



QUEEN'S PROJECT ON INTERNATIONAL DEVELOPMENT ANNUAL GENERAL REPORT

AUGUST 2



Message from Outgoing General Director

"In times of change learners inherit the earth; while the learned find themselves beautifully equipped to deal with a world that no longer exists."

- Eric Hoffer

I have had a whirlwind year as General Director of QPID. I cannot even begin to explain how much learning I have done this year. Being a full-time student and heading this organization was no easy task and involved many late nights, but the year wouldn't have been successful without the immense dedication of the four other directors, our 20 executive members, as well as our committees and countless other members, all of whom are students.

Being entirely student-run makes QPID an organization that is not adverse to change or growth. Each year our members bring fresh perspectives and are often exposed to the latest ideas from the field of Global Development Studies. Students from other faculties also bring in new ideas and contribute to the climate of constant learning, collaboration and improvement.

QPID has undergone some significant changes this year meanwhile strengthening systems and initiatives from previous years. 2010-2011 has been a year of many successes and we have responded constructively to the challenges we have faced.

QPID Vision Statement

"To foster a development consciousness in the Queen's community as a catalyst for local and global change."

QPID Mission Statement

"QPID is a venue for collaboration among students and members of our host communities to share knowledge and promote development consciousness. QPID uses a holistic approach to development through engagement in critical thinking and informed action."

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Our weekly forum for university students to discuss global issues has had an incredible and consistent turnout of 40+ members. Our High School Outreach committee has delivered more workshops on development issues to secondary students than ever before. We've continued on last year's model of having policy discussions with all members of QPID and we have worked in collaboration with all members to create ethical imagery and purchasing policies.

We've made a lot of improvements to our Summer Projects this year. This summer we continued our volunteer placements for Queen's Students in Nunavut and Ghana as well as creating partnerships in Botswana based on last summer's project identification. We made changes to the division of roles for the summer projects teams to make it structurally easier our project managers to facilitate effective evaluations and provide support to the students. Due to funding constraints, we've had to make changes to our literacy camps in Nunavut and cut down the number of locations for our camps. We took the opportunity to improve the sustainability of these camps and this year we are trying out a partnership with a local camp run by the Hamlet of Arviat.

This year we introduced structured visioning sessions within each branch of QPID that has opened up a host of new ideas. We have also have had some major discussions about the ethics of our summer projects and how they can be improved in the future.

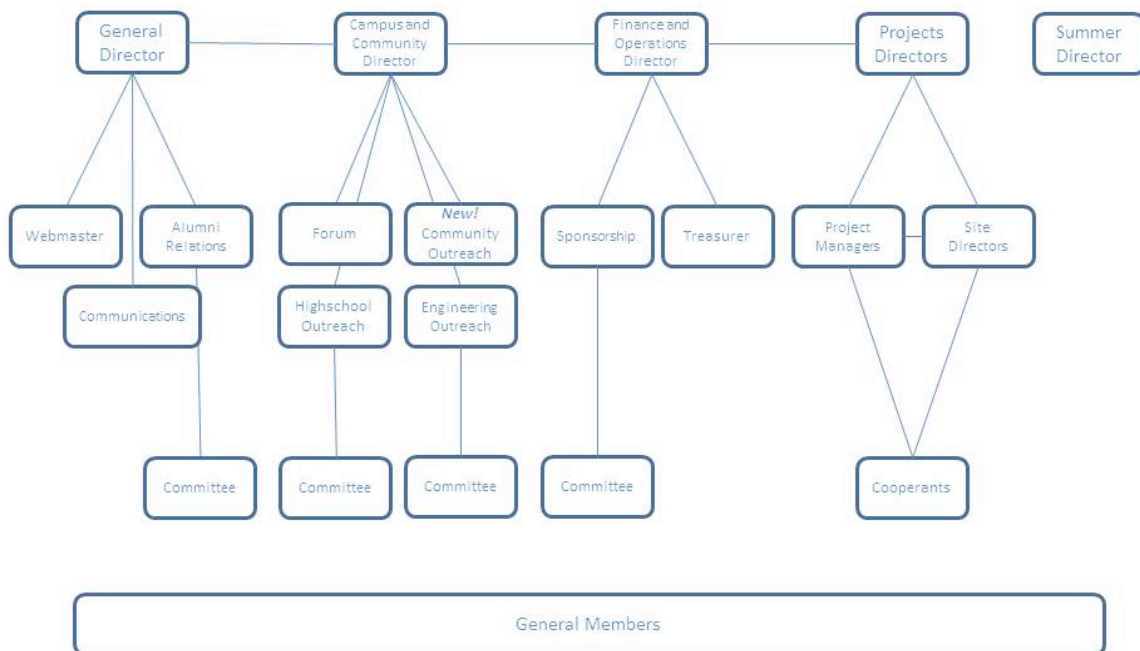
We ended the year by continuing last year's emphasis on strong transitioning for new members and I am very pleased to pass the torch to my successor, Alexander Laidlaw, who has had 3 years experience working with QPID and plenty of ideas for the organization. I am excited to see how QPID continues to develop in the next few years.

I would like to thank all of you for you continued support of QPID whether it be through your volunteer efforts, advice, donations or simply your interest in the organization. Please look out for our regular alumni newsletters and updates on our website!

- Malcolm Bird

General Director 2010-2011

QPID – Structure Diagram



QPID Fundamentals

Queen's Project on International Development (QPID) is a student-run organization operating out of the Queen's Engineering Society since 1990. We host a variety of initiatives on campus, in Kingston, in Canada and internationally.

On campus, QPID hosts a weekly forum comprised of discussions, presentations and workshops, which focus on a variety of development and global justice issues. All students are welcome to think, talk and learn together about questions that are not necessarily addressed in students' classes or everyday lives.

In Kingston, QPID runs workshops and a conference for high school students. Many of the same issues addressed in weekly forum are introduced to Kingston youth. Through these education initiatives QPID hopes to stimulate more awareness of the global problems our generation faces.

In Canada and internationally, QPID participates in summer projects. These projects vary from region to region, but share a focus on collaboration and teamwork between cooperants, our summer project volunteers, and members of host communities to fill needs that have been recognized by host communities themselves. These two to three month projects provide host communities with eager volunteers, and our volunteers with a unique opportunity for a cross-cultural experience. QPID has participated in over 200 grassroots community development projects in Bolivia, Botswana, Burkina Faso, Ghana, Guyana, India, Nicaragua, Nunavut, Peru and Kingston.

QPID's Guiding Principles

Translating our Beliefs into Action: Central to our beliefs is the notion that small contributions can make a meaningful difference. We seek to have long-term impacts by applying student knowledge, creativity, and enthusiasm to our Canadian and international projects.

Promoting Social and Environmental Responsibility: In all our efforts, QPID is guided by values of justice, equality, and ecological sustainability. This applies to all aspects of our daily operations, campaigns and summer projects.

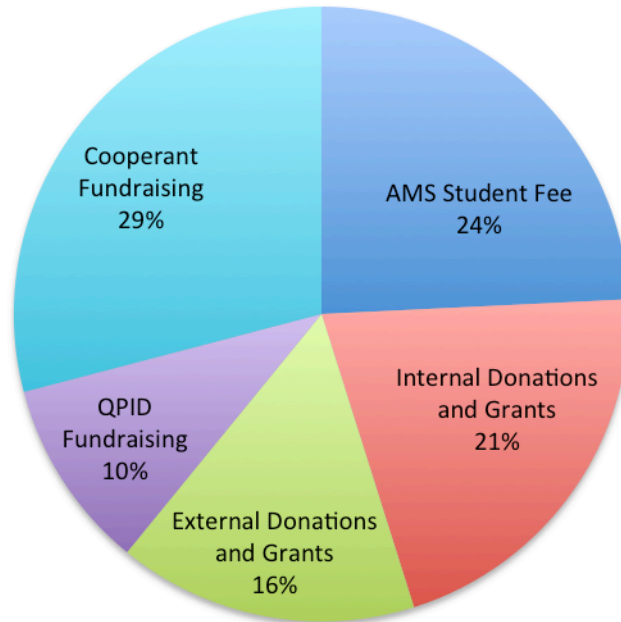
Valuing Diversity: Effecting change requires that we respect all points of view. Although QPID has a long history within the Queen's Engineering Society, we have developed an interdisciplinary approach that includes education, gender issues, health, technology, and the environment as important aspects of development. We value diversity in opportunities, perspectives, and our membership.

Remaining Student-Run and Volunteer-Driven: QPID is committed to providing students with opportunities for experiential learning in development-related work and activism. While we are student-run, we do maintain a high degree of professionalism, transparency, and accountability.

Being Reflective and Responsive: QPID strives for rigorous self-evaluation. Through a dynamic and critical approach, we can better adapt to the challenges we face as an organization.

Message from Outgoing Financial Director

Figure 1. Sources of Revenue 2010-2011

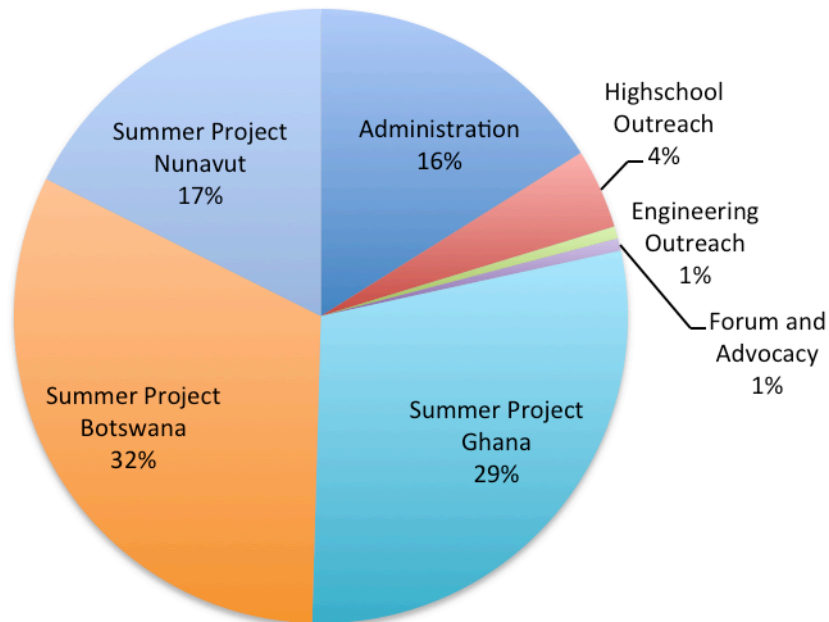


In the 2010-2011 fiscal year, more than half of QPID's revenue was generated from AMS student fees and Cooperant fundraising. These sources are significant because they are the only guaranteed sources of income each year. The AMS student fee will need to be either renewed or increased in the 2012-2013 referendum. An increase in the student fee could be proposed earlier, in 2011-2012, without risking the loss of all student fees should the increase not pass. The student fee is subject to individual opt-out, and has not been increased in recent years. Cooperant fundraising was raised in the past year from \$1900 to \$2000 per Cooperant, roughly one third of project costs. Cooperant fundraising goals can also be increased, although keeping fundraising goals lower allows the projects to be more financially accessible to students.

A large portion of QPID's income was generated through donations and grants, both internally, from Queen's University, and externally, from foundations, individual donors and alumni. Applying for grants and donations requires the greatest investment of time and in 2010-2011 we saw a decrease in funding from these sources, as compared to 2009-2010. However, this source of revenue has the greatest potential to increase in the future. Time should be spent in the upcoming year to identify more external grants and donations for which QPID is eligible.

Lastly, the remainder of QPID's income is generated through fundraising events. QPID's annual fundraising events include sales at Clark Hall Patio Ritual BBQs, and Middle School Dance Party (MSDP) ticket sales and coat check sales. In the future, MSDP can be expanded to a larger location in order to increase ticket sales.

Figure 2. Areas of Expenditure 2010-2011



In the 2010-2011 fiscal year, more than 75% of expenditures were spent on summer projects. Project costs were more difficult to estimate than in previous years due to a change in project partner in Nunavut, new projects in Botswana and a rise in the cost of living in Ghana due to oil exploration. In the future, the confirmation of summer projects earlier in the year could lead to a decrease in projects costs, such as airfare and also potentially accommodation. In 2010-2011 only 6% of expenditures were spent on Campus and Community initiatives. In the future, this area can be expanded.

This year, administration costs were also higher than in previous years due to a lack of SWEP funding for the Summer Operations Director Position, despite full funding in the past. In the future, QPID should apply for partial SWEP funding.

Overall, the 2010-2011 fiscal year was financially challenging for QPID both due to an increase in unexpected project costs, and also a decrease in revenue from donations and grants. While a financial surplus from the 2009-2010 year was able to provide financial security, a plan should be put in place for improved financial sustainability in the future should similar situations arise.

- Sharon Xiaoshen Zheng
Finance and Operations Director 2010-2011

Finance and Operations

Treasurer

Despite some financial challenges this year, fundraising events for general QPID funds stood out as a great success. The Middle School Dance Party (MSDP) events were a bigger success this year than in the past. MSDP in the fall generated \$3025.37 and MSDP 2.0 generated \$2717 for a total of \$5742.37. The two Patio Ritual BBQs in September generated \$871.90 and the recent one in March generated \$817.25 for a total of \$1689.15. QPID's treasurer role has been better defined this year. A suitable niche has been established within the organization in which the treasurer is responsible for preparing floats for events, counting money, organizing offline banking via Quickbooks, writing cheques and making bank deposits. The treasurer was also responsible for collecting and recording cooperant fundraising money for the summer projects.

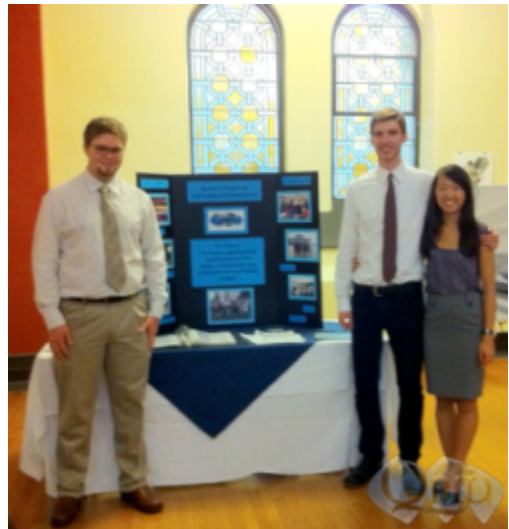
Significant progress was also made in organizing QPID's financial records. Quickbooks, the offline banking program, was reconciled with the online TD account up until September 2010. Reimbursement forms for QPID members were created to keep track of funds going into and out of the bank account. Lastly, an accounts receivable and invoice binder was started to help organize QPID's current and future financial papers.

- Xin Zhang

Alumni Relations

The Alumni Relations Committee had a fantastic year in terms of meeting its goals. As a committee in its second year, there was a focus on formalizing the role and streamlining work processes. Three newsletters were produced and distributed to alumni through the Office of Advancement, and efforts were made to expand and consolidate our contact network. There was also the opportunity to have three Queen's alumni give engaging presentations at our weekly forum. An initiative to compile a number of alumni contacts into a Mentorship Database was launched, and three alumni have currently offered to serve as mentors. The position has also been expanded for next year, with the inclusion of a Human Resources component. This year the committee produced internal newsletters to coincide with alumni newsletters, which were distributed internally. With the expansion of the role to integrate more aspects relating to internal matters, the goal is to improve cohesion and communication within QPID. Thanks to the support of QPID's incredible members, both past and present. The role has become an outstanding opportunity to engage with the people who have made QPID the organization it is today.

- Alexander Laidlaw and Hannah Lee



Sponsorship

This year, the sponsorship committee consisted of two Sponsorship Coordinators and two committee members, who worked together to raise money for QPID and represent our organization to both internal and external granting bodies. This work required strong writing and editing skills, as well as a lot of liaising with other branches of QPID in order to gather information. The sponsorship committee this year contacted over 45 organizations and received 7 grants, from sources such as the AMS, MCRC, the Dean of Applied Science, the Office of the Principle, the Queen's Alumni Association, and the Community Foundation for Kingston and Area. Although the Sponsorship team received many rejections in the first term, we were able to recover with second term applications as our grant-writing skills improved and we were able to better demonstrate financial need due to our fiscal position. Additionally, a split took place within the committee in order to separate responsibility for internal and external grant writing between coordinators, which increased accountability and productivity. Overall, sponsorship had a successful year, and we learned many lessons which we will pass along to the incoming sponsorship team.

- Lyndsay Chapman and Christie Campbell

Projects

The Projects Directors had a busy year coordinating all aspects of preparation for the summer projects. We met with cooperants from the previous summer to learn from their experiences; communicated with partner organizations in all three project regions, namely Nunavut, Ghana and Botswana; and hired a full projects team. We selected a total of 12 students from a range of faculties at Queen's to travel on our summer projects and participate in one of five different internship opportunities. We organized and ran many training sessions for our Site Directors and Cooperants on topics such as health and safety, language training, development ethics, report-writing, and cultural adjustment. We also coordinated a series of fundraising efforts, most notable of which was Chilifest, a hugely popular dinner where we served pots and pots of chili! We supported our Site Directors and Cooperants by helping them apply for visas, accommodating their flight arrangements, and establish communication with their partner organizations. We also arranged for homestay families to host our students and help them feel welcome in their respective communities. Our biggest accomplishment this year was developing a more comprehensive evaluation system for measuring the successes and challenges of our summer projects. This process was incited by the encouragement of one of our private donors to develop a long-term goal for our projects and assess areas for improvement. We met with experts in this field and conducted research on project evaluation in order to develop a rationale, set of goals, and range of tools for carrying out our evaluations. Our findings will be made available in final reports of the Site Directors and Cooperants at the close of the summer projects this year. We also tried out some new project models this year in terms of our partnership in the Nunavut Territory as well as the Site Director/Cooperant relationships in Ghana and Botswana. These are discussed in more detail below.

- Kira Zanyk Davey and Hoda Azadi-Gray

Projects Directors 2010-2011

Nunavut

With a freeze of funding on the part of Kivalliq School Operations, our long-time partner in several communities in Nunavut, the QPID Nunavut Project Manager investigated alternate partnerships in order to continue the work of the 'Books, Fun and Sun' camps. After some encouraging discussions with members of the Hamlet of Arviat, we decided to join together and combine our camps this year. The Hamlet of Arviat provides a summer camp every year while school children are on holidays and run activities such as sports, going out on the land, and visiting with elders. In the past, the QPID camp has run separately from this, providing literacy and other activities. However, this year we were presented with the opportunity to share resources, staff, and programming, and therefore offer more services to a larger group of children and youth in Arviat. In preparation, Team Nunavut planned some fundraising initiatives including a hotdog sale. We also learned some Inuktitut from an Inuk student at Queen's and brainstormed literacy activities. From QPID's perspective, this new partnership has been successful because it has allowed our cooperants to form better connections with their fellow camp counselors, the campers, and other members of the community.

- Kirsten Rogerson

Ghana

During the 2010-2011 school year, Project Ghana hired a Project Manager, a Site Director, and four cooperants. The site director role was transformed to involve a greater degree of monitoring and evaluation and less local project participation. Our confirmed partner organizations were the Kumasi Institute of Technology, Energy and Environment (KITE) in Accra and Friends of the Nation (FoN) in Takoradi. Throughout the winter semester, Project Ghana held eleven cooperant training sessions. Three of the training sessions involved guest speakers: Kira Zanyk Davey and Edwin for Twi language training as well as Victoria More for cross-cultural interviewing training. In regards to team fundraising, Project Ghana held two group fundraising events. The first was a music night at Clark Pub, where a collection of individual artists and bands performed. The second was a club night at Stages. These events contributed \$294.00 to Team Ghana's total fundraising events. Accommodations were arranged for the cooperants at host families in both Accra and Takoradi.

- Eliana Chia

Botswana

Similar to Project Ghana, a Project Manager, a Site Director, and four cooperants were hired for our summer work in Botswana. Having had two QPID members conduct project identification in Botswana for the first time last summer, this was the first year of formal project work in the country. As such, the preparation for this project included a lot of research, learning, and enthusiasm! Based on recommendations from the report of the QPID members last year, we selected two organizations in Botswana who were eager to accept our students. These were True Men Trust based in Francistown, which works on HIV/AIDS issues, and Ditshwanelo, the Botswana Centre for Human Rights, in Kasane where our students were tasked with working in the lands rights division, with particular focus on Indigenous groups. During the school year, Team Botswana connected with a group of engineering students at Queen's who are from Botswana. One of the students helped the Site Director and Cooperants learn some phrases in Setswana and helped arrange accommodations in the two cities.

- Davina Finn

Campus and Community

The Campus and Community Branch saw another successful and expansionary year, with numerous local education-based activities completed with the Queen's student body and community partners. After some shuffling of executive positions, the Campus and Community portfolio consisted of Engineering Outreach and committee, High School Outreach and committee, Communications Coordinator, Webmaster, and Forum and Advocacy Coordinator. A significant part of the work of the branch this year was to fill some of the policy gaps in our operations manual, leading to the creation of QPID's Ethical Imagery Policy, and Ethical and Sustainable Purchasing Policy. A total of 6 internal QPID forums were run throughout the year, including these two policy forums. This year was a building year for the Campus and Community Director, who spent time better defining the role so that future directors can support the executive within the C&C portfolio as effectively and creatively as possible.

- Victoria More

Campus and Community Director 2010-2011

High School Outreach

HSO's Seek, Empower, Engage (SEE) initiative had a successful year, completing 6 high school workshops and developing several new workshops. SEE worked with Bayridge, Frontenac, KCVI and Ernestown secondary schools to deliver the "What Is Development" and "Building on Equity" workshops. The SEE committee developed two workshops pertaining to protesting and ethical clothing production for HSO's Annual Youth Conference. Including the aforementioned and Victoria More's Ethical Imagery workshop, SEE has a repertoire of five polished workshops for next year's executive and committee to consult when they start in September.

HSO's Youth Forum on Community and Global Development had a great year this year! We broadened the workshop base and invited speakers from Me to We, the Red Cross, the Canadian Hunger Foundation, Four Directions Aboriginal Student Center, Engineers without Borders and Grandmothers to Grandmothers from the Stephen Lewis Foundation. The SEE committee also presented very successful workshops at the conference as well! Students from KCVI, Regiopolis-Notre Dame, Bayridge Secondary School and Sydenham Secondary School attended the conference. The debrief period after the conference included compiling a newsletter to send out to students from the conference as well as taking all the feedback from this year into consideration for next year.

The Development Initiatives Alliance (DIA) committee was created this year based on the foundation of the Youth Advisory Council (YAC). The committee did not start until later into the year on YAC. There was a lack of communication and members were not given set tasks to accomplish. In January 2011, the committee re-examined YAC and transformed it to DIA, and has been re-developing this project. There is a clear outline of what DIA is and hopes to accomplish, advertising was created and ideas for meetings for the future were established. In March 2011 the committee began to advertise DIA to high school students, beginning at the Youth Forum Conference. In the following weeks we began emailing with students and teachers who had expressed interest. The committee visited KCVI, LCVI, QECVI and Regiopolis to promote DIA. Unfortunately, we only received one application in April. The committee is in the process of creating a program with the Limestone District School Board and hopes to attract more interested students next year.

- Kayla McGeorge and Kaila Muzzin

Engineering Outreach Coordinator

The Engineering Outreach committee has been working hard this past year to create some new and engaging initiatives for the engineering student population at Queen's. In its first year as a fully-functioning committee, they created the initiative 'Save a Bird, Build a Birdhouse' in collaboration with Habitat for Humanity Kingston. With three groups of four to five students attending this year, the purpose of the initiative was to bring awareness of what Habitat for Humanity does in the Kingston community in a fun and interactive manner. Each team had a budget and a time limit to build a model bird house for the opportunity to win the title of sturdiest, most creative or best overall. Many participants signed up for further volunteer opportunities with Habitat for Humanity in the fall. Overall, it has been a very successful year, with a lot of great new ideas, collaboration with community partners and work with the engineering course APSC 100.

- Krysten Rutherford

Forum and Advocacy Coordinator

QPID's Forum and Advocacy Coordinator organized 15 development engagement forums this year and 2 advocacy projects. Forum saw a wide range of topics presented and formats used. Some of the most popular forums were: Eastern European underdevelopment, the Egyptian Revolution, Pakistan's flooding and the High-School Outreach workshop presentation. The two advocacy initiatives were less attended but also popular. Members volunteered with the Trick or Eat Meal Exchange campaign as organized by the Forum and Advocacy Coordinator, as well as several visits to Martha's Table. On average, Forum had between 30 and 45 attendees.

- Katherine Fernandez-Blance

Webmaster

The webmaster was tasked with renovating the website to reflect current QPID initiatives as well as increase exposure to QPID via social media outlets. The website was redesigned and coded for a more user-friendly interface, and the website was made more accessible to various browsers. Other additions to the website in fall 2010 included a monthly calendar to showcase QPID's events and webpages denoting weekly events and initiatives through which general members could become involved with QPID. Following the formation of an image policy, recent photos of QPID executives and projects were uploaded on the website. In January 26, 2011, QPID joined Twitter, utilizing concurrent social media in order to disseminate to students news on QPID's events and both local and international development issues. Another new initiative pursued in February 2011 was the formation of the QPID Discussion Blog, which was made as a means for students to discuss current development issues as well as further extend Forum discussion outside the classroom. Finally, the domain "qpид.ca", which was inactivated in October 2010 was registered and activated again in April 2011.

- Linda Lee

Communications Coordinator

In 2010/2011 academic year, the Communications Coordinator organized all aspects of marketing and promotions, as it pertained to QPID as a whole. This primarily consisted of advertising for summer projects and committee positions in the fall as well as new executive and directorate positions in the spring. In addition, the Communications Coordinator fielded all external communications including the compilation of updates and news for the weekly list-serv email and responding to inquiries from QPID members as well as external NGOs who are seeking partnerships. The Communications Coordinator also organized a total of seven

fundraising events for QPID throughout the academic year, including four barbecues at Clark Hall Pub's patio rituals, Chilifest in the winter semester, Middle School Dance Party (MSDP), and Middle School Dance Party 2.0. These events raised more than \$7000 cumulatively and provided campus-wide exposure for QPID.

New items were introduced this year through the Communications Coordinator portfolio, introducing MSDP 2.0 in the winter semester and implementing the QPID Discussion Blog pilot in conjunction with the Webmaster. The Communications Coordinator will also be renamed as "Marketing and Promotions Coordinator" in subsequent years to better reflect the responsibilities of the position.

- Jenny Liu

Message from Incoming General Director Outlook for QPID 2011-12

Over the course of the next year, the newly hired executive and directorate teams have ambitious plans to further the breadth and depth of QPID's impact on campus, in Kingston, and in our summer project regions. Firstly, we will work towards one of our main goals of ensuring that all volunteers engaged with QPID gain the most from their experience by providing more opportunities for meaningful engagement and interaction.

The directorate is making a concerted effort to ensure that there are more chances for general members, committee members and cooperants to take on responsibility and contribute to QPID's success. This will include seeking more input from all members in discussions and decision-making processes, encouraging general members to participate in fundraising and social activities, and developing strategies for welcoming students from more diverse faculties into the organization.

Secondly, we want to continue to improve our summer projects by comprehensively re-assessing and re-evaluating the impact of our projects, with the goal of creatively re-imagining what a QPID project can, and should, look like. We hope to use the project evaluation and identification data collected by cooperants and site directors this summer to systematically assess the successes and challenges of our projects in order to improve the project model we use for the upcoming year. Our projects team is using a wide range of evaluation tools to seek feedback from relevant stakeholders in the host communities and will compile and reflect on their findings at the end of the projects this summer.

Thirdly, we hope to have our actions better reflect the acknowledgement that development issues are present at a local level by improving our engagement with the Kingston community. In order to pursue this goal, we plan to introduce a new Community Outreach Coordinator executive position in the fall, whose role will consist of developing partnerships with local organizations at which QPID members can volunteer, meanwhile creating a space for critical reflection on local development issues. And lastly, in order to support these initiatives we hope to diversify and further develop our sources of funding to achieve better financial stability from year to year. We are focusing on long-term financial planning and are thereby investigating ways to become more financially self-sufficient for a secure future. We still have a lot more planning and work to be done in the next few months, but we are incredibly excited for the 2011-12 school year to begin.

- Alex Laidlaw

General Director 2011-2012



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online through Queen's University
at <https://www.givetoqueens.ca/>