



STATEMENT OF WORK



KIDS' INTERNET SAFETY ALLIANCE

November 13, 2009

1.0 Executive Summary

The Kids' Internet Safety Alliance (KINSA) helps to find, rescue and heal victims of child abuse whose images are shared on the Internet.

KINSA defines its mission as follows: *"KINSA works with Canadian law enforcement and other partners to deliver training and build capacity among police in developing nations to help them find and rescue child victims of abuse whose images are shared on the Internet. Once rescued, victims and their families receive support to help them heal through the Mothers Online Movement (MOM), a powerful community network."*

According to KINSA President/CEO Paul Gillespie, *"we've found about 1,000 of these kids – there are about 49,000 to go."*

KINSA's principal role is to bring officers from developing nations to Canada and equip them with the training and tools they need to return to their countries and help to find those 49,000 children. Since the Internet has no borders, KINSA is trying to globalize this 'find-and-rescue' effort. But it's a big and expensive task -- \$50,000 to conduct a single police team training session.

Another key part of KINSA is the Mothers Online Movement (MOM), an organic community of moms that is trying to raise awareness and funds to help children who are victims of online sexual abuse to heal. MOM is currently working with the Hospital for Sick Kids to develop an assessment and treatment program for victims that can eventually be used around the world.

These are ambitious plans for an organization that started only four years ago and has a budget of \$250,000 and a staff of only 2½ people.... which is why KINSA contacted Endeavour.

KINSA needs sustainable long-term financial support to expand its work. Yet it is experiencing numerous challenges to achieving this support, including reaching prospective funders, determining the right messages and tools to influence them and developing sustainable communications and fundraising strategies.

Thus, to support KINSA's mission, the Endeavour team will address the following areas, focusing particularly on the communication challenges identified by KINSA:

- key opportunities and obstacles to achieving fundraising goals
- target audiences KINSA needs to reach to achieve these goals
- what these audiences currently know/think about KINSA
- what KINSA needs to do to reach and influence these potential funders

2.0 Background

KINSA originated in April 2004 when Paul Gillespie, a Toronto Police Services Detective Sergeant with expertise in tracking criminals who use the internet to exploit children, was introduced to Bill Hutchison, veteran manager in the IT, telecommunications and media industries. Paul and Bill subsequently started KINSA, a charitable organization dedicated to tackling the problems and perils faced by young people on the Internet. KINSA was incorporated as the Internet Safety Association in 2005, and later renamed the Kids' Internet Safety Alliance.

The Child Exploitation Tracking system (CETS) was developed in a collaboration between Microsoft and law enforcement agencies around the world. This computer program and database, which was spearheaded by Paul Gillespie in 2003, is considered the most advanced investigative tool available in the fight against online child exploitation. CETS is currently used by over 35 agencies around the globe.

One of the primary responsibilities of KINSA is to teach law enforcement agencies from developing countries to use CETS. KINSA provides the world's most in-depth and thorough training in the uses of CETS at its office in Toronto.

The Mothers Online Movement (MOM) is another integral part of KINSA. Launched and managed by mother and Vice President of Corporate Image and Business Excellence of Microsoft Canada, Paula Knight, MOM is an "organic community of mothers who take action against child exploitation and raise funds to provide care for victims and their families." The current focus of MOM is to raise money for a research group at the Hospital for Sick Kids in Toronto to develop an assessment and treatment program for child victims of abuse. Ultimately, they hope this program can be utilized provincially, nationally and internationally.

The CETS training and MOM's support of child abuse victim research form the cornerstone not only of the organization, but also of KINSA's new marketing plan unveiled on October 29, 2009. This marketing campaign includes a new logo with a new slogan: "Find Rescue Heal."

"Find" and "rescue" represent the work KINSA does teaching law enforcement to use CETS, and "heal" represents the work MOM does supporting child abuse victims research. This new marketing approach is an attempt to make KINSA's message to potential supporters more clear, and to help KINSA carve out a niche in the area of online child exploitation prevention. This new campaign will be accompanied by a new website, which will highlight KINSA's "Find Rescue Heal" objective.

In addition to these primary objectives, KINSA also works with government and industry to advocate changes to help protect children online, and to initiate or change policy with this same aim. KINSA also works towards raising awareness about online child exploitation.

KINSA has been successful in attracting corporate and private financial support, which has allowed it to grow to 2.5 employees and to hold several training sessions for groups from law enforcement agencies around the world. However, with current funding levels,

KINSA may not be able to sustain the current level of police training, and MOM has yet to raise significant funds towards child abuse victim research.

KINSA hopes to be able to attract more financial support, either by attracting larger donations from current donors, or by attracting new donors. To this end, KINSA has enlisted the help of Endeavour Volunteer Consulting for Non-Profits.

3.0 Problem Definition

In its original application to Endeavour, KINSA outlined the following goals for this consulting project:

- To raise awareness about KINSA and to raise awareness of the prevalence of online sexual exploitation of children
- To identify ways to increase membership, support and involvement and keep KINSA members engaged
- To build and strengthen the KINSA brand and increase visibility

While these are marketing/communications goals, based on additional discussions with the KINSA team, it has become clear that KINSA's overriding need is to acquire stable, sustainable financial support in order to continue and to expand its work delivering training and building capacity among police forces to find and rescue child victims of abuse whose images are shared on the Internet.

At the same time, we understand that KINSA faces a number of communication impediments to achieving its financial support goals:

- Absence of an effective strategic communications approach
- Difficulty in identifying prospective funders
- Challenges in determining the right tactics and tools to reach potential funders
- Challenges in identifying the right messaging to influence potential funders
- Lack of organizational infrastructure and resources to sustain consistent fundraising/communications efforts

4.0 Project Objectives

While it is KINSA's responsibility to establish, implement and meet fundraising targets, we believe Endeavour can assist its efforts by objectively assessing the organization's current strategies, identifying obstacles to its goals and recommending potential solutions.

This is, in fact, an opportune time to do so. KINSA is a young, evolving organization. It has a base of experienced, well-connected volunteers and board members who are committed to its mission. Yet, to date, fundraising communications has been carried out on an ad hoc basis. The organization would benefit from an objective review of existing efforts and a cohesive fundraising approach going forward.

Thus, to support KINSA's mission, the Endeavour team will address the following areas, focusing particularly on the communication challenges identified by KINSA:

- Key opportunities and obstacles to achieving fundraising goals
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- What KINSA needs to do to reach and influence these potential funders

5.0 Project Sponsors

KINSA President/CEO Paul Gillespie will be the person responsible for project approvals on the client side.

To ensure timely project progress and quality deliverables, Endeavour also requires its KINSA project team to participate in an extensive progress, review and feedback process that includes:

- guidance from an experienced project advisor
- monthly progress reports
- access to specialized knowledge brokers
- mid-term review and feedback session
- final review and feedback session
- client post-engagement feedback survey and debriefing meeting

6.0 Project Approach

To fulfill the project objectives, we propose the following process.

Phase I: Conduct an internal and external analysis of KINSA to identify fundraising obstacles and opportunities

The first phase involves assessing the organization's current situation and identifying obstacles to fundraising success. This requires gaining an in-depth understanding of KINSA, including its internal strengths and weaknesses as well as opportunities and challenges within its external environment.

To acquire this understanding, the Endeavour team will review areas such as: governance, structure, capital requirements, budgets, sources of revenue, fundraising goals/issues/ challenges, resources, etc. as these relate to KINSA's communications and fundraising objectives.

During this phase, we will also identify KINSA's most important target audiences and the key characteristics of these groups as they relate to KINSA's fundraising needs. These will include key funders currently supporting KINSA as well as those that present the most fundraising potential.

Phase I information sources:

- Discussions with President/CEO Paul Gillespie and project manager Amal Cowie
- Review of internal documents and communication and fundraising materials provided by Paul and Amal
- In-person or telephone interviews with the following people:
 - Bill Hutchison – chairman of the board
 - David Campbell – secretary-treasurer of the board
 - Paula Knight – advisory board member; founder, Mothers Online Movement
 - Beverley Paton – board member; KINSA Kids director
 - Kristin Neudorf – director, online communications
- Interviews with up to 4 additional people as may be suggested by the individuals above during the interview process
- Internet research

Phase II: Assess current fundraising and communication activities

In this phase, the Endeavour team will focus on examining KINSA's fundraising successes and challenges in order to determine what may need to be amended, improved or introduced to support the organization's goals.

This assessment will involve reviewing the following information and materials and determining what they are intended to achieve and to evaluate their effectiveness:

- Fundraising and communication activities
- Fundraising tools, including database
- Branding and messages
- Website
- Brochures
- Annual report
- And other available KINSA communication materials

Phase II information sources:

- Research data collected in Phase I
- KINSA's internal documentation as outlined above

Phase III: Determine opinions of representatives of target audiences that are key to KINSA's fundraising success

In Phase III, we will conduct 6 to 8 phone interviews with representatives of KINSA's most important target groups to assess their attitudes toward KINSA and its fundraising efforts and to acquire an understanding of their needs, concerns and expectations. We will also assess their opinions regarding KINSA's new branding and messages.

These interviews will include:

- Current funders
- Where possible, potential funders
- Interview subjects may include representatives from target groups such as individuals, foundations, business, government, members of Mothers Online Movement, etc.

KINSA is responsible for providing the Endeavour team with names, contact information and introductions to interviewees.

Phase III information sources:

- Phase I and II research
- Maximum of 8 phone interviews with current/potential funders

Phase IV: Identify fundraising best practices

It is also important to review KINSA's fundraising efforts in light of other groups working in this field. Where possible, we will therefore conduct Internet research to review fundraising/communications best practices of other organizations working in the field of child protection such as the [National Center for Missing and Exploited Children](#).

We will also consult with a couple of nonprofit fundraising specialists and conduct Internet research in order to identify elements that can facilitate effective fundraising.

Phase IV information sources:

- Research conducted in previous phases
- Internet research
- Maximum of two interviews with fundraising specialists

Phase V: Analyze our findings

Once we have gathered all of the necessary input, we will analyze our findings in order to identify obstacles and opportunities to reach and influence current/potential funders.

As we proceed through these steps, we will consult with KINSA, seeking information and input. We will then document and present our recommended solutions.

Phase VI: Summarize our findings and recommendations and present them to KINSA

The final phase of the project will consist of summarizing our key research findings and recommendations in a presentation and a report as outlined in the following section.

7.0 Project Deliverables

This engagement will culminate in a final deliverable summarizing our findings and recommendations. During this process, we will share with KINSA preliminary findings, and solicit input on preliminary recommendations.

The final deliverable will address the following high-level topics, although the final outline may be structured differently:

- **Background and preliminary research**
 - Brief background and summary of the problem
 - Strengths, weaknesses, opportunities, and threats from a fundraising perspective
 - Fundraising and communications activities and outcomes to date
- **Key findings, strategic recommendations, evaluation criteria**
 - Target audiences
 - . Key characteristics
 - . Knowledge about KINSA
 - . Attitudes towards KINSA
 - Guidelines for communicating with these target audiences
 - . Key information
 - . Key messages
 - . Key strategies/tools
 - Alignment with best practices
 - Evaluation criteria
- **Critical success factors, dependencies, and constraints**
 - Human resources – availability, expertise
 - Technology and other infrastructure
 - Budget
 - Schedule

We will present this information in two complementary formats:

- An **abridged presentation** that briefly summarizes our most important findings and recommendations.
- A **supplementary written report** that serves as an implementation reference and provides guidance for ongoing fundraising and communications activities beyond the completion of this engagement.

We will strive to present information using the most effective and efficient format. Where appropriate, we will incorporate simple charts, diagrams, and tables to convey key information.

8.0 Project Scope

8.1 Items Within Scope

- Project approach and deliverables described above

8.2 Out-of-Scope Items

- Engaging in overall strategic planning
- Establishing or meeting fundraising goals
- Implementing recommendations
- Additional work for KINSA other than the responsibilities described in this document

8.3 Assumptions and Constraints

Assumptions

- Paul Gillespie and Amal Cowie will be available to provide information, materials and contacts as required for this project
- Paul Gillespie will continue to be the key decision maker throughout this project
- The KINSA organization will maintain its current organizational and decision-making structure

Constraints

- This project will be completed no later than March 31, 2010
- This project will be completed within the consulting hours available as specified in this document in section 11.3

9.0 Project Schedule

Phase	Activities	Tasks	Complete*
1: Internal/ external analysis of KINSA	Review background information	- Collect and study information/documents about KINSA history, operations, structure	Dec 4
	Interview up to 9 KINSA staff/board members	- Develop interview guide - Schedule/conduct interviews - Transcribe/summarize	Dec 23
	Interviews with up to 4 additional stakeholders	- Develop interview guide - Schedule/conduct interviews - Transcribe/summarize	Jan 8
2: Assess current fundraising/communication activities		- Review communications/fundraising activities/tools	Jan 8
3: Determine opinions of representatives of target audiences that are key to KINSA's fundraising success	Interview 6-8 representatives of target audiences	- Develop interview guide - Schedule/conduct interviews - Transcribe/summarize	Jan 29
4: Identify fundraising best practices	Conduct Internet research and interviews with 1 or 2 fundraising professionals	- Conduct Internet research re other organizations working in field of child protection - Develop interview guide - Schedule/conduct interviews - Transcribe/summarize	Feb 5
5: Analyze findings	Team and client consultation	- Team discussions/meeting - Client meeting	Feb 19
6. Summarize findings and recommendations and present to KINSA		- Develop summaries of findings and recommendations - Develop presentation - Develop supplementary written report - Advisor approval - Final revisions - Client meeting	March 12

*** Completion dates dependent upon availability of client and interview subjects**

10.0 Communications Plan

Communications between the Endeavor consulting team and KINSA will take place via e-mail, telephone calls, telephone or Skype conferences, and meetings.

Contacts:

Amal Cowie is the key KINSA contact person.

Paul Gillespie is to be copied on all emails.

Frequency:

KINSA will receive a minimum of monthly updates from the Engagement Manager.

Protocol:

All emails and calls should be returned by both parties within 48 hours, unless otherwise requested.

11.0 Resource Requirements

11.1 Client Human Resources Available

- Paul Gillespie and Amal Cowie – information, materials, introductions to interviewees, ongoing input into this project
- Kristin Neudorf – director, online communications – will be available for a phone interview and to provide additional background information as needed
- The following board members will be available for phone interviews:
 - Bill Hutchison – chairman of the board
 - David Campbell – secretary-treasurer of the board
 - Paula Knight – advisory board member; founder, Mothers Online Movement
 - Beverley Paton – board member; KINSA Kids director
- As well, up to 4 additional KINSA board members/volunteers (as suggested by the individuals above) will be available for phone interviews

11.2 Client Document Resources Available and Expected

- Reference materials that describe KINSA, its history and current operations, as needed
- Financial statements
- Samples of all relevant communication and fundraising plans, strategies and tools

11.3 Consulting Hours Available

The engagement between Endeavor Volunteer Consulting for Non-Profits and KINSA is scheduled to run from October 1, 2009 until no later than March 31, 2010.

Each team member has agreed to commit 20 hours of consulting time (including travel) per month to this engagement. Thus, the combined project hours available are:

- 120 hrs per month
- 600 hrs from November 1, 2009 to March 31, 2010

The Endeavour-KINSA project team will log and manage a time sheet to monitor consulting hours.

12.0 Team Structure, Roles & Responsibilities

12.1 Responsibilities of Consulting Team

Project Team		
Name	Title	Contact Information
Corinne LaBossiere	Engagement Manager	cglabossiere@rogers.com 416-239-4075
Riccardo Muti	Senior Consultant	riccardo@live.ca 416-356-6286
Dave Piccin	Consultant	dave.piccin@gmail.com 647-400-0336
Jigdel Kuyee	Consultant	jigdel.k@gmail.com 416-655-1561
Izabella Wilczynska	Consultant	izabella.wi@gmail.com 415-554-5865
Kassidy Huynh	Consultant	kassidy.huynh@gmail.com 647-205-6433
Ming-Young Tam	Project Advisor	mingyoungtam@hotmail.com

12.1.1 Responsibilities of Engagement Manager

Engagement Manager: Corinne LaBossiere

The Engagement Manager will be responsible for the following tasks:

- Acting as a point of contact – maintaining regular communication between the Endeavour consulting team and Paul/Amal at KINSA as well as with the Endeavour project advisor in order to keep all apprised of the project progress.
- Scheduling and tracking – to ensure the entire project stays on track and that all consultants complete deliverables within the specified timeframe
- Participating in/managing research, information sharing, assessment of findings and development of recommendations and deliverables

12.1.2 Responsibilities of Consultants

Consultant obligations for KINSA project

- Conduct research as outlined in Project Approach
- Summarize and share relevant information with team members and KINSA

- Analyze findings
- Develop appropriate recommendations
- Present KINSA with deliverables as outlined in Project Deliverables

Consultant commitments to KINSA and Endeavour

- To be open and honest
- To treat others with respect
- To perform our duties to the best of our abilities
- To display regular and prompt attendance
- To be an active participant
- To be committed and dependable
- To participate in evaluations
- To make suggestions and ask questions
- To communicate concerns

12.2 Responsibilities of Project Advisor

The Project Advisor will mentor the team by offering suggestions for project strategies and analysis and will provide the team with feedback to ensure that deliverables are high quality and consistent with the aims of Endeavour Volunteer Consulting for Non-profits.

13.0 Client Agreement

KINSA President/CEO Paul Gillespie and Endeavour Volunteer Consulting for Non-Profits signed the Client Agreement (<http://www.endeavourvolunteer.ca/wp/clients/volunteer-consulting-agreement/>) in October 2009.

14.0 Change Request Procedure

After the Statement of Work has been signed by the client and by Endeavour Volunteer Consulting for Non-Profits, and one of these parties subsequently determines that the signed Statement of Work requires adjusting in order for the project to be successful, the Endeavour Change Request Form must be completed.

This form is intended to assist the consulting team, the executive team, and the advisory board in determining the potential impact of changes to the project timeline in the signed Statement of Work. The form is available online at:

http://evcn.googlegroups.com/web/ENDEAVOUR-KM-F101-909-R1.docx?gda=nmKJe08AAADse7ExYDO9x6UP-LZLIEKMCW85umxMufxTZxCcNJAhg5Lah4Y_LCIJJ6leoafhWmvh-AgLkcFVjiegUnhUwslYnHMhSp_qzSgvndaTPyHVdA&gsc=YB_cEgsAAACv00gupeQ7gz0tQpELGo1s.

15.0 Sign-Off on Statement of Work

This Statement of Work is agreed to be complete and sufficient for commencing the consulting project described herein:

<Client (insert client name here)> Representative	Endeavour Volunteer Consulting for Non-Profits Representative
Full Name: <i>Paul Gillespie</i>	Engagement Manager Full Name: <i>Corinne G. LaBossiere</i>
Position: <i>President/CEO</i>	Position: <i>Engagement manager</i>
Email: <i>pgillespie@kinsa.net</i>	Email: <i>cglabossiere@rogers.com</i>
Phone: <i>416-850-1449</i>	Phone: <i>416-239-4075</i>
Signature: _____	Signature: _____
Date: <mm/dd/yyyy>	Date: <mm/dd/yyyy>

About Endeavour

Endeavour Volunteer Consulting for Non-Profits (Endeavour) is a non-profit organization that provides management consulting for non-profit groups that cannot afford professional consulting. Since its founding in 2007, Endeavour has recruited and managed more than 100 volunteers to provide management advice to 18 non-profits in Ontario. These client organizations help communities in many areas, such as children and family services, disabilities, education, healthcare, immigrant services, rural development, skills training, poverty relief, and youth development.