important part of that infrastructure.

If voluntary organizations and the sector as a whole are to seize the moment, however, they will need creative leadership—a cadre of leaders who can bring creative thinking and energy to the multiple agendas. An effective leadership can challenge the Centre and other organizations of the 'supportive infrastructure' of the sector, and use its services to best advantage. The potential is there, in citizens' networks and organizations—witness the attached photograph celebrating the success of the international campaign against land mines. The challenge is for existing organizations to survive with relevance; but also for the sector as a whole to respond to a wider crisis of public leadership.

Against this backdrop, a number of compelling questions confront voluntary organizations, the people in them, and the sector as a whole:

- Do voluntary organizations have the capacity—the leadership and vision, voice and resources—to carry out their individual missions and also 'seize the moment' and act in the broad public domain, whether as advocates, mobilisers, or service providers? Do their values—in credo and in practice—hold and repay their supporters' allegiance?
- Do they have the necessary legitimacy to command respect and withstand criticism? Can they demonstrate sound governance to their critics and supporters? Are their diverse accountabilities evident, their obligations fulfilled?
- Do they have the necessary skills and experience to manage change in a competent , imaginative and 'strategic' manner? Can they look after their people as they do so, preserving the energy of staff and volunteers and the commitment of donors?
- Can they build on the strengths of their organizational cultures, the activism, commitment and imagination which have sustained their global presence, while overcoming their all too common fragmentation, parochialism, and defensiveness? Can they go beyond traditional boundaries to negotiate operational and political alliances with other social actors?

The underlying issues in these questions—the vitality, relevance and sustainability of voluntary action and voluntary organizations—give direction to this study and create the thematic focus for the Centre: governance, leadership and management in the voluntary sector.

4.0 EMERGING NEEDS AND RELEVANT RESOURCES OF THE SECTOR

Individuals and organizations in and linked to the sector have identified a spectrum of needs related to leadership, governance, and management. These exist at different levels, from individual to organizational to sectoral.[17] We have summarized them as follows.

➲ **individual competencies**, especially

- strategic management skills, particularly those focussed on strategic thinking and planning, change management, and program development, marketing and communications.
- 'harder' skills (so described), in financial management, fundraising, and information management

➲ **organizational requirements**, notably

- stronger, more effective governance. This includes problem-solving, and meeting diverse accountability obligations. Governance is critical to this agenda. Many respondents identified it as one of the core issues for the sector, arguing that many apparent problems of organizational management were really governance issues.
- continuous organizational learning and management of change; creative thinking and 'organizational agility'.

➲ **sectoral agendas**, particularly

- leadership in the sector: for organizations, the sector, and society at large: understanding it, recognising it, promoting it.
- a research agenda for the sector. The sector is under-researched in almost all aspects of its life. Several key areas for research have been identified, including the following (see also research opportunities noted in Section 7.0, Programs and Services):
    1. policy research: public policy regimes and issues (international, national, provincial and local) affecting the sector, such as devolution; policy issues within the sector itself
    2. professionalization: organizational standards (on, for example, financial reporting) and expected competencies for senior staff and Board positions
    3. governance and accountability: unpacking and demystifying the issues, compiling and comparing best practices
    4. financial sustainability for the sector
    5. mapping the sector—building a base of data about voluntary and nonprofit organizations

6. interdependence and changing boundaries among the voluntary sector, civil society as a whole, the state and the market; the capacity of the sector, and the state of voluntarism; the economic impact of the sector.
7. collaboration/negotiation with government and business
8. compendia of best practices: learning from Canadian and international experience and debates on key issues

There are a number of important qualifiers and caveats to be added to this summary. These reflect opinions about the priority attaching to different needs, and about ways a Centre might address them (see also Section 7.0 below, Program and Services.)

Most important, the feasibility team has heard a strong message on the **priority of organizational requirements and sectoral agendas**. There is a belief that current education and training programs are not sufficiently geared to strengthening organizations, the sector as a whole, and its role in building civil society. There are, moreover, a range of institutional and informal options available for individuals to upgrade their skills; the Centre should be aware of those, and work to establish a collaboration or division of labour with the organizations involved.[18] (Respondents do acknowledge that 'the sector' and 'organizations' are of course made up of individuals. The point here is that the needs of organizations and the sector as a whole have to be addressed, and that existing programs do not do so sufficiently.) Several people noted that the Centre could fill a useful niche by providing opportunities for individuals to study, reflect and write, in order to replenish their energies; but important as this function was, others were more pressing.

We recommend that the Centre recognize and acknowledge the full spectrum of learning and research needs, but focus its efforts on organizational and sectoral level interventions, and building linkages and liaisons with other groups and organizations directed to building individual competencies.

This emphasis on organizational needs and sectoral agendas does mean that the Centre's *modus operandi* will be grounded in some form of 'partnership' or working alliance. It will work with and through other, intermediary organizations, in pursuit of its goal of strengthening communities and building a more just and democratic civil society. Its work in capacity-building and informal training and learning will, almost of necessity, have an organizational focus. Its research agenda, on the other hand, can and should be broader in scope, addressing (for example) issues in social movements, informal citizens' organizations, and so on.

Secondly, as a corollary of the organizational/sectoral priority, there is a great **diversity of organizational needs and profiles,** and a corresponding need to **ensure that the Centre's services are affordable and accessible** to the voluntary community as a whole. Staff of aboriginal and disabled peoples' organizations made it clear that subsectors of the voluntary community have specific needs and agendas. Furthermore, the needs of small agencies with one or two staff will probably differ quite significantly from those of (say) an international humanitarian-relief body with an annual budget of $100 million, and the latter will probably have a much larger budget for professional development. It is important to ensure that the Centre's program not respond only to the needs of larger, wealthier organizations.

The question of access is financial, but also cultural, linguistic, and social. Many people noted their concern that an affiliation to the universities might produce a heavily bureaucratic and academic culture, unconnected to daily organizational realities in the sector. Francophones spoke of the need for a Centre where they felt at home in a cultural sense, arguing for a Centre that offered quality services in both English and French, tailored to the needs of the respective organizations and communities. Potential international users of the Centre stressed that its Canadian identity should reflect the country's cultural diversity, and draw on the experience and resources of immigrants and refugees.

There is a pedagogical dimension to this issue as well. Many people spoke of the need to make the Centre's services portable—to emphasise on-site training in communities and workplaces rather than more conventional residential schemes, and to use electronic technology for distance-learning programs. (See also Section 7.0, Programs and Services.)

Thirdly, people said they needed a Centre offering **quality applied research services and access to research and thinkers in other places**. The research needs to be applied, to policy and operations; and it needs to be driven by the practical needs and challenges agencies face daily. People spoke of the need for regular and ready access to cutting-edge thinking, to the issues of tomorrow, to a compendium of best practices on the key issues of the day. Some recommended a clearinghouse role for the Centre, aided by electronic technology, to offer 'one-stop shopping', a single source to answer the recurring 'Where do I go for...?' question. There is also a real need for policy research, examining both the effect of public policy on the sector and its contribution in turn to policymaking and public debates. An Ottawa location offers obvious possibilities for work of this kind.

The need for a responsive and applied research service exists in some tension with the need for an **independent critical voice and perspective**. Staff in foundations spoke forcefully of the need for the Centre in its research role to maintain an independent and critical stance. A Centre with a credible professional capacity would undertake contracted research, of course, and would seek advice from people and organizations in the sector, but to preserve its credibility it must preserve its integrity. The tension between responsiveness and independence probably cannot be fully reconciled in theory but will have to be managed in the life of the Centre. The overriding commitment must be to be pluralistic, inquiring and committed to expanding the body of knowledge. See also section 5.0 below, on linkages and alliances.

Fourth, the broad development of 'management skills' in the technical sense is no doubt important—many managers of voluntary organizations have little or no formal training in management, for example. **Yet the deeper need, and the more difficult challenge to meet, is to encourage critical, creative thinking and leadership** within agencies, the sector, and society at large: to promote the unique identity of the sector, to seize and redefine public issues. From this perspective, the role of the Centre in strengthening 'management skills' may be one of identifying and promoting new modes of management suited to the voluntary sector and civil society organizations which appropriately and effectively adapt and use the best approaches from the private and public sectors.

Fifth, many people are preoccupied about the place of 'boundary issues' in both research and training or learning. Particularly important are the interrelationships among voluntary organizations, business, and government; the need for each sector to learn more about the others; and the need (in the voluntary sector) to adapt considerable experience in negotiation and dialogue to a new engagement with business and government. Many people recommended that the Centre create forums for dialogue, "getting thinkers and doers in the same room", and bringing together actors from different 'industries' and sectors.

The Centre's core values will shape its engagement with business and labour. In the consultations of the study, some saw the corporate sector as a source of valuable skills, potential finance, and legitimacy; others were wary of 'creeping corporatism' in the sector, of inappropriate techniques, language and values. The Centre will need to accommodate competing and divergent perspectives, and promote and engage in dialogue to explore and understand the different interests at stake.

Sixth, influencing all aspects of the Centre's work is a strong recommendation that it seek to build 'communities of inquiry': networks of thinkers and doers, scholars and activists, academics and practitioners with a common interest in key issues. These need not be made up of 'like-minded individuals', and the diversity of the sector probably ensures that they will not be. They may provide forums for dialogue, and resources to their members, agencies and the Centre itself. The capacity of information technology holds the promise that they need not be restricted to a place, but can be local, national and international in their makeup. Still, it must be remembered that access to computers and the Internet remains uneven across Canada and internationally.

These communities or networks may help to address broader problems of fragmentation and parochialism in the sector as well. Diversity or pluralism is one thing, fragmentation and isolation quite another. During the course of the study, many people spoke of the need to transcend traditional differences and boundaries within the sector, and between the sector and other parts of society. They saw a role for the Centre in challenging 'life in boxes', promoting forums for dialogue and the exchange of skills and resources across historic boundaries.

4.1 A Resourceful Sector—the Counterpoint to Needs

An important and explicit theme in the discussion of the sector's needs was the recognition that people and organizations in the sector can play a central part in meeting those needs. We were reminded time and again that the voluntary sector is, and always has been, resourceful. Some resources are of course more plentiful than others. Most agencies, and by extension the sector as a whole, do not have much money to contribute. Many people, in large but especially in smaller agencies, are stretched to the limit by the stresses of change and financial pressure, and thus have little time to offer. Yet, there are valuable ideas and experience 'at large' within the agencies themselves. Among consultants, academics, government bodies and research institutes, there is also a body of knowledge (some of it written) and professional time and capacity, if sometimes available only for a fee. There is a corresponding role for the Centre: to identify such resources, and bring them together with those who need them.

Several examples arose in the course of the study:

- agencies are prepared to make their experience and expertise available to others, in collaboration with the Centre. In some instances, this is already packaged. An example would be the Volunteer Leadership Development Program, sponsored by the United Way of/Centraide du Canada.
- agencies are ready to assist the Centre in defining research projects, co-sponsoring funding applications, and disseminating research results through their memberships and networks.
- the Centre can draw upon a substantial group of accomplished 'pracademicians'[19]: practitioners in the sector with credentials in research, writing and teaching about the key issues, and good working links with voluntary organizations. Some of these reside in the National Capital Region. Others in Canada or elsewhere might be available to the Centre as visiting or resident 'fellows'.

4.2 An Agenda for the Centre: Key Result Areas

Drawing together key themes in Section 3.0, governance, leadership and management, with the sectoral needs set out in the paragraphs above, we recommend <u>four</u> Key Result Areas as a means of organizing the Centre's agenda. These are elaborated in Section 7.0, Programs and Services, and in the Implementation Plan, where we set out results that might reasonably be expected from the Centre's operations in the immediate and mid-term future. They are presented here as a conclusion to the discussion of social context and sectoral needs.

- Research, applied to policy and operations in voluntary organizations and the sector as a whole

- Organizational development and capacity-building: training, nondegree teaching and learning, consultancy services

- Academic degree teaching (graduate/undergraduate)

- Networking/information exchange, public forums, and 'communities of inquiry': as an end in itself and a complement to other functions of the Centre

5.0   SCOPE AND FOCUS OF THE CENTRE

The next step in this Report is to set out a **working statement of the scope and focus of the Centre**, drawing out implications of the main messages from the foregoing sections on purpose, social context, sectoral needs and resources. The statement of scope and focus is the link between broader contextual issues and an operational response. Addressing gaps and niches, linkages and relationships, and ownership and leadership, it creates the framework for an assessment of the likely clientele of the Centre, and the programs and services it should offer. The phrase 'working statement' reflects its provisional nature: the scope and purpose of the Centre will both guide and be shaped by practice.

5.1 Gaps in Service Provision for the Sector/A Niche for the Centre

In defining a niche for itself, the Centre will have to deal with a difficult tension between the breadth of the subject—voluntarism and contribution of voluntary organizations to civil society—and the need to focus on a limited number of relevant issues and establish a manageable reach of markets and clients. This tension may well be exacerbated by the relatively small size of Canadian markets,[20] and the corresponding need to offer a range of services.

The feasibility study has posed an inherently complex challenge, seeking a role for a Centre in the interaction of three triads:

- the need and opportunity for (at minimum) a perspective and (ideally) an engagement with the issues at local, national and international levels
- a thematic focus on leadership, governance, and management, with some priority attaching to the first two issues
- a focus on the intersection of policy, research and practice
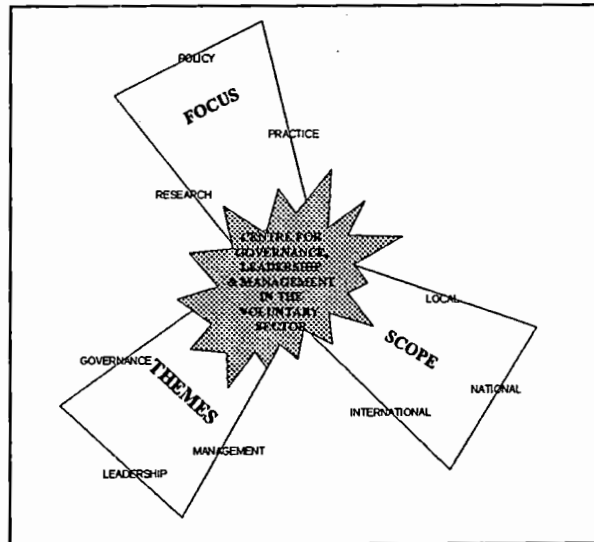
Not surprisingly, we received some contradictory advice from respondents. One message was "focus, focus, focus," reflecting a concern that such a broad and complex horizon was unmanageably ambitious, and tended to blur the crisp statement of purpose needed to attract clients and funding. (It must be said, too, that the insistence on focus was not often accompanied by a recommendation on what that should be.) A divergent response argued that the issues are broad and complex, and that the Centre's agenda should reflect that fact. The response should be selective, identifying key issues within a broad horizon, and insisting on quality and relevance in the services provided.

Our 'short answer' to the 'niche' question is that it will be defined in practice by the staff and Board of the Centre. At the moment, we offer the following considerations and recommendations.

1. Strategic startup choices will be critical in establishing an image and a presence. (See also the appended Implementation Plan.) One respondent nicely summarized the approach: employ a considered opportunism, informed by strategic thinking, to identify one or two activities within each of the three main program areas, and do those well. This will serve to build a reputation and allow a test of both products and operations. The Implementation Plan lists several such

possibilities. According to respondents, the thematic focus on governance, leadership and management is entirely appropriate.

As a general rule within this approach, several respondents advised that the Centre avoid duplicating services offered by other entities, such as the Nonprofit Management focus within the York MBA program. Others challenged this, arguing that the issue was quality, not duplication; and that the Ottawa-Hull area was in any case not well served by (to continue the York example) educational programs in Voluntary Sector Management.

2. Adopt a selective, not necessarily narrow, geographic focus according to different program components. Several respondents recommended concentrating on the regional (Eastern Ontario/Western Québec) market in the Centre's offerings for management skills training and operational support.[21] The research function, conversely, could and should take a national and international perspective, in part because of opportunity offered by the institutional and human resources in the region.

The prospect of an international presence, whether in teaching/training, research, or operational support, provoked divergent responses. Some people were cautious, recommending a concentration on the practical issues facing local agencies. Others recognized that a local community presence and practice was important both to credibility and revenue, but that an international engagement was essential. The issues are global, and Canada has something to offer and something to learn.

3. The most critical gap—hence available niche—in current offerings to the sector is in policy and operational research, and its application to organizational development, training, and teaching. Hence the earlier statement (pg. 1, summary) that the Centre will provide a unique link between policy, research and practice. There is a growing body of research on the sector, and the number of interested and active individuals and organizations seems to expand almost daily. Many people— practitioners, foundation staff, government officials, and academics—identified policy research (including the impact of public policy regimes on the sector, and its response) as <u>the</u> critical gap, and there is a 'natural' fit between that gap and the resources and clientele available in the National Capital Region.

Our summary recommendation, then, is that those responsible for the Centre use these three considerations as an 'optique' to shape an agenda that (initially at least) is deliberately broad. A focus can be achieved through methods and outcomes: applying research to policy and practice, in both capacity-building/organizational development services as well as more formal teaching and learning opportunities. We heard, and echo, a well-considered recommendation not to 'overplan', but to let the substantive items within the Centre's program arise from the ebb and flow of agency demands, negotiations with other organizations, and available funds and human resources.

5.2 Linkages and Relationships

These considerations of 'gap and niche' shape our approach to linkages and relationships, the 'Who do you work with?' question. There is a dramatic increase in interest and attention focused on issues of accountability, leadership and development within the sector, by educational

institutions, policy research centres, public and private training bodies, and the public at large. The field will almost certainly get more crowded, and soon. The Centre cannot and should not be a 'stand alone' undertaking. The Centre and its clients will be enriched by the synergy that can come from a diverse range of people, ideas and experiences. Its relevance will depend in part on its connections to multiple networks and social milieux. The Centre also has an opportunity to join other people and institutions in consciously addressing the needs and issues of the voluntary sector, particularly to contribute to its 'supportive infrastructure'.

The challenge and opportunity for the Centre, then, is to explore collaboration and a division of labour with organizations engaged in similar or complementary activities, negotiating the specifics of its roles in concert with those organizations and the agencies and communities to be served. A current short list includes the following. **We recommend these be addressed in the Implementation Phase.**[22]

1. *Universities*: A number of universities have signalled their interest in exploring collaboration in teaching, research and consultancy services. We have agreed to stay in touch with others as the Centre's program develops, in order to (for example) share information on respective research agendas. (These contacts are listed in the Implementation Plan.) Similar contacts have been established with universities in the US, the UK, and South America (Bolivia) and should be maintained, at a minimum to share information.

As an initial step, Carleton and the University of Ottawa need to negotiate both a general division of labour between themselves, and an agreed link between the Centre and related bodies such as U of O's Centre for Research on Governance. The Centre also needs to respond to pending offers of in-kind assistance (computers, space, staff capacity) from university faculty. Our recommendations here are that:
- French-language services be housed in the University of Ottawa
- the Centre advise the two universities on their graduate and undergraduate programs related to the sector
- the universities' involvement in non-degree activities (training, consultancies, research) be negotiated according to the issue and clientele.

(See also Section 8.0, Governance and Management, for related comment.)

2. *Several research centres and networks* in the Ottawa area alone have an interest in voluntarism, and/or in questions of governance, leadership and management, though none focus exclusively on the voluntary sector. The Centre's research program should ideally be a mix of independent and contracted research, the latter driven by agency initiative. Nonetheless, the agenda as a whole should be formulated with close attention to the activities of (for example) the North-South Institute, the Caledon Institute, the International Development Research Centre, Canadian Policy Research Networks, the Canadian Centre for Policy Alternatives, the Canadian Council for Social Development, and the Public Policy Forum, as well as the formative Centre for Research on Governance. Some organizations within this list have signalled their interest in collaborating on specific activities and/or issues. To this grouping should be added, obviously, umbrella organizations like the Canadian Centre for Philanthropy, the Coalition of National Voluntary Organizations, the United Way of/Centraide du Canada, and Community Foundations of Canada.

Several relevant international research organizations and networks are noted in Appendix II. They include FOCUS on the Global South (Thailand), the Transnational Institute in Amsterdam, Synergos in New York and the Aspen Institute of Washington, DC, and INTRAC in Oxford.

3. A range of options are available for working with NGOs and voluntary organizations, both in Canada and internationally. The 'modes' range from ad hoc collaboration to more formal alliances or partnerships, even mergers. Our recommendation is for a deliberate and cautious approach, beginning with task- or project-based collaboration, especially while the Centre is defining its own identity, niche and role. Such collaboration, indeed, can advance this process. A number of offers and expressions of interest are on the table here as well, with other options possible as projects are firmed up. These need to be considered on a case-by-case basis in the Implementation Plan.

4. The consultant community in the National Capital Region can be a special resource to the Centre and its clients. The region is home to individuals and consulting firms with extensive experience with the voluntary sector, both locally, nationally, and internationally, in all areas of the Centre's prospective program. Respondents have recommended that the Centre establish a consultancy brokerage. This is noted as an item within the Implementation Plan; see also related comments on the 'affiliate' model, section 8.0 below.

5. Collaboration with the private sector is a final area to be developed. Respondents proposed two or three approaches here. The first and perhaps most critical is to identify 'champions' who can exercise influence in the debate about the social responsibility of business. Respondents argued that the task of building the Centre's Board offers an important opportunity to engage one or two businesspeople who bring either profile or access to their peers. This step might allow the Centre to establish in the longer term a presence among business leaders who support the voluntary sector. To win support from such prospective 'champions', however, the Centre will have to be able state its core 'case' clearly, to distinguish itself from others and to demonstrate its competence. (Hence the importance of both an early start to the Centre's programming, and evident quality and relevance.) Some respondents extended this logic, suggesting creating a Chair or naming the Centre after a corporate donor, especially if one should provide an endowment. Others were less enthusiastic about this approach.

Secondly, the Centre's program itself offers opportunities to engage people within the business community who support its aims and values. Respondents recommended approaching managing partners in professional firms to seek out interested individuals with relevant professional skills in fields such as law, accounting and management consulting. The Centre's proposed Affiliate mechanism offers one means of drawing on people's skills and energy; another might be its anticipated program-advisory bodies. (See Section 8.0 below for descriptions of both.)

A third option is a variant on the second. The Centre might choose to develop a distinctive program niche that draws on specialised skills within the Region, creating linkages with locally based firms in the information technology sector.

The Centre's own values and identity will provide the starting point for its work with the private sector. Boundaries and social roles are changing, and the Centre has an opportunity to promote a dialogue among different people and organizations about why and how that is happening. The Centre should acknowledge but not be bound by real and perceived traits of organizational or sectoral cultures—rather, it should promote inquiry and clarity about them. Forums for dialogue and training in 'cross-cultural' negotiating skills may be an important part of the Centre's program.

5.3 Ownership and Leadership

A third factor in determining the scope and focus of the Centre, both in its early stages as well as its longer-term life, will be its ownership and leadership: who will own it, in a moral as well as legal sense, and who will give it leadership, direction and energy? The answers to these questions indeed will probably shape the approaches taken to the 'niche' question as well as to the options for linkages and other working relationships.

We received several thoughtful guiding comments here. They are summarized here as recommendations from the feasibility team:

- The Centre should aim to become a credible, trusted source of quality services and information about the sector, contributing to the supportive infrastructure needed to build the capacity of the sector in the future.
- The Centre should be responsive to the voluntary sector (its immediate client base) and should be broadly accountable to the sector; but the Centre is also accountable to the sector's broader publics, including communities, foundations, governments, and donors.
- The Centre's Board and programs should reflect a wide confluence or complementarity of interests, co-operating if not necessarily structured as a formal 'consortium'. Both Board and programs should include people from the voluntary sector itself, grassroots activists as well as agency staff; politics and government at different levels; academic centres; labour; business; and foundations.
- If the Centre is to be lodged under a university umbrella, it is essential that it not be marginalized within the institution. To achieve the excellence that is imperative, it must have access to the best faculty and be supported by the leadership of the University. We have been cautioned that the Centre should avoid becoming embedded in an institutional culture perceived to be too bureaucratic and irrelevant to the real issues of individual and agency life in the sector.
- When all is said and done, the success of the Centre will probably turn on the individual qualities of its staff and Board. The selection of dynamic and commitment leaders on the Centre's Board of Directors is critical to its success. Respondents have said the Centre will need a creative, energetic leader as its Director, well grounded in the voluntary community and backed by a Board which is committed, knowledgeable, and connected to power and money.

The ownership/leadership issue is both operational and political, affecting both credibility and legitimacy. The Centre's key publics must be seen to be supporting and participating in its

work. The issue arises immediately, as the Centre is established, but will also influence its longer-term sustainability.

6.0   CLIENTELE FOR THE CENTRE

The Centre will draw its clientele from several broad groups with an interest in voluntary organizations:

- people within the sector itself, in Canada and elsewhere: agency staff, members, volunteers, Board members
- communities served by voluntary organizations
- donors and funders, including foundations, governments and corporate bodies
- contracting clients (e.g., federal/provincial/municipal governments; multilateral international agencies; NGOs and corporations)
- regulatory bodies (governmental and professional)
- academics and consultants teaching, studying and supporting the sector

Users' needs for teaching/learning, support and research services vary considerably—the needs of a large international development NGO are quite different from those of a small community-based agency with one or two staff who rely heavily on volunteers. To respond to such diversity, the Centre will have to be flexible and offer a comprehensive range of services, while maintaining excellence in their design and delivery. The Centre must ensure it is accessible and affordable, with its services available to communities and to smaller organizations as well as wealthier clients.

The ability to access services provided by the Centre varies considerably, and therefore pricing and delivery mechanisms become fundamental to determining the key clientele. Our recommendation is that the Centre focus on:

- Senior managers and volunteer leaders within the sector
- Policy- and decision-makers (in Canada, at three levels of government: federal, provincial, and regional or municipal)
- Consultants, researchers and academics
- Larger organizations and institutions, or collectives of smaller organizations in related sub-sectors
- Contracting bodies (foundations, governments, multilateral international organizations, private-sector firms, etc.)

The Centre's secondary clientele will include:

- Smaller organizations
- Community members
- Individuals

Given the three dimensional scope (local-national-international) of its agenda, the Centre should identify early initiatives to reach a clientele at all three levels. Within the guidelines set out here, the makeup of a clientele at one level might be quite different from that at another. Further suggestions are made in the Implementation Plan.

7.0   PROGRAMS AND SERVICES

Principles guiding the design and delivery of the Centre's program include the following recommendations from respondents. Readers will see a fit between these guidelines and the Centre's overall purposes and principles in 2.0, as well as the needs described in Section 4.0. Potential users have urged the Centre to:

- foster excellence and quality in all endeavours.
- create and encourage 'communities of inquiry' among people of diverse background, experience and interest. Create opportunities for dialogue within and across sectoral boundaries (with governments, business, and labour.)
- offer services in both English and French, designed for the needs of the organizations or communities involved.
- emphasize tailored 'just-in-time' workshops with consultancy-style workplace followup to support capacity-building, rather than formalized training.
- address both strategic or macro-level issues and practical 'nuts-and-bolts' matters, and the link between the two.
- use a learning approach grounded in the values and practice of the sector. As much as possible, promote learning in the workplace or the community; de-emphasise residential/institutional approaches.
- use technology creatively for distance learning.
- play a clearinghouse role to promote informal exchange of resources
- socially and architecturally, open diverse 'windows of access' for the Centre's clientele. Collaborate locally, nationally and internationally with organizations with similar purposes; encourage networks among people and organizations active in research, teaching/training and capacity-building with the sector.

We recommend that the Centre's program include three broad components:
- research, applied to policy and operational issues
- outreach support and non-degree learning opportunities (certificate courses, workshops, and consultancies) aimed at strengthening organizations and the sector
- degree programs, initially at the graduate (M.A.) level, but with some undergraduate courses

Supporting these activities, and as a distinct style of work, respondents saw the Centre promoting networking and information-sharing among people with common interests, as a means of building 'communities of inquiry'.

Many people have emphasized the importance of developing a niche within this broad range of possibilities, and a focus in the early stages which would promote credibility and relevance. There is a common thread throughout much of the input we have received: it is important to strike a balance between an academic, research-based orientation, and a practical, relevant, widely accessible approach to programs and services.[23]

Accordingly, we recommend <u>four</u> Key Result Areas for organizing the Centre's agenda, as itemized in Section 4.0. The paragraphs below include examples of programs and services in each. The Implementation Plan contains several examples of activities appropriate to the Centre's startup phase.

7.1 Key Result Area: Research, Applied to Policy and Operations

The need for research in the sector has been documented in Sections 3.0 and 4.0, and several practical and key areas for research have been identified. This area will be a key priority of the Centre, and a core service. The research agenda will be driven to a large extent by the contracts are available. Several priority needs were identified in the consultation: a) the need for a credible source of key thematic information and basic data about the sector, and b) research on best practices. Suggested approaches and their outcomes include:

SPECIFIC Research Topics
(recommended during focus groups)
Capacity of nonprofit sector
Define all terms
Information technology
Copyright
Governance
What is the state of voluntarism, and the trends?
International comparisons
Micro systems management
Nonprofit organizations' collaboration with governments — the non-funding relationship
Accountability
Impact of government policy in the nonprofit sector
Devolution and the nonprofit sector
Policy-practice link
Communities
Best practices

- Develop the Centre as an organized research unit, to provide a home for academics from both universities, graduate students, and affiliated consultants to address key research questions. Within this context, faculty members, graduate students, and other individuals would create a critical mass of inquiry in areas of common interest.
- Develop a capacity to collect information and disseminate an annual "State of the Sector" report (perhaps modelled on the existing 'How Ottawa Spends' with other players involved)
- Create a credible initiative to research, collate, and disseminate best practice information on selected programmatic and policy issues.
- Market research results as 'saleable products' to encourage widespread dissemination and impact on practice. Many local, national and international organizations could support the dissemination through existing vehicles (such as print media, conferences, training events, etc.)
- Use electronic technology as a tool for research and dissemination.

The 'menu' of topics is wide and deep; the criteria for choice must include relevance and utility for the sector.

7.2 Key Result Area: Support for organizational development and capacity-building: training, nondegree teaching and learning, consultancy services

Services in this area should be focused on increasing capacity in voluntary organizations and in the sector as a whole. Suggested services and programs include:
- Education for Excellence for the CEO and Board leaders
- Contract consultancy services in organizational development and capacity-building, drawing on the experience of both the academic and consulting community and emphasising tailored, site-based programs.
- Specific training events, including short-term intensive training events (weekend retreats, summer institutes, etc.)
- Contracted initiatives for sub-sectors with particular needs
- Links to/extension of existing training programs (e.g. York's programs) to provide a geographically focussed program (i.e., Eastern Ontario/West Québec).
- Collaboration with organizations that offer training programs, aiming to enhance these with relevant research results. (Examples might include the Canadian Society of Association Executives and the United Way of Canada.)

These services would be delivered by the appropriate institution with expertise and capacity to undertake the initiative. The institutional arrangements need to be 'permeable', so that the Centre can draw on the faculty of both universities and colleges, as well as research institutes and the consulting community.

There is one outstanding issue to be pursued in this KRA, namely, how and when to link nondegree training credentials to university credits. There are examples of ways to do this, both in Canada and elsewhere. The centre offers an opportunity to build a close link among research, consultancies, teaching and training, and particularly to explore creative approaches to degree teaching. Opinion among respondents seemed to be quite evenly split on the matter, however. People wanted recognition for training, for example, but there was not a strong demand to link that credential to a university credit. There was a desire to receive recognition for professional development from a respected Centre.

7.3 Key Result Area: Academic teaching (graduate/undergraduate)

We see the Centre playing a role in this area that complements the responsibilities of the universities:
- providing advice and support (in the form of resource people and research results, as appropriate) for the establishment of a Voluntary-Sector specialization at the M.A.in Public Administration within Carleton's Faculty of Public Affairs and Management, to be initiated as soon as possible. This program would draw students and faculty from both universities, from Schools of Business, Social Work and International Affairs, as well as Administration.

- providing advice and support for a multi-disciplinary undergraduate course focus at the University of Ottawa, involving Administration, Social Sciences, Economics and Social Work.

7.4 Key Result Area: Networking/information exchange, forums, and 'communities of inquiry'

We recommend that the Centre take an active role in promoting networks and collaboration aimed at developing the supportive infrastructure required to build the capacity of the sector. This is a diffuse but important role, one that goes beyond the specific practical agendas of research, training and operational support. It includes fostering formal and informal dialogue within and about the sector, bringing issues to public notice, promoting a broader awareness of the sector and what it has to offer. There are different ways to do this. Suggested activities include the following.

- The Centre will become a focus for networking and information exchange, through an interactive Website, periodic forums, and consultations.
- Communities of Inquiry will be established to address key issues. These will be issue based, time-limited and easily accessible, perhaps in the form of on-line discussion groups, lunch-time seminars for geographically based groups.
- Dissemination of popularized versions of research results on key questions.

8.0 MANAGEMENT AND GOVERNANCE

Respondents have identified several options and key issues for the management and governance of the Centre. The options range from establishing a fully independent centre focusing on research and capacity-building services, to an entity fully embedded in the existing structure of one of the universities. These options are often qualified. Some would see an independent centre as a 'virtual' entity, with minimalist infrastructure; others would see an institutional base in a university, extended by systematic collaboration or partnership with comparable bodies. Some respondents were sceptical about creating 'yet another institution'; others felt that those with quality would survive and prosper.

There are a number of key issues to be addressed, often posed as tensions to be managed:

- how best to bridge operational and academic knowledge, the practitioner and academic communities, in a way that combines intellectual rigour with utility and relevance to day-by-day questions large and small.
- how best to create a Centre that is responsive to the needs of the voluntary sector—and is thus accountable in a broad and practical manner—but which also has an independent and critical voice.
- how best to take advantage of the teaching, learning and research capacities of the universities and colleges of the region, without becoming enmeshed in bureaucracy.

The team is confident in recommending the approach below, as a means of building on interest and resources in established institutions. It is important to remember that institutional arrangements can and should be reviewed after some years, to be changed if necessary. We have a preference for a centre based in and supported by the two universities in Ottawa, but which has an arms-length relationship to those institutions and strong practical ties to the voluntary community. Accordingly, we are recommending the following model.

The Centre will operate as an autonomous, self-directed entity, governed by a Board of Directors, representing the community at large (the private, public and voluntary sectors) and the partner universities. It will legally operate within the structures of both Carleton University and the University of Ottawa (see details below). The following framework provides a foundation for the structure and governance model to be endorsed by both universities.

A Board of Directors of 12 persons (specific makeup outlined below), will govern an Organized Research Unit at Carleton University, and a part of the Centre for Studies in Governance at the University of Ottawa. "Publicly" the Centre will appear as an autonomous entity with its own identity and agenda.

- The Board of Directors will be responsible for:
    - Leadership, policy direction and guidance to the Centre
    - Defining the vision and strategic focus of the Centre, using the foundation of the feasibility study recommendations
    - Obtaining funding, with the institutional support of all partners, to provide ongoing support for the Centre
    - Selection of the Centre Director
    - Establishing and enhancing the public image and presence of the Centre.
    - Approval and monitoring the Centre budget, including program and research agenda
    - Accountability to the community at large and the sponsoring institutions (universities, funders, etc.).
- The Board of Directors shall be comprised of 12 individuals as follows: 2 persons each from Carleton University and the University of Ottawa, 4 persons from the voluntary sector, 2 persons from the private sector, 2 persons from the public sector. The Board will be recruited from individuals who:
    - are committed to developing the Centre, providing leadership in enhancing the capacity of the voluntary sector
    - may be champions, experts, key influencers, enablers and leaders in furthering the development of the Centre
- The Board will meet four times a year, when the Centre is fully operational, but may meet more frequently in the startup phase. The Board of Directors shall elect a 4 person executive committee (one from each University, and 2 from the voluntary sector) to deal with urgent issues as required.
- The Centre will not be a membership organization. The Board should be self-renewing, operating as a board of trustees.
- As needed, the Centre should establish purpose-built advisory bodies for specific programs, or periodic consultative mechanisms. These would assist the Board and staff in design and delivery of the Centre's programs.
- The Centre should draw on its programs and services to keep itself abreast of and responsive to trends, ideas and needs in the voluntary community and society at large. Public forums, research projects, formal and informal networks all play a part.
- The Centre will be jointly supported by the two universities, in concert with the voluntary community. There should be a clear division between the two institutions, with a ready

flow of people as activities require. The particulars will be worked out in annual program plans, but we recommend a task-based approach, acknowledging the independence of the institutions.

- The Centre as an organization will not offer degree courses—these are the responsibility and prerogative of the universities. It should, however, advise on curriculum and support or participate in degree programs with research, resource people, and materials as appropriate.
- Staffing: The Centre will require a Director and administrative support, affiliated or adjunct faculty, and resource persons as needed for consultancies and research projects. The Centre's management/administrative structure should be bilingual, to offer services to clients in English and French.
- The Centre should offer Affiliate and/or Resident status, to provide an institutional home for researchers, and to build up its pool of program resource people. Affiliates or Residents would be independent individuals with background knowledge and/or experience in research, policy, governance, leadership and management in the sector who wish to be associated with the Centre. The Board should vet Affiliates, following recommendation by staff according to an agreed standard of quality and the Centre's needs. Affiliates might be consultants, educators, and researchers. Affiliation would require application, payment of a modest fee, and an annual contribution to the Centre's program.
- In a complementary vein, secondment arrangements with voluntary organizations, government, business, and labour would be valuable.

9.0 FINANCING AND BUDGET

A plan for financing the Centre must address three separate but complementary phases:

- Phase I: the startup phase described in the attached Implementation Plan;
- Phase II: the short-to-medium term future, to approximately 2003, five years' hence;
- Phase III: the longer term, beyond the five-year horizon.

The following principles have guided our approach to financing. The Centre should seek:

- foundation funding for a portion of the program. A longer term objective will be endowment funding to generate continued independent revenue.
- in-kind support from the universities, in the form of staff time, office space, communications facilities, etc.
- public (government) support, in recognition of the role the Centre will play in expanding the research and knowledge base essential to the public interest
- business support, in the first instance in the form of material or technical support
- self-financing programs, contracts and fees for services.

We are reasonably confident that program funding for the Centre can be secured from foundations, government and paragovernmental sources. Several foundations have asked to be kept informed about the initiative; some, like the J W McConnell Foundation, are particularly interested and supportive, although they cannot finance the Centre because they are funding complementary projects.

Phase I, Startup, approx. January 1998 to October 1998, will require an interim management capacity. Financing the first years of the Centre's life will be an important part of the Implementation Plan. The key tasks to be covered here are:

- Board setup
- staffing for the Centre, especially the Director; establishing Affiliate system
- program startup, including initial pool of resource people
- preparing funding proposals for Phase II. The Board and program startup will be critical to the credibility of these funding proposals. Timing will be important as well. Proposals for funds to come on-stream in late 1998 should be prepared and submitted by Spring, 1998.
- exploring organizational collaboration: guidelines and opportunities.

The Implementation Plan contains a budget estimate for a nine-month interim management capacity. The total cost is estimated to be $75,000.

We recommend that the Reference Group (constituting itself as Interim Board of Directors or Steering Committee for the Centre) seek funding for this period from the organizations which have funded the feasibility study, as well as other interested parties. In-kind contributions as well as endorsements from interested agencies and foundations will be valuable supports to those applications.

Phase II, the Short-to-Medium-Term Future, to approx. June 2003, will require finance for a core program and management budget, as well as costs for a varied program of research, organizational support and consultancy services, and both informal and formal teaching and learning.

A sample first-year budget is attached as Appendix C. The annual costs are less than $250,000, so that a four-year base budget for the Centre's initial phase would be approximately $1 million dollars. We foresee this budget being covered by several revenue streams, including:

- program grants from government or paragovernmental agencies and foundations
- in-kind contributions from the universities (for space and facilities)
- clients' fees for services provided by the Centre: for training, contracted research, consultancy services, etc.

Phase III: For the Longer-Term Future beyond 2003, we anticipate a similar pattern with the addition of endowment funding as a means of providing a continuing, independent source of funds for the Centre's core program. The Centre should seek these funds from foundations or the corporate sector. Such an arrangement may not be achievable, of course, but will in any case require that the Centre build a credible track record in the first phase of its life.

Concluding Note On Feasibility:

A feasibility study has to answer the question, 'Is this Centre feasible?'

Our short answer is, 'Definitely, if certain conditions are met.' We see the critical conditions as follows:

In the short term, it is essential to maintain the momentum that this study has helped to create. This can be done if:
- prominent individuals and organizations take on political ownership and championing of 'the project'
- financial and/or staff support is secured for a management capacity to carry out the Implementation Plan
- within the Implementation Plan, leaders and interim managers work quickly to establish a Board, to guide funding applications and collaboration with other institutions; to get an early start on programming; and to begin the search for permanent staff.

In the longer term, the key conditions are:
- effective, dynamic leadership from a diverse Board and a professional staff, both using their access to decisionmakers, funders, and the voluntary community.
- relevant, quality, innovative programming
- diverse financing, sufficient to allow a continuing independent core capacity.

In the present as well as the short- and longer term future, it will be the energy, commitment and shared values of a small group of people that will make this Centre go. It will be put in place by energetic and capable people who really care about it. That quality will attract the necessary resources (money, people, etc.).

PART 2: IMPLEMENTATION PLAN FOR THE CENTRE

Building To Full Implementation

The need for the proposed Centre has been identified and substantiated during the course of the feasibility study. To implement the recommendations key components of the centre need to be developed, financing for a 9 month startup phase needs to be developed, and a leadership structure established. This section of the report provides a framework for the startup phase leading to full implementation, outlines the process and identifies key initiatives which will build early engagement and support.

The recommendations for implementation are intended to provide practical and specific strategies to create support for the Centre. They are founded on the underlying need to develop a strong vision, value base and strategic direction for the Centre, guided by strong leadership and commitment to its potential to contribute to building civil society and the voluntary sector. In this context, leadership and commitment is an important and critical element of its success. Equally critical is an early and immediate commitment to quality, relevant and credible services and programs.

Phase 1: Startup

We recommend a nine month Phase 1: Start-Up from January to October, 1998 to undertake and complete the following:

1. **Create the Board of Directors and the organizational framework.** Leadership and clear direction in the initial phase of development will be critical to the longer term success. It is recommended that the current Reference Gp. act as a Steering Committee in Phase 1 and provide the leadership, guidance, and focus for obtaining support for the Centre. Immediate steps should be taken to create the Centre as an Organized Research Unit at Carleton U. and to create the degree offerings and research focus which will support the Centre at both Universities. A strategic framework (vision, mission, values, strategic priorities and key strategies) should be undertaken. Decisions about board membership, independent non-profit status, and the structure of the Centre will be need to be made.

2. **Define and establish primary affiliations, partnerships and relationships.** During the past few months there have been many expressions of interest and potential linkage and affiliations with the Centre. It will be important to establish partnerships and affiliations which further the directions of the Centre, and leverage its impact and effectiveness. There have been expressions of interest to create relationships from many individuals and organizations including United Way Canada, the Institute on Governance, York University, Coady Institute, Piotr Dutciewicz (Carleton Pol. Sci.), CASRI (Franklyn Harvey), Public Policy Forum, etc.

3. **Plan and promote key program initiatives to be launched in Summer or Fall, 1998.** The Centre's credibility and presence will be built upon its ability to create effective and

relevant programs meeting the needs of the sector. It will be important to create key offerings, such as: a Summer 1998 Leadership Institute for Senior Executives, short o.d. workshops, public forums.

4. **Create and begin to implement a research agenda.** The work currently being done by faculty, and/or new initiatives may be undertaken as part of the early startup of the Centre.

5. **Begin to create a learning community.** Build ownership and commitment to the Centre through brown-bag lunch seminars monthly beginning in March, 1997. Other mechanisms may also be considered.

6. **Create an interactive Website, as well as online learning offerings.** Early attention should be focussed on creating an interactive Website, and online learning possibilities. This might be linked with #5 above to create a learning community which is not limited by time and space issues.

7. **Develop the affiliate process and seek engagement.** There is a considerable pool of talent in the consulting and training community in this geographic area, and a process of developing affiliation (suggest paying a $100/yr. fee, plus some commitment to participation in the program of the Centre; benefit to affiliate is first notice about programs, and possible consultancies; quality assurance system to be developed).

8. **Create a detailed business plan.** The feasibility study has identified in general terms the needs and issues. More detailed plans need to be developed prior to submission of any proposal to potential funders.

9. **Apply for and obtain 3-4 Year Funding.** It is our recommendation that the Centre receive funding from multiple sources, including foundations, public and private funders, as well as user fees.

Transition To Startup

1. The current reference group will act as the interim board until endorsement from both universities is obtained.
2. The reference group will be involved in developing the operating agreement with the Universities.
3. The first board will be appointed by the founding university partners on the recommendation of the reference group .
4. The reference group will meet in early January, 1998 to consider the operating agreements. They will also recommend individuals for the first Board of Directors, to be created when funding is obtained.
5. A community information meeting will be convened by the Reference Group in late January, 1998 to communicate the status of the Centre, and to seek the engagement of the community.
6. The reference group will request space, equipment, and other support from the university partners.

7. The reference group will request time on the agenda of the national voluntary sector roundtable meeting in January to communicate developments related to the Centre and to seek support.

8. SMC Management Services will bring forward a proposal to undertake interim management of the Centre until ongoing funding is obtained.

Program Elements for the Startup Phase

Priorities which have been suggested include:

- Building a compendium of best practices and case studies
- Using these in one-week 'Education for Excellence' programs
- Public forums/research proposals on issues like accountability, partnerships and mergers, etc.
- Seminars
- Research program/ideas and proposal
- University – courses, "easy" timing; proposal; research teams
- Consulting Services
- International outreach: e.g., collaboration on Ukraine project bid.

Creating a Learning Community

There is a strong sense that traditional approaches to training and development are not appropriate to the needs of many leaders and managers in the sector, and that innovative approaches need to be explored.

Information

An interactive Website with an online conference or listserv should be an early priority, and consideration should be given to how to best meet needs of information exchange and sharing.

Appendix I: Photograph of Land Mines Signing

WAYNE CUDDINGTON, THE OTTAWA CITIZEN

Jody Williams, left, hugs Canadian anti-mines activists Celina Tuttle and Valerie Warmington. Sharing the moment were Foreign Affairs Minister Lloyd Axworthy and Prime Minister Jean Chrétien.

Canada extends explosive welcome
Nov 4/97 to anti-mines crusader

BY NORMA GREENAWAY
The Ottawa Citizen

Prime Minister Jean Chrétien blew up 100 land-mines yesterday as he pledged to try to make Canada the first country to ratify an international treaty banning anti-personnel land-mines.

Mr. Chrétien promoted the land-mines ban as he celebrated a visit to Ot-

tawa by Nobel Peace Prize winner Jody Williams. The 47-year-old American shared the $1 million award with the International Campaign to Ban Land-mines, the organization she has co-ordinated for the past seven years.

With Ms. Williams at his side, Mr. Chrétien told reporters his government is keen to proceed quickly with ratification once the treaty is signed in Ottawa

next month. He said the government would seek the support of the opposition parties to move swiftly. "I'd like to be the first one (to ratify)," he said.

The treaty, banning the use, production, transport and stockpiling of land-mines, will only come into force after ratification by 40 countries.

See **MINES** on page A2

Appendix II: Selected Research, Training and Education Initiatives

SELECTED INITIATIVES IN CANADA

Nonprofit Management & Leadership Program (NMLP), York University

The NMLP is designed to build the capacity for effective management and leadership in the Canadian non-profit sector through research and education. On the research front, it's a leading Canadian source of research on management issues in the non-profit sector. On the education front, it offers three opportunities:

1. A graduate level program in non-profit management (a part of the MBA Program). An MBA with a Graduate Diploma in Non-profit Management is presently being developed.
2. A variety of seminars and workshops dealing with current topics of interest to managers in the sector.
3. Customized In-House Management Education for organizations in the non-profit sector. These services range from provision of keynote speakers to longer-term courses based on a series of modules leading to employee certification in Non-profit Management.

York University, Schulich School of Business,
416A 4700 Keele Street
North York ON M3J 1P3
(416) 736-5092 (416) 650-8071
Brenda Gainer, Director
http://www.yorku.ca/dept/nmlp

The Non-Profit Leadership Program, Dalhousie University

This certificate level program provides educational support to the non-profit sector. It is designed to assist non-profit organizations to: improve their governance and management practices; pursue their missions more effectively and creatively; work with other organizations and governments to build stronger communities; and learn from each other locally, nationally and internationally. The program is aimed at executive directors, managers and board members. It offers programs and services to individuals and organizations, including coaching and group consultations. An exclusive course on governance is available for board members. A student who successfully completes 6 certificate level courses is awarded a post-secondary level certificate in non-profit sector management.

Dalhousie University Henson College
6100 University Ave.
Halifax   NS B3H 3J5
(902) 494-1683 (902) 494-6875
Grant MacDonald, Director
http://www.dal.ca/~henson/n_profit.html

Centre for Cultural Management, University of Waterloo

This centre's mission is to provide leadership in cultural management education and research. Its goals, specific to the cultural sector, are to: promote and support strengthened management and governance through teaching, research and community service; serve as a coordinating body for projects intended to strengthen management and governance; and encourage and enable private and public sector funding

collaborations aimed at strengthening management and governance.

It offers online access to: a variety of publications and resources; dialogue with cultural managers, trustees, funders and policy makers; and its completed work in the areas of learning needs, information and advisory resources, research, and communication and collaboration among managers, trustees, policy makers, funders, educators, researchers, on a national and cross-sectoral basis.

University of Waterloo, Hagey Hall 144
University of Waterloo
Waterloo ON N2L 3G1
(519) 888-45-67 ext. 5057 (519) 746-3956
ccm@watarts.uwaterloo.ca
William D. Poole, Director
http://www.uwaterloo.ca

Voluntary Sector Management Program, Grant MacEwan College

This program offers majors in Volunteer Management, Fundraising Management, and Non-profit Agency Management. Core courses include voluntarism, management and communication. A learner centre format is used enabling students to study at home, at a learner centre, or at the downtown campus.

Grant MacEwan Community College
Voluntary Sector Management Program
Box 1796, Edmonton AB T5J 2P2
(403) 497-5268
Pat Sonnenberg
http://www.gmcc.ab.ca

Resource Centre for Voluntary Organizations (RCVO), Grant MacEwan College

The resource centre offers an excellent collection of print, AV and human resources for the non-profit community on fundraising, volunteer management, agency management and board development. Trained staff discuss the situation at hand with the organization, and then recommend resources.

The list of resources includes: consultation services, newsletters, research services, reference materials, books and periodicals, fundraising directories, AV resources, articles, workshops and seminars, publications, IMAGINE campaign, and speaker referrals.

Grant MacEwan Community College
Rm 5-132, 10700-104 Avenue
P.O. Box 1796
Edmonton AB T5J 2P2
(403) 497-5617 (403) 497-5209
Karen Spiess
spiessk@admin.gmcc.ab.ca

The Banff Centre for Management

The Centre strives to enable and support fundamental transformation in individuals, organizations and

communities. The centre offers public programs in Executive Leadership, Arts and Non-profit Management, General Management and Leadership, Administrative Excellence, Team Leadership and Facilitation, Environmental Leadership, Community Leadership, and Aboriginal Leadership and Self-Government. It also offers customized programming based on a strategic focus. The Centre offers 4 certificate programs:
1. Executive Leadership Excellence
2. Environmental Leadership
3. Aboriginal Leadership and Self-Government Excellence
4. Management Certificate in General Leadership and Management Excellence.
The Banff Centre for Management
Banff AB
1-800-590-9799
Katherine_Hayworth@banffcentre.ab.ca
Katherine Hayworth
http://www.banffcentre.ab.ca/CFM

Association Management Education (AME) Program
This program offers a series of senior level management development courses for association executives. The program has 5 courses:
Association Leadership, Change, Strategy & Structure;
Association Membership Services;
Association Operations;
Association Products & Services; and
Developments in Association Management.
These courses are offered online. Students successfully completing these courses are eligible to apply for and write the CAE (Certified Association Executive) exam.
Canadian Society of Association Executives (CSAE)
10 King St. East, Suite 1100,
Toronto ON M5C 1C3
(416) 363-3555 (416) 363-3630
ame@csae.com

The Niagara Institute Leadership Programs
Offering both public and client programs, the Niagara Institute is interested in developing leaders. They merged with the Conference Board of Canada in 1994. The public programs involve 15-24 participants from 2 to 7 days, focusing on how to change their lives, the lives of their organizations and their communication; on how to operate effectively as a team; on their organization's values and vision; and other topics. Examples of programs are: Leadership Development, Working with Others, Negotiating Agreement, Reflecting on Leadership, Organizational Renewal, Women's Executive Development.

They offer public programs to organizations as client programs, exploring how staff members can operate effectively as a team. They learn how to identify organizational values and visions, how to develop them and how to share them.
The Niagara Institute
Box 1041
Niagara-on-the-lake ON L0S 1J0
1-800-663-7305 –5671
register@niagarainstitute.com
http://www.niagarainstitute.com

Cultural Resource Management Program, University of Victoria
This program has 3 major areas of concentration: Museum Studies, Heritage Conservation and Cultural Management. In the Cultural Management part, courses are offered in Managing Cultural Organizations, Human Resource Management, Planning, Communications, Financial Management and Organizational Structure, and Change in Museums.

Courses are offered on-site or at a distance, for credit toward the diploma program or for interest. They also offer a co-operative program, condensed 8-day courses, and workshops. They review their courses annually, and design both courses and workshops in response to learners' needs.
University of Victoria, Division of Continuing Studies
PO Box 3030
Victoria BC V8W 3N6
(250) 721-8462 (250) 721-8774
bweatherston@uvcs.uvic.ca
http://uvcs.uvic.ca/crmp

Coady International Institute, St. Frances Xavier University
This institute aims to strengthen the capacity of development organizations to create people-based development through training, consultancy and participatory research. It does this in 3 ways:
□
1. Diploma Program in Social Development - for middle to upper managers, program officers and/or trainers of development agencies. It's designed to support Southern organizations engaged in social development by providing training opportunities in Canada.
2. Short certificate courses each year for development practitioners. These courses are: Adult Education and People-based Development, Community Economic Development, and Participatory Management for Social Change.
3. Overseas Program comprised of: training workshops, consultancy services, participatory research assistance and graduate forums.
St. Francis Xavier University
P.O. Box 5000
Antigonish NS B2G 2W5
(902) 867-3961 (902) 867-3907
coady@stfx.ca
Director: Mary Coyle
http://juliet.stfx.ca/~coady

Institute in Management and Community Development, Concordia University
The Summer Program is designed to help communities develop and sustain neighborhood structures to combat poverty and provides an opportunity to explore some of the most innovative community intervention and support structures in North America. Participants from all walks of life develop strategies for volunteer recruitment, fundraising, business planning and promotion.

The Summer Institute promotes the potential of the community. The Institute in Management and Community Development reflects Concordia's commitment to Montreal and the communities it encompasses, assisting in their economic and cultural development.
Montreal Quebec
(514) 848-4884   (514) 848-2814
mota@alcor.concordia.ca
Chris Mota, Public Relations Officer
http://relish.concordia.ca/Kiosk/kiosk.html

School of Policy Studies, Queen's University
The school is dedicated to the advancement of education and research in public policy and management. Its academic programs include both a full-time (1 year) and a professional (2 year) Master of Public Administration Program, preparing students for leadership roles in government and other organizations. Its research and conference activities contribute to the development of public policy on a wide range of critical issues. The School brings together leading researchers and policy-makers to identify and debate policy options on social, environmental, economic, fiscal, defence, political and intergovernmental issues.
School of Policy Studies
Queen's University
Kingston ON K7L 3N6
(613) 545-2000
policy@qsilver.queensu.ca
Keith Banting
http://qsilver.queensu.ca/sps

Centre for Voluntary Sector Studies, Ryerson Poytechnic University
The Centre promotes research on voluntary and non-profit organizations and sectoral issues. It also provides relevant educational programs in a variety of contexts. An undergraduate program in Non-Profit and Voluntary Sector Management is being introduced.
CVSS
Faculty of Business, Ryerson Polytechnic University
350 Victoria St.
Toronto, ON M5B 2K3
(416) 979-5000 ext. 6739 (416)979-5124
cvss@acs.ryerson.ca
Director: Agnes Meinhard
http://www.ryerson.ca~cvss

Canadian Centre for Philanthropy
The Canadian Centre for Philanthropy is a national charitable organization dedicated to advancing the role and interests of the charitable sector for the benefit of Canadian communities. The Centre plays a leadership role in information, research and and policy related issues. It has an on-line Information Centre which contains a wide-variety of resource materials on topics of interest to the charitable, voluntary sector
Canadian Centre for Philanthropy
1329 Bay Street
Toronto, Ontario M5R 2C4
(416) 515-0764 (416) 515-0773
general@ccp.ca
http://www.ccp.ca

Leadership Development Programs, United Way of Canada-Centraide Canada

This program offers a range of inter-related services to strengthen and support volunteer board members, delivered through most local United Ways throughout Canada. The programs include board workshops, open community workshops, consulting services, onsite analysis and a variety of resources and specialized services.
United Way of Canada-Centraide Canada
56 Sparks St., #404
Ottawa, ON K1P 5A9
1-800-267-8221 613 236-8087
office@uwc-cc.ca

The J.W. McConnel Family Foundations
The Foundation's mission is to enhance the ability of Canadians to understand, adapt and respond creatively and effectively to the underlying forces which are transforming Canadian society and the world, specifically in the areas of social development, and arts and culture. The Foundation supports the following: organizations which are creatively reconciling economic needs with the environmental imperative; lifelong learning and new approaches to employment; and organizations working to strengthen the capacities of their communities.
The J.W. McConnel Family Foundations
1002 Sherbrooke Street West, Suite 1800
Montreal, QC H3A 3L6
(514) 288-2133   (514) 288-1479
Tim Brodhead, President & CEO

Donner Canadian Foundation
The Foundation focuses largely on applied research on questions of public policy and public finance, international trade, municipal governance, health care, education, regulatory reform, social policy, etc. The Foundation also supports projects that are innovative and that seek to advance the common good by encouraging independence, individual responsibility, and industriousness.
8 Prince Arthur Ave., 3rd Floor
Toronto ON M5R 1A9
(416) 920-6400   (416) 920-5577
Patrick Luciani, A/ED

The Kahanoff Foundation
The Foundation supports general charitable purposes with preference for innovative projects with potential for extended application, in the areas of Education, Health, Social Services and the Arts. It also supports the Non-profit Infrastructure. Grants are made for program funding, special projects and seed money.
The Kahanoff Foundation
4206-400 3rd. Ave. SW
Calgary   AB T2P 4H2
(403) 237-7896
James B. Hume, President

☐
The Atkinson Charitable Foundation

The Foundation's mission is to promote social and economic justice, in the areas of Employment, Children, Youth, Poverty Relief, and Economics. The foundation values radical and innovative ideas and projects which provide direct and sustainable improvement to the economic and social opportunities of Ontario's disadvantaged people. Dedicated to enhancing the employability of the unemployed, improving the futures of children and youth at risk, breaking the cycle of poverty, and developing and promoting new economic models which promote justice, grants are made for demonstration projects, research projects, seed money, special projects and fellowships.
The Atkinson Charitable Foundation
1 Yonge Street, 5th Floor
Toronto ON M5E 1E5
(416) 368-5152   (416) 865-3619
Charles E. Pascal, ED

Trillium Foundation
The Foundation's mission is to work with others to create conditions of social progress for socially or economically disadvantaged people in Ontario. The Foundation has 2 programs: Promoting Caring Communities, and Building Knowledge. They both require projects or programs that: promote comprehensive, long-range solutions to social problems; define outcomes with a clear measurement of success; have the capacity to sustain themselves; and exhibit exceptional community participation and support.

Trillium Foundation
21 Bedford Rd., 3rd Floor
Toronto   ON M5R 2J9
(416) 961-0194   (416) 961-9599
trillium@web.net
Julie White, ED
http://www.web.net/~trillium

Skills Program for Management Volunteers

This program offers a series of workshops and tools for the core organizating groups, such a boards of directors, who have assumed responsibility for acting on behalf of their larger groups. These tools are available through the national office (below) or through the provincial offices. The tools include: Focusing on Results, Recruiting Volunteers and Staff, Managing Volunteers and Staff, Meeting with Results, Fundraising for Results, Volunteers working Together, Long and Short Term Planning, Marketing, Financial Management, Time Management, Leadership, and Effective Organizations: A Consultant's Resource.
Skills Program for Management Volunteers
Canadian Sport and Recreation Administration Centre
1600 James Naismith Drive
Gloucester ON K1B 5N4
(613) 748-5666   (613) 748-5706
Patricia Mueller
http://www.cdnsport.ca/skillsprogram

SELECTED INITIATIVES IN THE UNITED STATES

The Mandel Center for Nonprofit Organizations, Case Western Reserve University
The Centre offers numerous programs and services to the non-profit community. Its mission is to foster effective management, leadership and governance of non-profit organizations through education, research and academic-related community service. It offers:
Nonprofit Management and Governance Clinic - providing assistance, guidance, and support to local nonprofit organizations.
Arts Management Program - a non-degree program that supports and promotes professional excellence in the governance, leadership and management of arts and cultural organizations.
Master of Non-profit Organizations (MNO) - a professional degree program for managers and leaders of non-profit organizations.
Certificate in Non-profit Management (CNM) - for those managers and leaders not wanting a full degree program.
The Mandel Center for Nonprofit Organizations
Case Western Reserve University
10900 Euclid Ave.
Cleveland OH 44106-7167
(216) 368-2275 ext. 5878   (216) 368- 8592
jps@po.cwru.edu   John Palmer Smith, ED
http://www.cwru.edu/msass/mandelcenter/index.html

The Indiana University Center on Philanthropy
The Centre fosters a comprehensive program of study, research, teaching and public service to increase the

understanding, appreciation and practice of philanthropy: voluntary giving, voluntary action and voluntary association.

In addition to their Fundraising School, it offers a Master of Public Affairs degree for professionals who work in the non-profit community, targeting key issues in the management of non-profit organizations. It also offers a Master of Arts degree for those interested in pursuing their studies in the non-profit sector.   Indiana University
Indiana University Center on Philanthropy
550 West North Street, Suite 301
Indianapolis IN   46202-3162
(317) 274-4200   (317) 684-8900
wilchman@indyvax.iupui.edu
Warren F. Ilchman, ED/Professor
http://www.tcop.org

Centre for Civil Society Studies, John Hopkins University
The Institute seeks to improve the response of government, businesses and non-profit institutions locally, nationally, and internationally to such challenges as poverty, urban and regional changes, and human resource investment. It does this through policy research, dissemination, implementation assistance, and the training of policy professionals and non-profit managers. It focuses on:
1. Policy-oriented research primarily in the areas of economic development, social welfare and human resource policy, and the viability of local government and the private and non-profit sectors.

2. Seminars, briefings, and other public education.
3. Formal training of policy professionals, offering a Master of Arts in Policy Studies (MAPS) which prepares graduates for professional careers in private and public organizations.
The John Hopkins University
Institute for Policy Studies
Wyman Park Building
Baltimore MD 21218
(410)-516-5463   (410) 516-7818
lsalamon@jhunix.jhu.edu
Lester M. Salamon, Director
http://www.jhu.edu/~ips

Program On Nonprofit Organizations, Yale University
The PONPO is a research centre for non-profit research which has existed for 20 years and developed a large body of scholarship. It is a think tank, has regular seminars on policy and research issues, a summer fellowship program and fosters linkages among researchers and practitioners.
Master's Degree in Public & Private Management
This program is available through Yale's School of Management. It's a 2 year program designed to prepare participants for leadership throughout the world. Within this degree program, participants can take a concentration in Non-profit Management, studying theory and related case studies.
Yale University
P.O. Box 208253   New Haven CT USA 06520-8253
(203) 432-2121   (203) 432-7798
phall@minerva.cis.yale.edu
Peter Dobkin Hall, A/Director
http://www.yale.edu/isps/ponpo

The Initiative on Social Enterprise, Harvard Business School
The Initiative on Social Enterprise is a major effort at Harvard Business School focussing on nonprofit organizations and other private social-purpose enterprises. The Initiative is designed to create dynamic, two-way learning between business and the social sector, including practice-based research educational programs and products for nonprofit organizations and their leaders, and learning and service opportunities for students, alumni and business leaders to support lifelong engagement in social enterprise. It has executive education programs, an MBA concentration, consulting fellows, and undertakes research.
The Initiative on Social Enterprise
Harvard Business School
Boston MA USA 02163
(617) 495-6421 (617) 496-3799
se@hbs.edu
Executive Director: Bob Burakoff
http://www.hbs.edu/socialenterprise/

Centre for Creative Leadership
This centre is an international non-profit educational institution dedicated to creative leadership and effective management for the good of society overall. The focus is on conducting research and producing publications in the

following areas: leadership development, leadership technologies, leadership in teams, creativity and innovation, diversity in the workplace, and education and non-profit leadership. The research forms the models of managerial practice; the models are applied through the centre's training programs and products.

The Institute has a network of associates offering selected programs in 10 countries, including Canada.
Centre for Creative Leadership
Greensboro NC
(910) 545-2810
http://www.ccl.org

The Aspen Institute
The institute has several aspects:
Seminar Programs: Aimed at upper-level executives who convene in groups of no more than 25, Seminar Programs focus on the works of great thinkers on such universal human questions as liberty, equality, community, efficiency, and democracy.

Policy Programs: These programs examine such current issues as the information and communications revolution, international security, the future of the world economy, population and consumption, rural economic policy, domestic issues, philanthropy, and energy and resources.

The Nonprofit Sector Research Fund provides grants for research by practitioners and scholars on topics related to the role of nonprofit organizations, public policy affecting nonprofits, nonprofit accountability, governance and management.
The Aspen Institute
Suite 1070, 1333 New Hampshire Ave. NW
Washington, DC   20036
(202) 736-5800   (202) 467-0790
dave.austin@aspeninst.org
http://www.aspeninst.org/

Centre for Civil Society International
CCSI is an information clearinghouse focused on American voluntary organizations, nonprofits, and independent associations - the so-called "third sector" - and their collaborations with similar organizations overseas. The current priority of CCSI's activities is publicizing creative collaborations between voluntary organizations in the U.S. and the West and new third sector organizations emerging in the new independent states (NIS) that succeeded the collapse of the Soviet Union. CCSI publishes materials both in print and electronically and distributes them worldwide.
CCSI
2929 NE Blakeley Street
Seattle   WA USA 98105
206-523-4755 206-523-1974
ccsi@u.washington.edu
Holt Ruffin, Executive Director
http://solar.rtd.utk.ed/~ccsi/ccsihome.html

SELECTED INITIATIVES THROUGHOUT THE WORLD

Development Studies Institute (DESTIN)

The Institute is designed to organize an interdisciplinary post-graduate taught-course and research program on development. The DESTIN program of study focuses on less industrialized countries and their relationships with the more industrialized economies. The Institute offers an MSc for students who aim to develop a systemic understanding of the theoretical and policy debates which inform practical attempts to improve the productivity and human potential of poor people in less developed countries. It also offers a MPhil/PhD program in post graduate research.

London School of Economics and Political Science
Tymes Court Building
Houghton Street   London   WC2A 2AE
44-171-955-7425   44-171-955-6844
E.A. Brett
http://www.lse.ac.uk/depts/destin

Transnational Institute (TNI)

TNI is an international network of activist-scholars concerned with militarism and conflict, poverty and marginalization, social injustice and environmental degradation. It's primarily geared to providing knowledge, arguments and ideas useful to those movements concerned with steering the world in a democratic, socially and environmentally sustainable direction. TNI:
-    develops collaborative, interdisciplinary research projects
-    convenes international seminars
-    provides an open forum for transnational exchanges
-    facilitates advocacy tours
-    produces easy-to-read books and reports
-    produces current affairs features.

TNI   Paulus Potterstraat 20 1071 DA
Amsterdam
The Netherlands
31-20-662-6608   31-20-675-7176
tni@worldcom.nl
http://www.worldcom.nl/tni

Professional Certificate in Management, The Open Unviersity

This certificate program offers a Voluntary Sector Route comprised of 3 courses of 6 months each. Successful completion of the certificate leads to a diploma in management, which leads to an MBA.
The Open University
Walton Hall Milton Keynes UK MK7 6AA
44-1908-274066   44-1908-653744
oubsopen.ac.uk/certificate

International NGO Training & Research Centre (INTRAC)

INTRAC's mission is to improve the organizational effectiveness and program performance of Northern, Southern and Eastern NGOs. It endeavors to strengthen the organizational and management capacity of NGOs, and it supports the institutional development of the sector.

INTRAC uses a participatory approach to learning related to the needs of the participants in the workplace. They use a variety of training methodologies and do follow-up and on-going evaluation. Their areas of core competence include:
-    Organizational Assessment
-    Organizational Development
-    Monitoring and Evaluation
-    Financial Management
-    Training of Trainers and Training of Consultants
-    Strategic Planning and Management.

Their research projects complement the training initiatives.
INTRAC
Oxford University
P.O. Box 563
Oxford UK 0X2 6R7
44-1865-201851   44-1865-201852
intrac@gn.apc.org
Brian Pratt/Sue Elliott

Focus on the Global South (FOCUS)

FOCUS is a program of progressive development policy research and practice, dedicated to regional and global policy analysis, micro-macro linking and advocacy work. FOCUS works with NGOs and people's organizations in Asia and other regions. FOCUS on the Global South (FOCUS) was established in January 1995. FOCUS is a non-profit organization supported by independent organizations and individual donors in both the South and North.
Wisit Prachuabmoh Bldg.
Chulalongkorn University
Phyathai Rd. Bangkok Thailand 10330
662 218 7363/7364/7365   662 255 9976
admin@focusweb.org c/o CUSRI
http://www.focusweb.org

Community Development Resource Association (CDRA)

CDRA is a non-profit NGO established in 1987 to build the capacity of organizations engaged in development and social transformation in South Africa and sub-Saharan Africa. Their goal is to contribute to the building of a just civil society, "a society in which more people have access to resources and power over choices."

They develop organizational capacity by providing organizational development (OD) consultancy services, by offering OD training programs, and by organizing various opportunities for the OD sector to learn from each other. They also communicate their ideas, insights and experience of the field by means of various publications.
P.O. Box 221
Woodstock South Africa 7915
(021) 448-8080   (021) 447-9006
cdra@wn.apc.org

Centre for Voluntary Organisation
The Centre for Voluntary Organisation was opened at the London School of Economics in October 1987. The Centre undertakes an integrated program of which the main activities are:
    Research
    MSc Course for the Voluntary Sector
    MSc Course for NGOs in the Third World
    Study for M.Phil/Ph.D.
    Workshops and Training
    Consultancy Projects
    Publications
The focus of the Centre's work is broadly in the field of the organization and management of voluntary agencies and nongovernmental organizations and the implications for social and public policy. It attempts

to develop usable theory by working together with agencies in the resolution of current problems.
London School of Economics
Houghton St. London UK   WC2A 2AE
+44 (0)171-405 7686
D.Lewis@LSE.AC.UK
David Lewis/David Billis
http://www.blpes.lse.ac.uk/depts/cvo

Institute for Development Policy and Management
IDPM is a multi-disciplinary group within the University of Manchester specializing in training, consultancy and research in management and development in less developed countries. Its main objective is to promote social and economic development by enhancing the professional competence of individual managers and policy-makers, and by strengthening the organisations in which they work through a variety of activities in the UK and overseas. The Centre is a part of Manchester's Graduate School. It offers academic teaching, research, consultancy and training services related to international development. The Institute has been active in research and recent publications on NGOs.
University of Manchester   Oxford Road
Manchester UK   M13 9PL
(44) 0161-275 2000
http://www.man.ac.uk/idpm/

Appendix 111: Sample First Year Budget

ITEM	COST	REVENUE SOURCE: STARTUP GRANT	REVENUE SOURCE: UNIV. IN KIND	REVENUE SOURCE: USER FEES
Core Management & Program Support:				
Salary & Benefits: Director	$70,000	$115,000		
Salary & Benefits: Admin. Ass't	45,000			
Sub total:	$115,000			
Office Costs:				
Equip./supplies	12,000		In kind (university)	
Rent				
Communications	10,000			
Travel	5,000			
Documentation	8,000			
Subtotal:	$35,000	$35,000		
Total: Management and Program Support	$150,000	$150,000		
Governance: Board Meeting Costs	$ 3,000	$ 3,000		
Program:				
2 x 1wk. Exec. Edn.	$30,000			$30,000
3 x 2-day workshops	24,000			$24,000
3 M.P.A. electives and One Policy Seminar	14,400		$14,400	
8 x 2-person field research teams			University allocation: faculty/student time	
4 Public Forums	2,000	2,000		
3 Occasional Papers	3,000	3,000		
Web-site Setup	10,000	10,000		
Consultancy brokerage setup	5,000	5,000		
Program total:	$88,400	$20,000	$14,400	
TOTAL BUDGETTED COSTS:	$241,400	$173,000	$14,400	$54,000

Notes to accompany Budget:

1. Documentation: for purchase of library holdings (books, papers, subscriptions).
2. Cost of electives: $4 800 per course (each course 4 months). NB: Adding new courses requires approval process. To allow courses to begin in Jan/99, approval process would have to start in May 1998. Academic administration for students in prospective "Vol. Sector Mgt" concentration in MPA program will require new capacity, est. ½ person-year, $20,000 sal/ben.
3. Research teams: faculty supervision requirements plus T/Asst or R/Asst time/cost, if part of a university contribution: $6,300 for 2 terms of 10 weeks, @10 hrs/wk (i.e., 130 hrs in each of fall and winter terms).
4. Notes on costs of Exec. Edn. and o.d. workshops:

    Exec. Edn.: Estimated costs for one 5-day week, for 15 participants:

2 principal resource people, 10 days @ $500 person/day:	$10 000
Documentation: 15 x $50	750
Specialist resource people: 5 x .5 days ea. @$500	1 250
Other: people, communication costs, space, food	3,000
Total:	**$15 000**
Revenue: 15 participants @ $1,000	**$15 000**

    Organizational development: 3 workshops, each 2 days

Workshop delivery: 2 resource people, 2 days @ $500:	$2 000
Preparation: 5 days x 2 @ $500:	5 000
Documentation/communication:	1 000
Total:	**$8 000**

Appendix IV: List of Interviewees and Consultations

Interviews & Other Discussions:

Keith Banting, Queen's University
Tim Draimin, consultant
Gordon Cressy, The Learning Partnership
Chris Pinney, Canadian Centre for Philanthropy/Imagine
Tim Brodhead, J. W. Mcconnell Family Foundation
Bob Burakoff, Harvard Business School, Boston, Mass.
Peter Dobkin Hall, Yale University, New Haven, Conn.
Helen McLean, The Donner Canadian Foundation
Shira Herzog, The Kahanoff Foundation
Scheherezade Hirji, Trillium Foundation
Jenny Ratansi-Rodrigues, United Way of Greater Toronto
Linda Moffat, South Asia Partnership/Canada
Brian Pratt & Andrew Clayton, INTRAC, Oxford
Ian Smillie, consultant
Moses Kiggundu, Carleton University
Allan Maslove, Carleton University
Allan Moscovitch, Carleton University
Manfred Bienefeld, Carleton University
Susan Phillips, Carleton University
Luc Juillet, University of Ottawa
Jeffrey Roy, University of Ottawa
Nazeer Ladhani, Aga Khan Foundation of Canada
Tim Plumptre, Institute on Governance
David Morris, CIDA
Romesh Chaitoo, Centre for Trade Policy and Law
Anthony Silvester, Carleton University
Suzanne Feurt, European Foundation Centre, Brussels
Monica Patten, Community Foundations of Canada
Al Hatton, Coalition of National Voluntary Organizations
Caroline Andrew, University of Ottawa
Gilles Paquet, University of Ottawa
Marie-Claire Dubé, University of Ottawa
Sylvain Leduc, University of Ottawa
Yvan Albert, University of Ottawa
John Ouellette, Development Office, University of Ottawa
Pauline Mantha, Learning Disabilities Ass'n. of Canada
Rieky Stuart, Canadian Council for International Co-operation
Allan Rix, consultant
Dan Hermosa, Department of Justice
Marc Jolicoeur, United Way of/Centraide du Canada
Elisabeth Kricfalusi, Cognos Corp.
Richard Stursberg, Canadian Cable Television Ass'n.
David Armour, United Way of/Centraide du Canada
John Hartman, United Way of/Centraide du Canada
Marion Dewar, OXFAM Canada
Patrick Johnston, Canadian Centre for Philanthropy

Donna Dubreuil, Kenzie Thompson, Carleton University
Ted Jackson, CSTIER
Fr. Everett MacNeil
Bob Fugere, consultant
Piotr Dutciewicz, Carleton University
Charles Pascal, Atkinson Foundation
Sandra Crabtree, The Crabtree Foundation
Duncan Hanks, Peter Tamas, Universidad Nur, Bolivia
Mike Adams, Environics Research
Brian Chapman, Human Resources Development Canada
Dana Silk, Canadian Environmental Network
Chris Miller, University of the West of England, Bristol
Brenda Gainer, York University
John Bouza, consultant,
Betsy Clarke, consultant
Don McRae, Canadian Heritage
Mary Coyle, Coady Int'l Inst., Antigonish

Email & other correspondence:

David Sogge, consultant, Amsterdam
Michael Edwards, consultant, London, U.K.
Alan Fowler, consultant, Addis Ababa
Vic Murray, University of Victoria

Questionnaire respondents:

Judith Maxwell, Canadian Policy Research Networks Inc., Ottawa
Sherri Torjman, Caledon Inst., Ottawa
Carl Juneau, Revenue Canada
Dennise Albrecht, Children's Hospital of Eastern Ontario
Sue Cousineau. Canadian Ass'n for Health, Physical Education, Recreation & Dance
Elmer Hynes, Canadian Parents for French

Participants in Community Consultation:

Peter Findlay, consultant, Manotick
Jacques Fournier, consultant, Ottawa
Ravi Gupta, World University Service of Canada, Ottawa
Clare Gillespie, MS Society, Ottawa
Richard Glass, consultant, Ottawa
David Orfald, graduate student, Ottawa
Janet Mrenica, consultant, Ottawa
Kathleen Stephenson, consultant, Ottawa
Idil Saleh, Som-Can Inst. for Research & Development, Ottawa
Janet Whillans, United Way of Ottawa-Carleton
Douglas Ward, consultant, Ottawa
Laurie Mason, consultant, Ottawa
Annette Blankman, MS Society, Ottawa
Jane Horner, Volunteer Centre, Ottawa
Ann Molloy, Aphasia Centre of Ottawa-Carleton, Ottawa

Richard Harmston, South Asia Partnership/Canada, Ottawa
Kate McLaren, consultant, Ottawa
Anne Wright, consultant, Ottawa
Saxon Harding, graduate student, Ottawa
Susan Carter, Canadian Council for Social Development, Ottawa
Tony Berezowecki, Canadian Bureau for International Education, Ottawa
Heyam Qirbi, Muslim Ass'n of Arab Mothers, Kanata
Victoria Carlan, consultant, Ottawa
Gwynneth Evans, National Library of Canada
Mary Hardwick, consultant, Ottawa
Donald Officer, consultant, Gloucester
Patricia Salberg, MS Society, Ottawa
Jane Gragtmans, graduate student, Ottawa
Brenda Couch, CUSO, Ottawa
Colin Stuart, Canadian Consortium for International Social Development, Ottawa
T. Nanthakumaran, South East Asian Students' Ass'n. (Canada), Ottawa
Bessa Whitmore, Carleton Univ., Ottawa

Participants in Focus Groups:

Kevin Bailey, Canadian Centre for Philanthropy, Toronto
Kevin Lee, Canadian Council for Social Development, Ottawa
Anita Mayer, Public Policy Forum, Ottawa
Chris Smart, International Development Research Centre, Ottawa
Kernaghan Webb & Jean Baptiste Renneau, Industry Canada, Ottawa
Susan McCunn, Health Canada, Ottawa
Patrick Gibson, HRD Canada, Ottawa
Gordon Roston, consultant, Ottawa
Diane Bascombe, Canadian Child Care Federation, Ottawa
Marc Maracle, National Association of Friendship Centres, Ottawa
Maureen Kellerman, Canadian Ass'n. of Family Resource Centres, Canada
Vangelis Nikias, Canadian National Institute for the Blind, Ottawa
Duncan Phillips, St. Johns Ambulance, Ottawa
Brian McPherson, Canadian Archery Ass'n., Ottawa
Barbara Drew, Canadian Medical Ass'n., Ottawa
John Watson, CARE Canada, Ottawa
Harry Qualman, United Nations Assoc. of Can.
Howard Esbin, Bridgehead, Ottawa
Larry Hendricks, Canadian Co-operative Ass'n., Ottawa
Jill Carr-Harris, Philippines Development Assistance Program, Ottawa
Paula Spivak-Sladowski, Volunteer Centre of Ottawa-Carleton, Ottawa
Barbara McInnes, Community Foundation of Ottawa-Carleton, Ottawa
Nancy MacNider, St. Mary's Home, Ottawa
Sylvia Huckerby, YMCA-YWCA, Ottawa
David Millen, Child & Youth Friendly Ottawa, Ottawa
Tim Simboli, Family Service Centre, Ottawa

Endnotes:

[1] 'Partnership' is a loaded word in the lexicon of NGOs and the voluntary sector; for that reason, its usefulness must be questioned, all the more so perhaps as its usage spreads. For a trenchant critique of its use in the international development field, and a proposal to use 'working alliances' instead, see Kamal Malhotra, 'A Southern Perspective on Partnership for Development: Some Lessons from Experience,' Bangkok: FOCUS on the Global South, mimeo, 1996.

[2] See, for example: Ronald Hirshorn, ed., *The Emerging Sector: In Search of a Framework*, (Ottawa: Canadian Policy Research networks, 1997); Paul Leduc Browne, *Love in a Cold world? The voluntary Sector in the Age of Cuts*, (Ottawa: Canadian Centre for Policy Alternatives, 1996); Alan Fowler, *Striking a Balance*, (London: Earthscan, 1997); David Sogge, ed., with Kees Biekart and John Saxby, *Compassion and Calculation: the Business of Private Foreign Aid*, (London: Pluto/Transnational Institute, 1996); Michael Edwards & David Hulme, eds., *NGOs: Performance and Accountability* (London: Earthscan, 1996); Ian Smillie, *The Alms Bazaar*, (Ottawa: IDRC, 1995); David Kelleher & Kate McLaren, with Ronald Bisson, *Grabbing the Tiger by the Tail*, (Ottawa: CCIC, 1996). Despite the proliferation of books and articles, the intellectual barriers among the different subsectors mirror a fragmented existence and practice. Two recent works, for example, by the CPRN (edited by Hirshorn) and Alan Fowler, cite few common references, though Fowler's is the more comprehensive and inclusive.

[3] Paul Reed, 'Defining the Nonprofit Sector in Canada: What Questions should We Be Asking?' in Hirshorn, ed., pp. 53, 55.

[4] The issue of the name and boundaries of this sector, and the organizations that comprise it, is obviously fraught. Most books rehearse the various arguments and appellations, and settle on their own approach, usually acknowledging most any approach is unsatisfactory. See, for example, Smillie, pp. 22-36; or Jacquelyn Thayer Scott, "Defining the Nonprofit Sector," in Hirshorn ed., pp. 43 - 51. The 'nonprofit' field is obviously becoming more crowded with what Peter Dobkin Hall called 'weird hybrid creatures' [interview, August 1997]. This is no bad thing--it forces observers and actors to think about what it is they're dealing with. Definitions reflect choices and limits, hence purposes, hence values. And, 'sectors' and 'organizations' are defined within shifting boundaries, and in relation to other social creations and forces. As a result, 'no condition is permanent' and categories have to be revisited regularly. In this study, we have settled on using the term 'the voluntary sector'. This label is in no way exclusive, however: a critical issue for the work of the centre are the relations between the voluntary sector, the larger nonprofit sector, and indeed civil society as a whole.

For a useful glossary of terms like 'nonprofit' and 'voluntary organisations', see Susan Phillips, 'Redefining Government Relationships with the Voluntary Sector: On Great Expectations *and* Sense and Sensibility,' (Ottawa: Discussion Paper Prepared for the Round Table on the Voluntary Sector, 1995).

The phrase 'civil society' carries more than its share of baggage as well. We use the term to signify the sphere of organised social interaction beyond individual and family life where citizens of a society come together to engage with state--and increasingly, with key actors in the market--to determine how they will live together. See Laura Macdonald, 'Non-Governmental Organizations: Agents of a "New Development"?' (Ottawa: mimeo, 1993); and Alison van Rooy, 'New Voices in Civil Society,' in The North-South Institute, *Canadian Development Report, 1996-97* (Ottawa: NSI, 1996), pp. 39-48.

[5] This information was reported at a Roundtable on the Leadership and Management Training Needs of the Voluntary and Non-Profit Sector, May 15, 1997, sponsored by the Professional Training Service of the University of Ottawa.

[6] Miguel Darcy de Oliveira and Rajesh Tandon, 'An Emerging Global Civil Society,' in de Oliveira and Tandon, eds., *Citizens: Strengthening Global Civil Society*, (Washington: CIVICUS, 1995), p. 1. Other accounts may be found in Lester Salamon, 'The Rise of the Nonprofit Sector,' *Foreign Affairs*, 73, 4 (July/August 1994), pp. 109-122; Peter J. Spiro, 'New Global Communities: Nongovernmental

Organizations in International Decisionmaking Institutions,' *The Washington Quarterly,* 18, 1 (1994), pp. 45-56; Ronnie D. Lipschutz, 'Reconstructing World Politics: The Emergence of Global Civil Society,' *Millennium,* 21, 3 (1992), pp. 389-420; or Jeremy Rifkin, *The End of Work* (New York: Putnam, 1996).

[7] Ibid., pp. 2-3.

[8] Ibid., p. 3.

[9] Rubem César Fernandes, 'Threads of Global Citizenship,' in de Oliveira and Tandon, pp. 319-346.

[10] See, for example, Ian Smillie's excellent survey in *The Alms Bazaar.*

[11] De Oliveira & Tandon, pp. 4/5. Remarkably similar and forceful comments came from James Wolfensohn, President of the World Bank, addressing the annual world Bank/IMF meetings in Hong Kong in September 1997. Acknowledging deepening poverty in many parts of the world, he said, '[T]he tragedy is that the glass is almost totally empty for too many. Indeed, for too many, it is the worst of times, as huge disparities persist across and within countries....What we are seeing today is the tragedy of exclusion....We must recognize that we are living with a time bomb, and unless we take action now, it could explode in our children's faces.' ('The Challenge of Inclusion,' address by James Wolfensohn, President, World Bank, to Annual Meetings of the World Bank and the International Monetary Fund, Hong Kong, Sept. 23, 1997.) See also Kevin Watkins, *The OXFAM Poverty Report,* (Oxford: OXFAM, 1995), making the point that the problem is not confined to countries of the South.

[12] 'Business Accountability: Shareholders, Stakeholders, or Society?' in Noranda News, Sept. 29, 1997. As another indicator, the Harvard School of Business has established an Initiative on Social Enterprise.

[13] Smillie, pp. 167-80, describes the growth of a 'contracting culture', a preoccupation with service provision rather than social change. In this, he echoes similar analysis from the United States, by S.R. Smith and M. Lipsky, *Nonprofits for Hire: The Welfare State in the Age of Contracting,* (Cambridge: Harvard University Press, 1993).

[14] Hirshorn, ed., p. 9. A publication by the Canadian Centre for Philanthropy offers a numerical profile of registered charities. See David Sharpe, *A Portrait of Canada's Charities: The Size, Scope and Financing of Registered Charities* (Toronto: Canadian Centre for Philanthropy, 1994).

[15] Macdonald, p. 9.

[16] The mythology and performance of international NGOs is the subject of Sogge, *Compassion and Calculation.* For examples of analysis of the decline of public trust in non-profit organizations, see Regina Herzlinger, 'Can Public Trust in Nonprofits and Governments be Restored?' *Harvard Business Review* 74, 2 (1996), pp. 97 - 108, as well as commentary by the Washington-based National Committee for Responsive Philanthropy ('The War on Non-Profits Continues Unabated,' *Responsive Philanthropy,* Fall 1995).

[17] This span or hierarchy is noted in 'Management and Leadership Education in the Nonprofit and Voluntary Sector: A Report on a National On-Line Discussion,' Canadian Centre for Philanthropy, Toronto, Feb. 1997, p. 2.

[18] Some of the organizations involved are noted in the inventory appended to this study.

[19] The phrase used by Peter Dobkin Hall of Yale University in a telephone interview, August 1997.

[20] Not a small issue. The experience of INTRAC in England is instructive. The organization focuses on training and research related to international development NGOs, delivering its services on a fee-for-service basis. INTRAC relies heavily on the European market, especially the Scandinavian agencies. By

the reckoning of senior staff, its training service could not be sustained by the UK market alone. [Information from Brian Pratt, Director, in discussion, October 1997.]

[21] This need not exclude international issues and clientele, of course, because of the presence of international development agencies in the region.

[22] The Implementation Plan may well change or extend the list. Distribution and discussion of the Feasibility Report, for example, may generate other options.

[23] To paraphrase one respondent: Is the Centre to be an academic body, or a resource to community-building? The early choices will be important for the signals they send to potential clients and publics.