



PUBLIC RELATIONS  
**WITHOUT BORDERS**



# PUBLIC RELATIONS WITHOUT BORDERS A SUMMARY

Public Relations Without Borders (PRWB) was founded in 2007 in Montréal, Canada, by a group of senior public relations professionals; it is recognized by the Canada Revenue Agency as a charitable organization.

Through initiatives in a growing list of countries, PRWB is demonstrating how public relations can be used as a powerful tool to leverage social and economic progress. By partnering with a number of other organizations, we are contributing to the sustainable improvement of living conditions in these countries as well as helping these populations take charge of their development with dignity.

PRWB carries out missions in cooperation with partners that include NGOs, organizations and public authorities. Its volunteer services - training, counselling, coaching – aim to help local organizations achieve their objectives, for the direct benefit of the populations they serve.

PRWB's volunteers rally around the ideals of solidarity, integrity and professionalism.

PRWB charity registration number: 849820295RR0001

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# FROM THE CHAIRMAN OF THE BOARD

THANK YOU!



**Guy Versailles, APR, FCPRS**  
Chair of the Board

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Uganda

Public Relations Without Borders (PRWB) carried out six missions in 2016, each of which are reported in the pages that follow. Besides their number, these missions stand out because of the remarkable quality of the work done by our Heads of Missions. In 2017, we will continue to build long-term partnerships for multi-year programs with substantial funding.

We continued our efforts in 2016 to further maximize the use of our financial resources. We revised our operations and completed the reorganization started two years ago with the hiring of a new Executive Director, Louis Moubarak. His extensive knowledge of international cooperation is a key asset for PRWB, which allows us to further strengthen cooperation with our partners and create new and promising avenues for development.

At the end of another busy year, it is my pleasure to thank all the people and organizations that make it possible to accomplish of our mission.

I want to thank Karrel Cournoyer, Patrick Howe, Louis Moubarak, Alain Charbonneau and François Taschereau, our 2016 Heads of Missions, for their professionalism. Their volunteer involvement must be highlighted; they are not paid and often use their vacation time when carrying out their mission.

I wish to thank our Québec and international partners for their consideration. Our missions in 2016 were carried out in collaboration with Oxfam-Québec, the Union des producteurs agricoles Développement international (UPA DI) and L'OEUVRE LÉGER. Working in concert with them, we have once again demonstrated how effective communication is an instrument for social and economic progress.

I thank our generous sponsors, whose contributions support our action on the ground. Our main financing activity, the annual benefit breakfast, was once again of outstanding quality. Thank you to former Canadian ambassador Raymond Chrétien and to the panelists he led, including John Baird, former Canadian Minister of External Affairs, Gary Doer, former Canadian Ambassador to Washington, and John Parisella, former Québec Delegate to New York and well-known political expert on the United States. They captivated the 250 attendees with their observations on the evolution of the political situation in the United States in the context of the then ongoing presidential election campaign.

I thank the members of our Board of Directors for enthusiastically participating in our work. In 2016, our board benefited from the arrival of new members: Ms. Marie-Anna Murat, Senior Director of Communications at Via Rail Canada, and Pierre Gince, founding chair of Direction Communications Stratégiques. Moreover, I thank André Bouthillier of NATIONAL Public Relations who left the Board after several years of service.

I also want to thank the RES PUBLICA Consulting Group, the host of our permanent office. Representatives from several Public Relations Groups sit on our Board and participate in our missions. They compete daily for business, but they are partners and even allies in their support of PRWB as they know better than anyone the great benefits that public relations can provide as a tool for economic and social progress.

Chairman of the Board of Directors,  
**Guy Versailles, APR, FCPRS**

# YEAR IN REVIEW

## FROM THE EXECUTIVE DIRECTOR



**Louis Moubarak, APR**  
Executive Director

After two successful missions for Public Relations Without Borders, with our partners Equitas and Oxfam-Québec, it was with pleasure and much appreciation that I agreed to lead this organization on the eve of its 10th anniversary. I am pleased and honored that the Board of Directors has asked me to take over from Mr. Ré Jean Séguin, whom I thank for the time he invested and work he accomplished during his tenure. It is a privilege to be an ambassador for PRWB and to be involved in leveraging public relations as a means for social and economic progress - the essence of PRWB's mandate.

### Louis Moubarak, APR

*He has been Accredited in Public Relations (APR) since 2008 and was Acting CEO and Chief Operating Officer of Canada World Youth, and worked for the Rights & Democracy organization in external relations and event communications. His professional career took him to the United Nations (UN New York) and the International Federation for Human Rights (IFHR Paris), where he shared his expertise on international awareness campaigns.*



### MISSIONS AND RELATIONS WITH THE PARTNERS

Three major partnerships marked the year 2016: L'ŒUVRE LÉGER, Oxfam-Québec and the Union des producteurs agricoles Développement international (UPA DI). Through these partnerships, PRWB was able to carry out six missions in six countries including Bolivia, Burkina Faso, Honduras, Jerusalem, Peru and Senegal.



We have begun a cost-sharing approach in the agreements PRWB negotiates with our strategic partners. Under these agreements, partners now pay a significant portion of the mission costs. Therefore, mission expenses, as reported in the financial statements, represent only a fraction of their actual cost.

### FINANCING AND REPRESENTATION

The benefit breakfast, held on May 11, 2016 was an unparalleled success. The conference, which focused on the challenges of the 2016 US presidential election for Québec and Canada, brought together more than 250 people. The speakers included: Raymond Chrétien, Ambassador of Canada to the United States from 1994 to 2000, who moderated the conference; the Honorable John R. Baird, PC, Minister of External Affairs of Canada from 2011 to 2015; Gary A. Doer, Canadian Ambassador to Washington from 2009 to January 2016 and Premier of Manitoba from 1999 to 2009; and John Parisella, Québec Delegate to New York from 2009 to 2012, Lecturer, US Policy Analyst and Executive Director of Campus Montréal. They all shared their opinions and knowledge, capturing the attention of listeners. This captivating event confirmed once more the capability of PRWB to effectively organize professional events.

Thank you to our generous sponsors and donors.

# PERU AND BOLIVIA



## INTERNAL AND EXTERNAL COMMUNICATIONS ANALYSIS AND PROPOSAL OF A COMMUNICATION PLAN FOR TWO AGRICULTURAL PRODUCERS'



**Karrel Cournoyer**

Head of Mission

During a two-week field mission in September and October, Karrel Cournoyer worked in partnership with L'OEUVRE LÉGER and Cindes in Peru, and ProRural in Bolivia. The mission was to carry out an internal and external communication diagnosis of these two organizations and thus contribute to the successful implementation of the Innovation and Mobilization for Food Security (IMFS) project. This project aims to improve food security and the productive and organizational capacities of more than 7,000 agricultural producers and their families.

Cournoyer analyzed the channels of communication between local authorities, producers (associations and individuals), agency stakeholders, and networks, as well as the visibility and general public awareness of these organizations. Cournoyer first analyzed the strengths and weaknesses with the teams of these two organizations and made recommendations for improvements in communication tools. She then guided them in the development of a communications plan to support the IMFS project.

*"The collaboration with both organizations has been very pleasant and effective. They have the interests of the project and of their beneficiaries at heart and we were both very open to analyzing their ways of communicating, and were receptive to all our recommendations to improve on their work."*

- **Karrel Cournoyer**  
Head of Mission

*"Karrel was willing to work in the field with the beneficiaries and communities and was able to pass on her experience and make several recommendations."*

- **Hoscar Salas Sevilla**  
Centro CindesX

*"With technical support and advice from Karrel, we understood the importance of developing an institutional communication strategy. A strategy that is part of all the project processes that we are presently putting in place with the aim of strengthening the institutional image of ProRural. Thus, we will develop and implement such a plan in the coming years."*

- **Nelson Ramos Santalla**  
IMFS Project Coordinator





## COMMUNICATION ANALYSIS AND TRAINING OF THREE NGOs



**Patrick Howe**  
Head of Mission

In August, Patrick Howe went to Burkina Faso to examine the communications needs of the three local partners of L'ŒUVRE LÉGER who participate in the Innovation and Mobilization for Food Security (IMFS) project, namely, UGCPA / BM, APIL and AFDR. Conducted in the form of interviews and meetings with the NGO teams in Burkina Faso, our mission head's analysis highlighted the contribution public relations could bring to the achievement of their organizational objectives. This first mission lays the groundwork for a second mission to be held in the country in 2017.

Howe also developed and delivered practical and intensive training for the NGOs to meet their most pressing communication needs, which were identified before and during the mission.



*"I was very impressed by these three NGOs and their importance in their respective regions. My meetings with farmers and trainers in the field also allowed me to gain a greater appreciation of the challenges facing these organizations, which have a crucial role in the development of the country."*

- **Patrick Howe**  
Head of Mission

*"We are convinced that communication is very important in achieving our strategic plan."*

- **Amidou Ouattara**  
Executive Director, AFDR





## STRENGTHENING COMMUNICATION AND MANAGEMENT CAPACITIES



**Louis Moubarak, APR**  
Head of Mission

At the request of Oxfam-Québec, Louis Moubarak traveled to Jerusalem in April to support national and local YWCA organizations in restructuring their communication capacities at both the local and national levels. Thanks to his expertise in the field of public relations, he was able to supervise and share his knowledge with the Technical Advisor on Communication working in Jerusalem for Oxfam-Québec. This is done so that the latter may assist other partners in the elaboration of their communication strategy and plan. This exchange of ideas and knowledge will allow the professionals on site to follow a guideline that will be beneficial for the achievement of their objectives.

Seventeen interviews were conducted between April 18 and 21, 2016, with funders, project beneficiaries and supervisors, members of the YWCA National Council, and executive directors of the local YWCA. The purpose of these interviews was to gain an overview of the environment and to identify strengths, weaknesses, opportunities, and threats so as to produce a realistic strategy and communications plan. The development of tools and an implementation schedule was suggested.

*"We would like to express our sincere appreciation to OXFAM and its partners through the Canadian program for capacity building. The contribution from Louis of Public Relations Without Borders, who worked with us on internal and external communications, has been immeasurable. He has been very helpful in providing valuable support by employing his insight to find the best solution to evaluate and develop the tools we have at the YWCA. Louis' resourcefulness was of great service to improving our communications plans."*

- **Rulla Sarra**  
National Director of Development  
and Evaluation YWCA (Jerusalem)

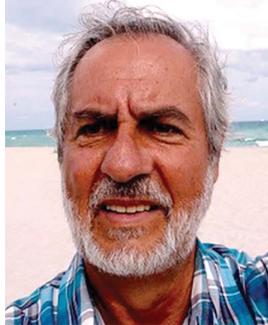
*"It was a rewarding experience to work with the YWCA in Jerusalem and to be able to identify their concerns in a constantly changing environment where the stakes are many and complex."*

- **Louis Moubarak**  
Head of Mission





## INSTITUTIONAL COMMUNICATION SUPPORT



**Alain Charbonneau**  
Head of Mission

From April 22 to May 14, Alain Charbonneau provided communications support to the Union des groupes paysans de Mekhé (UGPM) in Senegal. This was a joint mission with the Union des producteurs agricoles - Développement international (UPA DI).

The UGPM has been working with approximately 5000 farmers for the past 30 years. In this almost desert region, the short rainy season only allows for minimal farming. During his mission, Charbonneau met with about 40 members of the organization and analyzed their communications.

Working with the UGPM, he set up a plan to redirect their communications toward their members to better inform them about their actions and the use of their contributions. The farmers being 90 percent illiterate, Charbonneau suggested short news bulletins sent through telephone voice messages.

He offered them his support and expertise to help them improve their means of communication and review their methods.

The goal is to help the UGPM to better promote its image to its local, national and international partners, and to strengthen its economic and social legitimacy among its members.

*"It takes a good deal of preparation before performing work in a different cultural context. The mission's success depends on the accuracy of its objectives."*

- **Alain Charbonneau**  
Head of Mission

*"PRWB and UPA DI professionals who are sent on mission cast a new eye on the reality of the partner organizations that we support in Senegal so they may offer practical suggestions that principally aim to better reach and involve the disadvantaged community."*

- **Marie-Julie Ménard**  
Project Manager, UPA DI





## SUPPORT FOR SUSTAINABLE DEVELOPMENT



**François Taschereau, APR**  
Head of Mission

In January, François Taschereau's mission was to develop a communication plan for two organizations located in western Honduras. AESMO is dedicated to sustainable community management of protected areas and watersheds, and to food security as they help producers to develop organic farming on a larger scale. ODECO is dedicated to sustainable development around the municipality of Corquín, Copán. Its mission is to help the poorest of families improve their standard of living through sustainable development, including support for agriculture and both commercial organic farming and urban family farming.

These two Oxfam-Québec partners, who are participating in the Access Innovation program, each expressed their need to develop a communication plan.

In both cases, the lack of communication resources proved to be a critical issue. The two plans are very different. In the case of AESMO, the plan aims to strengthen the support of the local community by developing a permanent program of communication with the community, helping the organization to project itself on the national scene, and achieving self-reliance. ODECO's plan is based on five local communication strategies: demonstrating the results of ODECO's work, developing new content, upgrading broadcasting platforms, creating communication opportunities, and reviewing how to present ODECO.

Ultimately, both organizations were very satisfied with PRWB's work.

*"It was a rewarding experience to get to know the admirable and sustainable fieldwork of organizations like AESMO and ODECO. They are working hard for the sake of their country and their less-fortunate citizens. It was an honor to know them and lend them my expertise."*

- **François Taschereau, APR**  
Head of Mission

*"AESMO expresses its great satisfaction with the quality of communication advice received from Public Relations Without Borders / Oxfam-Québec. This allowed us to carry out a deep analysis of our limits, but also of our potential for innovation to respond to our new social, environmental and economic challenges at the national and global levels."*

- **Víctor Saravia**  
Executive Director, AESMO



# MISSIONS CARRIED OUT FROM 2009-2016

## 2013 HAITI

Supporting the launch of an agricultural recovery program and nutrition

## 2016 HONDURAS

Supporting Sustainable Development

## 2016 PERU

Supporting two organizations of agricultural producers

2014 Supporting a reforestation effort and cocoa growing

## 2016 BOLIVIA

Supporting two organizations of agricultural producers

2013 Building skill sets to support a group of dairy farmers

2012 Supporting a movement for economies of solidarity and fair trade

## 2014 TUNISIA

Supporting the efforts of the Tunisian Observatory for the Independence of the Judiciary (OTIM)

2012 2013 Supporting an organization that helps children

## 2014 MOROCCO

Supporting an NGO's efforts to help children

## 2016 SENEGAL

Supporting a group of poverty-fighting organizations

2015 Agricultural Development Assistance

2015 Contribute to the development of a human rights organization

## 2015 GUINEA

Guide those who inform the public on important public health issues

## 2016 BURKINA FASO

Supporting three NGOs that work toward insuring food security

2012 2013 Reinforcing the campaign fighting against violence against women and girls, "Coalition nationale de lutte contre les violences faites aux femmes et aux filles" (four missions between 2010 and 2012)

## 2013 BENIN

Supporting a local solid and household community waste management program

## 2014 CAMEROON

Supporting the African Model Forest Network

In **2016**, PRWB carried out six missions in Latin America, Africa and the Near East.

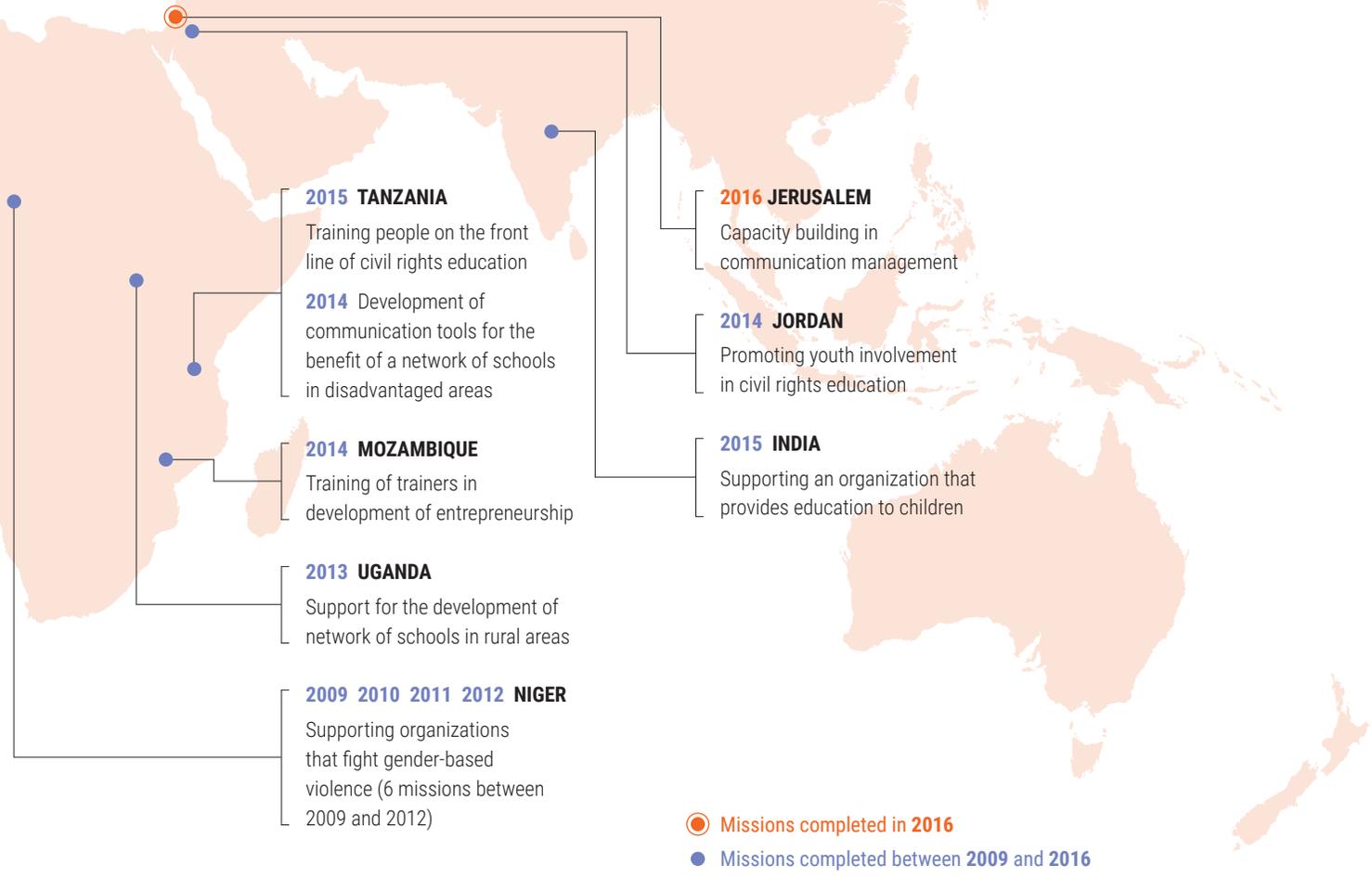
We were able to offer our services in French, Spanish and Arabic - an illustration of PRWB's ability to both offer high-quality services and offer them in the main languages spoken in its areas of capacity building.

With these six projects in 2016, after just 10 years of existence, PRWB has now realized since its beginnings, some

33 projects in Latin America, Africa, Asia, and lusophone countries. PRWB acted with partners of great reputation, and worked in support of local organizations whose fieldwork is a source of admiration. PRWB and its Heads of Missions are able work effectively and strengthen the capacities of the impressive and dedicated NGO's that we have served. The remarkable courage of these organizations is our main source of pride!



**Yvan Cliche, M.Sc., MBA**  
Chair of the Programmes Committee



# STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2016

	\$ / 2016	\$ / 2015
<b>REVENUES</b>		
DONATIONS	<b>76,382</b>	78,071
OTHERS	<b>7,134</b>	5,389
	<b>83,516</b>	83,460
<b>EXPENSES</b>		
<b>MISSIONS</b>		
Plane tickets	<b>2,255</b>	5,476
Lodging	<b>1,170</b>	3,965
Daily allowances	<b>4,561</b>	1,797
Insurance	<b>5,156</b>	4,867
Others	<b>1,176</b>	2,348
	<b>14,318</b>	18,453
<b>FUNDRAISING CONFERENCES AND ACTIVITIES DONORS IN 2016</b>		
Conferences and fundraising activities	<b>13,035</b>	18,963
Donations	<b>750</b>	500
	<b>13,785</b>	19,463
<b>OTHERS</b>		
Insurance	<b>3,738</b>	3,738
Registration fees	<b>34</b>	89
Interest and bank fees	<b>1,105</b>	291
Salaries and benefits	<b>52,037</b>	15,071
Fees and expenses	<b>—</b>	41,146
Telecommunications	<b>—</b>	84
Office supplies	<b>242</b>	1,735
Software	<b>1,000</b>	772
Stamps	<b>—</b>	6
Professional fees	<b>2,415</b>	2,358
Rent	<b>4,528</b>	4,528
Travel	<b>203</b>	506
Communications and Training	<b>2,292</b>	3,062
Advertising and subscriptions	<b>687</b>	1,082
	<b>68,281</b>	74,468
<b>TOTAL EXPENSES</b>	<b>96,384</b>	112,384
Expenses in excess of revenues	<b>(12,868)</b>	(28,924)
Net assets at the Beginning of Fiscal Year	<b>32,968</b>	61,892
<b>Net assets at the End of Fiscal Year</b>	<b>20,100</b>	32,968

  
**Antoine Landry**  
Treasurer of the Council

  
**Guy Versailles**  
Chairman of the Board

# DONORS IN 2016

## INSTITUTIONAL & CORPORATE DONORS

### \$ 10,000 and above

National Bank of Canada

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RES PUBLICA Consulting Group  
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Aéroports de Montréal  
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## INDIVIDUAL DONORS

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Chairman of the Board  
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to August 2013

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*(Until September 2016)*

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### Marie-Anna Murat

Director, Corporate Communications  
VIA Rail Canada

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Cover photo:  
Karrel Cournoyer



**BOLIVIA**  
Small farm girl



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