



Transparency and Impact:

What Donors and Funders Notice

Karen Alebon, Manager, Ethical Code Program

Cathy Barr, PhD, Senior Vice-President

Moderator:

Meg Kwasnicki, Director, Knowledge Management

PRESENTERS



KAREN ALEBON

Manager, Ethical Code Program

Karen works extensively on Imagine Canada's Ethical Code and Standards Program. Karen has worked in the nonprofit sector for over ten years. She has an Honours Bachelor of Arts from the University of Toronto.



CATHY BARR, PHD

Senior Vice-President

Cathy oversees the Research Program, the Standards Program and many operational areas at Imagine Canada. Cathy holds a PhD in political science from York University and was a faculty member at Wilfrid Laurier University for several years prior to joining Imagine Canada.



WHY TRANSPARENCY AND IMPACT MATTER



Donor and funders want to know that the money they contribute is making a difference.

They want information about:

- what you are doing
- why you are doing it
- who you are doing it for
- how much it costs
- how you raise that money
- how much *that* costs
- what the result of your work is (i.e. how are things different because of what you do).



WHAT DO DONORS WANT TO KNOW?





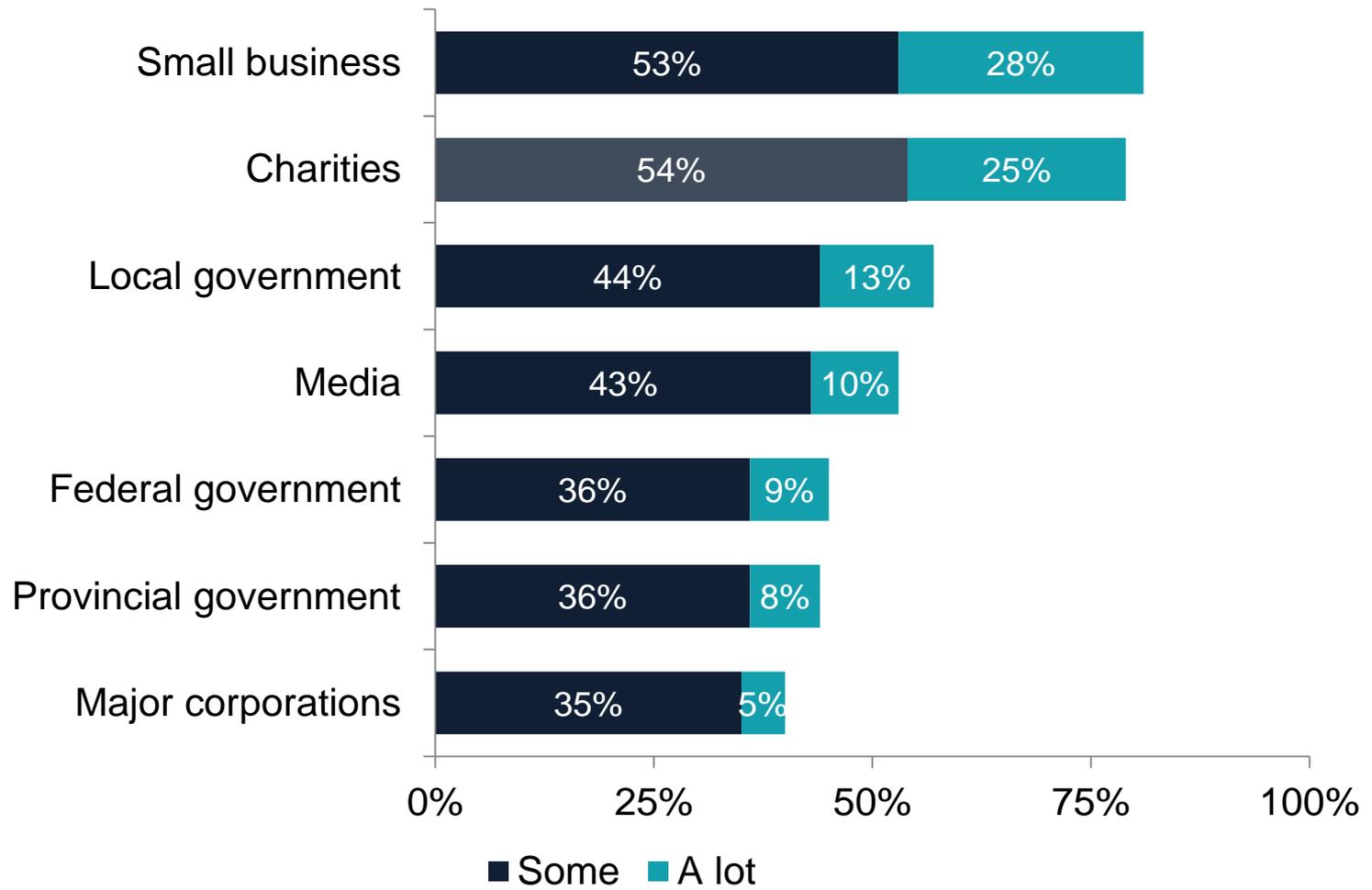
What do Canadians think about charities and what do they want from them?

Talking About Charities is a survey that has been conducted 5 times since 2000.

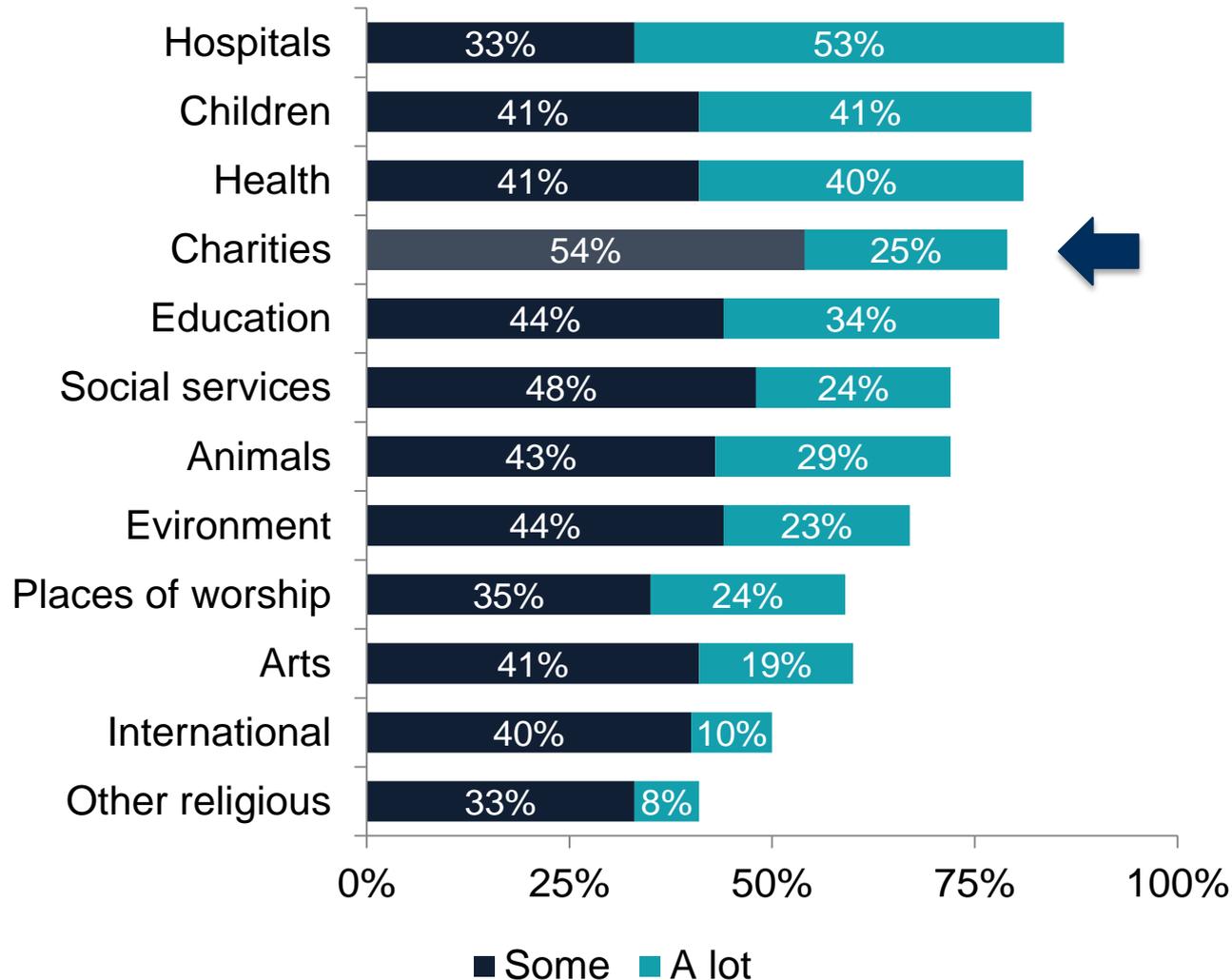
2013 version surveyed almost 4,000 adults.



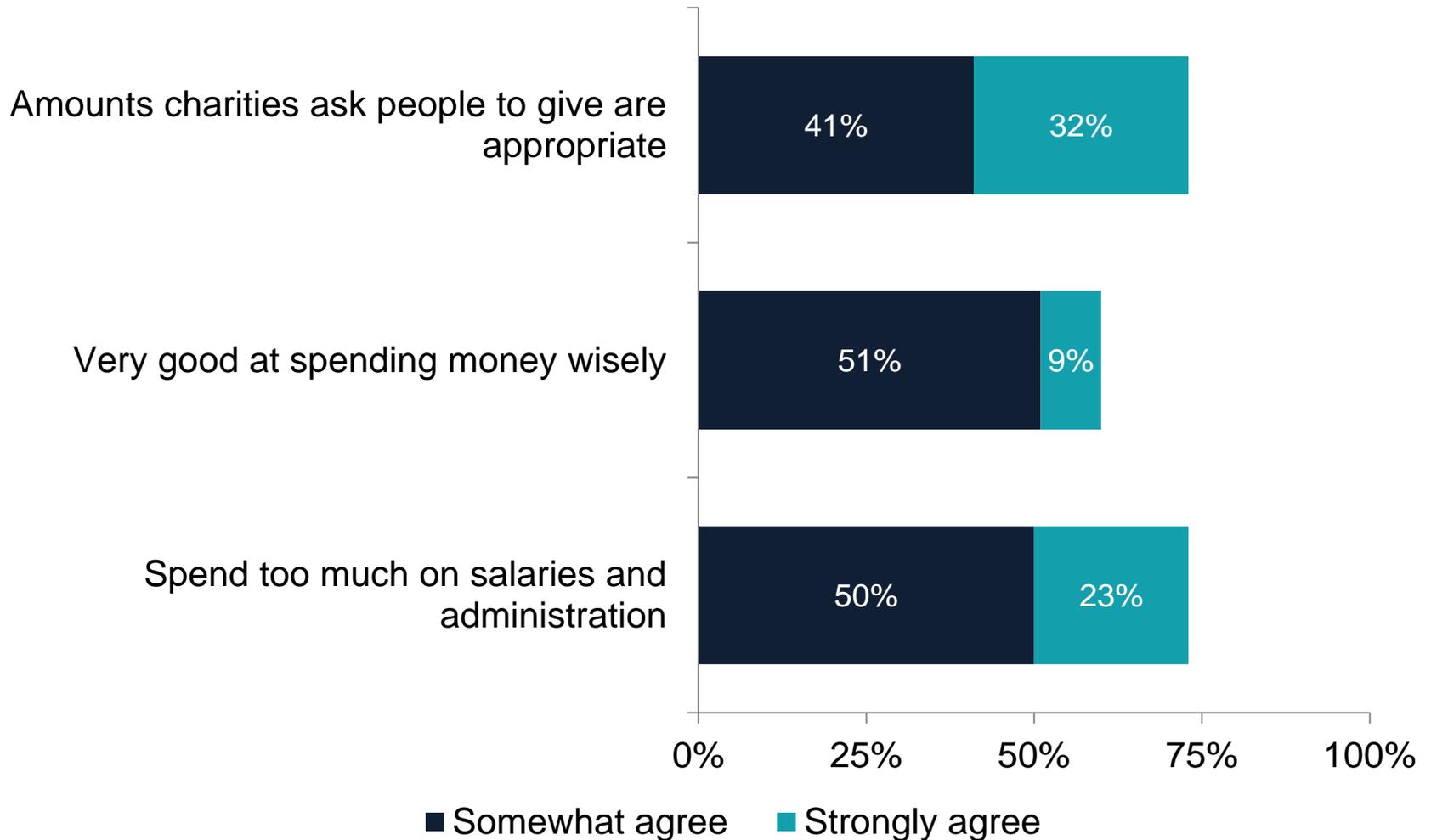
Trust in charities & other institutions



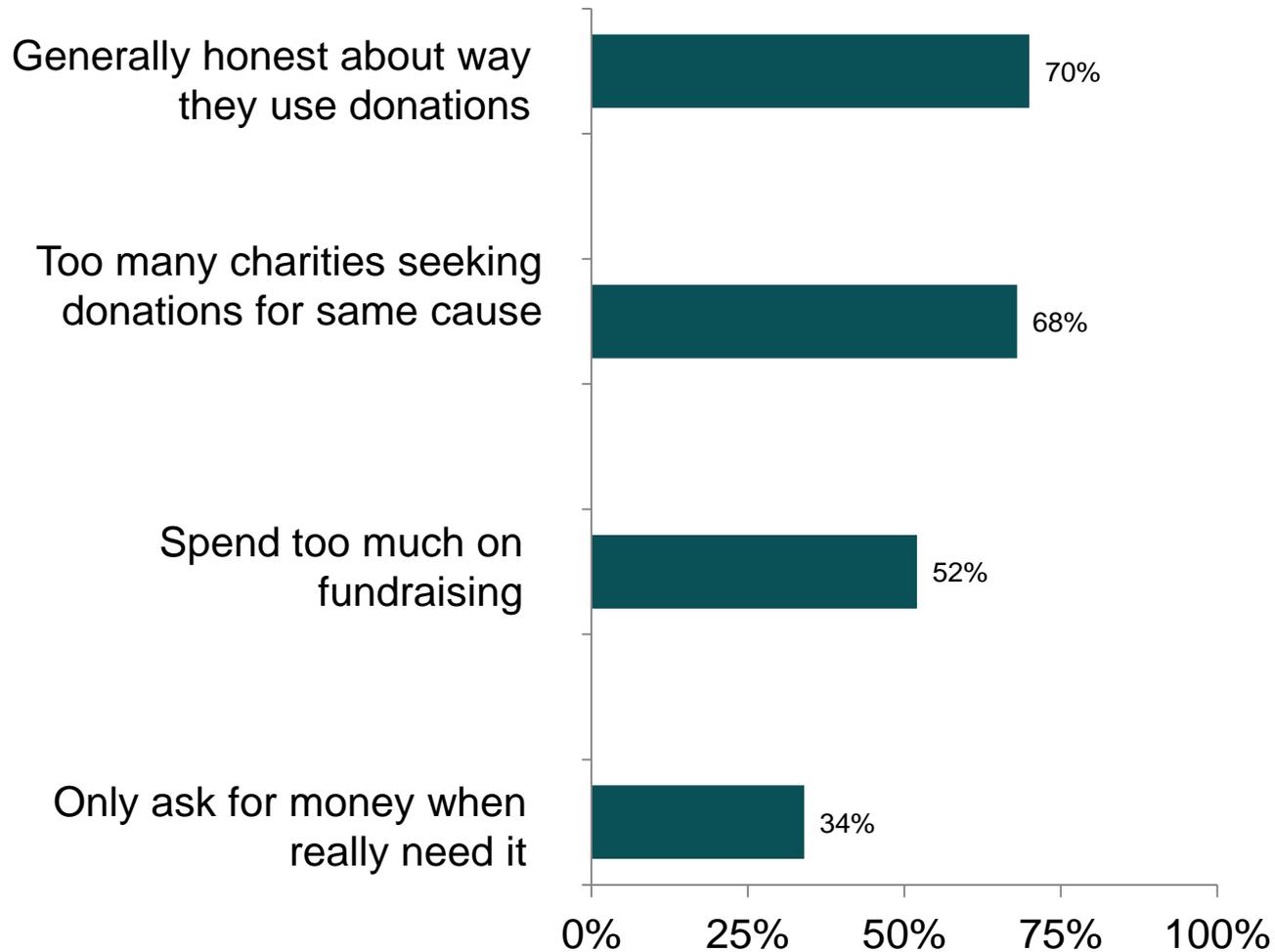
Trust in specific types of charities



Opinions about charities



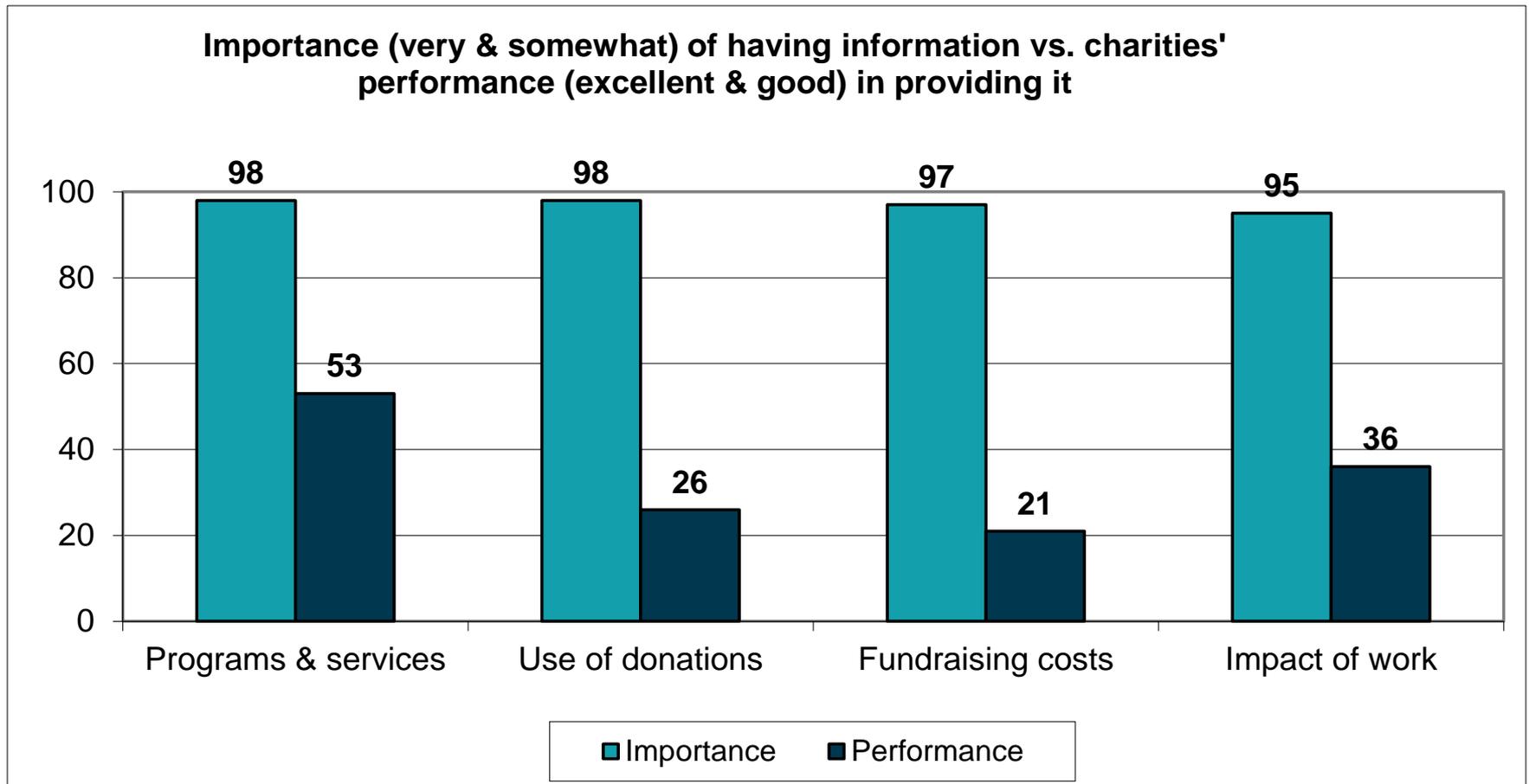
Opinions about fundraising



Source: Talking About Charities 2013, The Muttart Foundation



People want more information



Source: *Talking About Charities 2013*, The Muttart Foundation



DEMONSTRATING TRANSPARENCY

Examples



Plan Canada: Sharing Key Policies

Key features:
1) number of policies
2) types of policies available

Accountability

A message from Bernard Richard, Chair, Plan Canada Board of Directors



Since joining the board in 2007, I've been impressed by the time and effort Plan Canada has committed to earning a place among the best-in-class organizations in the not-for-profit sector when it comes to good governance and transparency.

The board plays a critical role in protecting the interests of all stakeholders and ensuring careful stewardship of resources. We are accountable to ensure that the people who so generously provide funds – our donors and partners – receive the return on investment they seek: social justice and improved lives for children in developing countries. We will strive to continually improve our ability to deliver that return and hold ourselves to a high standard of governance. Please take a moment to read the in-depth information provided below to better understand Plan's commitment to accountability.

Sincerely, **Bernard Richard - Chair of the Board**

Plan is committed to making lasting improvements to the lives of children living in poverty in developing countries. Each year we go through a process to set out strategic priorities in Canada that complement the goals of the global organization.

We recognise our duty to be as effective and efficient as possible and to be accountable to all our stakeholders.

To this end, we publish the key rules and policies governing our work:

- [Conflict of interest policy](#)
- [Procurement policy](#)
- [Code of conduct](#)
- [Corporate partnership policy](#)
- [Gender equality policy](#)
- [General Fund investment policy](#)
- [Endowment Fund investment policy](#)
- [Child protection policy](#)
- [Privacy policy](#)
- [Donor rights and fundraising policies](#)
- [Complaints policy](#)



World Vision Canada: Executive Compensation

Our Approach to Executive Compensation



Provides context to:

- Attracting talent
- Competitive wages
- Comparison to other sectors
- Review process

All our staff, including our senior leaders, serve with World Vision because they are committed to the work we do and to our core values. They don't expect their pay to be comparable with positions they might otherwise hold in business or industry. There are intangible benefits to being part of a charitable organization like ours that seeks to make a difference in the world.

However, we do want to recruit and keep top-quality staff members so we can do the most effective work on behalf of children worldwide. Appropriate compensation is one part of attracting those people. As we set staff salaries, especially for our managers and leaders, we try hard to balance the need to attract and retain quality staff with our commitment to careful stewardship of donors' generous gifts and the expectations for the use of those funds.

We regularly review the compensation levels of our senior staff to ensure they are within reasonable rates for the level of skill, knowledge and experience required for the role. We have a comprehensive policy in place to help us determine appropriate and fair compensation levels for a not-for-profit environment, and this policy is overseen by our volunteer Board of Directors, none of whom are members of management.

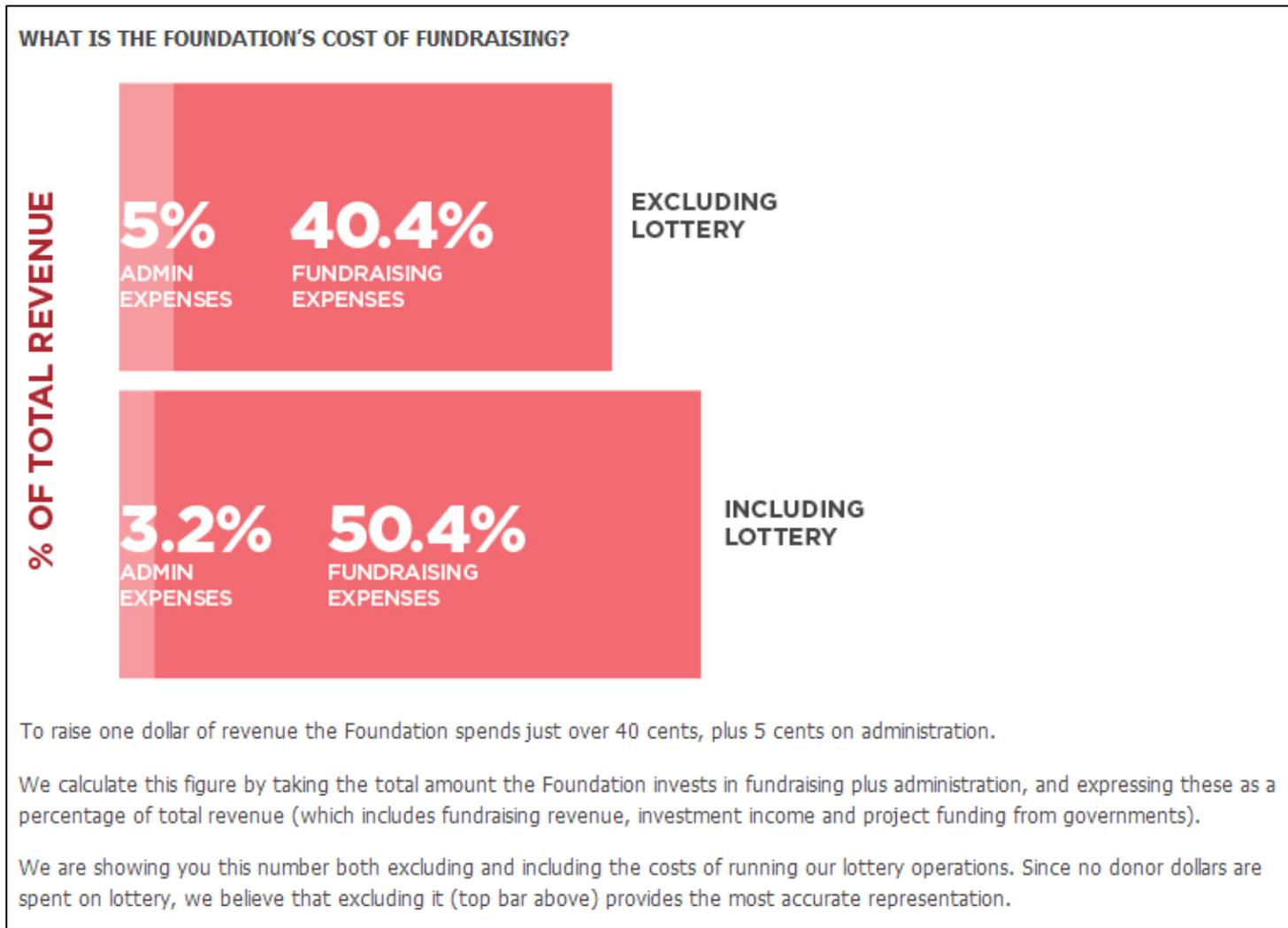
World Vision Canada's overall policy is to match salaries for non-management positions to the average in our local market. For senior staff, we increasingly discount salaries below this market average. **In recent years, salaries for director-level roles have been discounted by at least 10% when compared to market average for similar roles, while Vice-President positions have been discounted by at least 15%. Our president earns at least 25% below.**



[Source: World Vision Canada](#)



HSF of Canada: Cost of Fundraising



March of Dimes Canada: Strategic Plan

The plan contains programmatic descriptions, where they want to develop, and financial information.



March of Dimes Canada's Employment Services provides job search training

EMPLOYMENT SERVICES

Employment Services achieved a major turn-around in performance in 2012-2013, following a significant loss the prior year. This was achieved by restructuring, cost containment, and improved program outcomes. Most programs achieved or exceeded their service goals and consumer satisfaction in our **Job Search Training** program was very high.

MODC successfully secured a new federal government contract, in partnership with the Canadian Federation of Independent Businesses, and a contract with WorkSafeBC. This will result in **Employment Services** operating in all ten provinces in 2013.

INDEPENDENT LIVING SERVICES

Our **Attendant Services** and **Acquired Brain Injury Services** continue to grow, receiving \$2.9 million of new program funding in six Local Health Integration Network areas across Ontario. All service targets were met. A new partnership with Reena, an agency serving people with developmental disabilities, provides housing and support to individuals with a dual diagnosis. It also serves people with complex care needs currently housed inappropriately in hospital settings. MODC will provide attendant services at the Athlete's Village site following the Pan Am/Parapan Am Games in 2015. Facility construction and service planning began in 2012.

We are working with the Brain Injury Association of Canada to identify service needs for people with acquired brain injuries in other provinces.



YOUCAN: Annual Report/Risk Management

Our Risk Management efforts culminate in the evaluation of a multitude of risk factors. Once highest risk areas are assessed and agreed upon by board and staff, an array of solutions are brainstormed and the best available alternative is chosen for implementation. Our implementation process is guided by an action plan. The action plan below details a sample list of specific risks identified, and the alternative action chosen. This action will be performed by one or more specific individuals by a specific date.

Identified Risk	Action	Deadline
Ambiguous board roles and responsibilities	Draft terms of reference for board roles and committee responsibilities	July 12, 2013
Absence of institutionalized board member succession planning	Implement succession planning template	September 30, 2013
Absence of institutionalized board member evaluation process	Institute board evaluation process	July 12, 2013
Board member collaboration could be improved	Adopt and implement (free) project management software to facilitate board and staff collaboration	September 30, 2013
Media sensitivity of operations	Develop social media policy	July 12, 2013
Absence of procurement / tendering policy	Develop procurement policy	September 30, 2013
Budget variances	Adopt variance analysis flow chart	June 30, 2013
Absence of disaster recovery and business continuity plan	Develop and implement a disaster recovery and business continuity plan	March 31, 2014
Absence of CEO succession plan	Implement succession planning templates	September 30, 2013



Framework Foundation: Overall Transparency

AE Business Plan 2014

NET INVOLVED

Item	Q1 Jan to Mar	Q2 Apr to Jun	Q3 Jul to Sep	Q4 Oct to Dec
1 TIMERAISER PROGRAMMING				
2 HostSpring events (6)				
3 Fall events (5)				
4 Build New Planning and Tracking Software				
5				
6 TIMERAISER ANIMATORS				
7 Recruit first cohort of 5 community animators to assist with Timeraiser day re-tooling				
8 Prepare and delivery Digital Training to Timeraiser Animators				
9 At end of session, 80% of Animators 'Strongly Agree' training prepares them for future employment				
10				
11 TIMERAISER+				
12 Host 20 Workshops that provides 200 professional development opportunities				
13 Provide 200 hours of One-On-One Consultations				
14 Conduct 300 website audits as part of workshop				
15				
16 TIMERAISER "I"				
17 Enable as many communities as possible host their own Timeraiser				
18 Develop and maintain a low-cost and scalable platform for Timeraiser "I"				
19				
20 TEAM AND HUMAN RESOURCES				
21 Implement new Timeraiser HR and Succession Planning				
22 Ensure team is supported through 2014-2017 transition				
23				
24 FINANCES AND FUNDRAISING				
25 Build and maintain a \$1.5 million funding pipeline				
26 Increase earned income from 5% to 25%				
<small>Collaboration powered by Smartsheet</small>				



Imagine Canada Standards Program: Transparency Requirements

Accredited organizations are required to make the following information available on their website:

- Most recent three years of annual reports
- Most recent three years of full financial statements
- Names of all board members
- Registration number (BN) assigned by CRA
- The public portion of their most recent T3010 or a direct link to it (including the compensation information reported to CRA)

(Standards B10 and B11)

Accredited organizations must also disclose in their financial statements details of the purpose or amount of any payment for products or services to board members or companies in which a board member is an owner, partner or senior partner. (Standard B12)

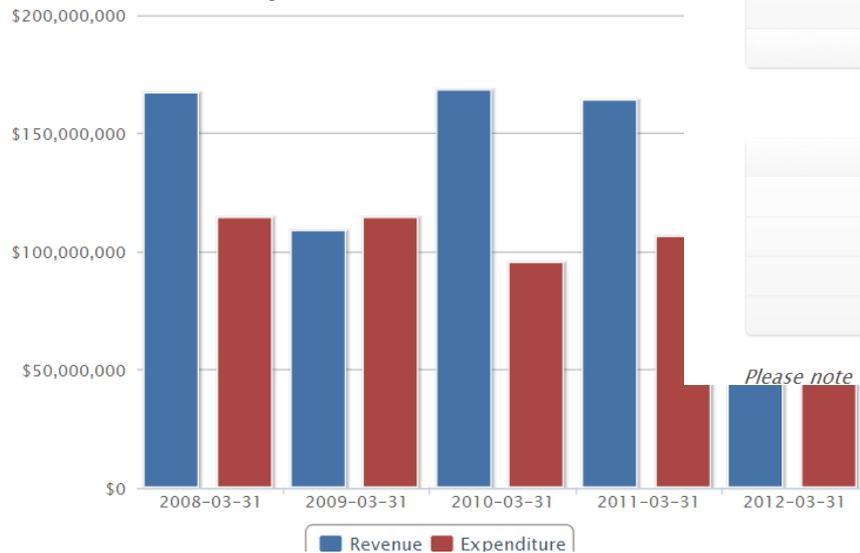




[Director Search](#) |
 [Advanced Search](#)

Category	(Health) Charitable Corporations
Business Registration Number	108084419RR0001
Status	Active
Website	WWW.SICKKIDSFOUNDATION.COM
Mailing Address	525 UNIVERSITY AVENUE 14 F TORONTO, ON M5G2L3

Revenue & Total Expenditures



HISTORIC FINANCIAL STATEMENTS

2013-03-31
2012-03-31
2011-03-31
2010-03-31

SUPPLEMENTAL DOCUMENTS

SickKids Fact Book 2012-2013
SickKids Fact Book 2011-2012
SickKids Fact Book 2010-2011
SickKids Foundation Fact Book 2009-2010

Please note the organization's description will appear in the language in which it was

7 Returns.



Summary

Considerations

- Who are your stakeholders and what kinds of information are they most interested in?
- How can you present the information in an accessible and understandable way?

Context

- Provide more than just numbers – sharing contextual information about your organization can help stakeholders understand your organization.



REPORTING ON IMPACT



A New Focus for Foundations: Impact

- From outcomes to impact evaluation.
- Evaluation as a core part of the granting process.
- Project-driven relationships and engagement from the foundation funder.
- Difference from individuals – willing to fund innovative or developmental projects.

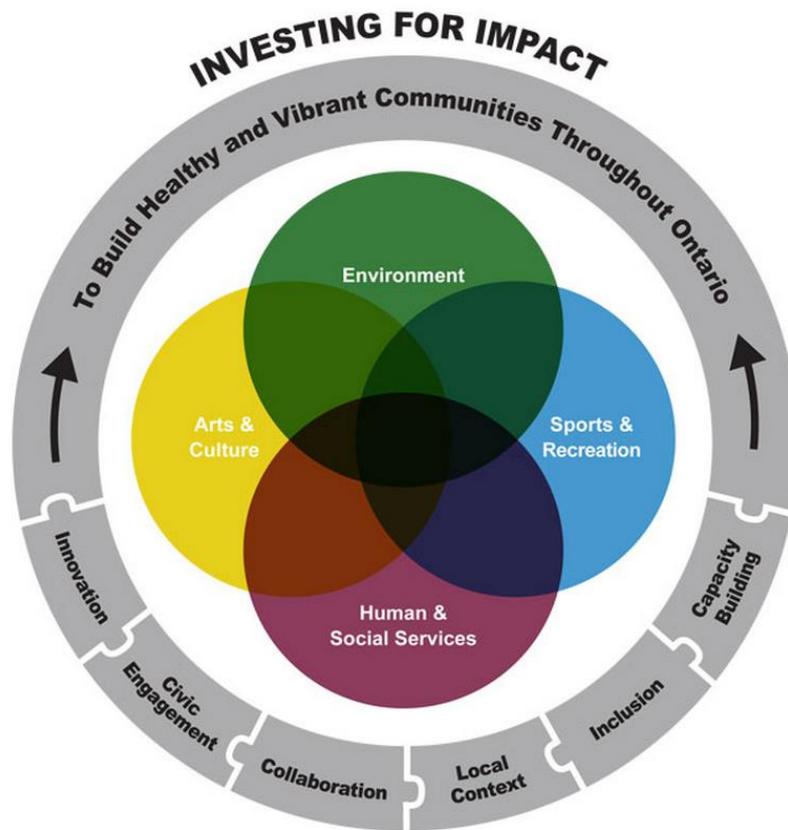




The J.W. McConnell Family Foundation directs its grants to a limited number of initiatives relating to four major challenges. **We seek to deepen the impact of our philanthropy** through better understanding of complex issues; through the learning and adaptation that arise from working with strategic intent; and through the building of strong relationships.



Click on the map below to find out more about our Sector Priorities and Strategic Enablers.



1. Our Grants

In general, Vancouver Foundation supports growth and innovation through project-based grants for new initiatives that:

1. are community self-directed

- demonstrate commitment from applicants and their partners
- link to the organizations' mandates and strategic plans
- build upon community strengths
- show evidence of collaboration with others in the same field
- are funded by 50% or more from other sources
- involve those affected by the proposal in the development, implementation and evaluation of the proposal
- use, enhance, mobilize or expand the skills, capacities and assets of local people and communities

2. lead to measurable and sustainable impact

- are likely to be effective and to serve as a model for others
- address root causes
- respond to identified needs and priorities
- show evidence of significant, appropriate and local support
- provide realistic plans for longer-term funding, if the project will be ongoing



Kids Help Phone: Outputs

Number of additional minutes of counselling Kids Help Phone provided in 2012 compared to the previous year:



230,000

5,000

Number of times young people connect with a Kids Help Phone professional counsellor each week

24%

Increase in total visits from young people to kidshelpphone.ca in 2012 compared to the previous year

12

Average number of young people each day who contact us for help dealing with self-harm, thoughts of suicide, or a suicide attempt

Number of full-time, part-time, and relief counsellors at Kids Help Phone, all paid, highly trained professionals

70

5.4 Million

Number of times young people accessed kidshelpphone.ca's counselling forums, therapeutic tools, and clinically endorsed information in 2012

Young people calling us who say they have seen or are seeing a professional counsellor or therapist

41%

(and 11% are on a waiting list to see one)

Young people who say they did not speak to anyone else about their problem before calling Kids Help Phone

43%



Kids Help Phone: Outcomes

SATISFYING young clients

Research shows that Kids Help Phone clients are overwhelmingly satisfied with their counselling experience.

91%

of phone clients say they receive the support they hoped for.

96%

of phone clients say they would call Kids Help Phone again if they need help.

86%

of Live Chat clients say they would recommend Kids Help Phone to a friend.

Source: Kids Help Phone
– Proof Positive



Kids Help Phone: Impact

Kids Help Phone COUNSELLING WORKS!

Research proves that Kids Help Phone counselling is highly effective. It leads to statistically significant changes in three crucial clinical indicators: reductions in distress, increases in clarity about how to respond to or deal with problems, and increases in confidence in one's ability to overcome challenges.

87%

of phone clients and 75% of Live Chat clients experience a reduction in distress.

84%

of phone clients learn options or strategies for dealing with their problems.

71%

of Live Chat clients experience an increase in clarity on how to move forward.

Live Chat
clients' confidence
increases by
66%

Source: Kids Help
Phone – Proof Positive



Pathways to Education: Impact

Executive summary

2010-11 findings consistent with previous results

The Pathways program...

... is addressing a substantial need

High-school graduation essential to breaking the cycle of poverty in Canada

- Drop-outs: 2X unemployment, lower earnings; 3x more likely from low-income families

>70k high school students live in educationally at-risk communities that could justify Pathways-like program based on return economics

... delivers results

Pathways program consistently reduces drop-out rate by ~70%

Additionally, program improves post-secondary enrolment by 3X

- Program grads enroll in university 10% more than the national average

... creates value

Program delivers 24X payback on every charitable dollar invested

- \$600K cumulative benefit per student enrolled
- \$45-50K NPV / student when adjusted for time value of money; 10% IRR

Program also yields benefits to society aligned to government priorities

- e.g., Life expectancy and health outcomes better for high school graduates: lower incidence of hypertension, cardiovascular disease, diabetes, smoking-related diseases

... is portable

All generation 2 cohorts are on track to meet or exceed Generation 1 site performance

- Credit accumulation, attendance best in-process predictors of graduation outcome

THE BOSTON CONSULTING GROUP

3

[Source: BCG Assessment of Pathways to Education](#)



Big Brothers Big Sisters of Canada: Impact

Impact on Youth

CAMH and Big Brothers Big Sisters - National Mentoring Study

In the coming months and years The Centre for Addiction and Mental Health (CAMH) and Big Brothers Big Sisters Canada (BBBSC) will be releasing the results of one of the largest mentoring studies ever conducted. This groundbreaking five-year study tracked the experiences of almost 1,000 children and teenagers registered with Big Brothers Big Sisters agencies across Canada. The research not only confirms that mentoring changes the trajectory of young lives, but provides insight that will profoundly impact Big Brothers Big Sisters mentoring programs for years to come.

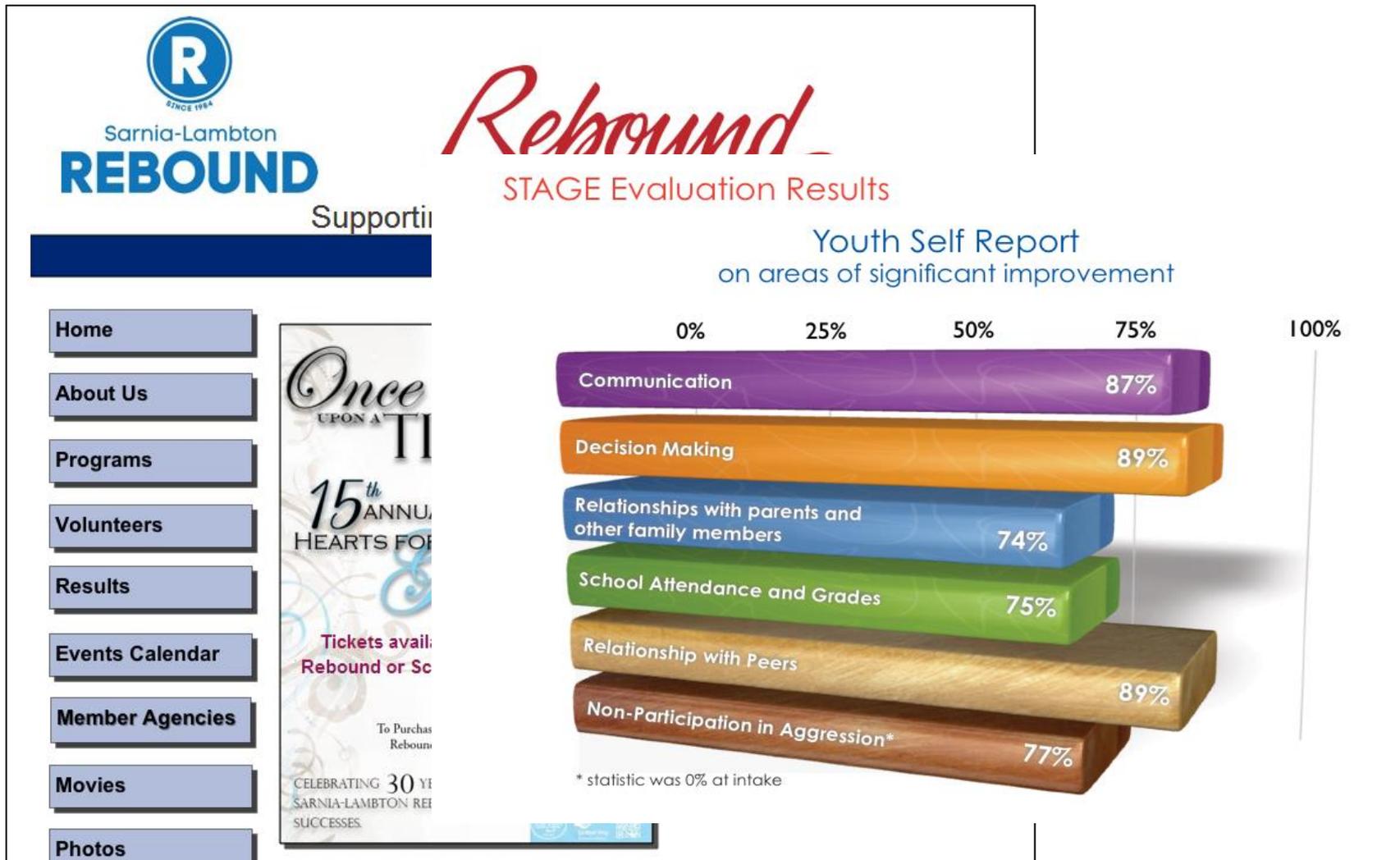
Early findings:

- Girls with a Big Sister are **two and a half times more likely to be confident in their academic abilities.**
- Boys with a Big Brother are **three times less likely to suffer peer pressure.**
- Boys with a Big Brother are **two times more likely to believe that doing well academically is important and that school is fun.**
- Boys with a Big Brother are **two times less likely to bully, fight, lie, cheat, or lose their temper.**

Source: Big Brothers Big Sisters of Canada, Mentoring Works



Sarnia-Lambton Rebound: Evaluation



Source: [Sarnia-Lambton Rebound](#)



Summary

- Canadian donors care about what you are doing and want to know more about it.
- Funders want to know that the dollars they invest will make a difference.
- Transparency: Share what you can. Policies, planning, financials and context are most requested.
- Impact measurement is a long process, but starting and sharing information along the way will make a difference.



Standards Resources on Sector Source

<http://sectorsource.ca/standards/standards-resources>

Standards Section A : Board Governance

Description:

We've identified the best resources to help your organization prepare to meet each of the Standards. For more information about the Standards, download the [Standards Program Handbook](#).

Currently there are no items under this category.

[Standard A1: Mission statement](#)

The organization has a mission statement that is approved and revisited by the board every five years to assess its continuing relevance.

Standard A1 Explained

[Standard A2: Strategic plan](#)

Level 1 - The board ensures a strategic plan is in place ; Level 2 & 3 - The board is approving a strategic plan and has a process in place to evaluate progress in achieving its priorities.

Standard A2 Explained

[Standard A3: Recruitment & orientation of most senior staff person](#)

Level 1 - The board is accountable for the recruitment and orientation of the most senior person in the organization ; Level 2 & 3 - The board is accountable for the recruitment and orientation of the most senior staff person in the organization. The recruitment process is transparent, and managed in a professional manner by the board. The board is accountable to ensure that the most senior staff person receives the appropriate orientation required to fulfill his/her responsibilities.

Standard A3 Explained

Standard A2: Strategic plan

Description:

Level 1 - The board ensures a strategic plan is in place ; Level 2 & 3 - The board is approving a strategic plan and has a process in place to evaluate progress in achieving its priorities.

Standard A2 Explained

[Strategic planning and governance](#)

Continue reading

[20 questions directors of not-for-profit organizations should ask about strategy and planning](#)

Also available in French under the title "20 Questions que les administrateurs de sociétés sans but lucratif devraient poser sur la stratégie et la planification"

Continue reading

[Organizing your corporate documents : legal and ethical duties of directors of not-for-profit organizations](#)

Continue reading

[What role should the Board of Directors play in strategic planning?](#)

Continue reading

[Ten keys to successful strategic planning for nonprofit and social enterprise leaders](#)

Standard A2 Explained

Definition: Strategic Plan¹

The strategic plan is a document that outlines the desired future for the organization and provides a roadmap that defines how the organization will achieve it. The roadmap contains broad directions as well as more specific ways they will be achieved. The plan usually addresses critical issues, opportunities and threats facing the organization and allocates appropriate resources to pursue the strategic directions.

What is strategic planning and why is it important? Strategic planning, the process by which the board determines how the organization will accomplish its mission, is one of the primary duties of nonprofit and charitable boards of directors.² Strategic planning is an opportunity to explore an organization's potential, test ideas, question outdated practices, and develop new and innovative strategies that challenge the status quo in pursuit of greater social impact. It allows the board to set priorities for action that shape decision making throughout the organization.³

The benefits of strategic planning include:³

- Identifying important issues (often by conducting a SWOT analysis)
- Identifying potential resources
- Developing a framework for action
- Creating a clear plan that can be used in communications and marketing as well as in funding proposals
- Developing a tool for managing change
- Increasing creative thinking
- Allowing the board to discover shared values
- Building trust and respect among board members
- Creating a positive organizational culture

From "Accreditation Preparation Workbook Section A: Board Governance," Katharine Zywert, Social Prosperity Wood Buffalo at the University of Waterloo, 2013.



1. "Standards Program Definitions," Imagine Canada, May 2011
2. "Primer for Directors of Not-for-Profit Corporations: Rights, Duties, and Practices," Industry Canada, 2002



Questions

Please enter your questions into the Q & A box and sent to "all panelists" so that the appropriate person will see it.



Thank you for attending

visit sectorsource.ca/webinars for a list of our upcoming webinars