

# Making a Difference in Ways That Count

A Canadian Philanthropic Strategy to  
Prevent Violence Against Women and Girls



CANADIAN  
WOMEN'S  
FOUNDATION  

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FONDATION  
CANADIENNE  
DES FEMMES



**Making a Difference in Ways That Count**

**A Canadian Philanthropic Strategy  
to Prevent Violence Against Women  
and Girls**

**Canadian Women's Foundation  
2004**

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The Canadian Women's Foundation has undertaken this project with four partners – The Body Shop Canada; Fairmont Hotels & Resorts; the Hbc family of stores including the Bay, Zellers and Home Outfitters; and The Royal LePage Shelter Foundation.

The analysis, views and opinions expressed are those of the authors and do not necessarily reflect the position or policy of the partners or the Government of Canada's National Crime Prevention Strategy, which funded this project. We appreciate their support for this initiative.

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Stratégie philanthropique canadienne de prevention de la violence faite aux femmes et aux filles

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Canadian Women's Foundation (CWF) thanks our long-standing partners The Body Shop Canada, Fairmont Hotels & Resorts, the Hbc family of stores including the Bay, Zellers and Home Outfitters, and the Royal LePage Shelter Foundation. We worked together to develop this Canadian Strategy, and have also worked together for many years, jointly funding work across Canada to prevent violence against women and girls. These partners have contributed more than \$7 million dollars that has supported the work of hundreds of local women's organizations all over the country. These partners are outstanding leaders and role models, demonstrating that corporate donors can make a real difference on this critical social and economic issue. As well as donating much-needed funds, they have involved their employees, franchisees and customers; carried out important public education on the issue; used their distribution channels, contacts, and influence; and provided in-kind goods and services both to CWF and to local women's organizations. Their involvement in the development of this Strategy again demonstrates their commitment to ending violence against women and building healthier and safer families and communities for all of us.

CWF and our partners thank the Government of Canada's National Crime Prevention Strategy for the funding to develop this Canadian Philanthropic Strategy to Prevent Violence Against Women and Girls. Major funding was provided by their Business Action Program, and funds were provided by their Crime Prevention Partnership Program. CWF and our partners also provided some funds and considerable time and in-kind support to the process. The Government of Canada's National Crime Prevention Strategy's support enabled us to continue focusing our funding on making grants to local organizations while we worked on the Strategy.

Thank you to Jan Richardson, who developed and authored the overall Strategy, for her experience and wisdom. We acknowledge the work of Leslie Tutty and Cathryn Bradshaw from RESOLVE Alberta, who authored the Consolidation of Research on Violence Against Women; Avril Phillip for her work on organizing the consultation process and authoring the Consultation report; Greta Smith, Deborah Bartlett, Charlotte Thibault and Josée Belleau for conducting specific consultation meetings; and Vanessa Kennedy for organizing the Forum on Teen Programs and writing that report, and for assistance with the Corporate Donor Case Studies. We also thank the volunteers on the Advisory Committee for their wisdom and contributions.

A special thank you goes to the over 200 individuals from over 160 organizations across Canada who participated in the consultation meetings or the Forum on Teen Programs. We appreciate their commitment and hard work, often under trying conditions, to help women and girls who experience violence, and to prevent such violence in future. This Strategy is based in their wisdom about what we need to do in the next ten years to move towards an end to violence against women. It is going to take all of us – all sectors of our society - to reach this goal. Governments' support is essential, but there are critical roles that private donors – business, foundation and individual – should be playing. We hope this Strategy helps you to get involved and make a difference.

## EXECUTIVE SUMMARY

For decades Canadians have dedicated their efforts to preventing violence against women and girls and a new field of social service has emerged with links to a wide range of disciplines. The anti-violence sector now makes a meaningful contribution to the service economy, employing thousands of people, as well as supporting an extensive volunteer network. This contribution to the Canadian economy is an unintended positive outcome. The purpose of the work is to respond to a far greater need: to end the violence and to create safe and sustainable opportunities for women and children.

Violence against women and girls is a global or pandemic human rights violation, and has reached serious or even crisis proportions in countries and communities world wide. The varying degrees to which women and girls experience multiple forms of violence and abuse necessitates a complex definition and a range of comprehensive long-term solutions to succeed in prevention efforts.

A Canadian philanthropic strategy will be successful if it remains rooted in a strong cross country vision that is delivered locally. The primary investment in women and girls remains with local services and groups. There is also a need for national investment that provides a focus on prevention, public education, exchange of information and learning, and social policy development. Communities do care, and harnessing the involvement of local individuals in their efforts to end violence is part of the solution, including how to involve neighbours, families, friends, and co-workers in public education and prevention strategies.

Building a Canadian philanthropic strategy to support the prevention and intervention of violence against women and girls, as a concept, is an innovative idea and provides a much needed opportunity for philanthropists in Canada. Local communities throughout Canada are developing solutions to meet the needs of women and girls and there are regional, provincial, and national organizations that are taking focused action on such things as strategic grantmaking, policy initiatives and research.

The strength, indeed the heart, of solutions are developed at grassroots and local levels. These local actions are the anchor to making a difference. Any effort to build a Canadian philanthropic strategy must recognize the inherent value in supporting local services that are based on the regional, provincial, and territorial differences of how services and solutions are delivered.

The Canadian Women's Foundation (CWF) is the only national public foundation exclusively dedicated to improving the lives of women and girls across the country. The foundation is profoundly concerned by all the challenges that inhibit the safety, well being, and potential of women and girls. As part of its own strategic efforts, the CWF resolved to develop a guide on philanthropic investment for the next ten years that established opportunities for private donors and corresponding actions. These opportunities and actions are intended to build on the strength, vibrancy, and sustainability of groups across the country committed to preventing violence against women and girls and supporting women's economic independence.

The Canadian Women's Foundation set up a collaborative and participatory framework that actively involved five funding partners (including CWF). The goal was to produce a document that

would be beneficial to a wide range of diverse donors including foundations, businesses, corporations, and individuals. It will also hopefully be useful to women and teen services.

The work built on strategic partnerships between The Body Shop Canada, Fairmont Hotels & Resorts, the Hbc family of stores including the Bay, Zellers and Home Outfitters, the Royal LePage Shelter Foundation, and the Canadian Women's Foundation. The working group was developed and exchanged ideas and solutions, displaying an important symbolic outcome of working together to create a unified vision for the next ten years.

The purpose of this report is to assist in the understanding of the violence against women and girls sector and the essential contribution it provides to society; and to review the essential role of the private and public sector in supporting a healthy and productive Canada. The report makes recommendations for action that support meaningful and long lasting partnerships that will respect the strength and core competencies of all those working towards making a difference. The role of government is briefly examined in regards to the effect it has in the not for profit sector and the need for collaborative social policy development that continues to support an efficient and effective array of social services and policies.

This report will help identify the issues facing women and teen focused groups and services and proposes actions that private philanthropy can take to most effectively build their strength.

In total, thirteen consultation meetings took place in 2002 and 2003 involving 155 participants from 143 organizations. There was broad and diverse representation at the consultation events which brought together different sectors and groups from across Canada. A separate consultation with teen programs was held to listen to their experiences, interests, and solutions through a national forum convened by the Canadian Women's Foundation, which brought together 48 participants from across Canada. They represented 21 teen programs that included a diversity of regions and organizations.

The forum and consultations provided an opportunity to reflect on where the anti-violence movement has been, what its challenges are today, and what is needed to make a difference in the future. The message across the country was remarkably similar: much has been accomplished in the past, yet a notable change is taking place concerning the funding of services and the kind of services that are needed. The reduction, withdrawal, or complete lack of core government funding, the changes to government policies, and the increased competition for charitable donations have seriously limited the sector's stability.

It is a remarkable achievement that over the past thirty years, shelters for abused women and their children serve most communities in Canada, and that communities increasingly accept shelters as a core community service that must be supported and protected. Sexual assault centres and other anti-violence services, although fewer in number, have also been established across Canada. Across the country, groups, and services are forming and evolving. Their efforts are spread along a continuum from crisis intervention to prevention. Despite these challenging times, women's groups continue to face obstacles with passion, resiliency and commitment, striving to prevent the ongoing harm of violence.



## **It is time to make a difference that counts**

Making an investment that supports stronger women and stronger children builds stronger communities, and a more prosperous society. As women move beyond the suppression of their lives towards equality and economic independence, we foster social health and well-being, which is a critical investment in our society. This has tangible and positive consequences for Canada's economic growth.

There is agreement that corporations, foundations, or individuals are not able to fill the void caused by government funding cutbacks. We can expect that all levels of government assume their responsibility for a socially viable society. There are however critical roles for private donors in promoting effective work to end violence against women. We hope that private giving will continue to grow, in recognition that it is going to take all of us to achieve this goal.

Repeatedly during the Forum on Teen Programs and the consultation meetings with women's groups, participants expressly stated the value of private giving to their work, and their desire to build on opportunities and partnerships with private donors.

## **Summary of ways in which private funding can make a difference**

The opportunities for investment for private funders respond to the needs, challenges, and ambitions of women's groups and teens services throughout Canada. The statements offer some broad Canadian based philanthropic strategies aimed at enabling local efforts. Supporting the operating costs of organizations is paramount, especially with the reduced governmental funding and the number of significant capacity challenges. As a result, many of these strategies are aimed at building the capacity and sustainability of the violence against women and girls prevention sector.

The strategies and ideas presented here provide a broad framework for investment. The success or achievement of the outcomes is based on the premise that no one group, individual or corporation will have exclusive territory in responding to violence against women and girls. The issue is far too complex and the need too great. Success will depend on donors selecting the areas, strategies or directions that fit with an organization's culture and individual values and in applying that investment to make a difference in ways that count.

<b>Opportunities for Investment by Private Donors</b>	
<b>I DIRECT SERVICES TO WOMEN AND GIRLS</b>	
I.1. Stable service to women and girls	Private donors support a range of supports and services along a continuum from crisis intervention to prevention including efforts that recognize new models of supporting economic independence.
I.2. Youth programs – developing sustainable relationships and programs	Private and public funders financially support short term and long term projects, programs and services that promote the active leadership, innovation and creativity of young girls, boys and youth of all ages.
I.3. In-kind donations	Private donors give in-kind donations, to women and teen focused services that are a match between the assets of the donor and the needs of the group.
I.4. Capital campaigns and infrastructure	Private donors support capital and infrastructure initiatives of women and teen focused services.
I.5. Local interest-free loan programs	Private donors invest, at local levels, in an interest free loan program available to women leaving abusive relationships or needing financial support to seek solutions from the violence they experience.
I.6. Forum on Teen Programs	In partnership with the Canadian Women’s Foundation, invest in the funding to plan, and host a forum on teen programs, including providing the travel and accommodation costs of participants. Provide in-kind gifts for participants, including training or leadership materials and personal care products .
<b>II KNOWLEDGE, INFORMATION AND RESEARCH</b>	
II.1. A Canadian Audit	Private donors invest in holding a roundtable bringing together experts on violence against women and indicators to develop the model for the Canadian audit. Results of the roundtable would be published to stimulate further thinking and development.
II.2 Effective Planning for Future Donations	Private donors support the evaluation and analysis of private funding to women’s groups at national and local levels by providing cash and in-kind resources such as planning staff.

<b>Opportunities for Investment by Private Donors</b>	
<b>III CAPACITY BUILDING</b>	
III.1. Training to board of directors, executive directors and fundraisers	Private donors support the costs of development and providing resources and learning opportunities for boards of directors, executive directors and fundraisers. Materials are developed in ways that can be easily adapted by local groups that inform the leadership of women's and teen organizations on effective fundraising techniques.
III.2.a. Fundraising and Resource Development – A national registry of women's groups and teen services	That private donors become active participants in advocating that the Government of Canada, through Health Canada, appropriately resource the National Clearinghouse on Family Violence, to support the continued development of service directories, resources and on-line services.
III.2.b. Fundraising and Resource Development – Developing Fact and Tip Sheets	Private donors recognize and support the costs of fundraising and the development of resource materials. Donors accept these costs as important operating expenses that are similar to the costs of marketing and sales.
III.3. Charitable Status	Private donors support the efforts of women's groups in developing materials that provide an understanding of the functions and requirements of a charity and the donor, as required by the Canada Revenue Agency.
III.4. Financial Advisors as Sources of Information to Private Donors	Private donors encourage financial advisors to become more informed and include women's services and teen programs, as part of the options provided to a client.
III.5. Local Donor Relations and Stewardship	Private donors actively participate, including hosting meetings and providing planning expertise, in conducting an assessment of community assets and identifying prospective donors, to support women's groups and teen programs in improving their private donor base.
III.6. Ethical Fundraising	Private donors request that charities they are supporting are registered with the Canadian Centre for Philanthropy and have adopted an Ethical Fundraising and Financial Accountability Code.

<b>Opportunities for Investment by Private Donors</b>	
III.7. Collaborative Local Fundraising and Dialogue	Private donors host and/or participate in meetings that include a cross section of private funders and women's groups, to discuss how each sector contributes to the well being of society.
III.8. Donor Education	Private donors use materials prepared for them that help to assess the equality focused outcomes of projects and grants, and look realistically at administrative costs.
<b>IV A CANADIAN PUBLIC EDUCATION STRATEGY</b>	
IV.I. A Canadian Public Education Campaign	Private donors support and become an active partner in a consortium of private funders including foundations, like the Canadian Women's Foundation and corporate funders to conduct a feasibility study on establishing a Canada wide strategy and structure to promote prevention through public education. Support the costs of a national steering committee with participants from the violence against women sector. Private donors work in partnership with private funders and representatives from women's services and teen programs across Canada to develop and implement a long term Canadian based public education strategy.
<b>V THE EDUCATION SYSTEM</b>	
V.1 The role of the education system	Private and public funders invest in partnership efforts with education systems to support prevention efforts and strategies that are developing a gender focused approach, which values the expert understanding of the issues that women's groups bring, including their connection to services for women and girls. Include funding for all ages of age-appropriate education on healthy relationships and the continuum of violence against girls and young women that starts with bullying and progresses through sexual harassment to dating violence and violence in intimate relationships. This strategy requires involvement and collaboration with governments, public funding and education systems.

<b>Opportunities for Investment by Private Donors</b>	
<b>VI PUBLIC AND CORPORATE POLICY SOLUTIONS</b>	
VI.1. Forming Alliances to Develop Public Policy	Private donors financially support advocates and women’s groups to resume and/or take a leadership role in championing that women’s equity principles be included in social and public policy and actively participate in public policy development.
VI.2. Preventing workplace harassment and violence	Private Donors develop a comprehensive corporate strategy on workplace harassment and violence prevention.
<b>VII VOLUNTEERISM</b>	
VII.1. Developing Employee Volunteer Programs	Private donors develop in –house employee programs and provide volunteers to organizations. These programs should remain flexible about how and when they will provide employee or team volunteers to support the effective delivery of programs, projects or services of the charity or group.
VII.2. Youth Volunteer Programs	Private donors recognize the contribution made by high school students and establish a small bursary for the high school student who chooses to enter into a field that supports solutions to violence against women and girls.
<b>VIII.1 INTERNATIONAL SOLUTIONS</b>	
VIII.1. Participating at the International Level	Private donors use their travel budgets or resources to support individuals or delegations to attend international forums and conferences on achieving prevention of violence against women and girls.

## INTRODUCTION – MAKING CHANGE

“I dream of a day when there is no more violence against women and girls. I dream of a world where girls imagine their lives in technicolour, where women are released from their burdens and where men and boys explore new ways to share the world equally...” Kathy, a front line counsellor.

The Canadian Women’s Foundation (CWF) and many others believe that change is within our grasp and that, by embracing the vision of a non violent future, we can create it. It will take diligent efforts and consistent long-term investment of resources to get there.

The Canadian Women’s Foundation is the only national public foundation exclusively dedicated to improving the lives of women and girls through social and economic change. CWF is profoundly concerned about all the challenges that inhibit the safety, well being, and potential of women and girls. As part of its own strategic efforts, CWF, working with four of its partners, decided to develop a Canadian strategy on philanthropic investment by private donors in the issue of violence against women. What are the opportunities and priorities for the next ten years, to help us move significantly towards an end to violence against women and girls? The Strategy establishes comprehensive vision statements and corresponding actions. These visions and actions are intended to build on the strength, vibrancy, and sustainability of groups across the country committed to preventing violence against women and girls, and supporting women’s economic independence.

The Canadian Women’s Foundation has worked with its partners in developing this Strategy – The Body Shop Canada, Fairmont Hotels & Resorts, the Hbc family of stores including the Bay, Zellers and Home Outfitters, and the Royal LePage Shelter Foundation. These partners have contributed more than \$2.5 million dollars that, through CWF, has supported the violence prevention work of hundreds of local women’s organizations across Canada. Each partner also carries out other activities on the issue, or gives money directly in the local communities where they operate. In total, the five partners have contributed more than \$7 million dollars to the issue. The generous support of the Government of Canada’s National Crime Prevention Strategy enabled CWF and our partners to continue making grants to local organizations while we worked on this Strategy.

Our goal was to produce a Strategy that would be beneficial to a wide range of diverse donors, including foundations, businesses, corporations, and individuals, who want to effectively support work to end violence against women and girls. It will hopefully also be useful to women and teen services.

## A Canadian Philanthropic Strategy

Canadian Women's Foundation (CWF) and our partners carried out a three year process to develop a Canadian Philanthropic Strategy to Prevent Violence Against Women and Girls. Central to the process was getting ideas and input from over 200 individuals from more than 160 women's groups and teen programs across Canada. The purpose of the Strategy is to engage corporate, foundation, and individual donors in an integrated and comprehensive effort towards preventing violence against women and girls in Canada. Prior to writing the Strategy, the following activities were carried out:

- Consolidation of existing research on what needs to be done to prevent violence against women and girls
- Case studies from corporate donors
- Consultation with service providers, agencies, and groups that support women and girls/teens
- Consultation with teen programs through a national forum

CWF and our partners will be using the Strategy to educate and motivate other private donors to get involved in the issue.

## The Partners



CANADIAN WOMEN'S FOUNDATION  
FONDATION CANADIENNE DES FEMMES

Canadian Women's Foundation (CWF) is Canada's only national public foundation dedicated to creating social and economic change for women and girls. CWF raises funds and makes grants to support work to create economic independence for women, and prevent violence against women and girls. Since 1991, CWF has granted over \$8 million to over 630 projects and programs all across Canada in both the economic development and violence prevention areas.. CWF works collaboratively with other private donors to educate and increase resources for women and girls, and with not for profit women's organizations to help them share learning and build capacity and knowledge.



**THE BODY SHOP®**

The Body Shop Canada has been awarded the United Nations Grand Award for their work to STOP Violence Against Women, an issue described by the United Nations as one of great importance. For 10 years, they have dedicated resources, involved their customers and employees and raised over \$1.3 million dollars to support violence prevention and recovery programs across Canada, through CWF, and directly in local communities. They have supported over 100 local organizations, donated over 85,000 volunteer hours, and educated and motivated hundreds of thousands of Canadians on the issue.



Since 1999, the Royal LePage Shelter Foundation has raised over \$3 million dollars, thanks to the commitment and generosity of sales agents, brokers and staff across Canada. All local funds, raised through special events and commission-based donations by sales agents, go directly to local shelters serving women and children fleeing abuse. Royal LePage funds the administrative costs of the Foundation, ensuring that all funds raised benefit the shelters, through 150 partnerships between Royal LePage offices and local shelters. To have a longer-term impact, they also focus on prevention efforts. They have donated over \$580,000, through the Canadian



Women's Foundation, for grants towards prevention efforts across the country. As one key element of their corporate philanthropy, Hbc has established the Hbc Foundation Fund at Canadian Women's Foundation, donating more than \$700,000 through CWF to support violence prevention efforts across the country. They have also donated more than \$500,000 directly to shelters for assaulted and abused women in local communities across Canada where Zellers has a store presence. With CWF assistance, they are in the process of also matching all The Bay and Home Outfitters stores with local shelters. They have run special contests and



promotions to involve customers in the issue of preventing violence against women. In 1997, Fairmont Hotels & Resorts (then Canadian Pacific Hotels and Foundation) developed an innovative national "Adopt a Shelter" Program. Fairmont and Delta hotels donate gently used furniture, dishes and other household goods to their local shelter for abused women, for use either in the shelter, or by women when they leave the shelter. As well, they established the Fairmont Hotels & Resorts Fund at Canadian Women's Foundation, and have donated over \$500,000 to help support local violence projects across Canada.

## The Strategy Report

The purpose of this report is to build understanding of the violence against women and girls sector, and the essential contribution it provides to society. It also reviews the essential philanthropic roles of the private sector (businesses, corporations, foundations and individuals) in



supporting a healthy and productive country. The report makes recommendations for action that respect the strengths and core competencies of all those working towards stopping violence against women. The public sector role of government is briefly examined, in regards to the effect it has in the not for profit sector, and the need for collaborative social policy development that continues to provide support for an effective continuum of services and policies.

This report identifies issues facing women and teen focused organizations and services, and proposes actions that private philanthropy can take to most effectively build their strength.

The section on violence against women does not attempt to comprehensively outline all the strategies needed in society to prevent violence against women and girls. This requires major involvement by governments and the public sector, and is not the purpose of this Strategy, which focuses on private donors. Rather, a summary of the voices and stories told during the consultation is provided. There is also a snapshot of research and statistics with a focus on how philanthropy can make a difference. Leslie Tutty and Cathryn Bradshaw from RESOLVE (one of Canada's five research centres on family violence and violence against women) have provided current research, statistics and reports which highlight the risks, the numbers and the costs of violence against women and girls.

Background reports on the consultations, on research and statistics on violence against women, and case studies were used to develop this Strategy. They provide a remarkable collection of leadership, wisdom, and stories of excellence and challenge. There are hundreds of pages of reports, research papers, notes from a variety of meetings and forums, and a host of information from organizations dedicated to philanthropy in Canada, the not for profit sector, and the role of government.

The material presented in this Strategy report is a synthesis of all the material gathered over the three year period. As such, it does not contain every individual voice of those that participated in the forum and consultations. The report does focus on the common and remarkably consistent visions of the anti-violence sector about what has to happen in the next ten years to really make a difference in ending violence against women and girls, and the critical roles that private donors can play to achieve these visions.

## **The Consultations**

In total, thirteen consultation meetings took place in 2002 and 2003 involving 155 participants from 143 organizations across Canada. There was broad and diverse representation at the consultation events, which brought together different sectors and groups in every part of Canada. A separate consultation with teen programs was held to listen to their experiences, interests, and solutions through a national forum convened by CWF. It brought together 48 participants from across Canada. They represented 21 teen programs that included a diversity of regions and organizations.

The forum and consultations provided an opportunity to reflect on where the anti-violence movement has been, what its challenges are today, and what is needed to make a difference in the future. The message across the country was remarkably similar: much has been accomplished in the past, yet a notable change is taking place concerning the funding of

services, and what kind of services are needed. The reduction, withdrawal, or complete lack of core government funding, the changes to government policies, and the increased competition for charitable donations have seriously limited the sector's stability.

Despite these challenging times, women's groups continue to face these obstacles with passion, resiliency and commitment, striving to prevent the ongoing harm of violence. It is a remarkable achievement that over the past thirty years, shelters for abused women and their children serve most communities in Canada, and that communities increasingly accept shelters as a core community service that must be supported and protected. Sexual assault centres and other anti-violence services, although fewer in number, have also been established across Canada. Across the country, groups and services are forming and evolving. Their efforts are spread along a continuum from crisis intervention to prevention. They focus on the specific needs of women and girls who have experienced different forms of violence, and who are of different abilities, ages, cultures, languages, races, and locations.

During the consultations, there was a unanimous call for the development, or expansion, of services that respect and support the diverse range of needs experienced by women and girls in Canada. The realization of this need for change came with a deep understanding of how challenging this is, when the sector has become so fragile as a result of funding cutbacks and limitations.

Consultation participants also stated that they know women's not for profit organizations need to develop more experience with fundraising and private donors, and they need the resources to allow them to do this. There is a just First Nations expression: "In order to hunt bear I need to think bear." To achieve success in building philanthropic partnerships with private donors, services need to recognize how strategic philanthropy can help them achieve their mission and the goal of ending violence against women and girls.

### **The economy effects private donations**

The consultations advanced awareness regarding the changing patterns of donors. The economic climate is a significant driver in forecasting and achieving a bottom line that supports growth and development. A profitable company invests into the business to support future growth, provide shareholder profit, and support the health and wealth of a community through social investment. The economic climate in Canada over the past decade has, at best, been unstable. The corporate and business sector has been under extreme pressures to prevail, while at the same time responding to the ever increasing expectation for transparency of the ethics and accountability of the business. The uncertain economy has also affected the earnings of individuals and foundations, amid growing numbers of requests for donations.

### **Services with an equity seeking vision**

The consultations demonstrated the remarkable diversity of services provided, and the remarkable diversity of women, girls, children, and men who receive the services. Women's groups were clear that these unique requirements must be adequately resourced - there is no one service that can meet all of the needs and provide all of the solutions. There are women's groups that have a feminist, gender based analysis in their work and there are others who seek

solutions to violence as part of a much broader mandate such as health, education, or justice. Regardless of the sector or type of service provided, there is a common understanding of the causes and effects of violence against women and girls. This understanding is shared by groups such as the World Health Organization, World Bank Group, Amnesty International, United Nations, United Nations Development Fund for Women (UNIFEM), and Status of Women councils. All of these groups and more have provided compelling evidence in the form of reports, research, strategies, and actions that identify the differentially greater exposure to risk and harm specifically for women and girls. There is clear consensus that efforts to prevent and eradicate violence against women and girls requires gender focused, dedicated, far reaching, and multi-disciplinary solutions.

### **Violence against women and girls - A human rights violation**

We know with certainty the dangerous effects violence against women has on the vibrancy of girls and women, communities, and our overall economic and social health. The milestones that mark progress or change towards equity are significant. They confirm that the cause, impact, severity, and outcomes of violence against women are perpetuated by a culture and society that legitimizes violence against women and girls. This violation of human rights is said to be pandemic and a serious health risk, all of which can have a grave impact on a woman's life and that of her family and community.

The solutions to end violence against women and girls must be provided along a continuum from pregnancy and infancy to old age. They must respond to women and girls from every culture, race, and ethnic group, every economic strata, and every type of disability and illness. It is progress, and of great significance, that the voices of community based efforts around the globe were loud enough that the world listened. Although many wish that the actions taken would have been faster, more progressive, and more dynamic, there are remarkable milestones that demonstrate that the world is listening, responding, and slowly evolving. One only needs to do a quick search on the World Wide Web to uncover a vast amount of information. Information from a wide range of sources demonstrate the increasing awareness and leadership on gender based violence and the recognition that it is one of the most serious and widespread of human rights violations.

### **Canada's role**

Despite the efforts taking place at international levels, Canada has been losing ground in its efforts of collaboration and prevention of violence against women and girls. Canada has historically taken a leadership role in developing an integrated response that supported a growing array of frontline services, social policy, and advocacy efforts. The past ten years have left deep scars in women's services as governments, at all levels, reduced or eliminated core or operating funding for direct services, while at the same time, increasing the expectation for these same groups to be an active part of new initiatives.

Canada does continue, albeit at a slower less coordinated rate, to progress. Statistics Canada indicates that in 2002, close to 100,000 women and children stayed in one of the 480 shelters in Canada. In response to inquest findings, the justice system has developed solutions, such as mandatory standards for policing services and funding allocations by government to court based

victim services. Health services are responding by looking at the various roles that health care professionals take in responding to abuse, including rape kits used to gather evidence following a sexual assault and universal screening protocols. Five centres for research were established across Canada, which produce valuable research and materials that helps to expand our understanding.

As more and more disciplines apply their professional expertise to working on violence against women and girls, there is a strong need to renew the commitment to working in a collaborative fashion on solutions. While there have been many gains, there have also been losses, including serious challenges to the stability and capacity of frontline services.

## **Where Are We Today And Themes For Change**

A sports event, such as hurdles, requires an athlete to stay in shape, have specialized training, run a race with roadblocks set up to be leapt over and to compete with each other to win the prize. This illustrates the situation of the not for profit sector providing services to women and teens, in their attempts to achieve their funding goals. One strives to be a champion by acquiring the right funding at the right time under a defined system of rules or policies. This requires the group to maintain focus, have specialized training, compete with colleagues to succeed and champion the cause. Consider what happens when, with some ambiguous warnings, the contest changes and a new event is announced with new rules, insufficient training, considerable confusion and many more contestants competing for the same prize. These are some of the hurdles the violence against women and girls sector has had to face to meet the growing needs in local communities.

### **A business approach to service**

To succeed today, it is expected that not for profit groups adapt and adopt business like approaches, including cutting overhead and administration costs, eliminating perceived duplication of service, and proving the success of the venture. Most not for profits are already more than lean in their operations. Staff members are not supported with competitive salaries, benefits, pensions, training, or advancement opportunities. Much of the sector has not seen a wage increase, including cost of living adjustments, for close to a decade. This, along with funding that is increasingly short-term and project-based, results in high turnover and a host of other human resources challenges.

Women's groups have demonstrated their compassion and dedication to those who are receiving the service and they have shown their wisdom in stretching the use of a dollar. Their resiliency continues to shine, through innovation and their commitment to continue to be the best they can be in a climate of change.

### **Maintaining the commitment to change**

The current generation of advocates has a compelling commitment to continue developing solutions locally, regionally, nationally and globally. The leadership of those committed to eradicating injustice and inequality of women has opened doors for women and girls throughout the world. Although there are not enough equality seeking women and men to achieve the critical mass needed to move the action agenda forward at an accelerated pace, there are community

activists and leaders, service providers, funders and donors, politicians, economists, physicians, statisticians, and policy makers advancing the commitment to systemic change.

### **Being attuned to differences and similarities**

The work with girls and teens is taking new shape. Innovative leadership and resources are emerging, based on what this up and coming generation needs and expects. The work in providing services to women does not have to be combined with, or always harmonize with, services for girls and teens. Work to meet the needs of women, and work to meet the needs of girls/teens, progresses along parallel lines with regular points of connection. The power of the older group and their solutions should not overpower the solutions for the next generation.

### **New economic models**

Economists, politicians, and advocates alike are challenging the traditional economic platforms of profit and shareholder wealth. New models that combine traditional investments into the capital of a society with the investment into the people of a society are being identified and incorporated into organizational design. New models of philanthropy are emerging that support new types of investments, and that create new and rewarding opportunities for both donors and recipients.

## **Canadian Strategies**

A Canadian philanthropic strategy will be successful if it remains rooted in a strong national vision that is delivered locally. The primary investment in women and girls remains with local services and groups. There is however, also a need for investment in national actions that provide a focus on prevention, public education, strategic grantmaking, exchange of information and learning, and social policy development. Communities do care, and harnessing the involvement of local individuals in their efforts to end violence is part of the solution, including how to involve neighbours, families, friends, and co-workers in public education and prevention strategies.

The opportunities and actions outlined in this report are based on continuing to invest in local efforts of women and girl focused support services and advocacy efforts. It is not a comprehensive national action plan on violence against women, as that necessitates major involvement by all levels of government, not described here. These Canadian-based ideas instead focus specifically on how all types of private donors can most effectively invest in philanthropic solutions that complement work requiring government support.

The opportunities for private donors are developed under eight sections:

- Direct Services to Women and Girls;
- Knowledge, Information and Research;
- Capacity Building Solutions;
- A Canadian Public Education Strategy;
- The Education System;
- Public and Corporate Policy Solutions;
- Volunteerism; and
- International Solutions

## **GETTING STRONGER EVERYDAY – BY 2015 WE CAN?**

For decades Canadians have dedicated their efforts to preventing violence against women and girls and a new field of social service has emerged with links to a wide range of disciplines. The anti-violence sector makes a meaningful contribution to the service economy, employing thousands of people, as well as supporting an extensive volunteer network. The contribution to the Canadian economy is an unintended outcome. The purpose of the work is to respond to a far greater need: to end the violence and to create safe and sustainable opportunities for women and children.

Across Canada, and internationally, we wonder whether we have made any inroads to creating safer solutions for women and children. Have we achieved our vision or made any progress towards it? Are women's lives any safer? Has the increase in choices available to women increased or decreased the economic viability of women and children? Are we making a difference?

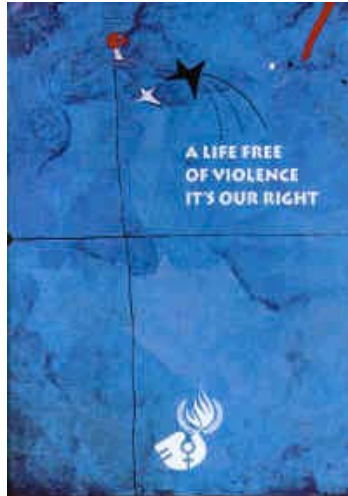
Today, Canadians are relatively well informed about the incidence, severity, and lethality of violence against women and girls. Compelling evidence of the effects of violence against women and girls continues to be brought forward to the public. There is little doubt left of the generational patterns of violence, the impact violence has on communities, or the devastating loss of lives and liberty to women and children. In recent years, British Columbia, Manitoba, and Ontario have conducted major inquests into this issue that suggest we have a long way to go before achieving a consistent and helpful systemic response that achieves the vision of prevention.

### **Violence against women and girls - A global perspective**

Violence against women and girls is a global or pandemic problem, and has reached serious or even crisis proportions in countries and communities world wide. The varying degrees to which women and girls experience multiple forms of violence and abuse necessitates a complex definition and a range of comprehensive long-term solutions to succeed in preventing this serious human rights violation.

The United Nations annually publishes the Human Development Index, a ranking designed to measure a citizen's quality of life. Canada's ranking in the Index continues to worsen, particularly due to the growing poverty experienced by women and the extreme rates of poverty endured by single mothers and First Nations women. Canada is a signatory to the United Nations Declaration of Human Rights, which includes an annual reporting requirement on progress and strategies. Canada's record no longer maintains the favourable leadership status it once had.

Violence Against Women and Girls, Violence Against Women and Girls constitutes the single most prevalent and universal violation of human rights. The United Nations, in keeping with the spirit of the UN Declaration of Human Rights, works in many ways to eliminate this morally unacceptable scourge.



Accessed from [www.undp.org](http://www.undp.org) June 19, 2004

## What women and girls need

A woman who is abused, assaulted or raped is entitled to a range of focused, respectful, and supportive emergency and short-term services, including helplines, crisis counselling and support, health services, police services, victim assistance and shelter. Child protection services may also be required. These criminal acts may necessitate criminal justice intervention requiring the victim's participation in the prosecution of the abuser. Solutions to abuse, in all its forms, must extend beyond crisis or first step intervention services. Long-term services that respond to an individual's particular circumstances in her local community are needed to support women and girls towards a life free from violence. Consider the following:

- A young woman lured into prostitution needs focused, respectful support to move towards a safer kind of economic livelihood.
- A woman abused and threatened by her abuser with deportation needs culturally specific services in her own language to overcome her fear.
- A woman with children living in an abusive relationship needs focused, respectful support to move towards a life free from violence.
- A young boy, who witnesses his father abusing his mother, needs focused, respectful support to break free of the generational patterns of violence.
- A young woman forced into an arranged marriage deserves focused, respectful support to work through the complexities of culture, tradition, and family.
- An older woman tending to her ailing abuser needs focused, respectful support to survive the conflict and grief.
- A woman with disabilities abused by her caregiver deserves focused, respectful support to have the system protect her.

No one group can respond to the complex needs of women and girls being abused and no one group can succeed in preventing all violence against women and girls. A multidisciplinary, collaborative, community based approach that prioritizes the solutions needed to support women and girls is essential. There are outstanding efforts and successes in the Canadian based solutions and there are considerable challenges to maintaining and building on the local efforts of advocacy and service delivery. Advocacy efforts are integral to ensuring that public policy and local guidelines are adapted to recognize the harm, risks, and needs of women and girls. Women's groups have been effective in steering public policy, and funding at provincial and federal levels, towards investing in services that are making a difference.

## **A Canadian Philanthropic Strategy**

A Canadian philanthropic strategy will be successful if it remains rooted in a strong national vision that is delivered locally. The primary investment in women and girls remains with local services and groups. There is also a need for investment in national actions that provide a focus on prevention, public education, strategic grantmaking, exchange of information and learning and social policy development. Communities do care, and harnessing the involvement of local individuals in their efforts to end violence is part of the solution. This includes involving neighbours, families, friends, and co-workers in public education and prevention strategies.

The strategies outlined in this report are based on continued investment in the local efforts of women and girl focused support services and advocacy efforts, as well as identifying needed national actions. These Canadian based strategies focus on appropriate philanthropic involvement in solutions. As such, they are not a comprehensive national action plan to respond to violence against women and their children. A comprehensive plan requires multidisciplinary action by every sector and, in particular, requires substantive government action, not described here. It is, however, useful to look at the most effective strategies for specific sectors, as this strategy does for philanthropy. There are a number of Canadian action plans that are instrumental in guiding systemic change. These include the 1993 Canadian Panel on Violence Against Women, which provides comprehensive documentation and multidisciplinary recommendations and action plans on promoting equity based solutions to work towards the prevention and eradication of violence. Canada is also a signatory to the United Nations Convention on the Elimination of all Forms of Discrimination Against Women, and the Status of Women Canada reports on the progress in Canada. Furthermore, Health Canada offers activities relating to the nine recommendations of the World Report on Health and Violence Against Women of May 1993.

There are many more reports, action plans, and recommendations created at community levels, developed out of coroner's inquests, by regional and provincial groups, and by all levels of government.



## **An opportunity for philanthropists**

Building a Canadian philanthropic strategy to support the prevention and intervention of violence against women and girls, as a concept, is an innovative idea and provides a much needed opportunity for philanthropists in Canada. Local communities throughout Canada are developing solutions to meet the needs of women and girls and there are regional, provincial, and national organizations that are taking focused action on such things as policy initiatives, research and strategic grantmaking.

The strength, indeed the heart of solutions, has been developed at a grassroots and local level. These local actions are the anchor to making a difference. Any effort to build a Canadian philanthropic strategy must recognize the inherent value in supporting local services that are based on the regional, provincial, and territorial differences of how services and solutions are delivered.

The advancement of the efforts to prevent violence against women and girls requires Canadian based solutions, particularly in the areas of prevention, public education, strategic grantmaking, social policy, and research. While it may seem like a prudent exercise to form national coalitions that would mimic other countries' solutions, notably the United States and their dynamic national lobby groups, the Canadian political structure, governmental policies, cultures and population trends, are unique. The strength of solutions in Canada is rooted in local, regional, and provincial/territorial levels.

It is a testament to every single service or group operating in a community that they survive and continue to champion the safety of women and girls. The vision of eradicating the many forms of violence that harm the lives, dreams, and the potential of women and girls provides compelling motivation.

### **WHY SUPPORT INITIATIVES TO STOP VIOLENCE AGAINST WOMEN AND GIRLS?**

- Because it is time to stop this shameful human rights violation that prevents true progress towards equality and a healthy and just society.
- Because it is time to accept that violence against women and girls has far reaching consequences that diminishes all of us in society.
- Because it is time that Canada renew its waning commitment to investing in solutions and services that support progress and change.
- Because the costs continue to rise on responding to violence from a health, workplace, justice and overall economic perspective.
- Because if we don't Canada will never succeed in its own vision of equality.
- Because if we don't every loss of life and every violent act becomes condoned through silence and inaction.

## **10 Reasons for you to take action to STOP Violence Against Women**

1. To make violence against women unacceptable, you make violence against anyone unacceptable.
2. To support zero tolerance towards violence against women, you help make sexism and racism obsolete.
3. To allow children to enjoy safe and loving relationships as their example for healthy relationships.
4. To empower young adults to value and believe in themselves.
5. To mobilize your community to care about its members and your neighbours.
6. To create healthy and safe communities.
7. To support and invest in the power and potential of young girls and women.
8. To show women experiencing violence that we believe and support them.
9. To change your corner of the world for the better.
10. For love of your mother, wife, girlfriend, daughters, sisters, aunts, cousins, friends, colleagues, neighbours and yourself.

## **10 Things You Can Do to STOP Violence Against Women**

1. Listen to women experiencing violence. Don't judge them.
2. Learn about the issue and share that knowledge with your family and friends.
3. Pledge not to commit, condone or remain silent about violence against women.
4. Educate your community about the issue by organizing speaker events or memorial services.
5. Post information as well as emergency and support numbers in public places, such as grocery stores and schools, so everyone has access.
6. Work with schools to ensure the curriculum includes information on violence and on healthy relationships for young women and men.
7. Be a role model to the children in your life by letting respect guide your words and actions.
8. Donate your time and money to shelters, sexual assault centres and national organizations such as the Canadian Women's Foundation that are working to end violence against women.
9. Tell your elected officials that you expect them to support legislation and program funding, such as housing and daycare that help women leave violent relationships.
10. Speak Out against sexism, racism and other forms of violence. Others will follow your lead.



**THE BODY SHOP®**

[www.bodyshop.ca](http://www.bodyshop.ca)

## A future of hope - the next ten years

*My husband started to complain about how I looked. There were frequent accidents at home. Something of mine always got ruined. He became possessive. He stopped talking to me about major decisions. Each time something happened, I looked at it as only that individual issue. I missed the trends.*

*I was finally jolted into action when my husband wanted to shoot me. I hid the guns. He couldn't find the guns so he tried to hit me with a baseball bat. I called 911 and I have never been with him again.*

*He insists that he didn't abuse me because he never actually hit me. That is the only thing he didn't do to me. Physical abuse is often the last and most dramatic act in a long list of abuse that sets you up mentally and emotionally to take more. It's like being a prisoner of war – only there you know who the enemy is, you aren't confused by a strong emotional attachment to your captor. The control is subtle and builds over time. Don't be fooled – anyone can become a victim of abuse.*

*I received help from some wonderful people. Without them and a redirected inner strength, I could never have made it out. You get strong or you die. Now I share my experiences with young people, to prevent violence, and that is helping make me strong.*

Sarah's Story

There is great opportunity to build on the successes of the past, strengthening the country's equality seeking mandate. The next decade can be one of commitment, strength, and vibrancy with a sustained will to continue to break down the barriers that diminish women and girls.

Patience will first be needed to deal with the instability caused by funding cuts and reduced policy priority on violence against women. We need to rebuild the capacity and leadership of organizations and to nourish the dreams and strategies that will make a difference. The Canadian Women's Foundation consultation confirmed that the past decade has been turbulent; causing much disruption and the next few years will need stability. Once stability has been restored, the sector will more vibrantly engage in innovative projects and activities that will carry forward into the 2020's.

Tragically, in the next ten years, more women, teens, and children will be harmed through assault and abuse of all kinds. Homicide and abuse will continue, the violation of women, girls, and boys will persist through such acts as trafficking, prostitution, female genital mutilation, incest, rape and control. But there is hope to build on. The following predictions for the future are based on the expectations, hopes and values of the women and teens that participated in the consultation process. Anything is possible, particularly with the interest and investment in eradicating these human rights abuses and believing that change is possible.

“Never doubt that a small group of thoughtful committed citizens can change the world:  
Indeed it's the only thing that ever has.” **Margaret Mead**

## **By 2015 we could achieve:**

### Sustainable funding

Canadians will come to expect that core operating funding and aggressive prevention and education campaigns will be a priority in government policy, corporate funding, foundations, individuals, and society at large.

### Support for early intervention

Aggressive efforts will be pursued to prevent children exposed to witnessing violence, or who have experienced violence, from becoming adult abusers. Public education and prevention strategies will focus on harm reduction models, and personal and collective responsibility to stop the violence.

### Real options for young girls

Young girls and women will assume a leadership role in the design of public policy and services. The third wave of feminism will help build national networks.

### First Nations and Aboriginal support

There is recognition and priority given to the systemic and generational impact of abuse and violence in Aboriginal communities. Holistic Aboriginal perspectives will be acknowledged and resourced.

### A recognition of diversity

Canada will acknowledge that women and girls with different backgrounds, including countries of origin, culture, language, and traditions, experience violence differently. Women and girls living on farms and remote communities will have their specific service needs met. Education, prevention efforts and services will be supported that respect these differences.

### Solutions for those with disabilities

A better response to women and girls with disabilities will be secured that includes independent advocates that promote public policy changes and education. Enforced solutions to institutional and caregiver violence will extend to group homes and other institutions.

### A continuum of services supported

Services will be expanded that recognize the needs of women and girls along a continuum from crisis intervention to economic independence. Services, policies, and practices will incorporate, through consistent principles, the unique needs of women and girls, including women and girls with mental health concerns, substance abuse, disabilities, older women, and young women.

### Effective programs for teens

Age and gender appropriate services and programs will be introduced that promote self esteem building, healthy relationships, respect, and networking creating changes that teens will carry forward into their lives. Three key factors make programs work- flexibility, variety, and involvement.

### Education Systems

Consistent and mandatory equity focused programs will be in every school in Canada, from pre-school to university, including anti-bullying programs. Training for all guidance counsellors will be provided. Conflict resolution courses are introduced including dealing with low level conflicts as a way to prevent violence. The education system would assume responsibility for the cost.

### Involving men and boys in solutions

Effective ways to educate boys and welcome teens and men into building solutions will be introduced and celebrated. Men actively join community based efforts to stop the violence. Young men are positively engaged in solutions.

### Links to anti-oppression efforts including anti-poverty, anti-racist efforts

Partnerships and collaboration efforts will be secured that link all forms of oppression with focused strategies for change.

### Improved accountability in justice and corrections

Local policing efforts will continue to improve, and more effective laws, policies and practices will be valued by the justice system. There will be an increased resolve in the corrections system to hold guards and corrections officers accountable for their actions and behaviours.

Judges will be more consistent in their rulings and will welcome the opportunity for education.

### Addressing root causes

As one participant in the consultation said: “In ten years, I would like society to be able to talk frankly about these issues, instead of in code. I hope we will really be talking about root causes.”

### **By 2015 women’s groups and girl focused services:**

#### Optimism and Hope

There will be continued commitment to achieve goals despite the many obstacles.

#### Continued high expectations

Effective management and leadership, board stewardship with good governance principles, and open sharing of information to donors and the general public are but a few of the continuing

expectations. The staff of organizations will expect better salaries, health care benefits, and pensions; it has been too many years with no adjustments. Some will turn to unions to assist in obtaining parity with other sectors.

### Changing Demographics

As a significant segment of the population ages, resources that support the aging baby boomers will be needed. At the same time, the younger generation will increase its influence in the design and structure of services. A new source of giving emerges in younger Canadians and the older population will continue to invest in charities and seek the benefits that are available through tax incentives.

### Ethics, Integrity and Accountability

The scrutiny of organizations by the public and funding authorities will increase. Ethical fundraising practices, conscientious board governance, and leading with integrity will be common place expectations. The expectation for immediate access to information including policies, financial statements, and codes of conduct will require not for profit organizations to add administrative resources to meet this need.

### Diversity

The latest census reveals dynamic shifts in the makeup of the Canadian population. The active involvement of the multicultural mosaic will be expected to be seen and heard at all levels of organizations.

### Women and teen groups clearly state their needs

Groups will articulate meaningful ways that individuals, corporations, and groups can support the programs and services, including clarifying which in-kind contributions are needed, or not needed, and how to enlist volunteers. This will be a shift away from accepting in-kind donations that are not helpful or needed yet are accepted out of concern that the donor may not continue to support the organization.

### Administrative costs of groups will continue to rise

To achieve the expectation of open and transparent organizations, administrative costs will increase to meet the outcome standards. The cost of raising funds will increase as it will take longer to secure donations and skilled staff will be needed, including those that can write professional grant applications. Technology needs, including databases and websites, will be required, further increasing costs. to secure project and grant funding.

### Tax incentives and new ways of giving

Tax incentives, estate planning, and insurance policies offer new ways of investing in a community. A rise of philanthropic advisors will require the service sector to develop materials for the advisors and build relationships with lawyers, accountants and investment counsellors.

### Donors will be increasingly selective about who they give to

Donors will have a wider choice of how and where to contribute to society and will become more focused in their charitable giving plans.

### Changing organizational cultures welcomes donors

Women and girl focused groups are protective of their clients and fundraising is seen as secondary to the core service. Changes will take place to embrace new concepts of stewardship and to find creative and safe ways to open the door to donors.

### Telling Our Story

Women's and girls' organizations will more effectively tell the stories of how they are helping to change lives. One consultation participant said: "Donors won't fund hopeless causes! We don't recognize and tell the story of our successes well enough-we need to celebrate the incredible changes we've made."

### New relationships with each other

Local groups will develop strategies to work in cooperation with each other to manage the intense competitive fundraising environment through joint fundraising projects. Community based strategies dedicated to ending violence against women and girls will be designed and implemented.

### Relationship with Governments

Through advocacy and social policy development, new funding formulas will be introduced that provide consistency to groups and support their long term planning.

Governments will assume responsibility to implement the recommendations that are available from the many reports, commissions, and inquests that provide comprehensive directions for action.

### Working Global – Working Local

Canada proudly assumes its global leadership role, profiling local successes, and collaborative partnerships.

### National benchmarks are established

Research continues to provide reliable evidence of the cause and effects and demonstrates positive trends. Fair and real indicators are established that support the progress toward prevention and offer funders tangible tools for assessment.

*The passion that I feel about the subject of unhealthy relationships deepens every time I hear a young boy or girl say, “I deserved it”, or “It won’t happen again”. These young adults need to be educated: they do not deserve it, and it will happen again. They are the generation of tomorrow and must be given the message today.*

*Although I am only one person, one voice, I work with others, and as one, our voices become heard. I have been trained to speak to other youth about healthy relationships and dating violence through the Making Waves program. Now we, as young people, have a voice with which we can speak to others of our generation.*

*It is in our hands as well as in our hearts to educate them about the dangers of unhealthy relationships, and ultimately of dating violence and abuse. To be able to reach others and to educate them on such topics is extremely important to my life. Cases of unhealthy relationships and abuse are everywhere, present in the lives of the seemingly younger and younger. It is apparent to me that, in order to obliterate this problem in the lives of our youth, we must approach it, immediately. I am proud to say that I am a part of this fight, that I am doing my part to reach out to these boys and girls in need.*

*It means the world to me to be able to help others. In a room of thirty, even if I reach only one, I have done what I set out to do. It is incredibly rewarding to be able to make a difference in the life of another.*

Angie’s story





## VIOLENCE AGAINST WOMEN AND GIRLS

*I have been asked many a time how one has survived so many forms of abuse. I've experienced incest, degradation and humiliation of all forms. I've suffered physical, sexual and verbal abuse, and have turned to alcohol and drugs. I have been raped and many times used and abused by people from all walks of life – friends included. I have survived all of it. I've been told by the elders that I have a strong spirit protecting me and a strong will to continue life because I have my eight-year-old daughter. I am on my healing journey. There is hope. Keep the faith.*

B.J.'s Story<sup>1</sup>

Throughout the world reliable research has been conducted on violence against women and girls with consistent and clear results about its lethality and harm. The elimination of violence requires tremendous will, long term commitments, and strategies that involve working together towards change. No one group can transform the cultural, social, economic, and legal environments that perpetuate the generational harm to girls and women.

The voices and actions of community advocates advance progressive legislation, funding, support services, prevention, and collaboration. “Never another abused woman” is a vision that will be achieved through a combination of multidisciplinary commitments that focus on keeping violence against women and girls a visible priority.

In March 2003 the World Bank Group, released a policy research report on gender and development that emphasized rights, resources, and participation as the three directions needed to achieve equity. The solutions listed key strategies to achieve change, including:

- Investment in girls' education
- Increase women's access to micro finance
- Transforming politics and leadership
- Just and harmonious social order
- Exercising democratic leadership
- Promoting participatory processes
- Peace making and peace building strategies

Many national assemblies and groups have addressed violence against women and girls by introducing statements, policies, and guidelines.

### **For example:**

- In 1993, the Declaration on the Elimination of Violence Against Women was passed by the United Nations General Assembly. (UN Resolution 48/104).
- In 1994, the United Nations High Commissioner through the General Assembly appointed the first Special Rapporteur on Violence Against Women.
- In 1995, the Platform for Action from the United Nations World Conference on Women in Beijing was released which identified international policy statements.
- In 1996, The World Health Assembly, at its 49th assembly, adopted a resolution declaring violence against women a public health priority.

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<sup>1</sup>Finding our voice: Healing thoughts from survivors of woman abuse, Metro Woman Abuse Council, 1998, page 60

- In 1997, the United Nations General Assembly created the Trust Fund in Support of Actions to Eliminate Violence Against Women, established at UNIFEM.
- In 1998 the Commission on Human Rights approved Resolution 52 on the Elimination of Violence Against Women.
- In 1999, the United Nations Population Fund declared violence against women a public health priority.
- In February 2001, the International Criminal Tribunal for Former Yugoslavia issued its first conviction for rape as a crime against humanity. The judgment stated, “rape was used .... as an instrument of terror.”
- In June 2001, the World Health Organization, Fact sheet no. 239, identified violence against women as a major health and human rights concern, with severe health consequences, and that it is a social problem warranting immediate coordinated response from multiple sectors.

“Violence against women is perhaps the most shameful human rights violation, and it is perhaps the most pervasive. It knows no boundaries of geography, culture, or wealth. As long as it continues, we cannot claim to be making real progress towards equality, development, or peace.”- UN Secretary General Kofi Annan, November 25, 2003.

Amnesty International launched its new  
Stop Violence Against Women Campaign in March 2004.

The theme “Silence is Violence..... Will you speak out”

**Stop  Violence Against Women**

[www.amnesty.ca/stoptheviolence/start.html](http://www.amnesty.ca/stoptheviolence/start.html)

Across Canada, tributes are made in the memory of fallen women. Their names are spoken to mourn and to not forget. Their names are mouthed in sorrow with passion, with love, and with commitment and hope. There is hope when women and men come together and continue to create a safer more humane future. First mourn, then work for change.



December 6 is Canada's National Day of Remembrance and Action on Violence Against Women. This day was established by the Parliament of Canada to mark the anniversary of the deaths of fourteen women who were tragically killed on December 6, 1989 at l'Ecole Polytechnique in Montreal because of their gender. It is also time to reflect on all the women and girls who live daily with the threat of violence or who have died as a result of deliberate acts of gender based violence and consider actions for change.

*"I was married at 18 years old and moved from my parents' to my husband's home. I was married for 50 years until I finally divorced him five years ago. I had never lived on my own so it was a big step to leave.*

*He was a very rigid controlling man. When I left he burnt all my pictures and personal belongings. My children keep pressuring me to return to him but I am just not going to do that. Even though I don't have much I am happy. Sometimes I feel guilty for being so happy."*

Helen's Story

## What is Violence Against Women and Girls?



### Definition of Violence from the United Nations

The Declaration provides a definition of gender-based abuse, calling it "any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life".

The definition is amplified in article 2 of the Declaration, which identifies three areas in which violence commonly takes place:

- Physical, sexual and psychological violence that occurs in the family, including battering; sexual abuse of female children in the household; dowry-related violence; marital rape; female genital mutilation and other traditional practices harmful to women; non-spousal violence; and violence related to exploitation;
- Physical, sexual and psychological violence that occurs within the general community, including rape; sexual abuse; sexual harassment and intimidation at work, in educational institutions and elsewhere; trafficking in women; and forced prostitution;
- Physical, sexual and psychological violence perpetrated or condoned by the State, wherever it occurs

The Declaration on the Elimination of Violence against Women, December 1993

As part of the three year Strategy initiative the Canadian Women's Foundation commissioned Dr. Leslie Tutty and Catherine Bradshaw, from RESOLVE Alberta (one of Canada's five centres for research on violence against women and children) to summarize existing research and information on violence against women and girls. Excerpts from their report follow.

Violence against girls and women takes many forms that are often interrelated. Broadly it includes physical and sexual assaults, psychological, economic abuse and sexual exploitation. Violence happens in families, communities and societies across all countries and cultures.

Violence happens in families, communities and societies across the world. While we would prefer to consider the family a safe haven, the majority of violent acts against girls and women happen at home. Examples of the serious violent acts that most often occur behind the closed doors of Canadian family homes include child sexual abuse, intimate partner abuse, and sexual assault. Internationally, women and children are forced into marriages, trafficked to other countries, or forced into prostitution. Girls are the most likely victims of female infanticide and genital mutilation; all exemplifying ways in which the female gender is primarily or exclusively victimized.

While abusers must be held accountable for their actions, communities bear some responsibility for the violence that occurs within their borders. Communities may explicitly or implicitly sanction violence against women and girls by condoning attitudes that de-value women or excusing acts of sexual assault, sexual exploitation through forced prostitution or child pornography, the degradation of women and girls in depictions in the media, and workplace harassment. Societies or cultures may endorse beliefs that permit and sanction the victimization of girls and women. In some societies, for example, daughters are neglected and denied food, education, and medical care in preference for sons. In such countries, the mortality rate of girls far exceeds that of boys. Violence against women and girls also takes the form of forced sterilization, poverty, and national and international trafficking for sexual purposes.

## Our Canadian Story

*"I live on a farm. When my husband beats me, I can't even get to the nearest small town. I have no access to a car, and there is no taxi service or public transit. Sometimes the roads are closed because of winter weather conditions. Besides, how many kilometers can an older woman like me walk down a rural road on a dark and stormy night?"*

Edna's story

In Canada, girls and women are frequently victimized by violence and abuse. One of the first national studies of violence against women ever conducted, the Violence Against Women Survey (Statistics Canada, 1993), interviewed 12,300 Canadian women about violence that they had experienced since turning 16 years of age. This research concluded that, as of 1992:

- Over 51% of Canadian women have, since they were 16 years of age, experienced at least one act of violence as defined by the Criminal Code of Canada.
- In a one-year period from 1992 to 1993, Canadian girls and women were the victims of an estimated 2,635,000 incidents of sexual, physical, or partner assaults.
- Almost one-third (29%) of ever-married or common-law Canadian women have experienced violence at the hands of a current or previous partner, one-quarter of these while pregnant.

Those who hold the least power and resources in society are the most likely victims of abuse. While violence crosses ethno-cultural and socioeconomic backgrounds, not all women and girls are equally at risk. Gender, age, race, class, sexual orientation, and disability are each factors that contribute to vulnerability.

*“My husband came to Canada before me. I stayed in Vietnam. Then much later he sponsored me here. He had always been abusive and beaten me from the time we were married. When I got here the abuse started again. I didn’t speak English and I didn’t know anyone. But I found a service that could talk to me in Vietnamese, and I got help. I knew I had to leave or he might kill me.”*

Nguyen’s story

Violence is only one means of controlling others, albeit a powerful one. A vicious beating that occurred once, twenty years ago, can still impact a woman’s behaviour today. Further, abuse is often more implicit than overt physical acts. Threats to take custody of the children if she were to leave, to harm pets or, simply cleaning a rifle in the midst of a marital conflict, may coerce a woman into staying in an abusive relationship when she would rather not.

## **The Costs of Violence Against Women and Girls**

Society bears substantial costs for the violence perpetrated against women and girls. However, these are very difficult to quantify. Public costs take into consideration medical, dental, policing, legal, penal, and other service systems that intervene to address, prevent, and punish violence against girls and women. Costing out these services represents only a fraction of the real financial burden to Canadians as they are calculated on only the most visible physical and sexual violence. Nor does such financial accounting acknowledge the pain and suffering borne by the individuals and families involved.

In 1995, Hankivesky and Greaves estimated the costs of violence against Canadian women. They included the domains of:

- social services/education (e.g. violence prevention programs, foster homes and child care workers, transition houses, programs for violent men),
- medicine (e.g. emergency services, family doctor visits),
- criminal justice (e.g. police investigations, pre-trial and court processes, offender programs, legal aide, incarceration, parole hearings), and
- employment (e.g., sick days, employment-based counselling services, reduced productivity).

**The authors estimated an annual cost of 4.2 billion dollars for just three forms of violence: incest or child sexual assault, sexual assault or rape of women, and woman abuse in intimate partnerships.**

These costs are partial; only three forms of violence were included. The numbers under estimate today’s costs since they are calculated in 1995 dollars. Further, Statistics Canada 2001 survey suggests that women are now more commonly reporting abuse and increasingly using social services since the mid-1990s. At any rate, even as an under estimate, the costs to society of addressing such violence are staggering.

## **What Perpetuates Violence Against Women and Girls**

Violence against women and girls is perpetuated by societal beliefs, policies, and legislation that allow for the differential treatment of women and girls and the systemic reinforcement of inequality. Across the world and over the centuries, many cultures have supported the belief that men have rights over women and children, especially within the protected confines of the family. These include a husband's "right" to physically chastise or beat his wife for such infractions as "not obeying her husband, talking back, not having food ready on time...refusing him sex or expressing suspicions of infidelity" (Heise, Ellsberg & Gottemoeller, 1999).

Multiple factors are associated with perpetuating violence against girls and women. These include but are not limited to, traditional gender roles stereotypes (rigid rules about what men and women can or can't do), accepting either physical or verbal aggression as a means of solving problems and perceiving jealousy as an indication of romantic attachment rather than as a means of controlling another.

Gender-based power inequalities exist in both western and other cultures world-wide. Perceiving and acknowledging these is essential background to understanding why violence is used against women and girls. None of these factors by itself "causes" violence; however, we do not know the relative effects of any one factor or the cumulative effects that these factors exert in combination. Nevertheless, focusing on these factors, singly or in combination, represents the best strategy for preventing and intervening in abuse.

## **Addressing the Factors that Perpetuate Violence Against Women and Girls**

Changing the prevalent attitudes and norms that legitimate violence against women in our families and society is challenging. Confronting traditional gender roles within our society and promoting family and social structures that value the equality of women are significant strategies to deter woman abuse and violence.

Women often stay in abusive relationships because of the economic hardships they would experience if they were to leave, including poverty (Gurr, et al., 1996) and homelessness (Breton & Bunston, 1992). Finding affordable housing is a significant concern in many communities across Canada. The societal structures that once provided a social safety net have been eroded in the past two decades such that women can no longer easily house and economically support themselves and their children independent of their partner. Finally, abused women are often at even more risk after they leave an abusive relationship (Hotton, 2001). Individual-level strategies can address these underlying roots of violence against women and girls. These include programs that empower women by offering them information about gender roles, the human rights of women, and the social, health, legal and economic effects of violence against women and girls.

While no one can absolutely ensure another person's safety, one way of decreasing vulnerability to violence is making certain that women and girls are not isolated but in regular contact with concerned family, friends and/or volunteers in the community. Intervention and prevention programs often remain segregated in their institutional settings such as education or mental health. Program personnel must more actively advocate for the populations they serve, working

collaboratively with communities so that they can be accompanied by parallel structural changes in governmental, educational, and legal/justice institutions.

A number of Canadian organizations, such as the Canadian Women's Foundation, provide funding for women's organizations or resources that highlight information about abuse and the factors that perpetuate violence against girls and women. Research can increase our understanding of not only what perpetuates the conditions that allow violence to continue, but also what strategies most effectively change these attitudes and beliefs. A valuable research resource is the Alliance of Five Centres for Research on Violence Against Women and Children.

Media campaigns are an integral strategy in raising awareness about violence against girls and women. The White Ribbon campaign is a particularly noteworthy example because it was initiated by men and targets other men with a plea to work together to end violence against women. Finding ways to positively engage men in the struggle to end violence presents some problems. Men often feel that information about abuse that is perpetrated mostly by men brands each of them as potentially violent. Engaging the male half of the population in supporting the range of strategies to prevent, address, and change underlying societal beliefs is critical in supporting lasting change.

Gender inequalities and stereotypes are often reinforced through the media in both advertising and television programming. Bringing attention to the often-subtle ways that such messages are reinforced in our society is necessary to make lasting changes.

Modern North American culture has strong undercurrents of violence. The intersections of violence, harassment, oppression, racism, and sexism need to be addressed at a societal level through changes in laws and policies.

Many services specific to violence against women and girls are offered in non-profit agencies. These consistently operate on short-term or project funding. Often funding opportunities focus on novel approaches to addressing violence. A prevention program on child sexual abuse, for example, could receive funding for three years on such a grant, but then, despite its efficacy, have significant difficulty accessing further or core funding. Such services often have little choice but to change their programs to fit the call for proposals at hand when their funding runs out. This can result in programs developing on a piecemeal and opportunistic basis rather than being planned and based on the principles of best practices. The driving force behind the development and implementation of programs is too often the public outrage evoked when a woman dies at the hand of her intimate partner. In order to develop and support a comprehensive and seamless array of resources, we must do more than respond to tragedies.

No one system alone, whether educational, justice or social services, academic or front-line workers, can generate sufficient resources or attention to eradicate violence against girls and women. No one program is sufficient or effective enough to affect the multiple levels and ways in which violence against girls and women is supported or, at least ignored. Such changes are possible only through collaboration and coordinating strategies.



The more we learn about violence, the more we understand that its impact is pervasive. The effects of violence on girls and women extend from the home into the workplace, schools, hospitals, community agencies. It affects the development of our children and how they, in turn, parent their offspring.

Preventing violence against women and girls is perhaps one of the greatest challenges we can adopt, yet the impact of successfully meeting this challenge would improve our society immeasurably and the effects would endure for decades.

# **VIOLENCE AGAINST WOMEN AND GIRLS AND THE NOT FOR PROFIT SECTOR IN CANADA**

## **History of the Not for Profit Sector in Canada**

Services established to meet the needs of abused women, girls and teens and groups whose efforts focus on the prevention of the violence most often fall within the not for profit sector. The not for profit sector provides essential responses to Canadians and makes a significant contribution to the economy and well being of society and local communities.

A long term, likely permanent, investment by government and private funders will be needed for the sector to succeed. There are far too many issues, needs and challenges to presume that the sector can become one hundred percent self sufficient. Economic models that focus on community wealth, versus shareholder wealth, are gaining favour. These models recognize that a long term investment by all contributes to the sustainability of the planet and all its inhabitants.

This chapter provides a general review of the not for profit sector in Canada and describes the violence against women and girls sector including the changes over the past decade, the challenges that have been identified through the forum on teen programs and consultations with women's groups, including the importance of capacity building.

Historically, the not for profit service sector was predominately run by volunteers, often by women with means, who volunteered endless hours to worthy causes. These early service providers are to be applauded for creating caring communities with direct services to those in desperate need. Homes for "wayward" girls, shelters for homeless men, orphanages, food banks, war efforts, and hospital aide have all been strongly supported by volunteers. As often as not, business men would serve on the board of directors of these organizations, directing and advising on the general operations and fundraising efforts.

These efforts have helped thousands of individuals over the years. The design was built upon a missionary model of care, concern, and conversion. It was believed that helping someone up was all that was needed to purge the individual or society of the ailment, disease, or problem.

Those on the frontline learned quickly that the despair and problems of society run deep. As the secrets of families and communities were exposed, so came the need to create models of intervention and service that respected the beginning place of these individuals and supported them through what was often a lengthy journey of healing and change. The services provided did not always quell the ongoing need for food, housing, and support. In response, the social service network developed into a complicated and diverse system that supports and recognizes the multitude of issues, concerns, and challenges that individuals and groups in society experience, and provides crisis, short term, long term, and life long services and interventions.

The advancements of women supported new opportunities for career development, enrichment, and leadership. The old models of service and charity were changing and the not for profit sector took on a new shape. The new dimensions of the sector included seeking out and testing models that supported the mission and vision of the service, hiring staff and advocates, introducing professional management and governance models and responding to the diminishing number of volunteers.

## **WHAT IS A NOT FOR PROFIT ORGANIZATION?**

Today's not for profit can be defined as a non-governmental organization formed for the purpose of public benefit and can be organized under broad categories such as social service, educational, athletic, arts etc. Not for profit organizations have a self-governing structure through a board of directors. All members of the board of directors of a not for profit serve as volunteers and can receive no remuneration for their services. A not for profit is incorporated under federal, provincial, or territorial statute, and may or may not have charitable status as determined by the Canada Revenue Agency.

There are organizations that are not incorporated, providing some community service who may identify themselves as a not for profit, but are generally considered to be associations or groups, and have a different accountability structure. For example, all incorporated not for profit organizations must conduct an annual audit and produce audited financial statements that are available to the public.

Often the not for profit sector is referred to as the voluntary sector, which can lead to some confusion about how these organizations function in today's society. Not for profit organizations employ over 1 million people in Canada, excluding organizations such as hospitals, universities, and colleges. A not for profit may employ dozens of individuals who provide professional services, such as a generic counselling agency, and others may employ only a handful of staff who will provide specific services to a particular client population, such as a food bank. Some not for profits welcome volunteers and others do not have the resources to provide the recruitment, training, and retention requirements of a volunteer program.

The larger the organization, the more demand there is for professional management such as an executive director, financial services, program managers, etc. Sophisticated policies and practices have been developed to meet the unique needs of the sector, where "shareholders' wealth" is measured in client success. A professional field of management and leadership is in place to meet the complexity of managing today's not for profit corporation.

## **THE CHANGING DYNAMICS OF THE SECTOR**

The increasing professionalism of the not for profit sector continues to demand changes to operations and governance models. The complexity of meeting the needs of clients, staff, funders, community needs, property, technology, finances, etc., often requires dedicated full time management with specific leadership skills. A member of the board of directors of an organization may spend up to fifteen hours a month or more volunteering their time to meet organizational ends. Conversely, an executive director or manager can spend over one hundred and sixty hours per month as a minimum commitment. The knowledge, insight, and understanding that the staff have is extraordinary. Their everyday dedication constitutes the quality of the organization and improves the lives and well being of individuals and the community.

## **VOLUNTEERS TODAY**

Volunteers contribute to Canadian society in a number of significant ways. Making a commitment to society through volunteering time and effort is beneficial to both the individual and to the well being of the community.

The 2000 National Survey of Giving, Volunteering and Participating (NSGVP), provides information regarding the commitment that volunteers make to society today. The report suggests that the nature of volunteering appears to be changing in Canada. The following are highlights from the 2000 report:

- Just over 6.5 million Canadians volunteered their time and skills to groups and organizations between October 1, 1999 and September 30, 2000, which is 1 million fewer than the 1997 report.
- Since 1997 there has been a 13% decrease in the number of volunteers.
- The number of hours contributed per volunteer increased to 162 hours in 2000, from 149 hours in 1997.
- The greatest increase in volunteers were among those who were widowed, those 65 years and older, those with incomes under \$20,000, and those that were unemployed. (The increases in the latter two are likely attributed to mandatory work programs and mandatory volunteer programs in high schools).
- A greater number of volunteers in 2000 indicated that one reason they did not volunteer more hours was because they contributed more money.
- Employer support for volunteering appears to be increasing. In 2000, more than one quarter of employed volunteers reported receiving approval from their employer, and 22% reported receiving recognition from their employer for their volunteer work.

### **Organizations providing services to women and girls**

There are over 2500 women or teen focused groups operating in Canada today. This number is made up of a diverse and wide range of groups and services. Groups providing services in the area of violence against women and girls respond to a wide array of needs in communities. They share common goals of preventing violence through the improvement of equality and the elimination of the barriers that have been created by society and tradition. Some organizations focus 100% of their operating resources towards abused women, teens, and children, and include emergency or short term services such as shelters, crisis helplines, rape crisis centres, or second stage housing. Other groups provide longer term services, such as advocacy services, individual and group counselling, outreach, or legal services.

There are over 480 shelters for abused women in Canada that provide immediate and short term services such as housing, shelter, and referrals, along with a host of other services, dependent on local needs including outreach, transitional support, child advocacy, prevention activities etc. Second Stage Housing offers women and their children subsidized affordable longer term housing with services to assist them in their efforts to stabilize their lives after leaving an abuser.

The 100 sexual assault centres, or rape crisis centres, offer immediate short and long term support, referrals, information, and education to women, girls, men and boys who have been victims of sexual abuse as children or as adults. Over 300 women's centres provide meaningful resources for women and girls, including advocacy, group, and individual services.

Teen services operate along a continuum of need, including immediate resources such as drop in centres and shelters, and longer term programs, including education, counselling, housing, social assistance, etc. Groups such as Big Sisters, youth action centres, child protection agencies, and school based programs all support a diversity of issues and needs.

There are a host of women, children, and youth services provided under the large umbrella of the YWCA of/du Canada. Their mission is “providing high quality programs and services that respond to community needs, working actively for the development and improved status of women and for responsible social and economic changes that will achieve peace, justice, freedom, and equality in Canada and around the world.”

Women with disabilities have formed local and provincial groups and associations. These groups help to identify barriers and seek solutions to the higher risk of women and girls with disabilities.

There are provincial associations, such as shelter associations or provincial advisory councils on the status of women, who focus on lobbying and advocating for change, resource enhancement, and social policy changes.

The Elizabeth Fry Societies have particular challenges in meeting the needs of women in conflict with the law who have experienced, or are experiencing abuse. Farm women continue to organize around their unique issues and solutions, and offer information and support to rural, remote, and farm women. Men’s programs working with abusers often retain women’s advocates that promote the critical measure of success – women’s safety.

Women and teen focused services operate within a multi-discipline framework. Examples include: boards of education offer safe school programs; health related services identify woman abuse as a primary health determinate; specialized refugee, immigrant, and settlement services recognize the risk of women and girls; friendship centres offer healing circles for abused Aboriginal women. These specialized services are often supported in partnership with other community agencies.

#### **THE VALUE OF PREVENTION WORK**

*“Josh is six years old. He is having problems at school. His teachers report that he has trouble concentrating. He often displays uncontrollable anger and he doesn’t socialize with his classmates. When asked what’s wrong, Josh always replies ‘nothing.’ How can he tell them how his dad sends him and his sister upstairs when he gets mad? How can he tell them about his mom’s bruises, and the screams that come from the kitchen? He doesn’t understand why his dad treats his mother this way, but he knows he is powerless to stop it.”*

Josh’s story

Violence is learned behaviour sustained by society, traditions, values, and systems. Individuals and society can make choices to stop the violence and confront the onset of violence. Violence prevention efforts can be broad based and focused on the total population, or they can be focused on specific audiences such as those most vulnerable to violence and those who have experienced violence. The Canadian Women’s Foundation (CWF) consultation process identified both types of prevention efforts as necessary to break the generational patterns in order to create a safer world for women and girls. Violence prevention strategies that are based on gender sensitivity address the gender differences between who perpetuates the violence and who is victimized by the violence. The forum on teen programs confirmed the lack of gender analysis in specific girl/teen focused services, and revealed the need for more specific programs focused on girls and teens.

In 1998, the Alliance of the Five Centres for Research on Violence Against Women and Children commenced a five year project on violence prevention for girls. The project examined how girls are socialized to expect violence in their lives, critically reviewed existing programs and literature, and developed the framework for a national plan for the prevention of violence with respect to the girl child. The first phase of the research revealed that girls experience explicit and subtle forms of violence in many facets of their lives. While there are many programs designed broadly for women and youth “at risk,” few include a gender analysis of the problem of violence, and few are designed to meet the unique needs of girls and young women.<sup>2</sup>

Violence prevention at any level is not a quick fix solution. In the school system, continuity is needed by beginning the education process early in a child’s schooling, and by regularly repeating the lessons from Kindergarten to Grade 12. Prevention efforts in the schools must also include teachers and school staff training that includes the examination of attitudes, conflict prevention, and de-escalation. During the consultation, the need to train guidance counsellors and school administration and to involve the community and parents was identified as part of a multi-prong strategy, to support the long term goal of prevention.

## **Challenges to the Violence Against Women and Girls Sector**

### **PHILOSOPHY**

Most women’s organizations work from a feminist based, or equality seeking, philosophy, with either loose or well defined practices that permeate the organization’s operations. Women working with women, to improve the lives of women and girls, has been a conscious part of the effort to build equality seeking solutions. Feminist groups have attempted to develop operating models which balance a model of empowerment, with the constraints of running a not for profit organization within funding limitations, and changing expectations by funders, society, and the board of directors.

### **MAINTAINING A GENDER FOCUS**

Despite the overwhelming and consistent evidence that it is women and girls who are most harmed by acts of violence, particularly in intimate relationships, there is a growing expectation that the issue be stated in gender neutral terms. Increasingly the term domestic violence is adopted by funders and policy makers, to appease those that are uncomfortable with the truth. Women and girl focused groups face an uphill battle in having this issue clearly and specifically stated.

### **MEETING THE NEEDS OF ALL WOMEN, FROM YOUNG GIRLS TO OLDER WOMEN**

As the services increasingly respond to the demands, the expectations grow to meet the needs of all women, teens, and girls. Programs and services are adapting to meet aging demographics and the expectations of a younger generation. Generic woman focused services are challenged to introduce specific programs and opportunities to make a difference. One of the successes

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<sup>2</sup>March 2001, *Research Bulletin, News from the Advisory Board of the Centre for Research on Violence Against Women and Children, London, Ontario.*

over the last twenty years is the much greater understanding that the rich diversity of women and girls in Canada requires a diversity of responses to be effective. One of the great challenges going forward is how to provide a diversity of responses with shrinking resources.

### **PRESSURE TO RAISE FUNDRAISING DOLLARS**

Many groups rely on the board of directors and/or a fundraising committee to fulfill the financial goals of the organization. The pressure on the board to raise up to 50% of the core operating budget through donations is significant. Given the limited volunteer hours that the board can give, there can be failure, frustration, and last minute challenges that the staff resources are obligated to resolve. Planning special events, asking friends and colleagues for support, and seeking corporate or local business support are time honoured traditions of reaching the community. The structure, accountability, and expectation of organizations are changing, and with it is the board's relationship and involvement in annual fundraising appeals.

As part of the organization's annual review, business or strategic planning, the board can consider its role, successes, challenges, and needs to meet the financial goals of the organization, including fundraising. A basic environmental scan will help to alert the organization to the internal and external trends, patterns and opportunities including philanthropy. Canadian Women's Foundation Website ([www.canadianwomen.org](http://www.canadianwomen.org)) offers a tool to help organizations assess their planning for fundraising and resource development.

### **PROFESSIONAL MANAGEMENT**

For organizations with an operating budget over \$250,000, professional management will likely be needed to ensure the objectives of the organization are fulfilled. It is a common governance principle that a board of directors delegates their duties to executive directors, who in turn are responsible for managing all aspects of the organization. If the board chooses to incorporate fundraising into the core responsibilities, administrative resources will be needed. Although the job design of many executive directors includes community stewardship, there are many existing pressures on the leadership of the organization that may warrant the addition of professional fundraising staff and administrative support to the organization.

<p>The Canadian Centre for Philanthropy offers good resources on ethical fundraising and fundraisers at: <a href="http://www.ccp.ca">www.ccp.ca</a></p>
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### **SCRUTINY AND ACCOUNTABILITY**

The scrutiny and accountability that the public and the funders place on not for profits demand a dedicated and strategic commitment from the organization. More funders are applying stringent guidelines to help them determine who they will fund. Accountability refers to the management and structure of the grant as well as proof of successes or outcomes. It takes longer to secure money, thus creating project gaps and cash flow challenges. Successes are often dependant on the continuity and reliability of regular funding, and evaluation and the reporting of successes require administrative time and monetary resources.

## **SERVING THE COMMUNITY OR THE FUNDER**

The primary mandate of women or girl focused services is to respond to the needs of the community. In recent years, the funding crisis has caused a shift in priorities. Groups are forced to adapt services, programs, and projects to satisfy funders' expectations. Instead of being able to travel down a clear path towards fulfillment of the mission, a winding trail is taken. Katherine Scott, in *Funding Matters*, creatively refers to this dilemma as "mission drift."

## **COLLABORATION VERSUS COMPETITION**

Part of the success of meeting the needs of women and girls has been to develop community referrals, partnerships, and joint programs that respond to the specific needs of a woman, her children, or teens. Community coordinating committees work on a collaborative sharing model to develop a multidisciplinary response. In contrast, the competitive environment, created by the current funding milieu, means that the same groups that work in an open model of sharing must also work in a secretive closed environment when applying for grants that support their individual service needs.

## **PRESSURE TO WORK IN PARTNERSHIP AND COLLABORATION**

The sector works on building collaborative models that are developed by building relationships based on trust, respect, and mutual benefit. These partnerships and protocols have been successful and have fostered long term cooperation. Unfortunately, both government and private funders have a pre-determined expectation and requirement for written protocols or partnerships and at times will require that certain partnerships be formed. Community development is built around networking, mutual respect, and hard work. Despite the higher expectation for partners, there is no recognition of the costs to the organization and the time required to fulfill this.

## **THE EXPECTATION TO DEMONSTRATE SUCCESS**

Defining success is a frustrating task to both the service provider and the funder. Funders need to have tangible evidence that their grants are making a difference within a short timeframe, and service providers must provide information on the impacts on women, children, and youth that are served. Those that have experienced violence and abuse measure success in different ways. Being able to take public transit may be a remarkable story of success for a woman or girl that has been assaulted on public transit. A woman abused by her partner may return to a shelter on a number of occasions, each time gaining new information until she feels able to leave the relationship. These are not easily quantifiable successes.

Identifying long term outcomes with short term actions may help funders and service providers alike to set common evaluation standards. Research is another method that can assist in demonstrating progress over time and can reveal the benefits of service models.

## **SHELTERS LOOKING AT CHANGING NEEDS AND EXPECTATIONS**

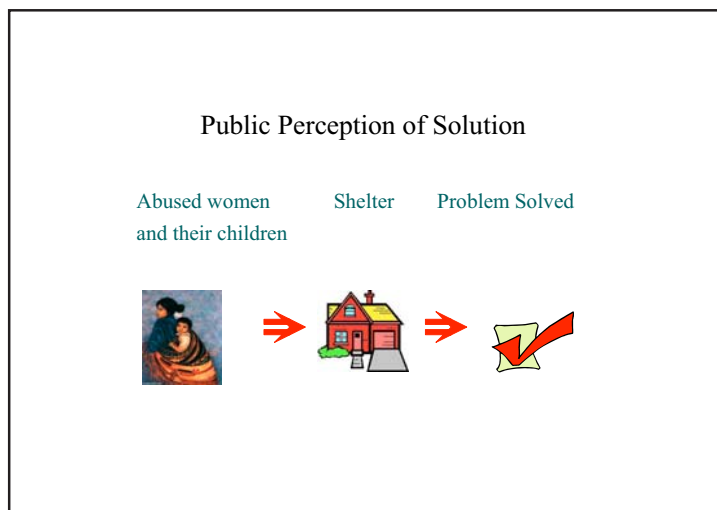
Shelters for abused women and their children have been at the vanguard of championing crisis and short term services for abused women, including 24 hr helplines, shelters, and transportation.



Over the years, new services have been added, including follow up, transitional support, outreach, services for children and youth staying in the shelter, and public education to prevent violence. New facilities are being designed, specifically to meet the short term safety and housing needs of women and their children, and these facilities are distinctive in their look and feel. Shelters continue to debate the benefits and disadvantages of releasing the location of their facility. More shelters are going public, with the conviction that their local community will be made more aware of their presence and contributions, and thus will become an active part of the solutions.

### **MOVING BEYOND THE CRISIS TO ECONOMIC INDEPENDENCE**

It is easier for communities and society to focus on immediate need and immediate solutions than it is to envision long term results. By providing food to food banks, we help solve hunger; if you drink and drive, there are consequences. Likewise, it is more gratifying for the public to consider the problem of violence to be directly solved by supporting shelters for abused women. However, shelters, while critical, are only one of the many different types of interventions that are needed, and the continuum of responses required include short and long term support with a vision of economic independence. Violence against women and girls is a serious human rights violation and the solutions needed go far beyond crisis and providing immediate safety.



### **BUILDING CANADIAN PREVENTION STRATEGIES**

There are many impressive local efforts that have produced public education and marketing materials, as well as notable efforts at provincial and territorial levels. It is difficult to sustain these campaigns over prolonged periods and there has been little leadership to develop long term national strategies in the past. The most consistently identified vision from the consultation was a Canada wide public education and prevention effort built upon partnerships between private funders, public funders, media and the advertising sector, and local resources and organizations. This pursuit of collaboration between sectors is promising.

## SOCIAL POLICY DEVELOPMENT

In some areas of the country, there is renewed interest in advancing a domestic violence act. However, at the same time, there is also debate regarding the value of a specific act versus having violence, assault, and abuse entrenched in the Criminal Code of Canada and the Provincial and Territorial Family Law Acts.

Social policy debate is healthy because it invigorates the sector and engages public interest. There is a great need for further development that would guarantee some level of consistency in the sector on such matters as funding, services, and social assistance. Social policy advocacy is esteemed by those working towards achieving equity for women and girls. Yet, there is concern that too much advocacy may overload funders interest and limit investment.

## The Last Ten Years

The primary mission of a not for profit organization is not fundraising. However, in a little over a decade, the effects of cost cutting and restructuring by governments has demanded a change of focus in the priorities of not for profits. Vibrant groups with successful board of directors, strong leadership, dedicated staff, and creative planning and innovation have had to divert attention away from their primary mission to compete for charitable dollars. The effects have been profound and will require at least a decade to rebuild the strength of the anti-violence sector. The capacity of groups to succeed has been undermined, leaving a serious erosion in Canada's social safety net, while at the same time, there is a greater need to serve an increasing number of individuals and groups in need.

The effects have been so widespread and so profound that many groups have dedicated their efforts to studying the impact of funding changes on the not for profit sector. This research provides evidence of the widespread changes and challenges, with urgent recommendations to support the capacity and sustainability of the not for profit sector.

The following two documents provide excellent information on the not for profit sector and its challenges.

The Capacity to Serve –  
A Qualitative Study of the  
Challenges Facing  
Canada's Nonprofit and  
Voluntary Organizations,  
Canadian Centre for  
Philanthropy, 2003  
Available at no charge  
online at  
[www.nonprofitscan.ca](http://www.nonprofitscan.ca)



Funding Matters – The  
Impact of Canada's New  
Funding Regime on Non  
Profit and Voluntary  
Organizations, Katherine  
Scott, Canadian Council on  
Social Development, 2003.  
Available at no charge  
online at [www.ccsd.ca](http://www.ccsd.ca)

In Funding Matters, Katherine Scott identifies the following trends, all of which apply specifically to the current reality of those providing services to women and teens:

- **Volatility** – Organizations are required to diversify their funding sources which can create swings in revenue. An organization’s stability is compromised by this volatility in its capacity to provide quality services and experienced staff.
- **Mission Drift** – Groups are being pulled away from their primary mission to meet the requirements of funders which compromises their long term purpose and credibility.
- **Loss of Infrastructure** – Project funding and tight restrictions on administrative costs erodes the necessary infrastructure to support services, programs, and operations.
- **Reporting Overload** – Multiple funders with multiple reporting requirements are discouraging and complex to manage. Short term contracts require short term programs and hiring, which requires letting go of program staff and services when the grant is done. This is demoralizing and a waste of trained staff.
- **House of Cards** – Funders often require one or more other types of funding sources, and the loss of one contract or funder can bring down the whole project or program.
- **Advocacy Chill** – Cobbling together funding from a number of sources limits the will of the groups to be outspoken, for fear of losing one of the funders. Advocacy is not seen as a priority for funding.
- **Human Resource Fatigue** – Volunteer and paid staff are stretched to the limit, and it has reached a breaking point.

## Capacity Building

In most surveys, consultations, and reporting, there has been extensive discussion about the challenges of meeting organizational and community requirements. These challenges fall under the broad heading of capacity and capacity building.

### CAPACITY BUILDING DEFINITIONS

Capacity building for the women and girls sector can be defined at a fundamental level as: Supporting the inherent worth of girls and women and strengthening their capacity to live in a world where equity is of utmost importance.

Capacity building for organizations is defined in The Capacity to Serve report as: “the ability to perform or produce.” It is based on three main functions that organizations draw on to achieve their missions and objectives: financial capacity, human resources capacity, and structural capacity. These are explained in detail below.

### FINANCIAL CAPACITY

**Financial Capacity** is the ability to obtain, develop, and use the revenues and assets of the organization.

The most common theme identified in the CWF consultation was the serious funding pressures on groups. There is a strong demand to understand and radically change programs, structures, and systems to succeed in a complex new funding environment. This has to take into account the frequent unplanned changes in funders and in funders' expectations. Both private and government funding has eroded the financial capacity of groups.

Operating or core funding has been retailored with prescriptive outcomes and narrower program requirements. Groups are forced to identify narrowing criteria for what is fundable and they face increased demands and restrictions on using the grants. For many years, the common expectations have been a ratio of 80% government funding and 20% other funding. Over a few short years, this ratio has shifted in some cases to 50% government and 50% other funding. It is inconceivable that private donors are to make up this difference, and unless there is a change in strategies, growing deficits and program and staffing cutbacks are imminent.

In *Funding Matters*, Katherine Scott reveals that the reduction in government and private funding has been occurring at the same time that the government reduced, or even eliminated, public programs and services, thus downloading expectations of delivering needed services to not for profit organizations. Moreover, a shift in priorities to short term projects has created new problems in achieving stability for the not for profit organization. For example, Scott states that for six out of ten organizations, more than 75% of their funding was only provided for a one year term or less.

Funding restrictions and onerous reporting requirements have an impact on an organization's financial capacity, limiting how resources and assets can be best used. The trend towards project funding, rather than program funding, also hinders service sustainability.

### ***What groups said during the consultations***

One of the repeated and distressing themes of the consultation was the operating or core funding challenge. The concern lay in a group's ability to obtain, develop, and use the revenues and assets of their organizations that were more and more limited by the strict time frames of projects and exacting expectations.

Groups discussed how fundraising is very competitive and complex. Women's groups, with a steady direct mail campaign or successful regular special events, acknowledged significant barriers in broadening their donor base and building relationships with their donors. Groups acknowledged that they need help raising funds from private donors, including access to information and standard fundraising practices. They also need to retain competent qualified people and create strategies on how to change the organization culture in order to welcome the higher expectations of donors. The lack of staff time to raise funds and the overall need for improved professional fundraising expertise are challenges that create conflict.

*"I know that donors have to see it to believe it... it is hard on the women and children to feel like they are on display or have to hide... we are trying new ways like open house days to see if we can build in a routine."* Consultation participant

Participants at the forum on teen programs discussed their frustration, fears, and concerns about funding. They indicated that they know that there are funding sources that could invest in their work, but the problem is that they do not always know who the funders are, and are uncertain about how to approach them. There are few practical skills workshops or courses on grant management and development. The increased insecurity about skills in this area creates barriers in developing pro-active confident relationships with donors.

*"I spend half my time filling in forms for the current grant and writing grant applications for next year. Everybody wants something different." . . . . .* Consultation participant

Both the forum representatives and women's groups confirmed that a balance of funding is needed. Program grants support innovative ideas that help to test new trends and support collaborative community based efforts. At the same time, predictable long term operating funding, particularly from government, is needed to support core services. By focusing only on short term projects, there will be limited success in improving the status quo of individuals and society. No one solution or formula will be sufficient. Various government funders must be clear and consistent, with long term funding criteria that support effective planning.

*"It's like living on a rollercoaster – up and down and all around. At some point we would really like to get off the ride."* Consultation participant

## **HUMAN RESOURCES CAPACITY**

**Human Resources Capacity** is recognized as the ability to guide paid staff and volunteers within the organization, including developing and augmenting the skills, knowledge, attitudes, motivations, and development of staff and volunteers.

The effect of the cuts to operating budgets has had a direct effect on the ability to retain qualified individuals with the best combination of skills and attitude to commit to the work. Many groups have had to reduce or eliminate extended health care benefits and pensions of employees. The violence against women and girls sector overall has not been as competitive in its salaries as other sectors, and the migration of good staff to other services and networks has been difficult to replace. Some organizations have not been able to maintain an annual cost of living increase and more staff groups are turning to unions for support and advocacy.

### ***The effects of vicarious trauma***

Women, children, and teens who have been subjected to abuse, assault, and violence, in all of its many forms, are affected in profound life altering ways. Staff and volunteers open their hearts to the experiences of those they work with. They are dedicated to making a difference and offer a wide range of expertise in supporting the slow change from victim to survivor. Counsellors, advocates, health care workers, legal supports, front line workers, and advocates listen to the stories of anguish and tragedy. We now understand that listening to the trauma stories of others has a profound effect on the staff member or volunteer.

A new field of study and intervention has provided resources and solutions that can be included in the organization's self care activities in order to manage the effects of vicarious trauma.

Services and groups need support to ensure that there is time, effort, and realistic solutions to maintain the health of the staff and volunteer teams.

### ***What groups said during the consultations***

Participants indicated that their organizations were severely lacking in human resource capacity. Inadequate staff resources limit a group's ability to raise funds, and staff resources are stretched due to onerous funding and reporting requirements. The administrative staff are a very small part of a service organization, and lay offs and staff cutbacks in this area are common. Those remaining must assume new duties such as technology development and grant writing.

Participants highlighted that their organizations have trouble recruiting and retaining staff due to their limited ability to pay the rate of private sector or government wages or meet larger social service pay scales. Orientation, in-service training and professional development are the cornerstone of a good human resources strategy, and severe cutbacks continue to isolate staff and limit their learning and exchange of ideas with colleagues.

*"I learned so much working as a women's advocate but I just couldn't do it anymore. I have a family of my own and I hadn't seen a pay raise in over 5 years."* Consultation participant

Responding to the needs of abused women and girls is complex and requires a mixed set of skills and attributes. Clients benefit from the diverse awareness and expertise of staff. Staff improve their confidence and skills from in-service or community training on such practical issues as community partnership, substance abuse, prevention in the schools, First Nations healing practices, mental health issues, etc.

*"We are experts in woman abuse issues and need to know about a lot of different issues that women and children bring with them."* Consultation participant

### **STRUCTURAL CAPACITY**

**Structural Capacity** is recognized as the ability to develop and use relationships and networks with various stakeholders, access and use infrastructure and processes, and maintain technology, buildings, and equipment.

There is great need today to demonstrate success or prove the value and benefits of what is being offered to communities. There is meaningful debate taking place on what evaluation is, how we measure success, and what are reasonable questions to ask. In the meantime, there are often unrealistic expectations placed on groups about what to include in funding materials. Business plans, strategic plans, financial forecasts, demonstration of partnerships and collaboration and such are often expected by funders though the groups may have little experience in producing these documents.

Since funders set the standards, groups do their best to meet the requirements. They spend endless hours satisfying requests for information from funders. Everyone agrees on the need for accountability, and there is a great opportunity to discover together the best questions to ask that will guide the future course of activities.

*“Funders all seem to want a copy of our business plan...but when I ask if they can give me a model they have no format. I found on the internet over 20 different examples. I want to do the right thing and I need help.”* Consultation participant

Strategic and business planning is a core competency of a group; it helps lead to purposeful goals. Developing these tools, particularly in women and teen focused environments, requires a participatory structure that invites forward thinking and planning. There is little time for planning and even fewer resources to retain consultants to guide and write up the process and plan, leaving boards and executive directors to continue to mix and match materials from different sources to meet a funder’s request.

Until the sector is adequately resourced, the ability of an organization to fulfill its mission will continue to be compromised..

### ***Creating opportunities***

Structural capacity also means creating opportunities for the discussion and development of new ideas and solutions to adapt and meet the changing needs of women and girls. Participants identified their enthusiasm for the changes that have taken place, and recognized the improvements to the lives of women. The sector has spent the past thirty years identifying the issues and challenges and responding to the need. It is time to move to the next stages of achieving equity and preventing the violence. Men and boys want to be a part of the solutions and new ways need to be developed that will support the involvement of men and boys, while maintaining equity seeking solutions. Different groups across the country are welcoming men on board of directors, as staff and volunteers, and more discussion is needed to support the growth of working together to prevent the violence.

Keeping up to date with current trends and practices is essential. This means using technology and its applications such as databases, keeping up with issues, implementing environmentally friendly practices, and paying attention to new trends like workplace violence and harassment prevention. Attending regional meetings, training, and workshops helps to stimulate new thinking and plans for action.

Structural or overall organizational capacity development is key to the renewal of the sector. There needs to be more coordination of efforts, and this can only be accomplished by developing and maintaining relationships and networks with various stakeholders. Consultation participants emphasized equality seeking priorities in all of the efforts, and identified the need for a long term national education and prevention campaign that continued for a number of years.

Participants were in agreement that their organizations must maintain their infrastructure and processes such as equipment, facilities, and management systems. Groups identified the need to be able to develop programs and strategic plans, and to keep abreast of funding, demographics, and policy changes.

### **ADAPTIVE CAPACITY**

There is an ever growing amount of research, reports and analysis relating to capacity building. These materials continue to provide and enhance definitions and frameworks which support

strengthening non profits so they can achieve their missions. P. Connolly and P. York introduce additional definitions of capacity and capacity building particularly in the area of change, management and leadership.

During these uncertain times in organizations, the staff and volunteers require the ability to monitor, assess and respond to internal and external changes. This is considered “**adaptive capacity**”. “The best management support organizations are highly reflective and flexible. It is particularly important that management support organizations maintain a high level of adaptive capacity through such practices as formally evaluating the quality and impact of their services regularly, as well as conducting community needs assessments, customer satisfaction surveys, and organizational assessment of particular non profit organizations.”<sup>3</sup>

Supporting the leadership of organizations through coaching, mentoring and networking provides useful ways for effective learning of an executive director or coordinator, who has the primary responsibility to lead the changes.

*“Donors and clients are asking for information on a web site.....first we need computers, then someone who can write the material, and update it, let alone build and host a web site.....great idea and its way down on the list of priorities.”* Consultation participant

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<sup>3</sup> P. Connolly and P. York, *Building the Capacity of Capacity Builders: A study of Management Support Organizations and Firms – Building Organizations in the Non Profit Sector.*, 2003, Philadelphia, New York and Chicago: The Conservation Company



## **PRIVATE DONORS - MAKING A DIFFERENCE IN WAYS THAT COUNT**

The next ten years presents significant opportunities for private philanthropy to take a greater role in the issue of violence against women and girls. To succeed, corporate donors, foundations and individual donors will need to act in ways that use their unique strengths, in order to make a difference that counts. This section reviews three types of private donors: individuals, business and corporations, and foundations. It offers suggestions, opportunities, and solutions for building active donation plans that will support the prevention of violence against women and girls.

The pattern of who gives in Canada, and where they give, is complex and requires some analysis. Likewise, the type and nature of charities and women and teen services in Canada is complex and requires some analysis. There is evidence that the giving patterns of Canadians, whether they are individuals, small businesses, corporations or foundations, are changing. Each group has its own criteria for determining where and who will receive their donations. There is a general trend towards greater accountability for both charities and corporations in terms of their social responsibility to society.

Since the climate of asking and giving has changed, charities serving women and teens must be mindful of the changes, adapt accordingly, and develop conscientious stewardship practices. These accommodations would encourage continued long term investment by private donors.

### **THE ROLE OF GOVERNMENT FUNDING**

The past decade of government funding cutbacks has strained the capacity of women and girl focused services, many of which were seriously under resourced to start with. It is commonly understood that private donors are not able to fill the growing void left by governments. Efficiently run not for profit organizations can help to keep the overall costs of Canada's social programs at acceptable levels. However, to achieve this, organizations require secure government funding to maintain core services and organizational stability. There are critical roles for private philanthropy in promoting and supporting effective work to end violence against women and girls. It will take all of us to achieve this goal. All sectors – public and private - must work together.

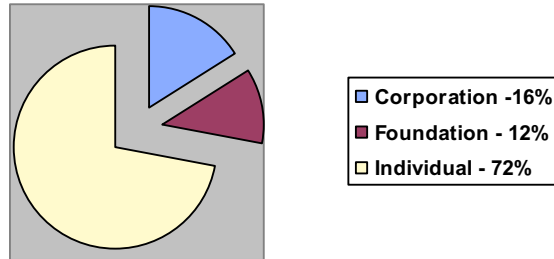
### **SOLICITATION FATIGUE OF DONORS**

While there is a sense that donors are experiencing fatigue, suggesting a decrease in giving, studies of the giving patterns of Canadians show otherwise. More accurate is the observation that donors share solicitation fatigue. The increase in solicitations is a direct result of often drastic reductions in government funding, growing demand for services that reflect local, provincial/regional and Canadian priorities, and the corresponding increase in services. This has created immense pressures on donors to support an increasingly complex array of charities.

In 2002 there were 180,000 incorporated not for profit groups in Canada. Of those, nearly 80,000 were registered charities (up from 35,000 in 1967, when charities were first registered in Canada). Competition for the charitable dollar is on the rise and it has become a funders market. The increased number of Canadian charities and the high level of fundraising campaign activity has, inevitably, resulted in a higher rate of declined requests. The perception may be that corporations and other donors are giving less, but the truth is that they are forced to say “no” more often, due to the increased number of requests.

## WHO GIVES IN CANADA

Ketchum Canada<sup>4</sup> estimated the total charitable giving in Canada in 2001 at \$7.7 billion dollars. The greatest contributors were individuals, who accounted for 72% of donations or \$5.5 billion dollars. Corporate giving accounted for 16% or \$1.3 billion and foundations contributed 12% or \$944 million.



Source: *Philanthropic Trends*, Ketchum Canada, Spring 2003, based on data from Canada Customs and Revenue, Canadian Centre for Philanthropy, Directory of Foundations, Imagine, Statistics Canada.

Those who keep a lens focused on the giving patterns of Canadians, such as the Canadian Centre for Philanthropy, Voluntary Sector Initiative or United Way of Canada, have provided excellent summaries, reports, and analysis on the giving landscape in Canada. These studies consistently confirm that all types of donors have been shifting their giving plans to be more strategically focused on the longer term, with a stronger social mission and connection to either corporate objectives or personal values.

### SOURCES OF INFORMATION ON PHILANTHROPY

Canadian Centre for Philanthropy	<a href="http://www.ccp.ca">www.ccp.ca</a>
Voluntary Sector Initiative	<a href="http://www.vsi-isbc.ca">www.vsi-isbc.ca</a>
Ketchum Canada	<a href="http://www.ketchumcanada.com">www.ketchumcanada.com</a>
United Way of Canada	<a href="http://www.unitedway.ca">www.unitedway.ca</a>

## Individuals

Individual donors are the heart of a community. The financial gifts that individuals contribute to society make a critical difference to the everyday lives of many people and leave a long lasting legacy. By far, individual donors contribute the highest percentage of charitable donations in Canada. The 2001 trends in individual donations demonstrated that over 5.5 million people in Canada, or one in four Canadians, contributed to a charity which accounted for approximately 72% of all donations made in that year.

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<sup>4</sup>Ketchum Canada is a private company operating in Canada with a mission to “inspire and enable organizations to raise money to make the dream of better communities and improved lives a reality.” [www.ketchumcanada.com](http://www.ketchumcanada.com)

The Caring Canadians, Involved Canadians report stated that “Canadians, as a people, give, volunteer, and participate to support and connect with individuals, groups, and communities. Canadians offer their time and compassion. They donate money to organizations and causes to support efforts that they and their families value most. Their contributions add to the quality of life of individuals and to the health of their communities. These actions help define who we are as Canadians.” Page 55, 2000 NSGVP

The 2000 National Survey of Giving, Volunteering and Participating, Caring Canadians, Involved Canadians, can be obtained from the websites: Canadian Centre for Philanthropy – [www.givingandvolunteering.ca](http://www.givingandvolunteering.ca) Statistics Canada – [order@statcan.ca](mailto:order@statcan.ca), catalogue no. 71-542-XIE or [www.statscan.ca](http://www.statscan.ca).

### **WHY INDIVIDUALS GIVE**

There are many reasons why individuals give, including family, culture, traditions and personal values. Civic, corporate, and community leaders, families and friends are inspired to give in order to: make the world a better place, lend a helping hand, and to give back and help those less fortunate than oneself. These are compelling reasons for individuals to look at needs and assist through charitable giving.

Some compelling reasons that have been given to support the prevention and end to violence against women and girls:

- “As a child I witnessed my mother being abused and I don’t want to see it happen to another child.”
- “I have a friend who is in an abusive relationship and I was impressed with the caring response she received from woman abuse services.”
- “The dating violence needs to stop. Girls and boys need to understand that it is not okay.”
- “I think we should have a prevention campaign like preventing drunk drivers.”
- “It is time that the government did something more about it. I want to support an advocacy group that can get policies changed.”
- “Every country I visit I see the effects of poverty that effects women and children. I want to be part of an international effort that connects the improvement of women’s basic needs and the elimination of violence.”

### **DONOR EXPECTATIONS**

Individuals are becoming more sophisticated and knowledgeable about how their charitable gifts can be used to support the prosperity of their community and the alleviation of social and economic issues. There is a growing expectation and demand by donors that not for profit organizations working to meet the needs do so in accountable ways, with professional management and practices in place. This is a relatively new adjustment for the sector and for

society in general. Yet there has not been a corresponding adjustment by donors to recognize the need to support the increased costs associated with meeting these expectations. Scarce resources have been a predominant challenge for the charitable sector, with persistent pressure by donors to keep administration costs very low. Indeed, they have been kept so low that it has affected efficiency and discouraged innovation, networking, resource sharing, and the development of models of practice. Small organizations increasingly struggle with finding a balance between their primary mission of meeting the needs of the women and children they serve, and meeting the needs of donors. Individual donors especially need to feel connected to the work, yet often not for profit organizations have few resources for the marketing and communications needed to build these connections with donors.

## **PROFILES OF DONORS AND TRENDS**

The profiling of donations by individuals that is conducted by groups like the Canadian Centre for Philanthropy, Ketchum Canada, Volunteer Canada, etc, helps us to understand giving patterns and opportunities. The 2000 National Survey of Giving, Volunteering and Participating (NSGVP) considered all types of donations including those eligible and not eligible for a charitable tax receipt. The study indicated that 22 million Canadians, or 91 % of the population, over the age of 15 made donations, either financial or in-kind, to charitable and non profit organizations. The NSGVP shows that 78% of Canadians made direct financial donations averaging \$259 and that 25% made contributions of \$1,000 or greater.<sup>5</sup>

Tracking charitable giving patterns helps charitable groups develop strategies to match the needs of organizations with those who donate. For example, studies and reports on the trends of giving suggest that donation patterns match economic conditions. In an economic upswing, donations increase. Conversely, a downturn in the economy suggests a decrease in giving. This means that charities can build flexible models of planning based on either an anticipated decrease, no change, or an increase in economic indicators, and adapt the expectations of the organization accordingly. These assumptions can be considered by groups during their annual planning, to help with realistic forecasts. A good prior year may not necessarily mean a similar expectation of donations in upcoming years.

There is speculation that the donations claimed on tax returns may be much lower than the actual giving of Canadians. Not all the giving that Canadians do is eligible for a claim on income tax. For example, the following are not eligible for a tax receipt:

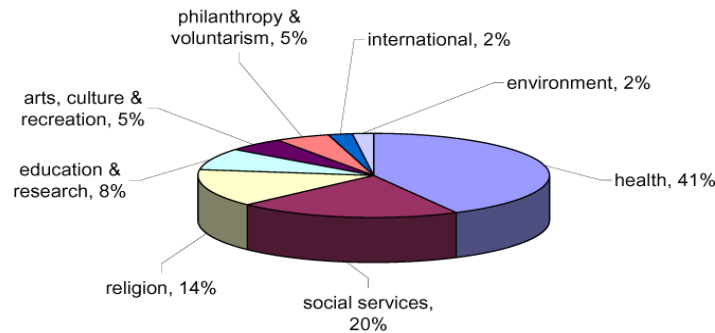
- lottery tickets purchased to support a charity
- part of the cost of purchasing tickets to a fundraising event
- putting a donation in a coin box or collection plate that can't be traced back to a particular individual
- buying items such as coupon books or products produced by a charity

These are real ways that individuals contribute to organizations, and are noteworthy opportunities for the violence against women and girls sector.

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<sup>5</sup> The 2000 National Survey of Giving, Volunteering and Participation was a cooperative research initiative including Canadian Centre for Philanthropy, Volunteer Canada and 4 departments of the federal government. The findings of the survey are based on charitable giving and volunteering over the one-year period from October 1, 1999 to September 30, 2000 by Canadians aged 15 and older. [www.givingandvolunteering.ca](http://www.givingandvolunteering.ca)

## Percentage of total number of donations, by type of organization



### WOMEN AS DONORS

The National Survey of Giving, Volunteering and Participating, Fact Sheet #5, 1999, Canadian Centre for Philanthropy, informs us that both female and male donors give because of compassion towards people in need and to help a cause they believe in. Women were more likely than men to donate to certain organizations on a regular basis, and are more likely to give “having been personally affected or know someone personally affected.” Women contributed slightly more than men; 81% of women donated 2.3 billion dollars and 75% of men donated 2.1 billion dollars.

The 1998 Women’s Funding Network study on Why Women Give and Don’t Give to Women’s Funds highlights several key indicators that can help a woman or teen focused charity grow its individual donor base. Key points from the study indicate:

- Passion for a cause is fundamental to attracting a woman donor initially, and then a rational, business-like approach is applied.
- Women want to know their gift is making a difference – whether it’s large or small, money or time. Women are interested in results that are beyond the traditional forms of recognition. Women want clear measurable results.
- Women have an overriding concern for education and economic empowerment, believing that when women are educated, all of society benefits.
- Women are unwilling to wait for the “trickle-down,” believing that all issues – poverty, unemployment, violence, and healthcare – have a disproportionate impact on women.
- Women give because they understand the mission and work, trust the leadership, understand the strength of collective targeted giving; and because they were asked to give.

### YOUTH AS DONORS

The NSGVP survey identified an important population – youth between the ages of 15 and 24. Youth accounted for 6% of the total value of donations and 15 % of all volunteer hours. The average donation was \$118 and predominately supported health (33%) and social services (23%). There is a connection between youth as volunteers and youth becoming long term loyal donors.

## **COMPETING FOR A DONATION**

The average reported donation made in 2001 by an individual is reported to be \$1,000, and that amount generally does not all go to one organization. Anti-violence agencies are part of a competitive fundraising environment that includes competing with large well-resourced organizations such as universities or colleges, hospitals and major health/disease charities. Smaller charities are more likely to compete with each other for donations motivated by a direct connection to a donor's life, passion, or moral conviction, such as violence against women, AIDS, homelessness, poverty, or addiction. In addition, local women's services such as a shelter, sexual assault centre, or women's centre, may compete with each other for an individual's donation. Many donors feel passion around a number of worthy issues or causes, and give accordingly, by dividing up their charitable gift to a number of groups.

## **INDIVIDUALS AND SOCIAL CHANGE**

Individual donors look at social change and support the causes where they believe worthwhile efforts are being made to create tangible and accountable differences to individuals and society in general. In *Inspired Philanthropy*, Tracy Gary and Melissa Kohner describe social change as "actions that seek to right the imbalances of an unjust society or an unequal distribution of resources, that supports and facilitates change and challenges the assumptions that economic and social inequalities are somehow unavoidable." Many individual donors want to help meet immediate needs at the same time as supporting social change work that addresses root causes of poverty and violence.

## **AN INDIVIDUAL GIVING PLAN**

An informed charitable giving plan is both an individual's and an organizational donor's responsibility. For the inspired individual philanthropist, the beginning steps may start with compassion and care for one's community and understanding that everyone can make a difference. There are different guidebooks and materials available that can help support the individual donor in making their giving decisions with knowledge and confidence.

A beginning step for an individual considering supporting services for women and girls is to become informed about their community and society, and to understand how services provide support and advocacy. The following questions are just a few that can help an individual in developing a personal giving plan to work towards the prevention of violence against women and girls:

- What is my community doing about violence against women and girls?
- Where can I find out about what is being done?
- Why is there violence against women and girls?
- Why is it taking so long to prevent the violence?
- What is the government's role in supporting prevention, social services, health, and education?
- How can we create change and improve society?
- What is the difference I can make?
- What is the difference I am willing to make?

## ESTATE PLANNING

Canada is a prosperous country, with its own share of wealthy individuals interested in estate planning that minimizes the taxation impact on their families while making a contribution to society. Estate planning, life insurance policies, and wills can benefit the individual, their family, and charities. Estate planning also offers new opportunities for individuals to leave a legacy that supports both their families and their communities.

Equity seeking groups can harness some of these gifts. A focused strategy is needed to receive a supportive response from prospective donors. An advisor such as a lawyer or an accountant will likely be involved to ensure that the documentation is completed. The relationship between donors and advisors are a part of the changing dynamics of individual giving.

### RESOURCES FOR THE INDIVIDUAL PHILANTHROPIST

- Canada Revenue Agency website, [www.ccca-adrc.gc.ca](http://www.ccca-adrc.gc.ca)
- Inspired Philanthropy, [www.chardonpress.com](http://www.chardonpress.com)
- Canadian Women's Foundation, [www.canadianwomen.org](http://www.canadianwomen.org)

A personal giving plan requires attention to identify areas of priority and interest, and values. The following worksheet is a suggestion in developing a focused giving plan.

### EXAMPLE OF A GIVING PLAN

**Mission Statement:** Outline your personal mission and value statement. Identify your priorities based on values and cause. For example:  
*"I believe in an end to violence against women and girls. I aim to support organizations making a difference in women's lives and working to change the root causes of violence against women. My personal priority is to support organizations at a local level and then at national and international levels."*

<b>Total giving plan for 2004: 7% of my pretax income = \$5,000</b>				
Area of funding	Percent	Specific groups	Amount per group	Notes, contacts, previous gifts, volunteer efforts
Crisis and Short term Intervention/ Meeting immediate needs	20%	Women's shelter	\$1,000	Support for core funding or operations
	10%	Sexual assault centre	\$500	Support for core funding or operations
	10%	Local cultural interpreter service	\$500	Support translation services for abused immigrant women
	10%	Loan service for abused women	\$500	Support interest-free loans to women leaving an abusive relationship
Social Policy Development/ Advocacy	10%	Provincial lobby group	\$500	Coalition building and special short term lobby efforts
Prevention of violence against women and girls/economic independence	20%	National foundation for women and girls	\$1,000	Support for national strategies to prevent violence and build economic independence for low-income women through local grantmaking
Prevention	10%	Group for girls	\$500	Core operations and innovative girl driven projects
Political Gifts	5%	Women candidates	\$250	
International Efforts	5%	International human rights organization	\$250	Support international campaign to stop violence against women

Adapted from *Inspired Philanthropy*

## Corporate Philanthropy

Corporations and businesses are a vital part of the economic and social infrastructure. Companies provide services and products, and, in doing so, create jobs. People spend a considerable amount of time at work. The vibrancy and health of workplaces contributes significantly to the vibrancy and health of communities.

A company's success is measured, in part, by its goodwill. Public expectations of businesses are changing – increasingly, people believe that economic growth should be linked to social and environmental well-being. Consumers want to know that companies they purchase from are good corporate citizens. As a result, there is a growing emphasis on corporate social responsibility –



the commitment of a business to meet stakeholder expectations on economic, social and environmental performance. Stakeholders, including customers, shareholders, employees, regulators and not for profit organizations, are also looking to see if companies conduct business in an ethical and socially responsible manner.

Success indicators, or the core competencies of a progressive and focused company, include a range of criteria such as codes of conduct, employee commitment and loyalty, stakeholder relationships including customer respect, and continuous improvement processes. One way that some of these standards are achieved is through a dynamic and strategic philanthropic program that invests in the community and encourages employee participation in a charitable giving and volunteer program.

### **THE CORPORATE PHILANTHROPIST**

The care, concern, and actions of individuals, groups, and businesses in their community is considered to be the mark of a good citizen. Philanthropy is an act of giving intended to improve the quality of life for individuals and society.

Being a good corporate or business philanthropist is an ambitious goal and is not without conflict. Financial concerns are fundamental to a business and there is always going to be tension between the allocation of resources and the share that goes to community investment. Finding the balance between higher levels of social responsibility and investors expecting short term results has not been easy for corporate leadership. Businesses have tackled these issues in meaningful and deliberate ways that have challenged some of the historical concepts of improving shareholder wealth. Strategic philanthropy has emerged as a model that satisfies a wide range of stakeholders including shareholders, employees, senior management, suppliers, customers, and society.

### **STRATEGIC PHILANTHROPY**

Strategic philanthropy offers a compromise between the corporate giving program and the shareholder, where both economic and social objectives are met. Companies do not function in isolation and their ability to succeed depends on the circumstances of where they operate. This success depends on productivity, which requires employees who are educated, safe, healthy, decently housed, and motivated.

Traditionally, companies have given to support the well being of society, especially in communities in which they operate. Examples of this include: a company that donates equipment and provides scholarships to the academic programs from which they recruit, which helps to entice good employees, supporting the development of a day care, senior centre, or recreational facility in the community, which supports the quality of life of employees. These strategies can help to involve employees and strengthen their loyalty to their company and community.

There is a new field of research that investigates, tests, and monitors the strategic giving plans of corporations. The conclusions suggest that the giving patterns are shifting away from the altruistic donations of corporations which have historically been directed primarily by CEO's and senior managers, to a more decentralized approach that matches business goals to action. By

incorporating philanthropy and cause related marketing into a company's business planning, the donations are more issue focused and more secured in organizational activities.

The benefits of a well defined philanthropic strategy include:

- favourable company image
- improved community services
- positive media coverage
- increased employee loyalty and productivity
- increased accountability
- increased name recognition
- improved marketing opportunities
- new partnerships and learning
- cultural sensitivity
- links to long term change

#### **PUBLIC SCRUTINY AND ACCOUNTABILITY**

Corporations, not for profit organizations, and governments are all under the watchful eye of accountability. Concepts such as “seamless actions” and “transparency” have become common expectations, and compliance extends far beyond the legal and financial obligations that each sector must comply with. While these concepts instill high expectations in people's minds, sorting out what they actually mean has been the subject of much debate and testing. For many businesses and not for profits alike, considerable administrative and governance resources are directed towards meeting the higher expectations.

For example, a not for profit organization that comes to the attention of the media, and therefore the community, because of a suggestion that funds are not being spent wisely, or that there is some type of organizational turmoil, can spell disaster to the donation program essential for the provision of direct services. In the same way, a corporation can be affected by the media that takes a particular spin on an event, activity, or challenge to a company. Maintaining excellent community citizenship is a key success factor for today's organizations. Each sector is designing and refining what the key success factors are and determining how they are linked to defined measurable outcomes. The ethics of an organization's actions have become as important as the products and services that the organization provides.

## DEFINITIONS

**Strategic philanthropy** is the giving of corporate resources to address non business community interests that also benefits the firm's strategic position. The intent is to demonstrate need by choosing issues and programs that serve the community and advance the objectives of the company.

**Social Marketing** is the marketing of an idea or a cause as distinct from a commercial product or service. It attempts to increase awareness of a situation, deals with the attitudes behind negative behaviour, and promotes positive responses and actions.

**Cause-related Marketing** is a type of joint fundraising venture involving a donation to a charity of a percentage of sales of a certain company product.

Imagine Program, Canadian Centre for Philanthropy, 1999

## CONTRIBUTING TO THE PREVENTION OF VIOLENCE AGAINST WOMEN AND GIRLS

There are tremendous opportunities for the corporate/business sector to get involved in world wide efforts to prevent violence against women and girls. Most people want simple solutions to this very complex issue. The private sector can help society understand the costs, lost opportunities, and seriousness of violence against women and girls, as well as the extensive multidisciplinary approach needed to address it. The leadership and expertise within corporations can help strengthen the responses from different vantage points including marketing, promotion, advertising, communications, policy development, planning, and government and public relations.

Businesses can make a difference by:

- **Giving much needed financial resources** – Contributing financially to the sector in dedicated ways. Become a champion and recognize the costs of providing services and solutions. A groundbreaking Statistics Canada study shows that 51% of women in Canada have experienced at least one incident of violence as defined by the Criminal Code. Support an issue that likely affects the majority of your employees and customers, and their families.
- **Involving customers and consumers in solutions** – Zellers stores ran a Mothers Day contest which invited children to submit drawings of their mothers, and made a donation to violence prevention efforts through Canadian Women's Foundation (CWF) for every drawing submitted. The Body Shop Canada has successfully used this approach with its Daisy Campaign to stop violence against women. Consumers are very aware of The Body Shop's efforts and contribute to the campaign at a significant level.

- **Involve employees** – Before Royal LePage created its Shelter Foundation, it surveyed its real estate agents and employees to determine where they thought their charitable giving should be directed. The greatest interest was in shelters, and specifically shelters for abused women and their children. There is synergy between the mission of the company and the interests of its employees. Consider introducing and expanding company supported employee volunteer and giving programs.
- **Tap into company talents** – There is great expertise that can be loaned out to charities to help them with activities like their marketing, communications, public relations, planning, and administrative and technology support.
- **Get involved** – Active involvement helps to send the message that violence against women and girls is both a social and an economic problem that matters to business. Fairmont Hotels & Resorts provide gently used furniture and household items to shelters at the local level, and are an important partner in national prevention solutions supported through the Canadian Women's Foundation.
- **Use your distribution channels** – Work with women's organizations to develop awareness and prevention materials, and distribute them to the public through your distribution channels. The Body Shop Canada, working with CWF, has reached hundreds of thousands of people doing this through their shops.
- **Offer in-kind support** – Provide products for fundraising efforts or as gifts to women using the charity's services. Help disseminate education and training materials to women's groups. Sponsor a community service provider to attend leadership training. Offer space for meetings. Check first though about what is needed – many charities, especially shelters, receive a fair amount of items like clothing that they have no room to store. They may hesitate to say no for fear of offending a donor. Be thoughtful and ask them to tell you what they really need.
- **Involve suppliers** – Encourage suppliers to get involved in a joint project such as supporting young girls in going to college or university. Invest in interest free loan programs that help women leaving an abusive relationship with things like rent or phone deposits. Support programs that help women gain new economic skills and independence. Matching or challenge donations can give suppliers added incentive to get involved.
- **Support capital campaigns and infrastructure** – Buildings, furniture and equipment are all needed by groups to provide direct services. There is an ongoing range of needs that support such things as one time investment in a capital campaign or an ongoing investment into the infrastructure such as an annual contribution towards new computers and furniture.
- **Recognize and act on the effects of violence against women with employees** – Workplace harassment and violence is a significant workplace safety issue. Harassment and violence in the workplace affects morale and productivity, and increases costs through sick days and lost opportunity. Violence experienced outside the workplace can have major effects in the workplace - effects on employees' health and productivity, and safety risks for both the woman and others in the workplace, for example if a woman is being stalked or harassed by her partner. Making the link to a safe workplace through workplace prevention practices supports the confidence and protection of employees.

- **Be part of a global human rights effort** – A global effort is underway to end violence against women, one of the greatest human rights violations. Ending violence against women supports a positive triple bottom line: economic, social and environmental.

## Foundations

Foundations are an important contributor to Canada's well being. They have invested in almost every area of society and type of activity, including research, capital campaigns, special pilot projects, social services, public education, social policy development, building the capacity of charities, and more. Some foundations have a very defined scope or purpose and others have much broader mandates. Regardless of the type of foundation or its particular interest this sector makes a significant contribution and is increasingly being called upon to support the sustainability of the charitable sector.

Philanthropic Foundations of Canada provides the following key facts about foundations:

- In 2002, there were over 1,650 active grant-making Canadian foundations, and of these, 82% were family foundations.
- Total assets of these foundations are approximately \$11 billion, and \$950 million dollars was granted in 2001.
- Eleven of the top 20 foundations, by assets, are family or private foundations with total assets of over \$3.1 billion. By comparison, US independent foundation assets in 2002 totaled \$403.5 billion

There are two types of foundations that operate in Canada, a public foundation and a private foundation.

### PUBLIC FOUNDATIONS

A public foundation is a charitable organization where funds are received for distribution to the causes or issues that are set out in the mandate of the group. In a public foundation, contributions to the foundation must come from a variety of sources, and there are specific rules which state that a public foundation must have more than 50% of its capital contributed by more than one group or individual. Members of the board are not related and generally do not have business dealings with each other.

A good example of a public foundation is the Canadian Women's Foundation.



**CANADIAN WOMEN'S FOUNDATION**  
**FONDATION CANADIENNE DES FEMMES**

The Canadian Women's Foundation is dedicated to long-term systemic change that will bring about the equality of women and girls in Canada. Canadian Women's Foundation grants funds for innovative and diverse programs and projects designed to help women and girls achieve greater self-reliance and economic independence. We seek support from individuals, organizations and institutions who value the opportunity to contribute financially to the development of equality in Canadian society.  
[www.canadianwomen.org](http://www.canadianwomen.org)

### **COMMUNITY FOUNDATIONS**

Community foundations are a common type of public foundation and are found in growing numbers in local communities across Canada. The primary mandate of a community foundation is to build an endowment for a particular geographic area and provide a service to donors by distributing funds through a grant program based on the interest of the donor. Community foundations have grown significantly in Canada, from 32 foundations in 1990 to 120 foundations in 2002, and it is anticipated that these types of foundations will continue to grow.

### **PRIVATE FOUNDATIONS**

A private foundation is also a charitable organization. In this type of foundation, contributions generally come from one source such as a family member or a company. The directors of the board may have a close association with each other, such as working in the same company or being family members.

### **FAMILY FOUNDATIONS**

The most common type of a private foundation is the family foundation, which accounts for approximately two thirds of the number of active private foundations operating in Canada. Generally, a family foundation has been set up with a trust or endowment fund that is managed by a board of directors and based on a set of criteria or interest. Family Foundations can support a wide variety of interests or can be narrowly defined to support a particular cause, interest, or type of granting program such as capital or research. An example of a Canadian family foundation is the J.W. McConnell Family Foundation. Established in 1937, it has a mandate: "To enhance the ability of Canadians to understand, adapt, and respond creatively to the underlying forces which are transforming Canadian society and the world."

## CORPORATE FOUNDATIONS

Corporate foundations account for approximately four percent of the total private foundations operating in Canada. They are set up as independent charitable groups with the purpose to grant funds. The company gives money to the foundation through trusts, endowments funds or one time only grants. Some companies pay the operating costs of their corporate foundation, so any funds raised can be used for charitable purposes.

The Royal LePage Shelter Foundation is a model example of a private corporate foundation that is making a long term commitment to the prevention of violence against women and girls.



**royal lepage**  
**shelter foundation**

In 1979, the Royal LePage Charitable Foundation was established with an endowment of \$1.4 million. Since that time, the company has donated over \$3 million to many different charities working in communities across Canada. This contribution has been supplemented by many individual acts of kindness by Royal LePage offices and sales representatives in their local communities.

In 1998, Royal LePage recognized the potential for making an even more significant impact by focusing all of its national and local efforts on a single cause, shelters for abused women and their children.

[www.royallepage.ca/shelter](http://www.royallepage.ca/shelter)

## GOVERNMENT BASED FOUNDATIONS

A hybrid type of foundation is the kind established as an agency of provincial governments. For example, the Ontario Trillium Foundation and the Wild Rose Foundation in Alberta both operate at an arm's-length relationship with their respective governments and are administered by a volunteer board of directors. The funding for these foundations is generated through lotteries or charity casinos.

## RESTRICTIVE PRACTICES

While foundations have considerable flexibility in who they fund, many have begun to limit their scope. Some now use funding formulas, and only fund short term projects or provide contract funding.

Both public and private foundations have been deeply affected by the economic climate. With a few exceptions, the funds granted by foundations are related to their endowment funds. Endowment funds are invested and the amount that most foundations can grant in a given year is dependent, in large part, upon the returns made in the investments. Declines in value and earnings have had a serious impact on the financial assets available to these foundations. This has led to a more cautious approach to giving, risk taking, and innovation.

A few public foundations, like Canadian Women's Foundation, do not yet have major endowment funds – instead they do major annual fundraising from the public, and the results of this fundraising determine their ability to grant. Government based foundations are also not as affected by endowment earnings and economic downturns.

In part because of growing numbers of request, foundations are also observing the trend of becoming more strategic in their efforts. More and more foundations are moving towards a narrower range of potential grantees, with proposal requirements that are increasingly complex, and with a higher demand for accountability and outcomes.

#### **HOW FOUNDATIONS CAN HELP**

Regardless of their structure, foundations offer an important source of funding by providing grants to address problems and challenges facing society. They have generally been supportive of innovative projects that are in their pilot or research phase. Foundations, by virtue of their structure, can take a leadership role in advocating for change and working with groups to support social policy changes.

In particular, some foundations recognize the diminishing core funding for social services and the direct impact this has had on the capacity of organizations. Some have shifted their mandates to offer multi-year funding and grants that focus on capacity building. Foundations can adapt quickly to the changing needs of communities. They have the potential to form alliances and partnerships, and leverage their knowledge and leadership through social policy development and by encouraging others to support a charity's program.

The consultation done as part of this Strategy confirmed that there is great interest in having foundations be an active part in the solutions to the prevention of violence against women and girls.

*“We think we have a good analysis of the needs of women and children and want to use our leverage to work on policy development in partnership with advocates. We want to work on opening the doors.”*  
A foundation representative

Some foundations have recognized the capacity challenges of groups and have focused their granting requirements on building leadership, strategic planning, board development and other capacity. For example, The Muttart Foundation has published or co-published a series of Board Development workbooks. ( [www.muttart.org/resources/](http://www.muttart.org/resources/) )

#### **INNOVATIVE WAYS TO MAKE A DIFFERENCE**

A foundation's mandate is closely aligned to the mandates of not for profits. They each share a common interest in improving the well being of communities and society, and they provide the opportunity for collaborative partnership and change.

The leadership and innovation of foundations is demonstrated through the new partnerships being formed with different foundations. Foundations are coming together to respond to the increase in funding requests and to expand their efforts and maximize the potential of the granting and non granting activities. By combining efforts and working together, foundations have been able to focus on particular issues such as homelessness, poverty, and violence against women. They have been able to support projects, programs or solutions, that they can resource at a greater level, for longer periods. This has a greater overall impact.



## **SUPPORTING PREVENTION**

The prevention of violence against women and girls needs long term support. Healthy communities are created through healthy women raising healthy children who can fulfill their dreams. In almost all of the special niches that foundations fund, women and girls are part of the population being served through grants. Foundations could include in their funding criteria a requirement to make a connection to gender analysis and equity – this would make a profound difference. Consider the many disciplines that foundations invest in where such criteria would have a beneficial influence: health, justice, education, alleviation of poverty, public policy, substance abuse, mental health, arts, and the environment.

Foundations provide an important revenue source for teen programs and groups. Participants at the Forum on Teen Programs expressed a need for a simpler, more consistent grant process that makes it easier for groups to understand and present their project or program. Foundations can support a group's needs by offering training on how to access funds, complete the application, and build the relationship so that appropriate grants are awarded. Forum participants identified that different projects and organizations have different needs. All kinds of grants are needed: small and large, as well as short and long term projects.

## **EXPECTATIONS, EVALUATION AND OUTCOMES**

There are interesting debates taking place about what is reasonable to ask for in regards to outcomes. For example, what is a realistic impact or outcome of the investment? If it is a short term grant then long term systemic results would not be appropriate. There is much work to be done to bring together service providers, funders, government, and policy makers to consider fair and reasonable outcomes that support long term change. Foundations could take a lead role and make a lasting and positive impact by championing this.

For alternatives to current outcomes, strategies require conscientious thought and creativeness. As public interest escalates, community solutions grow, and as government policies continue to change, clear indicators of progress become essential. The use of standard national benchmarks would allow the collaboration of developing outcomes to more easily track programs' accomplishments. Measurements would be taken to determine how close or how far we are from that benchmark, which would help guide national efforts implemented at local levels.

## **IN-KIND SUPPORT FROM FOUNDATIONS**

Non granting activities or in kind support assist groups in many ways. Some examples include:

- Form partnerships with other funders; help to find matching funds to support programs and projects.
- Participate in advocacy efforts and social policy development.
- Provide meeting rooms and space for community meetings and community board meetings.
- Distribute training materials and reports to the sector and develop useful websites with clear links to helpful information.
- Host capacity building training sessions.
- Make the grant process simple.

## **THE STRATEGY – IT IS TIME TO MAKE A DIFFERENCE THAT COUNTS**

Throughout the world, the root causes and the extent of violence against women and girls have been proven beyond a doubt. Long-term investment is needed to work towards the prevention of what is commonly understood as a serious human rights violation.

Making an investment that supports stronger women and stronger children builds stronger communities, and a more prosperous society. As women move beyond the suppression of their lives towards equality and economic independence, we foster social health and well-being, which is a critical investment in our society. This has tangible and positive consequences for Canada's economic growth.

There is agreement that corporations, foundations, or individuals are not able to fill the void caused by government funding cutbacks. We can expect that all levels of government assume their responsibility for a socially viable society. There are however critical roles for private donors in promoting effective work to end violence against women. We hope that private giving will continue to grow, in recognition that it is going to take all of us to achieve this goal.

The strategies and ideas presented here provide a broad framework for investment. The success or achievement of the outcomes is based on the premise that no one group, individual or corporation will have exclusive territory in responding to violence against women and girls. The issue is far too complex and the need too great. Success will depend on donors selecting the areas, strategies or directions that fit with an organization's culture and individual values and in applying that investment to make a difference in ways that count.

### **Private donations make a difference**

Repeatedly during the Forum on Teen Programs and the consultation meetings with women's groups, participants expressly stated the value of private giving to their work, and their desire to build on opportunities and partnerships with private donors.

There are shifting patterns in how these relationships between charities and donors are developed and maintained. The violence prevention sector, in general, needs support in succeeding in these partnerships. The outcome of the consultations confirmed that charitable donations, gifts in kind, and marketing support all help build a sense of hope, and make a difference in communities. With investments by private donors, the next decade can be one of advancement in solutions to violence against women and girls. The future can be one where corporations, businesses, foundations, and individuals pursue a dynamic role in funding and creating networks dedicated to meet the needs of women and girls.

### **CORPORATIONS**

Imagine in the next decade that Canadian corporations and local businesses assume a more active role in integrating social responsibility into their business plans. Imagine corporations seeking opportunities to partner with women and teen focused groups. There is strategic value in investing in equality focused solutions for women and girls.

The Forum on Teen Programs identified the value of the business sector's contributions. Participants recognized that good corporate partners can offer a host of support and hope for youth programs. A good corporate partner was defined as one that would take a hands-off approach to program development, while contributing their strengths and assets to support the innovation and change generated by new ideas and programs.

The corporate sector has many strengths, and can share their expertise to improve programs through technology, marketing expertise, volunteering, in-kind donations, networking opportunities, and distribution channels. All these resources would greatly improve the effectiveness of a service and could reduce the overall costs of a program or organization. There are long term programs, short term projects, and special events that corporations and businesses can play a role in supporting.

## **FOUNDATIONS**

Imagine that in the not so distant future, foundations play a brighter role in supporting women and girl focused groups. Imagine that foundations at all levels fund innovative projects that help maintain the passion and commitment dedicated to prevention measures. Foundations could invest in capacity building efforts including supporting, in the short term, the stabilization of the sector. Foundations would become active partners with women's groups in advocating for social policy development.

Foundations provide an important revenue source for women and teens' organizations. Administrative support and the stabilization of core services has been consistently identified as a requirement before groups can move forward with more dynamic solutions. Foundations have the greatest potential to help replenish the strength of the sector, by adapting their funding guidelines to support administrative solutions and to strengthen the leadership and governance of organizations. Multi-year grants can help ease some of the financial pressures that groups experience, while at the same time supporting innovative research and evaluation of dynamic projects.

Foundations can support capacity building by funding networking initiatives, and providing training materials and workshops on topics like grant writing and maintaining beneficial relationships with donors. Foundations continue to have a high sense of vision and values, and work towards systemic change by supporting both stability and innovation.

## **INDIVIDUALS**

Imagine that in the next decade individuals capture the passion of working to eliminate the world's most serious human rights violation. Imagine inspired neighbours, families, and friends joining together to invest in solutions that shape the dreams of women and girls. Imagine that larger individual gifts are made that keep pace with contributions to hospitals and education. Imagine the sophisticated individual giving plans that include estate and financial planning being directed to support a legacy of change.

Individuals are more likely to fund an overall organization's mandate, which supports stability and core functions. This funding is an important mainstay for organizations. Individual donations help to fill holes or gaps from other funding sources. They can help with cash flow challenges,

particularly if the donation is received on a monthly basis. The generosity of Canadians, and their growing awareness of charitable groups and sophistication in supporting social justice, reinforces the changes needed in society. Their commitment creates vibrant local organizations and exciting national prevention strategies.

**JOIN THE DAISY CHAIN**

The half-daisy was designed as the theme for **The Body Shop** campaign in 1994 because it reflected both the seriousness of the issue and the hope that we can make a difference. With only half of its petals, this Daisy symbolizes the 51 per cent of women in Canada who have experienced violence, and is reminiscent of the game of “He loves me, he loves me not.” But we can make the Daisy whole again if we all keep working together.



[www.thebodyshop.ca](http://www.thebodyshop.ca)

## Developing Canadian, regional, and local philanthropic solutions

This section focuses on the identification of needs, challenges, and goals of women’s groups and teen services throughout Canada. It offers philanthropic strategies for private donors, with a focus on enabling local efforts. Supporting the operating costs of organizations is paramount, especially with greatly reduced government funding and the number of significant capacity challenges. As a result, many of these strategies are aimed at building the capacity and sustainability of the violence against women and girls service sector.

Each section begins with a summary statement that is drawn from previous chapters. There are suggested actions, identified through the consultations, to improve the quality and range of services available to abused women and girls, through healthy, vibrant service providers, and to prevent violence against women and girls.

The statements of “opportunities for investment” by private donors are intended to provide ideas to support prevention, and to encourage efforts to support women and girls who have experienced violence, through the organizations that serve them.

These investments or actions will not eradicate violence against women on their own – that requires the involvement of governments, not for profit organizations and the public, in addition to private donors. These investments are, however, what we heard across Canada as the most important actions needed from private donors in the next 10 years to make a significant change on this issue.

The action statements have been developed to respond to the complex range of circumstances, challenges and opportunities that the violence against women sector experiences, and the important roles private donors can have.

The opportunities outlined for women's services and teen programs do not identify who will take on the leadership role in carrying out the actions. This is done out of recognition that there is no one group who can take on, or assume all the responsibilities. Rather, it is likely that Canadian, provincial/territorial, regional and local efforts will emerge through collaboration and commitment, leading to a broader cross-country response.

### **EXAMPLE**

#### **OPPORTUNITIES FOR DEVELOPMENT BY WOMEN'S SERVICES AND TEEN PROGRAMS:**

Identifies the ideas documented during the consultation that supports the change, growth, or development needed in the sector.

#### **Opportunities for investment by the private donor:**

Identifies the specific ways the private donor can support these ideas and solutions.

#### **OUTCOMES:**

Identifies potential progress and outcomes.

## **I. Direct Services to Women and Girls**

The past four decades have been a dynamic time for the violence against women and girls sector. This is especially so in the development of responses to what is needed for women and girls to be free of the fear and harm of violence, and in the prevention needed to eradicate systemic or root causes of the violence. The sector continues to develop a comprehensive range of services and responses, and strives to meet the changing needs of women and girls.

By giving to a charity, donors expect their funds to have a direct impact, and support an improvement to organizations, individuals, or the cause. The woman abuse sector has had its strongest charitable support in the area of responding to crisis. Women and their children fleeing abusive relationships need immediate crisis intervention in the form of twenty-four hour shelter services and helplines. Shelters for abused women and their children, crisis helpline services, and immediate services to victims of sexual assault, will remain a core foundation of the service continuum and charitable gifts over the coming decade. The sector is also, however, beginning to work more effectively towards the ultimate prevention and eradication of violence. This creates a tremendous opportunity for the private donor to be part of the progressive development of strategies that include investing in long term solutions and prevention.

Local groups know what they need to be viable and vibrant. Creating good relationships between donors and service providers will help to create focused funding solutions.

As the sector progresses and adapts to the changing needs of women and girls, there is an increasing need to develop models of support to help women achieve economic independence. Such independence is critical to real change on this issue.

These models begin with looking at the readiness of a woman to embrace choices and change. For example, some models focus on personal readiness for change that acknowledges the serious effects of violence on self esteem and confidence. These types of initiatives support women in rebuilding their lives after a crisis, or separation from an abuser. Other models provide direct economic development support, such as employment or entrepreneurial training. The best models are holistic and combine both personal readiness and economic development.

Other kinds of support to help women achieve economic independence are also needed. These include concrete help, such as interest free loans to help women leaving an abusive relationship to have the funds needed for rent or phone service deposits.

While it is essential to have crisis response and concrete help like loans available, feedback during the consultations repeatedly identified the need for the public and donors to understand that a lot more is needed to help women and their children rebuild their lives after experiencing violence. Again and again, consultation participants stated the need for a broader range of services and programs available after the immediate crisis. Some of the needs and services identified include longer-term follow-up counselling for women; counselling for children who have witnessed violence, and support on how to parent these children; second-stage and affordable housing, preferably with some support built in for a period of time; help with health and legal issues; and help to become economically independent.

While there are definitely similarities, different groups of women experience violence differently, and seek help differently (or don't seek help at all in some cases). Greater understanding of this diversity has been a significant achievement of the violence against women sector in the last few years. There is a growing awareness and need to address what will work with specific groups of women - older women, women with disabilities, rural and farm women, Aboriginal women, immigrant/refugee women, and young/teen women. The challenge is responding effectively to diverse needs with shrinking resources. Still, innovative work is being done in many of these areas.

Services are developed based on local commitment, resources and skills to meet the needs of women. This means that both short, action oriented projects and long term services will be developing and evolving that need resources and support. There are wonderful success stories of women overcoming significant barriers to confidently move forward. As one consultation participant stated: "Donors won't fund hopeless causes! We don't recognize and tell the story of our successes well enough – we need to celebrate the incredible changes we've made."

Efforts by the sector are described along a continuum from crisis intervention to prevention to economic independence. There are dynamic opportunities to work towards the primary vision of eliminating violence against women and girls. These efforts are championed by those providing a range of services to meet the needs of women experiencing violence, while they are also acting to work towards the goal of "no more violence".

## **I. 1. STABLE SERVICES TO WOMEN AND GIRLS**

A high percentage of the services provided to women, girls and teens run from grant to grant, and core programs are increasingly run from project to project. Increasingly, the efforts of staff are diverted away from direct services to seek out more funding. This creates insecurity, poor program development, poor trust from the recipients of the service and frustration by funders, donors and service providers. Introducing a service that is beneficial to women, children or teens and then having to withdraw or reduce the service to comply with the granting criteria is unethical and limits effective change. In contrast, small project focused grants can help to build community based relationships and can help to test new ideas and energize a community to continue to build solutions.

### **Opportunities for investment by the private donor:**

***Private donors support a range of supports and services along a continuum from crisis intervention to prevention, including efforts that recognize new models of helping women achieve economic independence.***

Private donors can:

Take the time to listen to women's services, to develop a comprehensive understanding of needs and expenses, including administration and costs that are difficult to get donations for - things like administrative and management salaries and benefits, rent and utilities, staff and volunteer training, office expenses, liability insurance.

Invest in core services by providing multi-year funding that includes support for administrative expenses.

Help educate other donors about the need to support infrastructure or administrative costs. Help them to think about the kind of bills that must be paid for their office or home – how can services be provided and lives be changed if the lights aren't on? Be courageous and fund the unpopular costs – that shows you are a sophisticated donor.

Usually the most beneficial donations are those that are undesignated and can be used where the charity needs them most. However, if you have a particular interest, discuss how your donation might be used to support this. For example, if you are interested in supporting work with immigrant women, the charity might have a cultural interpreter service that needs support, or materials that need to be translated. If you are able to make a substantial donation, you can ask if there is a program or service that they have to discontinue because of lack of funds. Your support may enable it to continue.

Develop a support circle of like-minded donors. They can learn together about a particular issue and/or organization, and combine their donations to support a program or organization in a more substantial way.

Support both ongoing programs with large grants, and seed or short-term projects with small grants that foster community development and new ideas.

## **Outcomes:**

Women and girls feel supported and safe, and actively participate and use the programs.

Service providers are more confident in their ability to meet client needs and support needed long term interventions.

Results from participant evaluations from programs and services demonstrate the effectiveness of the programs and program improvements are implemented.

Donors can see the tangible results of the support provided.

## **I. 2. YOUTH PROGRAMS – DEVELOPING SUSTAINABLE RELATIONSHIPS AND PROGRAMS**

Teen and girl focused programs and services must be flexible and adapt their activities to meet the ever changing needs of young people. Youth want to develop, change, and lead their programs; the more adult intervention there is the less interest or buy in the teens will have. Teens are developing their view of the world and their leadership strategies - these early influences will affect their future life choices.

Youth programming is one way to see measurable change over a period of time. Youth are receptive participants, they get involved in improving the programs, and they are vulnerable and open to ideas and attitudes that affect personal change and growth that will carry forward in their lives. Outcomes for teen programs will focus on individual self-development related to making personal choices for change. These outcomes may not be obvious or apparent within the immediate timeframe of the project or program. Life altering changes may occur in teens that they only recognize years later, as they reflect on the choices they made towards a stable, healthy lifestyle.

Our future will depend on our youth. They will be running Canada's companies, providing services, developing policy, voting and contributing as philanthropists.

### **Opportunities for investment by the private donor:**

***Private donors and public funders financially support short term and long term projects, programs and services that promote the active leadership, innovation and creativity of young girls, boys and youth of all ages.***

Private donors can:

Provide both cash and in-kind support for projects where girls discuss and identify their own issues, where boys have positive role models to understand and welcome equality seeking changes, and where, together, they develop healthy relationships.

Support funding strategies and guidelines that support a range of opportunities including gender specific and gender combined events and programs.

Take the time to listen to the front line organizations to develop a comprehensive understanding of their needs and expenses, including administrative costs.



Invest in projects that actively involve teens in the design of the program and support the following themes:

- Self esteem groups for young women and men
- Anti-racism
- Healthy relationships
- Respect
- Information based programs
- Anger management

Invest in both mainstream projects and specific populations. Mainstream projects or programs target the majority of youth. Specific populations focus particularly on under-served populations that are identified as high risk, such as Aboriginal and First Nations, immigrant and refugee teens, children and teens with disabilities, substance abuse-involved, homeless, street-involved, or involved in prostitution, children or teens who have witnessed or experienced abuse.

Support recognition events that acknowledge teens for their creative involvement, by providing such things as prizes and food.

### **Outcomes:**

Girls seek help earlier.

Boys and young men become advocates for change.

Dating violence decreases.

Youth have fun exploring values and equity positive behaviours and demonstrate models of cooperation and respect in tangible ways.

Teens openly discuss positive relationships and safety.

Boys see male youth and young men willing to speak out on issues such as the effects of the media on masculinity and violence, stereotypes, and power and control; and make personal changes.

Youth identified as high risk make positive personal choices.

Youth change their attitudes about the stereotypes developed about corporations.

New skills and opportunities are developed that support healthy and productive leadership by youth.

### **I. 3. IN-KIND DONATIONS**

Funders have a wide range of assets, both material and human resources, that can be donated to women and teen services. Making the match between what the private donor has and what

the receiving organization needs is an important goal. A group may accept all donations in kind, including ones that they can't use or don't need, out of a concern that it may negatively impact the much needed cash contribution. For example, a shelter may have very limited storage space and be overloaded with used clothing donations. Despite attempting to communicate the need for gently used, in season clothing and other important needs such as towels and paper products, the message may not reach the donor.

Some groups have produced needed items lists to encourage donors to give what is needed. These lists often provide for items that must be purchased by the organization, taking away from funds for direct service. Consider the expense of household paper products such as diapers, Kleenex, feminine hygiene products, coffee, tea, milk, or administrative supplies like paper or courier costs. The thoughtful donor can make a real difference to the bottom line of a group and make a direct impact to the lives of women and children.

In addition to product donations, there are a range of services that can be provided to an organization to assist them in their direct services. For example, a taxi company can donate cab vouchers to support the safe transportation to and from appointments and school; an office supply company can donate surplus stock such as paper; a technology company could donate computers that are new or used with current hardware and software; a professional services firm could support a coaching and mentoring program; a company could contribute marketing and communications expertise; and employee groups could donate their time to support basic maintenance and improvements.

### **Opportunities for investment by the private donor:**

***Private donors give in-kind donations, to women and teen focused services, that are a match between the assets of the donor and the needs of the group.***

Private donors can:

Start a local support circle to provide in-kind donations on an ongoing basis to a local women's centre, economic development program or women's shelter or sexual assault centre. Meet with the organization first to see what they really need. Individuals could bring together friends and use contacts to gather materials for personal care packages for women and/or their children, new home packages, returning to work packages, office or cleaning supply packages, or packages to auction at fundraising events. Businesses could encourage employee groups to do the same, and use their supplier contacts to gather materials. As individuals get involved and learn more about the issue and the organization they are supporting, they could be encouraged to become cash donors as well.

### **Outcomes:**

Women and teen services clearly identify their needs to private donors.

The in-kind support positively impacts organizations' operating budgets.

Corporations assess their own areas of strength, leadership and expertise and offer an expanded donation to a group through in-kind efforts.

## **I.4 CAPITAL CAMPAIGNS AND INFRASTRUCTURE**

Donors have been generous contributors to building and capital campaigns that support the construction or renovations of a facility that provides direct services. These, often one time only, commitments help to create something new or enhanced in a community and there is often considerable recognition for the donor for their contribution. Wings of buildings, rooms or plaques are often dedicated to the donor leaving a lasting acknowledgement.

It is easier to raise money for concrete things such as buildings and equipment and a greater challenge to maintain the buildings and infrastructure to provide a meaningful and lasting service. Capital campaigns are an important way to invest in a community and are in addition to the ongoing operating and project support of the service. Ongoing resources are needed for the investment in the rebuilding of lives, along with the investment in the places and equipment where services are provided.

### **Opportunities for investment by the private donor:**

***Private donors support capital and infrastructure initiatives of women and teen focused services.***

Private donors can:

Become a significant donor in a capital campaign or infrastructure project and benefit from the immediate and long term recognition.

Support one time or ongoing initiatives such as a technology investment project that enables a group to have current equipment including photocopiers, printers and computers.

### **Outcomes:**

Women and teen services clearly identify their capital and infrastructure needs to private donors and find appropriate ways to recognize the contributions.

Organizations have up to date equipment that supports efficiency and effectiveness in delivering programs and services.

Corporations assess their own areas of strength, leadership and expertise and offer an expanded donation to a group through special projects.

## **I. 5. LOCAL INTEREST FREE LOAN PROGRAMS**

### **Opportunities for development by women's services and teen programs:**

Develop and introduce, through sponsorships, a Canadian based service that offers an interest free loan program available to women leaving abusive relationships or needing financial support to seek solutions from the violence they experience. Loans could be provided for things such as deposits for first/last month's rent or phone or hydro service, or for other purposes.

**Opportunities for investment by the private donor:**

***Private donors invest, at local levels, in an interest free loan program available to women leaving abusive relationships or needing financial support to seek solutions from the violence they experience.***

Private donors can:


Financially support the Canadian Women’s Foundation to work in partnership with the December 6 Fund, a local Toronto organization, and other existing loan funds, to consider the opportunity to expand the initiative across Canada.

Local businesses and individuals can support an existing local loan program (where they exist) operated by local women’s services, which provides an interest free loan program to support women rebuilding their lives.

Develop local opportunities for investment to build the asset base available for loans, including donations to the loan fund as a way to honour and recognize birthdays, retirements and significant events of local people.

**Outcomes:**

Women in local communities are able to make different choices that support their economic independence.

	<p>We provide interest free loans to women fleeing abuse to build a bridge from dependence to independence. Loans are used for such things as rent deposits, moving expenses, document replacement, deposits for hydro or telephone. Once a woman has repaid her loan to the December 6 Fund, that money is used to help another woman in need.</p>
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Accessed March 7, 2004, [www.dec6fund.ca](http://www.dec6fund.ca)

**I. 6. FORUM ON TEEN PROGRAMS**

The forum on teen programs highlighted the benefits for young women, and the adults working with them, to gather and celebrate. Many of the participants had never had the opportunity to meet other women outside of their own communities and found the experience to be very rewarding. Fast friendships and new ideas were developed and participants suggested that an annual teen forum would help to share learning and make Canadian connections. For young women isolated in their communities, or isolated by their interests and cultures, the celebration supported and encouraged their self esteem.

### **Opportunities for development by women’s services and teen programs:**

Hold an annual forum on teen programs that brings together young women from across Canada to share ideas and celebrate achievements. The event would be fully interpreted, including English/French simultaneous translations and sign interpreting.

### **Opportunities for investment by the private donor:**

In partnership with the Canadian Women’s Foundation, invest in the funding to plan, and host a forum on teen programs, including providing the travel and accommodation costs of participants.

Provide in-kind gifts for participants, including training or leadership materials and personal care products.

### **Outcomes:**

Best practices are presented and adapted to local communities.

Young girls build unique friendships that support long term networking as they move forward in their professional and social lives.

## **II Knowledge, Information and Research**

Across Canada, and internationally, we wonder whether we have made any inroads to creating safer solutions for women and children. Have we achieved our vision or made any progress towards it? Are women’s lives any safer? Has the increase in choices available to women increased or decreased the economic viability of women and children? Are we making a difference?

### **II. 1. A CANADIAN AUDIT**

The guiding belief behind efforts to end violence against women is that as women’s equality and economic options improve, women will make safer, positive choices sooner, and violence against them will be prevented. A Canadian based audit is a pragmatic mechanism to analyze both attitudinal and behaviour change. These changes can recognize, through indicators, shifts in policies or mandates, measure trends over time and help detect societal changes.

The indicators to include in a Canadian audit or study would need to be carefully considered and could be developed through a cross section of leading experts in benchmarking and indicators, and women’s groups. An important aspect of the audit would be raising public awareness of issues and trends related to violence against women and children through a public “report card”, or release of results. Understanding the impact of violence on women and girls, including how they adapt, survive and change, helps to improve the response by services and develops societal changes. An ongoing Canadian audit or study assists policy makers, service providers and funders to understand the changes taking place over time and alert communities, advocates and policy makers on progressive and troublesome trends.

### **Opportunities for development by women's services and teen programs:**

Advance the awareness and understanding of violence against women and children by leading the development of an ongoing, Canadian audit to monitor and measure attitudinal and behavioral change on violence against women and children.

Develop mechanisms to ensure there is a Canada wide, participatory process that recognizes geographical and cultural diversity.

Develop principles and assumptions to guide the establishment of the indicators.

Design a template of indicators and determine sources of information.

In addition to an audit based on attitudinal and behavioral indicators, conduct a long term Canadian report card to monitor efforts in reducing violence against women and girls, and how women and teen services are doing.

Disseminate material to governments, media, funders and donors, and make it available for use by local groups.

Provide a published document that will help to inform groups and individuals and policy makers of the knowledge gained and directions that can be taken.

### **Opportunities for investment by the private donor:**

***Private donors invest in holding a roundtable bringing together experts on violence against women to develop indicators for the model for the Canadian audit. Results of the roundtable would be published to stimulate further thinking and development.***

Private donors can:

Support and champion the formation of partnerships with different groups; government and non-government, academic and non-academic to support an ongoing audit that tracks and measures change and trends over time.

Support the distribution and marketing of the outcomes of the Roundtable and support the cost of showcasing results at conferences and forums.

Promote a more comprehensive understanding of the opportunities that a Canadian audit would provide in all areas of society.

Invest in an ongoing Canadian Audit to monitor and measure attitudinal and behavioral changes on violence against women and children.

## **Outcomes:**

The continued development of a Canadian strategy through comprehensive evidence of what is working, and supplying evidence of the need to maintain and grow local, provincial, and national commitments.

Trends are measured over time that helps develop societal changes and service needs and responses.

Funders have concrete long term benchmarks that can support funding applications and assessment of equality seeking groups.

## **II 2. EFFECTIVE PLANNING FOR FUTURE DONATIONS**

The patterns of private funding to women and girl focused groups are unclear. Local groups rely on national averages of the total giving patterns of individuals and corporations, with little analysis available by gender or issue. National averages may not accurately relate to donations made to organizations that support women and girls who have experienced violence.

### **Opportunities for development by women's services and teen programs:**

Conduct research on why more funding is needed for women and girls in Canada, including an analysis of how much corporate and foundation funding is directed at women and girls, and the extent to which universal programs do, and do not, benefit women and girls. Disseminate this to corporations and foundations, and make it available electronically so local groups can use it with individual and local business donors.

Develop a historical analysis on the private funding to women and girl focused organizations. Determine such things as the average size of individual contributions, the operating budget of the organization and percentage of funds raised from non-governmental sources, and recognize urban, rural, and remote variables.

Develop a template for local groups for evaluation of their private funding using a statistical analysis process. For example, two or three large individual donations can skew the results to make it look like the average donation is higher than it is.

Set measurable and realistic fundraising targets based on sound data.

### **Opportunities for investment by the private donor:**

***Private donors support the evaluation and analysis of private funding to women's groups at national and local levels by providing cash and in-kind resources such as planning staff.***

Private donors can:

Provide polling services and social marketing skills to analyze and position why funding is needed for women and girls.

## **Outcomes:**

Organizations implement effective planning for future donations.

Fundraising targets are achieved.

The average size of charitable contributions increases.

Better donor relations are maintained.

## **III Capacity Building Solutions**

There is much discussion today about the capacity of organizations or sectors, and their ability to meet the needs of those they serve. While the debates continue on how to meet the needs, the cause and effect of the monumental changes to the not for profit sector are clearly understood. Thought provoking studies, research, and reports confirm that most of the not for profit sector has been badly bruised in the past decade. The sector is slowly recovering from the changes in the funding relationship with governments and adjusting to the increased demand for service and the complex demands for diversity of services. One of the sectors most adversely affected is the violence against women and girls sector.

Capacity building has many elements to it, including such things as effective strategic management planning, leadership development, financial stewardship, human resource development, marketing and communications, resource development/fundraising, and outcomes and evaluation. One important form of change is identified as adaptive capacity<sup>6</sup>, which refers to the ability to move forward in an evolving and changing environment. Organizations, boards, leaders and individuals need to create ways and means to adapt and change. This requires leadership skills, risk taking ability and hope that the change will bring about the desired difference.

Throughout the consultations, the feedback, ideas and experiences from women's groups and programs for teens was consistent. The demand for service has grown, interest by government is waning, and groups are close to a breaking point that hinders prevention efforts. It is unreasonable to expect groups that are struggling with growing funding challenges and competition for funding to have the creative energy to maintain and build collaborative relationships based on trust, respect, and time. Capacity begins with the will of the groups to be the best they can be, with governments that are consistent in their commitment to resources, and with a community that backs their efforts.

Private giving has a role in supporting the capacity building of organizations in multiple areas. The benefits of supporting the strength of organizations, and their prevention and intervention services to women and girls, offers many rewards to donors.

A vibrant social service sector supported through charitable giving will have a greater impact in achieving the desired results. Being part of the infrastructure building, policy development and

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<sup>6</sup>P. Connolly and P. York, *Building the Capacity of Capacity Builders: A study of Management Support Organizations and Field – Building Organizations in the Non Profit Sector.*, 2003, Philadelphia, New York and Chicago: The Conservation Company



leadership at local, regional and Canadian levels supports a sustainable, proud service sector that is striving to achieve the vision of economic independence, through a healthy society and freedom from violence.

### **III.1. TRAINING FOR BOARD OF DIRECTORS, EXECUTIVE DIRECTORS AND FUNDRAISERS**

The Boards of Directors of women's organizations are spread out across the country, and have limited centralized, or even regional ways, of communicating and learning from each other. A board recruitment and orientation program rarely includes information on governance, philanthropy, and the role of the board. Little time is dedicated to the planning and strategy of fundraising, versus the often lengthy amounts of time used by some board members to plan specific fundraising events. Often a fundraising technique is selected without prior overall assessment and planning including the capacity of the organization, its staff, volunteers and boards, to achieve a prosperous outcome.

#### **Opportunities for development by women's services and teen programs:**

Organizations develop and/or make available resources in a range of formats for board members and executive directors that can be easily adapted by local groups including information on:

- Governance
- The roles of the board, executive director and fundraisers
- Planning for sustainability
- Effective fundraising techniques
- Canada Revenue Agency regulations and policies

Hold regional meetings/sessions/institutes for women's groups, with training on fundraising and donor development, as well as network building and information sharing of models and materials. Where appropriate, combine this training with existing regional meetings.

Establish a national training committee to develop consistent training objectives and resources that balance the needs of teen programs and women's services. Develop and support a program that incorporates the learning into an organization, rather than taking place as a separate activity that stops when the consultant, staff or volunteer is no longer available.

Participate in a Canadian effort to have fundraising human resources available to women's groups and teen programs, including fundraising consultants, proposal writers and/or volunteer mentors.

Develop a resource video and/or resource kit for Board of Directors, summarizing fundraising today, the role of board, executive director, and fundraisers and the strategies for supporting fundraising for the women's organization.

#### **Opportunities for investment by the private donor:**

***Private donors support the costs of development and providing resources and learning opportunities for Boards of Directors, executive directors and fundraisers. Materials are developed in ways that can be easily adapted by local groups that inform the leadership of women's and teen organizations on effective fundraising techniques.***

Private donors can:

Invest in the costs of local and regional training sessions, including hosting events, and providing resource materials to participants. Become an active supporter of the Canadian training committee.

Provide resources, both in kind and cash, to support local, regional, provincial and national training sessions. Contributions support the costs of organizing and hosting events and paying for the speaker/trainer and travel of participants.

### **Outcomes**

Effective resources and learning opportunities for a Board of Directors, executive directors and fundraisers are offered and used.

There is a demonstrated improvement in the confidence of groups in using fundraising techniques that improve their local donor development programs.

There are improved local appeals, fundraising strategies and donor relations.

Strong and competent leadership continues to develop on boards of directors, executive directors, staff and volunteers.

Women and teen focused groups have an improved understanding of each other and build on the ideas shared regionally to support local efforts. Groups seek out information through the network established.

### **III. 2. A. FUNDRAISING AND RESOURCE DEVELOPMENT – A NATIONAL REGISTRY OF WOMEN’S GROUPS AND TEEN SERVICES**

There is a need to develop a national registry of women’s groups and teen services. Many women’s groups and teen programs have limited experience with fundraising from private donors, including business, corporate, foundation or individual giving, and few resources to support hiring professional fundraisers.

There is no public national registry of women’s groups. The Canadian Women’s Foundation has the most comprehensive listing of women’s organizations, which includes over 2,500 women and teen groups. Directories exist of certain service sectors such as women’s shelters or men’s programs - these are available from the National Clearinghouse on Family Violence, and provincial and regional associations. By not having an annual updated directory that is easily accessed, there is further fragmentation of women’s groups and teen focused services.

There are outstanding materials available that have been developed by different groups with an equity seeking and prevention agenda. There are excellent materials developed by groups with a mandate to develop philanthropic strategies for the charitable sector. The capacity of groups is compromised by not knowing that the information is available or being able to purchase resources. Materials are currently distributed in a haphazard way, or are focused within an area of

service, and therefore can potentially exclude other areas of service within the sector. Most groups are eager to share information and adapt materials for local use without a simple mechanism to do so.

### **Opportunities for development by women's services and teen programs:**

Advocate that the Government of Canada: 1) provide the appropriate levels of support to enable the National Clearinghouse on Family Violence to achieve its mandate, and 2) that the Clearinghouse establishes and maintains a directory of service providers and groups in the area of violence against women and girls that is updated every two years, including websites and email contacts.

Through the National Clearinghouse on Family Violence enhance the material available on strategic philanthropy, corporate relations, social marketing, and social policy development.

Work in collaboration with the Canadian Women's Foundation and national and provincial groups to develop a directory of women and teen focused groups.

Work in partnership with the National Clearinghouse on Family Violence and the Canadian Women's Foundation and develop partnerships to form a permanent, well supported archive and distribution system of materials on women.

Through the Clearinghouse, host a national website, maintained and annually updated, with resources and access to the national registry. Develop a password protected area for women's groups to share resources.

### **Opportunities for investment by the private donor:**

***That private donors become active participants in advocating that the Government of Canada, through Health Canada, appropriately resource the National Clearinghouse on Family Violence, to support the continued development of service directories, resources and on-line services.***

Private donors can:

Purchase and distribute to women's services and teen programs relevant materials such as the Imagine resource: Creating Effective Partnerships with Business (Canadian Centre for Philanthropy, 1996).


Support the costs of giving women's groups and teen programs access to online tools such as the Big Data Base, which provides relevant information on corporate giving.

### **Outcomes:**

There is equal access of information to all equality seeking women's groups and teen focused groups operating in Canada.

Women's groups incorporate new ideas into their strategic development strategies.

There is increased networking amongst like minded groups.



**National Clearinghouse  
on Family Violence**

The National Clearinghouse on Family Violence was established to provide “a national resource centre for all Canadians seeking information about violence within the family and looking for new resources being used to address it. By sharing the latest research findings and information on all aspects of prevention, protection and treatment, the Clearinghouse seeks to help Canadian communities work toward the eventual elimination of all forms of family violence.” ( [www.hc.gc.ca/sc/nc-cn](http://www.hc.gc.ca/sc/nc-cn))

As accessed on the World Wide Web, March 7, 2004

### **III. 2. B. FUNDRAISING AND RESOURCE DEVELOPMENT - DEVELOPING FACT AND TIP SHEETS**

#### **Opportunities for development by women’s services and teen programs:**

Develop a series of Fact and Tips Sheets to be made available electronically, on topics such as:

- developing and communicating an in-kind contribution program
- developing and implementing rural strategies
- developing long-term relationships with private donors
- administrative costs – how to present and talk about these essential costs with donors
- implementing a data base management program
- individual donor stewardship
- retaining a fundraising consultant
- developing or selecting a fundraising mix that fits your organization
- understanding how businesses give and the similarities and differences between local businesses and large corporations
- learning about the funder before making contact
- adopting an ethical fundraising code
- implementing privacy policies
- aligning corporate philanthropic strategies to support an investment in women and girls.

Use the fact sheets to develop or adapt a fundraising toolkit for women’s and teen focused groups and projects.

Introduce a website, or support an existing website service, which is easy to use and includes frameworks or models of service, best practices and resources, including assessment and planning for fundraising and fund development. Inform women’s groups and teen services of site content and updates.

Develop a model for how local organizations can reach financial and other professional advisors in their communities who can provide advice to their organizations and donors about philanthropy and planned giving.

Hold local dialogues or set up local/regional working groups inviting corporations, businesses, foundations and women's groups to discuss how each sector contributes to the well being of society by supporting women and girls.

### **Opportunities for investment by the private donor:**

***Private donors recognize and support the costs of fundraising and the development of resource materials. Donors accept these costs as important operating expenses that are similar to the costs of marketing and sales.***

Private donors can:

Sponsor the development of a series of Fact and Tip sheets and provide technology support to prepare new materials to be loaded onto websites.

Work alongside a local women's group to host local dialogues on the contribution each sector makes to support the social wealth of communities. Take a leadership role in supporting the hosting, costs, record keeping and action planning.

### **Outcomes:**

The sector providing services to women and children continues to develop their own expertise.

Organizations adapt with confidence to the changing environments including running successful fundraising campaigns.

Private donors and women's groups and teen programs are more informed about the unique roles the different sectors provide. This stimulates continued joint projects, learning and change.

### **III. 3. CHARITABLE STATUS**

The charitable business registration number that an incorporated, not for profit organization is issued by the Canada Revenue Agency is an essential component of a successful philanthropic strategy. Being designated as a charity in Canada has responsibilities that must be complied with. The Canada Charities Registration Act (CCRA) stipulates the regulations and requirements that must be observed for the 80,000 charities operating across Canada. The regulations and policies are subject to change. It can be an onerous responsibility for charities to understand and comply with the changing obligations.

For example, the policy indicates that a charity may spend up to 10% of its time engaging in political or advocacy efforts. The interpretation of this policy is unclear, and for the women's advocates, this creates pressures about which appropriate actions they can participate in. It may inhibit their efforts on advocating for social justice change, which is often an integral part of the mission and values of a group.

Supporting efforts in this area is an excellent pro bono opportunity for legal and accounting firms, with charitable sector expertise, to work collaboratively with women's organizations, the Canadian Centre for Philanthropy, and the Canada Revenue Agency, to build capacity and help women's organizations (and other small charities) to perform more effectively, in compliance with requirements.

### **Opportunities for development by women's services and teen programs:**

Advocate that the Canadian Centre for Philanthropy retain a policy analyst who receives, interprets, and distributes information on the regulations and requirements of a charity operating in Canada to women and teen focused groups.

That information available through the Canadian Centre for Philanthropy is available and not restricted to members only.

That regular communications are sent to women's groups outlining changes to interpretation of the CCRA regulations and provide women's groups with DRAFT organizational policies and guidelines to respond to the regulations

That a basic guidebook be developed for corporations and individuals that provides an understanding of the functions and requirements of a charity. That this material responds specifically to such issues as:

- In-kind contributions and charitable receipts
- When a receipt may be issued to a corporation and under what conditions a receipt may not be issued

### **Opportunities for investment by the private donor:**

***Private donors support the efforts of women's groups in developing materials that provide an understanding of the functions and requirements of a charity and the donor, as required by the Canada Revenue Agency.***

### **Outcomes:**

Not for profit charities comply with the regulations and are an active part of social policy development, change, and advocacy.

## **III. 4. FINANCIAL ADVISORS AS SOURCES OF INFORMATION TO PRIVATE DONORS**

New forms of philanthropic advising are taking place, creating new opportunities for individual donors. Financial institutions are expanding their services to include philanthropic investment of their clients' funds. Financial advisors, large charities and public foundations soliciting large individual and corporate gifts, have set up specialized philanthropic advisory services, sometimes supporting a family or named trust. Financial brokers, lawyers, and insurance agents who are providing estate, will, and tax advice provide philanthropic options for their clients. If the cause of violence against women is not included as a primary option for the client who wants to donate, it is a lost opportunity.

### **Opportunities for development by women's services and teen programs:**

Encourage investments in violence against women and girl focused services to be made by a donor investing in a special trust or estate planning. Consider establishing endowment funds for special purposes.

Develop generic promotional materials on trusts and estate planning, including a template with a focus on violence against women and girls for use by local organizations.

Distribute materials in a format that allows an agency to easily adapt the material to include local details.

Develop an action oriented guide for women's groups to support developing relationships with financial advisors and community foundations.

Determine how to locate and gain the support of financial brokers.

### **Opportunities for investment by the private donor:**

***Private donors will encourage financial advisors to become more informed and include women's services and teen programs, as part of the donation options provided to a client.***

Private donors can:

Include violence against women and girls as part of the criteria for charitable donations from a named trust.

Become informed about tax incentives and estate planning, and include violence against women support or prevention services as a beneficiary.

### **Outcomes:**

Financial advisors are providing materials on violence against women and girls intervention and prevention services to their clients.

Local women and girl focused groups gain confidence in making donor advised funds a significant option for the sector.

Donors are well informed and increasingly satisfied with their financial gift and estate planning.

### **III. 5. LOCAL DONOR RELATIONS AND STEWARDSHIP**

Donors today expect more information from charities they are supporting. If organizations are not satisfying the interest and compassion of the donor, they can easily find another charity in a community. Old patterns of donor recognition need to be updated with new ideas, based on changing expectations. It is a donors market, and organizations can be misguided out of worry that they will lose a donor. For example, a significant donor may want an active role in the

organization but not be well suited to serve on the Board of Directors of the organization. Making the match between donors who want to get involved with the organization and how best to benefit from their skills and the needs of the organization requires open discussion on both sides. Resources available from the Voluntary Sector Initiative and the Canadian Centre for Philanthropy and local experiences can help ensure mutually satisfying solutions.

### **Opportunities for development by women's services and teen programs:**

Identify models of stewardship which include soliciting, receiving donations, and nurturing donations and donors.

Undertake a detailed assessment of community assets and determine how women's groups can improve their community donations through collaboration, cooperation, and sharing in more creative and constructive ways.

Set measurable objectives of outstanding stewardship programs including realistic timelines that support administrative structures, learning, and networking.  
Develop templates for annual reports and promotional materials.

Foster debate and develop policy regarding donor's involvement with the organization including tours, serving on committees or the Board of Directors.  
Develop and make available the agencies' privacy policy that complies with the new privacy legislation.

Develop best practices guidelines for distribution through the World Wide Web on developing and building individual donor relationships, including stewardship practices to solicit, thank, and maintain long term relationships with individuals.

### **Opportunities for investment by the private donor:**

***Private donors actively participate, including hosting meetings and providing planning expertise, in conducting an assessment of community assets and identifying prospective donors, to support women's groups and teen programs in improving their private donor base.***

Private donors can:

Actively learn about the groups where a charitable investment is made. Set realistic expectations about donor recognition.

Participate in discussions about the best ways for donors to be involved.

Recruit leaders from the anti-violence sector to serve as Board members of public foundations.

### **Outcomes:**

Improved local appeals, fundraising strategies and donor relations.



Improved understanding at senior levels of organizations about violence against women and girls and the operations of a charity.

### **III. 6. ETHICAL FUNDRAISING**

Many groups and services do not have the experience or expertise to reach out to donors and perspective donors to invite and welcome their continued support. The continued constrained funding environment, including reduced government core funding, creates organizational poverty, further reducing the capacity of groups to learn, welcome new ideas, and introduce change. There is a lack of available skilled fundraisers who will commit to the work at the compensation rates offered by the sector, and there are few who understand the feminist based values and culture of the sector.

#### **Opportunities for development by women's services and teen programs:**

That women's services and teen programs adopt the Code and are registered with the Canadian Centre for Philanthropy as an adherent to the Ethical Fundraising and Financial Accountability Code.

#### **Opportunities for investment by the private donor:**

***That private donors request that charities they are supporting are registered with the Canadian Centre for Philanthropy as adherents to the Ethical Fundraising and Financial Accountability Code.***

#### **Outcomes:**

Increased confidence by Board of Directors and executive directors on fundraising techniques and practices and the role of the professional fundraiser

Increased donor confidence in organizations

### **III. 7. COLLABORATIVE LOCAL FUNDRAISING AND DIALOGUE**

Community foundations continue to develop across the country, offering new opportunities for special funds to be developed and distributed. Given the growing number of violence prevention services, particularly in urban centres, there is tremendous competition for the private donor.

Donors are overwhelmed by the number of charities in Canada, and sometimes don't understand what each service or group offers.

#### **Opportunities for development by women's services and teen programs:**

Design, implement and evaluate collaborative models to raise funds for a number of women's organizations in a local community or region. Develop a guide on collaboration that includes written protocols and contracts, and information on how to handle conflict resolution and allocation of labour and net funds raised. Determine what structure will be used for the financial administration and tax receipting. Options to consider include:

- One partner taking the financial responsibility including providing charitable tax receipts.
- Setting up a local fund at the Canadian Women's Foundation (not currently available but discuss with CWF)
- Setting up a fund at the local community foundation (where they exist)
- Forming a new foundation or organization.

Hold local dialogues and set up local/ regional working groups inviting corporations, businesses, foundations and women's groups to discuss how each sector contributes to the well being of society.

**Opportunities for investment by the private donor:**

***Private donors host and/or participate in meetings, which include a cross section of private donors and women's groups, to discuss how each sector contributes to the well being of society***

**Outcomes:**

New models of collaborative fundraising models are explored, developed and evaluated and donors have more options available to give.

**III. 8. DONOR EDUCATION**

Donors are overwhelmed by the number of charities and the number of requests they receive. Many private donors do not understand the need to provide direct funding to women and girls' organizations, and the positive changes that result.

**Opportunities for development by women's services and teen programs:**

Prepare materials for corporations, foundations and individual donors on understanding the function and requirements of women's organizations, including such things as in-kind donations, administration and operating costs, and tax receipts.

Develop a template for corporations and foundations to assist in donor education with their assessment of projects with equality focused outcomes, and that help to assess and support administrative costs.

**Opportunities for investment by the private donor:**

***Private donors use materials prepared for them that help to assess the equality focused outcomes of projects and grants, and look realistically at administrative costs.***

**Outcomes:**

Increased consistency in funding support for the sector.  
 Increased confidence by donors that they have made the right choice.  
 Meaningful long term understanding and partnerships between foundations and women's groups.

## IV A Canadian Public Education Strategy

There has been much speculation and discussion about replicating campaigns that have been successfully launched by such groups as MADD (Mothers Against Drunk Driving) to support the prevention of violence against women and girls. MADD Canada is only one of several successful national efforts to seek solutions to common problems facing Canadians. Other examples include Health Canada's anti-tobacco campaigns, the Kid's Help phone, the Heart and Stroke Foundation, and the Canadian Cancer Society.

The strength of women and girl focused services has been in working at grassroots local levels, developing collaborative responses that make a difference to the individual receiving the service. Local advocacy efforts have been successful in changing local attitudes and policies. This local work is ongoing and often repetitive, based on the change in staffing and local leadership. Collective work at regional and provincial levels has usually been focused on only one component of the broader violence against women agenda, such as improved funding for shelters, child protection issues, criminal justice responses, or creating an accountable, consistent system to support programs that work with the abuser. The general public wants to make communities safer and is seeking meaningful ways to become involved.

Preventing violence against women and girls will require a concentrated multidisciplinary approach where all interested parties and groups agree on the solution. The consultation with women's groups and teen programs conducted by the Canadian Women's Foundation for this Strategy confirmed great interest from the sector in having a significant Canada wide public education campaign to prevent violence against women and children. In fact, it was suggested at every consultation meeting across the country as essential to creating significant change in the next ten years.



MADD Canada has an annual budget of over \$10,000,000 (\$10 million) and is a not for profit registered national charity. Funds come from individual donors, corporate sponsors, memorial donations, foundations, community fundraising events and Project Red Ribbon. There are 55 chapters and over 5,000 volunteers across the country.

MADD's mission is simple:  
To stop impaired driving and to support victims of this violent crime.

Taken from the website March 7, 2004, [www.madd.ca](http://www.madd.ca)

### IV. 1. A CANADIAN PUBLIC EDUCATION CAMPAIGN

Canada does not have a country wide strategy on public education and prevention of violence against women and girls. Public education efforts have sporadically taken place at provincial levels, and women's services provide essential local public education to a wide range of audiences. The consultation process consistently identified the value of having a coordinated

public education campaign that recognized all forms of violence against women and girls, including sexual assault and abuse, dating violence, domestic violence, sexual harassment, workplace violence and prostitution.

Designing a long term public education campaign on this topic is complex. It is difficult to raise awareness, and find funding, and a focused commitment will be needed to succeed.

The Canadian Women's Foundation provides a unique role in its support of women and girls in Canada, with its focus on developing corporate and foundation partnerships, and providing grant funding and resources to women's groups. There is, as yet, no national organization on violence against women and girls that focuses on the development of a Canada wide media education program that would both build upon, and strengthen, the grassroots efforts of people in their own communities.

### **Opportunities for development by women's services and teen programs:**

Work with public education and social marketing experts to develop a ten year national public education campaign that builds on a cascading message of public awareness, protection, and prevention.

Develop a collaborative funding approach that includes the Canadian Women's Foundation, other foundations and corporate funders to support:

- a) The formation of a Canadian based steering committee with representation from the violence against women and girls sector, corporations and foundations.
- b) A feasibility study on establishing a national organization or strategy to promote prevention through public education.

Develop principles of collaboration with local, regional and provincial women and teen services to develop marketing messages that evolve over time; starting with safety and compliance, and then to themes that provide a focus beyond the violence, towards happy and productive women, girls, children, and communities.

Develop a model that supports a series of coordinated national messages that is implemented at national, provincial/ territorial, regional and local levels with the active involvement of community members, including the general public.

Develop a local working group of women's organizations and look for volunteer mentors to provide assistance with local media and other messaging about women's and girls' issues and organizations.

### **Opportunities for investment by the private donor:**

***Private donors support and become an active partner in a consortium of private donors including foundations, like the Canadian Women's Foundation, and corporate funders, to conduct a feasibility study on establishing a Canada wide strategy and structure to promote prevention through public education. Support the costs of a national steering committee with participants from the violence against women sector.***

Private donors work in partnership with private funders and representatives from women's services and teen programs across Canada to develop and implement a long term Canadian based public education strategy.

Private donors can:

Donate to the development costs of the idea and infrastructure. Provide in kind contributions such as meeting places and food to host collaborative meetings between partners.

Develop a strategic social marketing approach that involves local and national media.

Provide funding and in-kind support such as donated media space, to implement the campaign, and provide support for local activities as part of the campaign.

Provide marketing and public relations staff to women's groups to serve as volunteer mentors to develop a local media strategy and messaging plan.

### **Outcomes:**

A comprehensive long term public education strategy is introduced that mobilizes communities to work towards changing attitudes and behaviours.

Strong partnerships are formed with media, corporations and businesses, foundations, government, women's groups and the public.

The general public responds to the public education plan through increased statements and actions that support the protection of women and girls and prevention of violence.

## **V The Education System**

### **V. 1. THE ROLE OF THE EDUCATION SYSTEM**

The education system has a primary influence in forming the behaviour and attitudes of children and teens. There continues to be resistance from some teachers, parents, administrators, trustees, and governments to support solutions to prevent violence and equality. Many of the opportunities to encourage a teen to make healthy choices can take place through sanctioned time at school. It is easy to focus on broader issues of violence, such as zero tolerance practices and anti-bullying campaigns, and harder to maintain a focus on the effects of violence against women and girls and additional factors such as racism, sexual orientation and sexual assault.

### **Opportunities for development by women's services and teen programs:**

Women's groups work in collaboration with education systems to develop curriculums and training materials that have a gender analysis for school-based programs. Progressive initiatives from other areas in the country are shared and incorporated into effective school-based programs with teens and children, including evaluation.

Continue to provide support to teen peer educators around how to deal with disclosures of experiencing violence and getting appropriate support for victims/survivors.

### **Opportunities for investment by the private donor:**

***Private and public funders invest in partnership efforts with education systems to support prevention efforts and strategies that are developing a gender focused approach, which values the expert understanding of the issues that women's groups bring, including their connection to services for women and girls. Include funding for all ages of age-appropriate education on healthy relationships and the continuum of violence against girls and young women that starts with bullying and progresses through sexual harassment to dating violence and violence in intimate relationships. This strategy requires involvement and collaboration with governments, public funding and education systems.***

Private donors can:

Provide funds to support the time, expertise and shared learning needed to do the policy development work necessary to get provincial ministries of education, local school boards and schools to provide excellent, age-appropriate content/curriculum that has a gender analysis and covers the age spectrum, and that specifically covers prevention of violence against women. Work in collaboration with other funders to invest in multi-year initiatives that promote long term change. Donate directly to support the costs of partnership at the local level to services engaging in these efforts or through Canadian Women's Foundation, who funds this type of work.

Develop criteria for funding that includes an assessment of a gender focus and gender identify in the grants awarded. This includes working with girls and boys separately and together.

Invest long term in current initiatives, such as the Girl Child Project, being undertaken by the Alliance of Five Research Centres on Family Violence and Violence Against Women and Children.

Support programs where students are active in the design and can assume some ownership for the initiative.

Support projects that include student councils and parents at the beginning stages of the programs. This encourages active communication, cost sharing and access to students.

Invest in efforts that adapt and implement use of materials and programs including training and consultation services for teachers and school boards.

### **Outcomes:**

By introducing age appropriate programs in all grades, from Kindergarten to Grade 12, there will be less resistance and more acceptances of healthy relationships and gender equality through more senior grades.

There are social, behavioural and academic successes for teens.  
Programs are available throughout a student's life with age appropriate content.

Staff, parents, student councils, boards of education continue to build on collaborative efforts.

## **VI Public and Corporate Policy Solutions**

Women's groups have a strong mandate to improve social justice for women and girls and recognize the inherent links between oppression and poverty, particularly as it effects women and children who are abused. The deeply embedded norms and traditions of a society and culture can silence women and limit their enablement to fulfill a promised human right to be free from violence.

The limits to equality circumscribe the rights of women to exercise other human rights, including access to affordable housing, rights to a livelihood, reproductive rights, rights to health and justice, and participation in activities outside of the home. Advocates understand that until there is a defined framework that is established to dismantle the institutional cultures, practices, and arrangements that exist, success will take place slowly with progress marked through decades of ponderous change.

Women's groups are deeply affected by government policy, particularly as it relates to the funding of core services. There are many examples across the country of the various levels of government reducing, and even eliminating, funding to women and girl focused services.

It is difficult to participate in public discourse and policy development when organizations are so under resourced, and when the costs involved in participating in public policy debates are not seen as legitimate. Women's associations in various provinces have witnessed how a political decision can dismiss months of consultative work with interested government policy analysts. At the same time, governments expect groups to participate in consultation processes, yet the guidelines on the consultation are neither clear, nor transparent, and there is no consistency across departments or ministries. There is an increasing expectation that consumers of the services participate in the consultation as well, with few guidelines and little understanding of how the process can be safe and welcoming for abused and assaulted women.

There is a mutually beneficial opportunity for foundations and the corporate community to participate in public policy debates and consultations. By working together, the solutions to violence against women and girls can be accelerated. The leadership of foundations and the business community can help support the legitimacy of women's advocates as they present recommendations and solutions. Simultaneously, the community groups provide the local support for the organization and bring the experiences and the stories of victims and survivors.

### **VI. 1. FORMING ALLIANCES TO DEVELOP PUBLIC POLICY**

Private funders and donors have historically provided philanthropic support to women's services. New partnerships with private funders can be formed to succeed in social and public policy development, and to ensure that equity practices are incorporated into public policy. Historical barriers need to be eliminated and replaced with respectful working relationships.

#### **Opportunities for development by women's services and teen programs:**

Develop long term public policy strategies, including defining social justice outcomes that support the prevention of violence against women and girls.

Develop unique partnerships between women's groups, foundations, and corporations that advocate for social and public policies that eliminate the barriers for women and girls, including consistent funding practices.

Establish local, provincial/territorial, regional and national consortiums with foundations, corporations and women's groups to develop working guidelines. Hold informal discussions on how each sector contributes to the well being of society.

Work in partnership with equity seeking organizations such as Canadian Research Institute on the Advancement of Women (CRIAOW), Women's Legal Education Advancement Fund (LEAF) and provincial councils on the status of women. These groups have significant knowledge on social policy development and action that can benefit the sector.

### **Opportunities for investment by the private donor:**

***Private donors financially support advocates and women's groups to resume and/or take a leadership role in championing women's equity principles included in social and public policy and actively participate in public policy development.***

Private donors can:

Actively participate and assume a leadership role in building effective partnerships with government based advisory groups to effect policy change.

Form strategic partnerships to respond to public and social policy initiatives.

Make joint presentations to appropriate standing committees.

Provide training guides on how to do government relations and policy work, including developing long term strategic plans.

Offer strategic planners and policy analysts and training and support to develop long term strategic plans.

### **Outcomes:**

New alliances are formed that are built upon mutual respect and trust.  
Social and public policy changes are evident.

Consistent social justice outcomes are incorporated into public policy documents.

Women's groups gain an in depth understanding of how to advance the issue through effective advocacy.





The Newfoundland and Labrador Advisory Council on the Status of Women is an organization set up in 1980 by the Progressive Conservative government of that day. The Council is independent from government with a mandate to advise, advocate and educate on matters pertaining to the status of women in Newfoundland and Labrador. Throughout its twenty-three year history, Board and Staff of the Provincial Advisory Council have worked with Premiers, Cabinet Ministers, Status of Women Ministers and interested Members of the House of Assembly to advance the status of women throughout the province. The Advisory Council is arms-length from government and draws its information, analysis and strategies from the provincial women's community through equality-seeking feminist organizations, as well as individual women and women's groups with whom we share a common equality agenda. The Council has a legislated mandate and an eleven woman Board which is appointed for three year terms.

As accessed from the world wide web June 27, 2004, [www.pacsw.com](http://www.pacsw.com)

## **VI. 2. PREVENTING WORKPLACE HARASSMENT AND VIOLENCE**

Preventing workplace violence and harassment has become an important priority for any organization with employees. A common definition of workplace harassment and violence suggests that it is "any incident in which a person is abused, threatened or assaulted in circumstances relating to their work, and includes all forms of harassment, bullying, intimidation, physical threats/assaults, robbery and intrusive behaviour."<sup>7</sup>

There is compelling evidence from a wide range of sources that suggests the costs of violence to the individual and organization are significant. Individuals victimized by harassment and violence will likely have a higher rate of absenteeism, decreased morale, higher health claims, higher turnover, and overall lack of trust and respect for the workplace, leading to increased grievances and decreased productivity.

The overall impact to the organization is significant, effecting profitability and the general productivity and commitment of employees. Unchecked workplace harassment can lead to devastating long term harm to an individual, group or organization. A poisoned or toxic work environment takes little time to become entrenched in the culture of the workplace, and it takes a concentrated effort to rebuild again towards a respectful work environment.

There is also a need to be aware of the effects of violence that employees experience outside the workplace, on productivity and time lost from work, and in potential dangers they may present in the workplace, for example when an employee is being stalked or harassed by an abusive partner.

There are many things employers can do to prevent and address harassment and violence in the workplace. Many of the initiatives piggy back on existing policies such as grievance and

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<sup>7</sup>*"Behaviour at Its Best: Canadian Research on Workplace Violence," The Canadian Initiative on Workplace Violence: Corporate Review ( Special Edition, Winter 2000)*

complaint practices, respectful workplace policies, codes of conduct and policies that were introduced to address harassment.

There is an enhanced understanding of the comprehensiveness of policies needed, and management's responsibilities, that have been confirmed through several provincial inquests. Two Ontario Inquests, and others, put forward a comprehensive range of recommendations that seek to improve the safety and well being of individuals and workplaces. Coroners Inquest into the deaths of Theresa Vince and Russell Davis confirmed that Theresa Vince had been persistently harassed by her manager and that he killed her before killing himself. The OC Transpo Inquest reviewed the April 1999 rampage in which an employee shot and killed four employees before killing himself. In addition, a number of provincial and Canadian Human Rights Commission rulings confirm the need for organizations to revamp existing practices and include an appropriate response to workplace harassment and violence prevention.

There are a number of cost effective mechanisms that companies can implement to prevent tragedy and harm to employees. Women's groups have much to offer a company who is developing policy, including providing training to its employees, particularly in the area of woman abuse and developing effective safety plans. Joint planning and training sessions with a company's union can also support effective policy development and complaint practices.

#### **Opportunities for development by women's services and teen programs:**

Offer to provide training and support services to companies developing a response to workplace prevention and violence prevention.

Develop a local consortium of experts that can support the training, policy development, environmental assessments and investigations of cases and situations. Invoice companies for the training time and expertise.

#### **Opportunities for investment by the private donor:**

***Private donors develop a comprehensive corporate strategy on workplace harassment and violence prevention.***

Private donors can:

Conduct an assessment of the workplace. Assess the risk that employees identify and review current policies and practices. Include an environmental assessment that considers lighting, security practices, work design and parking lot safety.

Develop or improve the written policy addressing workplace violence that includes the definition of workplace harassment and violence, outlines roles and responsibilities of management and employees, the reporting process, procedures for investigating complaints, and outline the consequences and training and education requirements for employees.

Develop procedures that respond to a range of situations including threats, high risk and conflict.

Develop comprehensive training programs for all levels of employees that identify the risks,

warning signs and interventions. Develop management and supervisory training on conflict management, conducting investigations and management expectations.

Support and encourage joint actions with union and management, including clauses in the collective agreement that outline provisions and rights of employees as they relate to workplace harassment and violence prevention.

Participate in public policy development with women's advocates and policy analysts.

## **VII Volunteerism**

There is an interest by employees, corporations and charities to improve how volunteers can make meaningful contributions to issues facing communities. A key success factor of strategic philanthropy is finding meaningful ways for employees to be involved in the charitable practices of the company. Some companies have introduced good recognition programs for employees that volunteer.

Making a good connection with a local group requires an understanding between what the group needs and what the volunteers have to give. Often the volunteer, or volunteer team, has preconceived ideas about how they would like to help. Although many of these ideas are worthwhile, they may not be an important priority to a charity. For example, a volunteer team may conduct a used coat drive which may pose serious storage problems for a group or stuffed animals collected may exceed the number needed in a year or, if used, may not be permitted due to health regulations.

Group activities require planning and effort, including working in partnership with a charity or service. When planned effectively, they can provide a long lasting and rewarding experience for the volunteer, organization and company.

### **VII. 1. DEVELOPING EMPLOYEE VOLUNTEER PROGRAMS**

Opportunities for Development by Women's Services and teen programs  
Identify employee group activities that would support the effective delivery of service or programs and assign someone who can effectively negotiate what is needed within a community service group or employee group.

#### **OPPORTUNITIES FOR INVESTMENT BY THE PRIVATE DONOR:**

***Private donors develop in-house employee programs. They provide volunteers to organizations and remain flexible about how and when they will provide employee, or team, volunteers in ways that support the effective delivery of programs, projects or services of the charity or group.***

Private donors can:

Develop in-house volunteer programs that link to their strategic philanthropy program.

Investigate models of excellence from other groups as described in materials produced from the Canadian Centre for Philanthropy and other sources that consider such things as internal reward programs.

Provide financial support for the costs of a Volunteer Coordinator, training for volunteers, resource materials for volunteers and annual recognition events for volunteers.

Provide volunteers that assist with operations, including technical, financial, human resource expertise, marketing and communications, sales (to help with fundraising), and planning.

**Outcomes:**

Companies and women and/or teen groups work together to develop appropriate employee group volunteer activities that support the mission of the charity.

There is an improved amount of group volunteer activities. Groups and agencies identify a high degree of satisfaction with the volunteer effort.

Corporations are recognized for their dedication and continue to promote employee volunteer programs.

**VII. 2. YOUTH VOLUNTEER PROGRAMS**

Mandatory volunteerism in some provinces for high schools students creates an opportunity to offer information about violence against women to a captive audience while youth are fulfilling a compulsory volunteer requirement. The National Survey on Giving and Volunteering demonstrates the connection and value between volunteering and charitable donations, particularly by youth. Youth and group volunteer programs are difficult to manage and activities must have an appeal to youth. Find meaningful ways to keep youth interested in participating in the organization. Volunteer activities such as grounds maintenance or spring cleaning many not captivate a group of teens as much as making welcoming kits for women, or volunteering at special events or using their creative talents.

**Opportunities for development by women's services and teen programs:**

Local groups develop partnerships with high schools and create beneficial volunteer activities that are combined with a violence prevention training component.

Obtain best practice ideas and solutions from women's groups and make these ideas available to others.

Consider offering a group session on violence and solutions and then offer an interesting volunteer activity.

## **Opportunities for investment by the private donor:**

***Private donors can recognize the contribution made by the high school students and establish a small bursary for the high school student who chooses to enter into a field that supports solutions to violence against women and girls.***

### **Outcomes:**

Youth volunteers see the value of becoming involved and make a life long commitment to volunteerism.

There is a connection between students and charitable giving, or giving that is attributed to that student as a result of volunteering in a women or teen focused service.

A new donor pool, that may make a long lasting investment to the organization, is established.

## **VIII International Solutions**

For many years, violence against women was seen as a private family matter - what took place behind the four walls of a home was not considered to be part of what the public domain should take action about. Efforts to make this issue a public concern were taken up by women's advocates in many countries. The need for action and comprehensive solutions was acknowledged, and international efforts, often under a human rights framework, have emerged.

The message from each of these international bodies, including the United Nations, the World Bank, the World Health Organization and others, have, through their independent analysis and studies reached the same conclusions: violence against women is a gender based human rights violation. As a result of these efforts and the commitment and dedication of advocates, there are several international conventions, accords, and recommendations that seek to eliminate the barriers that prevent several basic human rights from being attainable by women.

International forums that have brought together non-government organizations and government bodies have worked to establish international standards for guaranteeing such things as the equality of women and freedom from violence, and how violence against women in all of its forms can prevent and inhibit a women's right to exercise her rights to livelihood, education, mobility, health, and community participation.

### **VIII. 1. PARTICIPATING AT THE INTERNATIONAL LEVEL**

Canada has been a part of these international efforts and there is great pride in being part of the advancement of equality. In recent years, the leadership by Canadians has dwindled due to the significant funding limitations that have cut off the opportunity of government policy makers, researchers and advocates to attend international forums, or even send basic resources outlining Canada's commitment. Local services have no resources to actively participate at international forums and even national lobby and research groups have had their travel budgets curtailed so that it is financially unfeasible to attend meetings and conferences. Much can be achieved by sharing information and working on productive collaborative efforts.

Getting out of one's community and country and exchanging ideas and solutions can stimulate a strong sense of commitment and pride. The funding limitations and cutbacks from all levels of government make this cross country exchange almost impossible.

**Opportunities for development by women's services and teen programs:**

Canadian women's groups participate in international efforts to prevent violence against women and girls through attending conferences and forums, sharing information and participating in social policy development.

**Opportunities for investment by the private donor:**

***Private donors use their travel budgets or resources to support individuals or delegations to attend international forums and conferences on achieving prevention of violence against women and girls.***

Private donors can:

Send senior managers to attend the proceedings to add to, and learn about, international efforts.

Defray the costs of attending international events by using existing travel and professional development budgets.

Co-present with advocates on corporate/community partnerships to help build solutions.

Make available the conference proceedings through a company's website, or mail materials and highlights of the proceedings to women's groups.

**Outcomes:**

Demonstrated leadership by companies and improved international reputation.

Improved participation by Canadians at international events.

Learning about international strategies and ideas incorporated into Canada's responses.

Pressure on the provincial, territorial, and federal governments to renew their international commitment.

An improved sense of morale and hope by women's groups.

## APPENDIX I

### Executive Summary – Voices of Reason: a National Consultation with Voluntary Organizations

#### VIOLENCE PREVENTION / BACKGROUND

Violence against women and girls (VAW) is an important issue for all Canadians. Yet, it is a well-known fact that there are limited private resources available to address the issue. Therefore, it is critical to establish the most effective role private philanthropy can play in ending VAW.

The Canadian Women’s Foundation and its partners commissioned a national consultation with service providers and community organizations to determine the role of private philanthropist in supporting their VP/VAW work. They felt that consulting with service providers and organizations is essential to the overall **Canadian Philanthropic Strategy to Prevent Violence against Women and Girls**.

The consultation represents one part of the Philanthropic Strategy whose purpose is to engage corporate, foundation and individual donors in an integrated and comprehensive manner to end VAW. The strategy will also educate donors and increase private philanthropy directed at the issue of VAW.

We consulted with 155 participants from 143 service providers and community organizations (small, medium and large) in the Violence against Women sector across Canada. We met with service providers and organizations who:

- Have experienced staff;
- Have a diversity of clientele and varied types of services; and
- Service multiple geographic areas.

In order to make the consultation inclusive and representative of Canada’s demographic make-up and the wide-range of available VP/VAW services and programs, organizations and individuals who represent the following service areas and groups were participants of the consultation:

#### Service and Program Areas

- Advocacy ..... • Prevention
- Associations ..... • Research and Publications
- Counseling Services ..... • Helplines and Referral Services
- Education ..... • Sexual Assault Centre
- Legal ..... • Shelters for Assaulted Women
- Outreach ..... • Women’s Centres

#### Groups

- Aboriginal ..... • Low Income Women
- Black Women & Women of Colour ..... • Rural Women
- Deaf Women ..... • Older Women
- Farm Women ..... • Men who work with Perpetrators of Abuse
- Francophone Women in Québec ..... • Women with Disabilities
- Francophone Women Outside of Québec ..... • Single Parents

- Girls & Teenagers
- Immigrant/Refugee Women
- Lesbian Women

## THE CAPACITY OF ORGANIZATIONS

Consultation participants indicated that before discussing the role of private philanthropy in ending violence against women and girls, it was necessary to identify a number of outside factors that effect their organizational structure and service provision. They indicated that these factors have a bearing on what they told us in the consultation. It is not surprising that these factors closely reflect those identified by other not-for-profit and voluntary organizations. “The Capacity to Serve: A Quantitative Study of the Challenges Facing Canada’s Nonprofit and Voluntary Organizations” sums up what these women’s organizations are facing from external factors. It identifies six critical external factors influencing not-for-profit and voluntary organizations:

1. Government service downloading and financial and resource cutbacks;
2. Growing trend amongst funders to fund short-term initiatives rather than long-term activities and operational/core costs;
3. An increase in competition among organizations for scarce resources;
4. Decline in available skilled and motivated volunteers;
5. Mandated, time consuming and complex, collaboration with other organization; and
6. Negative media coverage and inaccurate public perception about needs and strengths of organizations<sup>8</sup>.

The lack of organizational capacity was a key finding of the consultation, in particular, the lack of capacity to fundraise.

The Capacity to Serve report provides a detailed description of organizational capacity. Organizational capacity is defined as “the ability to perform or produce.” There are three major types of capacity that organizations draw on to achieve their missions and objectives.

**Financial Capacity**—the ability to develop and deploy the revenues and assets of the organization.

**Human Resources Capacity**—the ability to deploy paid staff and volunteers within the organization. And the ability to develop competences, knowledge, attitudes, motivations and behaviours of staff and volunteers.

**Structural Capacity**—the ability to develop and use:

- Relationships and networks with various stakeholders;
- Infrastructure and processes such as equipment, facilities and management systems; and
- Programs and strategic plans<sup>9</sup>.

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<sup>8</sup>The Government of Canada, “The Capacity to Serve: A Quantitative Study of the Challenges Facing Canada’s Nonprofit and Voluntary Organizations”, *Voluntary Sector Initiative*, 200.3

<sup>9</sup>IBID



## **FINANCIAL CAPACITY**

Participants were concerned about their ability to develop and deploy the revenues and assets of their organizations. To begin with, they indicated that they need help raising funds from private philanthropists. Fundraising has become more sophisticated and competitive. There is also the issue of lack of staff time to raise funds and the issue of lack of fundraising expertise.

Funding restrictions and onerous reporting requirements have an impact on organizations financial capacity. They limit how organizations can deploy their resources and assets. As well, funding requirements, often, put an extra burden on the organizations' staff.

The trend of project funding rather than program funding is also a hindrance to organizations. This type of funding does not allow for service sustainability.

## **HUMAN RESOURCES CAPACITY**

In general, participants indicated that their organizations were severely lacking in human resource capacity. Not only do they not have adequate staff resources to raise funds, their staff resources are stretched to the limit due to onerous funding and reporting requirements.

Participants also highlighted that their organizations have trouble recruiting and retaining staff due to their limited ability to pay the wages at private sector and government rates. In addition, the work overload noted in the prevention of violence against women (VAW/VP) sectors is a factor that makes recruitment and retention of staff difficult.

## **STRUCTURAL CAPACITY**

Structural capacity development is crucial to participants. They feel that the VAW/VP movement needs regeneration. The gender issue needs to have more focus in the general VP campaigns. There needs to be more coordination of efforts and this can only be accomplished by forming and developing relationships and networks with various stakeholders.

Participants were in agreement that their organizations require the ability to maintain their infrastructure and processes such as equipment, facilities and management systems. They also need to be able to develop their infrastructure and processes in response to client needs. Finally, organizations need to be able to develop programs and strategic plans to keep abreast of funding, demographic and policy changes.

## **COMMON THEMES & ISSUES**

Specific regional themes and issues relating to the role of private philanthropists were identified, as well as common themes. The following is a highlight of common themes and issues (themes and issues that cut across regions).

Participants have had good and bad experiences with private funders (philanthropists). Notably, they like the flexibility that private funding allows them. They are able to use funds where necessary and to pilot new initiatives.

Participants do not like onerous funding and reporting requirements – they do not like to complete complicated and time-consuming applications. They want longer funding periods and would rather have program instead of project funding. Finally, participants indicated that they would like to be able to pilot innovative programs to meet changing client needs and demographics.

Many suggestions were provided about what needs to be accomplished in the next ten years and the role of private philanthropy in achieving these goals. For example,

- There needs to be a national education and awareness campaign—a sustainable and lasting campaign similar to the Mothers Against Drunk Driving campaign. As well, participants indicated that the national campaign must have regional/local input.
- There needs to be more advocacy work to influence policy changes. And these initiatives need private funding and for private philanthropists to assume a leadership role. It was often suggested that CWF would be ideal to assume the leadership role because it does not depend on Government funding.
- There needs to be more education and awareness campaigns aimed at children and youth, starting at a very young age, in partnership with the educational system.
- Organizational sustainability as mentioned above is a must in order to provide programs and services in a consistent and accessible manner.
- More widespread involvement of men is needed to solve violence against women and girls.
- Participants indicated that they need to know what other organizations across the country are doing in order to share best practices and innovation and to develop networks and partnerships.

Participants think that private philanthropy can help them achieve the above goals. In particular, they can:

- Help develop organizations capacity to fundraise
- Provide multi-year grants and make grant applications less onerous
- Be more accessible
- Support coordination, partnering and networking activities
- Support advocacy work in order to influence government policies

Participants want private funders to support them in other ways other than monetary. They think it is important that funders make a commitment to the prevention of violence against women movement by embracing VAW/VP into their corporate fabric. It is important to mention that participants do not want private philanthropy to let government “of the hook”. In other words, they feel that government has the main responsibility to support organizations that do VAW/VP work and need to be accountable.

## GENERAL RECOMMENDATIONS

- Provide funding to develop capacity building programs for the VAW/VP sector. Programs and initiatives that are designed to help organizations do effective fundraising, to ensure organizational sustainability and longevity and to increase organizations' ability to support infrastructure.
- Provide a wide-range of grants, including multi-year grants, grants for pilot projects, and grants to organizations without an official charity license.
- Reduce funding and reporting restrictions and make the application process more "friendly" and less time consuming.
- Assist organizations to develop systems and networks so that they can develop relationships with other stakeholders and share best practices and perhaps resources. For example, fund more conferences and gatherings.
- Help organizations develop a national public education and awareness-raising campaign. It should be a large-scale multi-year initiative that uses the media and is supported by local efforts. The education campaign should target the schools/youth and men. There is also a need to educate private donors on the issues.
- Conduct advocacy work to ensure that the gender issue is not lost in general violence prevention initiatives. Advocacy initiatives should also aim at having an impact on government policy. It is important that government not download their roles and responsibilities to private funders and to VAW/VP organizations.
- Provide more financial support to women with multiple barriers and women who reside in rural areas and to women who are isolated. Also, provide funding to further develop initiatives for women with disabilities and for older women.
- Assist organizations in developing a continuum of VAW/VP services including prevention, intervention, economic development and aftercare.

## APPENDIX II

### Executive Summary – Forum on Teen Programs to Prevent Violence Against Women and Girls

In recent years, working with teens has been a priority to preventing violence against women and girls. Yet, although many groups across Canada have been working in this area, what do we know of our results? What role has funding played? What best practices have we learned?

The reality is that valuable and innovative work is being created, but we have few tools for capturing and sharing this experience. Instead, groups with few resources are re-inventing the wheel and working small and independent of one another.

The Forum on Teen Programs to end Violence Against Women and Girls (Forum) was created to address this situation. Its' objectives were to:

- Provide a national forum to share models and learnings
- Design a system for ongoing sharing
- Get input into how philanthropy should support teen programs on violence against women and girls.

Over the course of three days, 48 delegates from 21 different organizations across Canada sat down to review what we've learned and discuss ideas for solutions in the future. This report summarizes the information and strategies from the Forum. The key areas of the report include:

**The Role of Philanthropy** – It is ironic that one of the factors limiting this work is organizational poverty, when a significant factor that keeps women in abusive relationships is a real fear of poverty. Understanding the exponential detriment and benefit funding has on this work, exploring the funding relationship, and identifying specific roles for different funders is explored.

**Model Programs/Lessons Learned** – All groups participating in the Forum presented their model of work and lessons learned. As a starting point to gather, share and learn from the community of work, key lessons and models are summarized.

**Teen Presents** – An intrinsic element of working with teens is to involve and listen to them directly. Teens are most actively and effectively engaged when they are fundamental to the learning process. The teen delegates worked together to share with the Forum their thoughts, ideas, and needs to help end violence against women and girls.

**Workplace Violence** – Real impact in any societal issues involves a holistic approach to the problem in all its forms. Workplace violence is an issue that needs to be understood within the continuum of gender based violence and provides a unique opportunity for significant involvement from Corporate Canada. However, it is an area of the issue that is hard to address due to traditionally limited perspective on sexual harassment and lack of public access to companies' efforts.

**On-Going Sharing** – In order to increase national impact in individual organization efficiency, an ability for groups to share resources is beneficial to moving our work forward. Yet logistical, language, and resource limitations – as well as finding someone with the resources to launch such an effort – are challenging to address. Ideas of what is truly useful and what isn't, as well as principles for starting a system of sharing were developed.

## APPENDIX III

### How the Business Sector Gives:

Corporate philanthropy occurs in several ways and may be a combination of some or all of the following:

- i. CEO and senior executives may contribute to causes, interests, or organizations for which they feel a personal connection. This is a form of leadership for individuals at senior executive levels. Some donate for purely philanthropic or altruistic reasons and some tie the donation or sponsorship to business interests.
- ii. Corporate review boards or donations committees. These committees are typically multidisciplinary, reporting to a senior vice president or CEO and will likely have established corporate giving policies with set application criteria and designated categories of groups or interests that can or cannot be funded.
- iii. Donations managers. These are designated corporate positions, often linked to public relations that manage the charitable giving program of a company. They may report to a donations committee or directly to a senior vice president or CEO. The corporate donations manager is a highly visible position that legitimizes the corporate giving program, internally demonstrating the program's ability to add value, and helping with the internal competition for cause-related marketing and sponsorships by managing corporate support and the institutional pressures to give in certain ways.

Donation managers have traditionally been positioned in community relations, public affairs, or corporate communications. Increasingly the interdisciplinary approach also includes marketing specialists.

- iv. Corporations establishing their own foundations. Some of these foundations have a board of directors and receive funding from the parent company and potentially other sources. They may have a foundation manager who is responsible for fostering the relationship with the parent company, employees, and the groups they fund. Groups can apply to the foundation for a donation and there will be guidelines and policies relating to eligible groups and activities and size of the grants.
- v. Taking on a leadership role in social problem-solving and funding long-term initiatives such as school reform, AIDS awareness or preventing violence against women. This may include large scale awareness campaigns done by the company in partnership with charitable groups.
- vi. Strategic philanthropy by linking the charitable program to business interests. The company is prepared to work more closely with a charity and draw on more aspects of the company that are available such as cash, non-cash and employee involvement, managerial advice, and technological and community support.
- vii. Building strategic alliances by becoming involved in joint projects and public policy development.

## Description of the Components of Strategic Philanthropy

### CASH CONTRIBUTIONS<sup>10</sup>

#### One time contributions

Donations to support specific programs, special events, capital projects.

#### Annual, renewable support

Funds that are provided on a yearly basis, often to support operating costs.

#### Pledges

A commitment to provide a set amount of funds for a specific number of years.

#### Loans

Low interest or interest-free loans by the company to a charity. In the event of a non-payment the company can write off 100% of the debt as a business expense.

#### Endowments

A sum of money, usually large, given to a charity often with a specific purpose in mind. The money is a permanent investment and the charity cannot spend the principal and will spend the interest or earnings as outlined in the endowment fund.

#### Scholarship

Funds designated to a particular educational institution or subject area.

#### Continuity Grants

Is a pledge equal to the amount of endowment but is given as a renewable contribution over a substantial period of time. Allows the company to monitor conditions and permits the recipient to plan with confidence.

#### Formula Grants

Contributions, proportionate to the size of the business, made to a major campaign.

#### Challenge Grants

A challenge made by a business to a charity to raise a specific amount of money from the community at large and, if met, the business will pledge a specific cash donation.

#### Leveraged Giving

A company can work with its suppliers and business-to-business customers to support a particular charity. It may also be used to leverage support from within the company.

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<sup>10</sup>The categories and definitions in this section on what can companies give is taken from *Connecting Companies to Communities, Imagine*, Canadian Centre for Philanthropy, 1999 and then adapted to reflect campaigns or opportunities directed at the prevention and intervention of violence against women and girls.

## **EMPLOYEE BASED GIVING**

### Employee Donations

Employee giving facilitated through an automatic payroll deduction plan and can also be the result of a projects-specific internal fundraising campaign.

### Employee Matching Grants

The company matches the employee donation to a charity by an equal amount according to a pre-determined formula.

### Employee Volunteer Grants

A firm donates up to a certain amount in support of employees who volunteer their time to a charity. The amount of the company's grant is usually pre-set and may have conditions such as the employee needs to volunteer a minimum number of hours per month over a certain number of months. Companies may offer paid time or vacation days to an employee for a portion of their volunteer commitment.

## **MARKETING RELATED DONATIONS**

Companies offer support to various causes in order to derive sales or marketing benefits. Usually the funds come from a marketing department and are eligible for tax write offs. If such benefits are derived, these funds are not be eligible for a charitable tax receipt.

Sponsorships: There are two types of sponsorships:

- i. . Funds provided to an event or community relations activity where there are no immediate identifiable benefits, such as a donation to support the cost of a special event that is not recognized in any promotional or marketing material. This type of sponsorship may be considered eligible for a charitable tax receipt.
- ii. . The second type of sponsorship is an arrangement that is made where The sponsorship funding purchases specific benefits such as access to research results, measurable advertising or promotional exposure etc. Only the portion of sponsorship funds given that does not purchase immediate identifiable benefits would be eligible for a charitable tax receipt.

The second type of sponsorship should result in publicity, heightened awareness and even concrete business advancement; it builds long-term credibility and awareness. Consider Bell's \$200 million sponsorship of the 2010 Winter Olympics.

### Event marketing

A form of sponsorship in which a fundraiser or special event is created either by the charity or the company with net proceeds going to a pre-identified cause. The tax receiptable portion may not include the value of "purchased" benefits.

### Cause-related Marketing

Links a company's product to a social cause and is a relationship between a company and a charity in which the company's donation is linked to the sale of a specific product or service. A



company will offer to donate either a specific amount or a percentage of net profits for every unit sold. This is usually a short term campaign with specific objectives such as an increase in sales.

#### Affinity campaigns

Similar to cause related marketing but are usually longer in term. A popular example is affinity credit cards where a percentage of sales support a given charity.

### **SOCIAL AWARENESS INITIATIVE**

#### Social marketing

A program designed to change people's behaviours by building awareness of an issue, shaping people's attitudes toward the issue, and motivating people to take action. For example, campaigns against drinking and driving and the Body Shop Canada's annual STOP Violence Against Women Campaign, fall under this category.

### **NON-CASH CONTRIBUTIONS**

#### Gifts in Kind

Can include products or services normally sold by the business, or supplied by a business as part of its operations, the use of company facilities such as meeting rooms, photocopying, mailing services, warehousing, etc, used equipment no longer needed by the company or overstock of items. Gifts in kind are considered at their fair market value and are deductible for income tax purposes.

#### Secondments

The lending of a staff to an organization for specific purposes and for a specified length of time.

#### Advice and counsel

The contribution of experience and a business point of view. Could establish a mentoring relationship or provide expertise from different departments to offer an opinion or advice.

#### Endorsements

Use or lending of the company's name to the charity including the use of the company logo.

#### Advocacy

Policy marketing – lobbying funds mixed with donations to generate grassroots support for various social causes. i.e. bike manufacturers donate to non-profits lobbying to build bike trails.

There are many examples of cause-related marketing and strategic philanthropy that links the business objectives of a company to their philanthropic donations and sponsorships. Take for example: a gas company that establishes a car seat safety program, a technology program that invests in a college program fund to promote learning of technology, a travel company investing in heritage preservation projects, a pharmaceutical company investing in HIV/AIDS prevention, an insurance company investing in affordable housing, a car company sponsoring Pride events as a way to reach the gay and lesbian market, a body care company investing in public education on violence against women as an issue of great concern to its customers and employees.

## Appendix IV

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The Government of Canada's National Crime Prevention Strategy has funded this initiative.



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