



Affiliation Charter

| Glossary | |
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| ANFCA | Alberta Native Friendship Centres Association |
| AASAS | Association of Alberta Sexual Assault Services |
| ACWS | Alberta Council of Women’s Shelters |
| Participating Organizations / The Collective | ANFCA, AASAS and ACWS |
| Provincial Association Leaders (PALS) | Three Executive /Officers Directors (or their designates) from each of: ANFCA, AASAS and ACWS |
| Coordination and Implementation Team | 3 rd Party staff, contractors and designates from each of the participating organizations: ANFCA, AASAS and ACWS |
| MMIWG | Missing and Murdered Indigenous Women and Girls |

Issue Statement

Three provincial organizations are working together to respond to a gap that exists in addressing the needs of Indigenous survivors of violence in Alberta. Indigenous women and girls fear reporting or seeking supports from non-indigenous agencies due to historical systemic and institutional racism, and they largely do not disclose the violence they experience. Likewise, Indigenous survivors being served through Friendship Centres struggle with naming, acknowledging and openly talking about violence in their lives. Further evidence of this urgent social issue includes these truths:

- Compared to 43% of Albertans who have experienced sexual violence in their lifetime, respondents who identified as Indigenous, 66% reported that someone had perpetrated sexual violence against them over the course of their lives.¹

¹ Alberta Association of Sexual Assault Services. “Prevalence of Child Sexual Abuse and Sexual Assault in Alberta.” January 29, 2020, p. 7 & 11.

- In Alberta, Indigenous women are 7 times more likely to be a victim of homicide than non-Indigenous women ²
- Indigenous women also 'reported' that they had experienced spousal violence more than 3 times that of non-Indigenous women.
- Indigenous women are 50 - 55% of women admitted to ACWS member shelters since 2012, and their experiences of violence consistently rate them at "extreme" risk of homicide (65-70%).³

Transformational change is required to reduce barriers to services in the community for Indigenous survivors of violence and ANFCA, AASAS and ACWS created our partnership to explore what is working well and what the barriers to collaboration are in communities throughout the province.

| Leadership Team | |
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| <i>Organization</i> | <i>Individual</i> |
| Alberta Native Friendship Centres Association | Chief Executive Officer |
| Alberta Native Friendship Centres Association | |
| Association of Alberta Sexual Assault Services | Co-Chief Executive Officer |
| Association of Alberta Sexual Assault Services | Co-Chief Executive Officer |
| Alberta Council of Women’s Shelters | Executive Director |
| Facilitator / Manager | TBA – as needed |
| Developmental Evaluator | TBA- as needed |

Potential Vulnerability Factors

² Brzozowski, J., A. Taylor-Butts and S. Johnson. June 2006. 'Victimization and Offending among the Aboriginal population in Canada'. Juristat. Volume 26, no. 3. (Statistics Canada Catalogue no.85-002-XIE), Via Stats Canada [“First Nations, Metis and Inuit Women.”](#)

³ Alberta Council of Women’s Shelters. “ACWS Annual Shelter Statistics 2019-20.” 2020.

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| Assumptions | <p>That the three Participating Organizations:</p> <ul style="list-style-type: none"> • See the value in partnering to address the needs of Indigenous survivors of violence in Alberta and are allocating staff resources to do this work • Will jointly apply for funding to support our collaborative efforts • For any approved funding the three parties agree to <ul style="list-style-type: none"> - Meet agreed upon timeframes - Participate in evaluative processes agreed to and led by an evaluator of the Leadership Team’s choosing - Ensure that any designate participating on their behalf has their proxy to participate or clearly understands and communicates the boundaries of their participation |
| Constraints / Risks | <ul style="list-style-type: none"> • Ambitious goals and agile approach could be a barrier to focusing on and achieving realistic outcomes • Staff turn-over may result in lost momentum and shared history • Other projects and accountabilities taking precedent over this project • Shared desire to achieve equity and consensus can cause delays outside the constraints of a given funder model • Limiting the definition of survivors for this Charter to women doesn’t fill the full mandate of all participating organizations or some members • Participating Organization or their representative not feeling respected or heard in the pace of work and life and working distanced |
| Mitigation Strategies | <ul style="list-style-type: none"> • Having two contacts from each organization participate meaningfully • Hiring an external project manager/facilitator skilled in agile project management while keeping the projected outcomes at the forefront within grantor timeframes and creating room for a future work ‘parking lot’ • Regularly scheduled meetings or check-ins with the Leadership Team and the staff coordinating and implementing the work to ensure clear communication and adherence to timeline • Remaining open to learning about survivor experiences across gender expression or age and feeling free to bring up and work through tensions as they occur • Shared online file storage location • Growing the relationships inside the Value Propositions in this Charter and remembering to refresh on them periodically |

Intellectual property & Public Communications - Limitations Statement

Each of the Participating Organizations will be contributing curriculum, policies, procedures and programming that is proprietary to that organization. In alignment with our Aspirational Frame, we will share resources and wisdom and seek permission and guidance on how to implement and adapt these proprietary pieces, appropriately crediting the organization that owns them and authored them.

No external communication or requests for sponsorship in connection to this Charter shall be made without consideration to include and acknowledge all participating organizations. Under the leadership of the Spokesperson, participating organizations will work together on any public announcements or communications in connection to this Charter.

Aspirational Frame

Elements to guide the substantive work and creation in centring our relationships:

1. Vision & Theory of Change

The opening chapter in the report on Missing and Murdered Indigenous Women and Girls focuses on Centring Relationships to End Violence, stating that "relationships are key to both understanding the causes of violence and to making changes to end violence in the lives of Indigenous [people]."⁴

This collective began by creating the Centring Relationships project to guide the work to embark on a process aimed at organizational transformation within two traditional pillars of the anti-violence sector in Alberta, women's shelters and sexual assault centres, in partnership with Native Friendship Centres, that centres relationships.

Focus

To begin our work together, the collective agreed that all Indigenous survivors of domestic or sexual assault and abuse will be considered and will benefit from the work of this collective— regardless of age, geography, gender or sexual orientation. There is a dearth of services and inter-agency collaboration addressing the needs of Indigeneity society wide.

Given the desire to keep our work achievable with practical outcomes within timelines set by funders, and to also leverage the expertise of the three Participating Organizations, the Leadership Team agreed that this project will focus on the needs of Indigenous women.

This is also a strategic decision, as the learnings of the Leadership Team have been that when women are helped, the whole family is strengthened because of women's ancient role as the hearts of communities.

⁴ National Inquiry into Missing and Murdered Indigenous Women and Girls. "[Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, Volume 1a.](#)" pp. 93-94.

Theory of Change

If three provincial organizations invested in violence prevention, each serving a diverse membership in locations around Alberta, had formal resources to support the exploration of a collaboration - might they enhance relationships and thereby improving access to services in communities between Native Friendship centres, sexual assault centres and services, and domestic violence shelters to better meet the needs of Indigenous women who have survived violence and abuse?

Scope

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| In Scope | <p>The three Participating Organizations are ANFCA, AASAS and ACWS and their members who are asked to/choose to participate by signing a project charter or an affiliation agreement.</p> <p>Focus is on the needs of Indigenous women who have survived violence and abuse.</p> |
| Out of Scope | <p>Any external partnerships or CoP that any of the Participating Organizations are or will be engaged with, their ongoing work with their member networks.</p> <p>Each of the Participating Organizations respect the autonomy of their members in community and do not have authority to bind or commit any of their members within the scope of this Affiliation Charter</p> |

Aspirational Outcomes

Deeper understanding about each organization and issue

We will know more about our organizations and all that we do

Knowledgeable about how we can mutually reinforce each other's efforts

We will have common language

We have a deeper understanding of the work done by each association and their members

All three organizations increase their knowledge

New tools and knowledge to support members and survivors

This understanding will increase our ability to discover ways of working together that will be of benefit to Indigenous women

Communities that are struggling will have ideas about how to move forward in a good way

There are changes in practice that benefit indigenous women

Innovative ideas surface because of our deeper understanding

Strengthened relationships provincially and in community

Strong ongoing relationships between 3 organizations and amongst many of their members

We can pick up the phone and call the other organizations about anything at any time

Friendships result from our collaboration

That our respective agencies in all our common communities are working together in meaningful, powerful ways, in true relationship to respond to the needs of Indigenous women regardless of their intersectional needs

2. Collaborative Philosophy

The Leadership Team developed the following nine Value Propositions to guide all aspects of our work together. In all things, the Partners will consider how they are modeling relationship building and collaboration that we know is required in community.

| Value Propositions | | |
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| 1 | CULTURAL VALUES | Learning, aligning with an integrating Indigenous world view and values |
| 2 | LEADING WITH OUR HEARTS | Leading out of love and compassion, making generous assumptions about survivors, members, outside agencies and each other |
| 3 | EQUITY & INCLUSION | Seeking ways to advance voices that have been silenced or side-lined and authentically share authority, visibility, control |
| 4 | TRUTH & HONESTY | Knowing our own boundaries and limitations, respectfully communicating these to each other is a sign of strength, not weakness |
| 5 | DEVELOPMENTAL, AGILE JOURNEY | Committing to a process, a collaborative discovery and the patience and curiosity that requires |
| 6 | REPLICABLE, ADAPTABLE LEARNINGS & TOOLS | Sharing a desire to create and gather practical, customizable tools and learnings for members to adapt in community |
| 7 | SURVIVOR-CENTERED | Remembering the needs of the survivor and the need to inform the systems that are woven in community to empower them |
| 8 | INVESTING IN RELATIONSHIPS | Prioritizing building relationships and understanding that this takes time |
| 9 | SOCIETAL COLLABORATION | Thinking about ways to scale the work of enhancing collaboration across society, employing systems thinking to elevate service delivery |

3. Implementation Philosophy

Roles & Responsibilities

Although funders and other regulatory bodies often require business relationships to be with one organization and do not allow for equitable distribution of the authority and responsibility, in alignment with the Value Propositions articulated in this Charter, the Participating Organizations agree to make key decisions and hold accountability together.

To further share the power and authority of this Charter, the Participating Organizations agree to delegate these key roles relating to sharing this power:

Secretariat

- Administers grant applications and contracts, serving as central point of contact with funders
- Technically holds fiscal accountability with contracted funders as the 'primary' contracted agency

Finances

- Maintains the finances for this work, responsible for payment of invoices and disbursements
- Creates the funder financial reports
- Works closely with the Manager/Facilitator to draft and execute contractor/member agreements with financial implication

Communications

- When one agency representative from this Affiliation is required, the delegated partner fills this role
- Brand identify & key public messaging of the Charter and the representation of the three Participating Organizations
- Lead on creation of any online web page, social media strategy, media releases, etc.

Project Management

- Leads the collaborative work to achieve the goals identified by PALS.
- Establishes and maintains a central online documentation library, accessible to Affiliation participants
- Organizes funder progress reports, meetings, agendas, record keeping

All Participating Organizations will have a vote on major decisions, hiring, sign off on reporting before it is sent to the funder, and support each other depending on capacity at any given time. These roles may evolve over time

Evaluation Strategy

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| Type of evaluation | Developmental |
| Considerations | Informed Consent, alignment with Value Propositions |

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| Anticipated Elements | Notes from consultations, meetings and other events, as planned. Meeting agendas, presentations and agreements. Notes from interviews with Affiliation participants. Developed and shared resources, Surveys |
| Access to raw data | Individual data will be protected to align with privacy legislation and ethical research practices. |
| Who will use the evaluation? | Participating Organizations will finalize the final project materials together and will have equal access to the final formal project evaluation materials |
| How will the evaluation be used? | Participating Organizations will determine how the final formal evaluation materials will be used and when. |

4. Philosophy of Power & Authority

The Leadership Team decided to create this Affiliation Charter, as a foundational document, un-impeded by institutional frameworks and requirements. Thus, this Charter should be referenced in any other agreements and should form part of the appended materials to those agreements.

A “Risk Mitigation and Protection for Collaboratives” Agreement template is appended to this Affiliation Charter designed to further detail area of legal and financial risk and meet funder requirements.

Constituencies

Leadership Team: Executive Directors or their designates from each of the three Participating Organizations. Quorum is one voting representative from each organization.

Coordination / Implementation Team: This, and many other community or activity-specific teams will be built throughout the course of this Charter and ideally will involve representatives from each Participating Organization, along with members and contracted staff.

Participating Communities: Together, the Teams involved will employ an asset-based community development approach, acknowledging and leveraging the wisdom and expertise that our members each bring. The Leadership and Implementation Team will relay clear boundaries and expectations with each community up front so they are able to make an informed choice about their participation.

Decision-making

The Leadership Team chooses to make decisions by investing in circle process to achieve consensus. Further, key decisions will not be made with only two Participants present. One vote per organization on important issues (regardless of how many representatives from each Participating Organization may be present and participating).

This decision-making model will be reflected throughout any teams involved as it aligns with the Value Propositions in this Charter.

Dispute Resolution

The Leadership Team will work to quickly resolve any disagreements and when necessary be guided by an Elder or Elders. Each agency is able to choose an Elder or may nominate the same Elder.

Leaving a Project or this Affiliation

Should one Participating Organization need to terminate their connection to the Affiliation Charter, in alignment with the Value Propositions, they are requested to:

- 1- Outline their reasons at the Leadership Team table.
- 2- If there is a dispute, participate in the dispute resolution process detailed in Schedule A.
- 3- If there is another reason beyond a dispute that the other Participating Organizations are unable to assist with (e.g. capacity to continue, or dissolution of the organization itself, etc.), to provide written notice to the other two Members of the Leadership Team of their need to leave the Affiliation and recommend an organization that could fulfill their role remaining on the scope and term of any Affiliation Charter and associated Agreements (e.g. a member, a community-based association, etc.) that had been committed to.
- 4- Facilitate that replacement organization taking their place once approved by the Leadership Team and any associated funders or other stakeholders.
- 5- Assist with the transition to their replacement in this Affiliation over a 45-day period, including returning of materials, providing access to materials, contact lists and a complete status report on any responsibilities they agreed to take on and a return of any Affiliation funds for work not yet undertaken.

| Charter approval | | | |
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| <i>Organization</i> | <i>Name, Title</i> | <i>Signature</i> | <i>Date</i> |
| Alberta Native Friendship Centres Association | | | |
| Association of Alberta Sexual Assault Services | | | |
| Alberta Council of Women's Shelters | | | |