

Sustaining and Informing Social Change

EFFECTIVE ADVOCACY WITH IMPRISONED PEOPLE, AND STRATEGIC FUNDRAISING;
LESSONS LEARNED, CHALLENGES, AND FUTURE DIRECTIONS



REPORT BY PHOEBE BARTON, CENTRE FOR THE HUMAN RIGHTS OF IMPRISONED PEOPLE
www.chrip.org.au

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EXECUTIVE SUMMARY

This report, *Sustaining and Informing Social Change*, outlines research undertaken in the USA and Australia into funding methods used by community organisations who work with imprisoned people. It also looked at ways these organisations engage with imprisoned and formerly imprisoned people. Eight organisations in the United States and five in Australia were interviewed for this project during September 2008 and April 2009.

The aims of the research were to explore:

- How to fund prison-related work in ways that are sustainable and self-determined, both through philanthropy and grassroots fundraising; and
- Models for working with imprisoned people that ensure their voices are included in decision-making processes, and meaningful dialogue and representation is established.

Key findings included:

- The importance of diverse funding sources for independence and sustainability;
- The benefits of using grassroots fundraising as an outreach tool;
- The importance of language used in fundraising and community work;
- The need to resource and develop leadership in the communities we work with and represent;
- The importance of reporting-back and communication mechanisms between imprisoned people and organisations outside of prison; and
- Ensuring inclusion and participation of imprisoned and formerly imprisoned people in our work.

INTRODUCTION AND BACKGROUND

The Centre for the Human Rights of Imprisoned People (CHRIP)

The Centre for the Human Rights of Imprisoned People (CHRIP) project is a partnership between a number of Victorian legal and social justice organisations working with people impacted by imprisonment. It aims to address the deficits in human rights protection and access to justice faced by Victorian prisoners by building the capacity of organisations involved in direct legal service provision, community legal education, and systemic advocacy, and by working towards a dedicated Prisoners' Legal Service in Victoria.

CHRIP's work is informed by a social justice and decarceration framework: while we acknowledge our responsibilities to people whose lives are now caught up in and controlled by the prison system, we consider that, ultimately, the underlying strategy for realising the human rights of people impacted by imprisonment must be to work to prevent people from going to or returning to prison.

The CHRIP Steering Committee, made up of community workers, advocates, and formerly imprisoned people, supports and guides the following projects:

- **Pilot Prisoners Legal Service (PPLS)** providing individual legal services in non-criminal matters to prisoners at Port Phillip Prison and the Dame Phyllis Frost Centre. The PPLS is auspiced by the Brimbank - Melton Community Legal Centre and was funded for an initial pilot period of 12 months by the Legal Services Board. It is the first independent, community-based, dedicated Prisoners' Legal Service in Victoria
- **'Inside Access'** at the Mental Health Legal Centre. 'Inside Access' is a pilot project setting up an integrated community legal service for people with mental disorders in Victorian prisons and secure hospitals. 'Inside Access' provides legal advice to imprisoned people in mental health units and will work on systemic issues requiring law and policy reform.
- **Victorian Prisoners Legal Service Partnership;** Between 2009 and 2011 CHRIP will be working in collaboration with Community Legal Centres, Legal Aid, and Pro-Bono lawyers in Victoria's East, West and North to increase legal capacity to respond to the needs of imprisoned people in rural and regional areas, and to establish a consensus in the legal sector regarding access to justice for imprisoned people in Victoria.
- **Victorian Decarceration Network and Working Group;** a network of community organisations, activists, and formerly imprisoned people working towards decarceration through community education, policy development; parliamentary submissions, advocacy, campaigning, etc.

CHRIP Funding

CHRIP has had the capacity to attract significant funding for our work, both through legal and philanthropic foundations, and this report in part addresses the question of how we can sustain and build upon these funding successes. CHRIP intends to expand its scope over the next three years, and it is important that we become stronger and more independent through relationship building, partnerships with law firms and other organisations that can provide pro-bono support, and diverse grassroots fundraising. Attached (Appendix 1) is a timeline explaining the structure and funding of CHRIP since its inception.

CHRIP has sought and achieved funding to meet multiple objectives:

1. Continuity and development of CHRIP Decarceration Framework and Network
 - Demonstrated advocacy and policy role – assessed through media, events, submissions, evidence and credibility.
2. Leadership of CHRIP by those most-impacted by imprisonment
 - Moving beyond participation, CHRIP project led by imprisoned people, formerly imprisoned people and their families, with support from allies.
3. Autonomous and self-sufficient Prisoners Legal Service Partnership established that is:
 - Responsive, proactive, accountable and respectful to needs of imprisoned people, formerly imprisoned people and their families.
 - The PLS Partnership would entail 3-5 PLS' across Victoria ensuring the legal needs of people imprisoned across the state are addressed.
4. Sound governance and accountability of CHRIP project, in regards to:
 - Auspice organisation, trust foundations, finances, strategic planning and policy, and evaluation.

Language

CHRIP has placed an emphasis on using language that accurately reflects our work and values. We have chosen words like 'criminalised' rather than 'offender,' and 'decarceration' rather than 'reform' in our work and funding submissions. This stance has been taken to create a literacy around social justice frameworks, ensuring our work and the language we use is reflected honestly in our submissions.

The majority of people we have engaged with have supported and encouraged this approach. However a small number have criticised it, arguing that conservative arguments or language need to be used if grant submissions are to be successful, and public opinion swayed. For example, a costs benefits analysis of the fiscal savings of a reduction in prison numbers, should be chosen over arguments for decarceration.

Despite these concerns CHRIP has been successful in securing funding for our work using the language we believe is the most appropriate and reflective, which grants us the freedom to work towards social change as well as service provision. The Prison Research Education and Action Project suggest in their book, 'Instead of Prisons,' that language is related to power, and "*in order to shape a new vision for a better future, every social change movement discovers the need to create its' own language and definitions.*"¹

Definitions

Grassroots Fundraising: For the purposes of this report, I am defining grassroots fundraising as all non-foundation income, including fee for service (trainings, conferences, etc), individual donors (large and small donations), sales (publications, merchandise, etc), membership, and fundraising events.

Foundation Funding: For the purposes of this report I am defining foundation funding as income generated through foundations of any kind including philanthropy, law foundations, trusts, etc. I am not including government grants.

Prison Industrial Complex: The Prison Industrial Complex (PIC) as defined by Critical Resistance, depends upon the oppressive systems of racism, classism, sexism, and homophobia. It includes human rights violations, the death penalty, industry and labour issues, policing, courts, media, community powerlessness, the imprisonment of political prisoners, and the elimination of dissent.

Characteristics of Imprisonment in Areas Covered in Report

Australia

- Approximately 26,450 people are held in Australian prisons, on average, every day. They are held in 119 “custodial facilities” across the country.²
- 17% are held in private prisons.³ About 7% of prisoners are women; 93% are men.⁴ The median age of Australian prisoners is 33 years old.⁵
- Approximately 55% of prisoners have previously served a sentence in an adult prison.⁶ The median expected time to serve in prison is 22 months.⁷

The Indigenous rate of imprisonment in Australia stands at approximately 2,160 per 100,000 Indigenous adults. The rate for non-Indigenous people is approximately 123 per 100,000 adults. That is, this country inflicts a rate of incarceration of almost 18 times the non-Indigenous rate on Indigenous people. The daily average number of Indigenous prisoners in Australian prisons in 2007-08 constituted 24.6% of the total prison population.⁸ According to one recent study, Indigenous young people are 23 times more likely than non-Indigenous young people to be detained.⁹

Other disadvantaged groups are also massively overrepresented in Australia’s prisons. The people in our prisons are overwhelmingly drawn from the most marginalised and vulnerable groups in our communities; people experiencing mental illness, people living in poverty or homelessness, people who have survived abuse:

- 80% of people in prison have a psychiatric disorder of some kind (as against 31% for the general community);¹⁰
- 66% of people in prison have a substance abuse disorder (as against 18% for the general community);¹¹
- 87% of women in prison have been victims of sexual, physical or emotional abuse, and most of those women have been victims of multiple forms of abuse.¹²

Victoria

- There are 12 men’s prisons in Victoria, with a total capacity to hold 4,287 men, and 2 women’s prisons with a total capacity to hold 314 women.
- As at 30 June 2008 there were 3,985 men, and 238 women in prison in Victoria. This is a 16.5% increase from June 2004.¹³

Queensland

- There are 16 prisons in Queensland, and were 5,544 people imprisoned as at June 2008.
- 27% of people imprisoned in Queensland are identify as Aboriginal or Torres Straight Islander.¹⁴

United States of America

- As of June 2008 there were 1,540,805 people imprisoned in USA, with an additional 785,556 held in local jails, totalling 2.3 million. This is a seven-fold increase from less than 200,000 in 1970. As of 2008, 1 of every 131 Americans was incarcerated in prison or jail.
- 207,700 of those imprisoned were women.
- 40% of imprisoned people in prison or jail in 2008 were black and 20% were Hispanic. Black males have a 32% chance of serving time in prison at some point in their lives; Hispanic males have a 17% chance; white males have a 6% chance.¹⁵

California

- There are 33 state prisons in California administered by the California Department of Corrections and Rehabilitation (CDCR), with a total of 171,085 imprisoned people.¹⁶
- There are 3 major women's prisons in California, that have a combined capacity of 5010. There are currently 8268 prisoners held in these three facilities, putting their combined occupation at 161% of design capacity. Though African-American women make up roughly 7% of California's female population, they constitute 29.8% of California's female prison population. While white females are around 47% of females in California, they are only 39% of the state's female prison population. Latinas constitute 26.6% of the female prison population.¹⁷

PART 1: FOUNDATION AND GRASSROOTS FUNDING – OVERVIEW OF MECHANISMS AND ISSUES

The Politics of Funding

Almost all of the organisations researched for this project are funded through a combination of grassroots fundraising and foundation support. A brief overview of the philanthropy sector in Australia with key critiques and changes includes:

- Philanthropy in Australia blossomed in post World War II, when there was an increase in the number of people making generous gifts to community organisations, and an increase in philanthropic trusts.¹⁸
- Since the 1990s, there has been considerable growth in the number of philanthropic foundations and donors, including a tier of small foundations created as wealth is passed on to younger generations.
- These smaller foundations have been described as favouring advocacy and empowerment, rather than service delivery and academic research, and responding to community activists concerns rather than the business and social elite. Technically, foundations can't fund political activities. The Australian Tax Office's definition of what is not charitable includes activities which aim to bring about change in Government policy, Legislation, etc.¹⁹
- Philanthropy's advocates argue that the sector has a unique role in supporting small and potentially risky ventures or controversial ideas for social change to develop independently of government funding, building "cohesion, mutual support and real democracy."²⁰
- Criticisms levelled at the philanthropy sector in Australia as outlined by Liffman, come from both conservative and liberal perspectives:

Conservatives accuse [philanthropy] of sniping at government, promoting social complaint and advocacy, and providing a platform for minority, 'new class' professionals, rather than supporting direct 'hands-on', practical, charitable relief. Progressives fear that philanthropy uses tainted money to salve the consciences of the wealthy, fails to solve real problems, allows governments to shirk their responsibilities, and is directed less at the needs of the poor and disadvantaged than at the hobbies and status needs of the elite.²¹

- Trudy Wyse, from the Melbourne Community Foundation suggests, “*20th Century philanthropy has largely been at a remedial, immediate level, with a reluctance to move beyond that and challenge structures and attitudes.*”²²
- However, contemporary social change philanthropy professes to challenge that approach, taking direction from women’s and disability rights movements of the 1970s, whereby Foundations sought to alleviate systemic injustices, and have the recipients of services become ongoing participants in the management of services. The slow nature of these and other social change projects to have an effect or show a tangible impact means that support for them is limited.²³

In the United States the culture of philanthropy is heavily discussed and critiqued. Many organisations are moving towards grassroots fundraising, recognising the limitations of grants, and the social change benefits of broad-based grassroots fundraising. Incite! Women of Colour Against Violence published a book in 2007, ‘*The Revolution will not be Funded: Beyond the Non-Profit Industrial Complex.*’ Key issues raised in the book include:

- Social justice movements have been shaped by a reliance on Foundation funding, which establishes an agenda of what merits society’s attention. Foundations require us to meet programming and political mandates, following trends in public policy or the media, and as a result not-for-profit organisations bend to requests rather than assess real needs and realistic goals.
- Large private Foundations have tended to fund racial or social justice organisations focused on policy and legal reform, not those working towards radical change.
- Organisations who are able to receive tax-deductible status, are doing much of what government agencies are supposed to do with tax money in the areas of education and social services.
- Foundations are more inclined to give funding to established Non-Government Organisations (NGOs) with ‘expertise,’ however these NGOs are not always a part of the communities they advocate for, and hence do not contribute to building grassroots leadership, particularly in Indigenous or other marginalised communities.
- Foundation funding fosters a culture that is non-collaborative, narrowly focused and competitive, with limited funding available for multiple organisations. This undermines meaningful reflection, as recurrent funding requires demonstrated ‘success,’ making honest dialogues about failures or weaknesses impossible, and consequentially making projects inflexible, rather than reflexive and fluid.
- Organisations reliant on Foundation funding have become primarily accountable to public and private Foundations, rather than being accountable to the communities they represent.

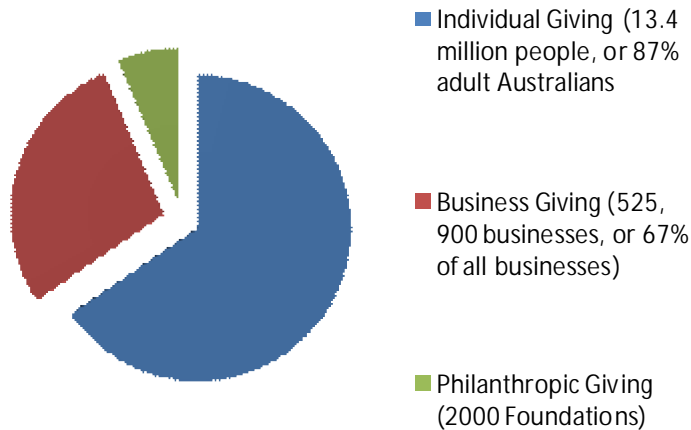
Contributing authors to the Incite! anthology commonly agree that if social justice organisations use grassroots organising as a basis for outreach, community education, and movement building rather than rely on Foundation funding, they can be more self-determined and self-sufficient, “*whilst building a base of allies and community members to whom we are ultimately accountable.*”²⁴

The Statistics of Giving

Philanthropy Australia estimates:

- The total giving of money, goods and services to not-for-profit organisations by individuals and businesses in Australia totals \$11 billion per year;
- \$7.7 billion of that figure came from individuals and households;
- Most of these donations are small amounts of money, from a large number (13.4 million) people, or 87% of adult Australians;²⁵
- By comparison, there are approximately 2000 Foundations in Australia, who give between half a billion and 1 billion dollars per annum; a small fraction of what individuals give;²⁶
- This shows that there are large amounts of money that can be raised by grassroots means, from individuals.

Donations Australia 2005



Fundraising experts in the US have noticed a pattern in grassroots fundraising, whereby organisations will get a great many small gifts, but most of income will be from a few larger donations, signalling the importance of building and sustaining relationships with individual donors:

- 50–70% of an organisation's income comes from 10% of its donors;
- 15–25% of the organisation's income comes from 20% of its donors;
- The remaining 15–25% of the organisation's income comes from 70% of its donors.

Grassroots Fundraising

Grassroots giving (or individual philanthropy) is understood to be motivated by affirmation of identity, reciprocity (i.e.: sales of fundraising merchandise, or fundraising music events where the giver receives something in turn), respect for the work of NGOs, and a desire to strengthen communities/make the world a better place.

Grassroots fundraising can be done in many different ways, and although it is often more time consuming than Foundation funding, it allows the work of fundraising to be incorporated into the work of social change. Grassroots fundraising requires organisations to do community education about the issues they are working on, build relationship with people they are asking for donations from, and do outreach about events they are holding, or resources they are developing. Grassroots fundraising draws on people's connections and communities, and the shared skills and resources of people.

By sitting down as a group, collectives can identify ways to raise money that are appropriate and viable. Some ideas used by organisations interviewed for this project:

- **Monthly sustainers or paid membership** – contributing an amount of money per month on a sliding scale based on income levels, i.e.: \$25 per month if you earn a full-time, living wage, \$10 if you are employed part time or at a minimum wage, \$1 if you are incarcerated or unemployed.
- **Co-sponsored events with related organisations**, whereby people who may have a stake but don't realise it can become engaged (i.e.: prisoners rights organisation holding an event with a

women's health organisation). This allows both organisations to build their base and visibility, as well as allowing organisers to share resources and create stronger networks.

- **Financial support from Board or Collective members**, based on the idea that people believe in something enough to financially support it.
- **Fundraising by imprisoned people** – Justice Now suggest that people all have something to give, and are invested in social change work, so organisations should not make assumptions about where people want to give their money. People inside prison send stamps to Justice Now to use (i.e.: stamp drives for mail-outs) or send art/crafts etc for Justice Now to sell. Ask people who are inside prison for fundraising ideas.
- Justice Now suggest **10 people committing to work on fundraising for 6 weeks a year**, to recruit 3 people to donate a large amount (i.e.: \$1000).
- Project South grassroots fundraising methods include **publishing curriculum materials**: Community-members request accessible education tools, Project South researches issue and create exercises for community education, and sell tool kit for \$15. The community receives a needed resource, and the organisation receives income to sustain its work.
- California Coalition for Women Prisoners and Legal Services for Prisoners with Children **send out newsletters to members inside and outside prison** keeping them updated on their work, and **asking for donations or paid members**. They also send out fundraising letters, usually asking for donations four times a year.
- The Catalyst Project **train community organisers to do anti-racist solidarity work through a 5 months program which includes grassroots fundraising training**, and draw upon the connections and communities of all training participants.
- Sisters Inside grassroots fundraising, which is 7% of their budget and goes towards the education scholarship fund for women who have left prison, includes **fees for public speaking engagements, targeting supporters for one-off donations to meet women's immediate needs, and merchandise sales**.
- Organisations that have a **Fundraising Team**, are able to draw on diverse skills (grant-writers, public-speakers, event organisers, networking, etc) to raise funds effectively.
- Reprieve Australia which is 100% grassroots funded, dedicate 40% of their time and resources to **marketing, including: an image, logo and website that are recognisable and captures people's attention, and looks professional** so that donors don't fear the organisation will disappear.²⁷
- Reprieve Australia started with a 'big bang' in 2001, with their launch including **public lectures, extensive media and University involvement**, the same week as an anti-death penalty theatre production premiered. In recent public events they have almost doubled fee-paying membership overnight at public events with varied 'professional' communities targeted as potential members.
- Reprieve Australia (and many other organisations interviewed) have a **standard 'table' which they take to events to give out information and solicit donations** that includes information packs, fliers, membership application/donation forms, website information and a credit card machine to sign people up/accept donations on the spot.
- 3CR Community Radio receive **donations from over 4000 people per year, 40% of that from their annual Radiothon fundraising drive**, where the stations' 300+ volunteers raise target amounts through music benefit gigs, offering prizes to people who donate on-air to shows, merchandise sales, raffles, trivia nights, etc. Radiothon typically raises \$190-\$200,000.

Foundation Funding

Foundation funding facilitates many non-government organisations to be established, and continue work over many years. It allows organisations to receive large amounts of income at one time, enabling forward-planning, either in developing organisational infrastructure and capacity, staffing, short or long-term projects.

Organisations interviewed for this project who have successfully received Foundation funding made the following observations and recommendations:

- **Foundations have specific target areas, such as women, human rights, health, Indigenous people,** etc. Community organisations can create projects to meet these target areas and guidelines, or find Foundations whose priorities are naturally aligned with their work.
- While some grants will cover whole-organisation goals, others can be sought for **specific projects**, or for projects targeting people affected in different ways by issues, i.e.: Indigenous people in prison, and the ongoing effects of colonisation, or young women's health in the prison system etc.
- Foundations often place a strong emphasis on **collaborative projects**, and strategic partnerships.
- Look at what **projects Foundations funded in previous grant rounds**, and the strengths of those project submissions.
- **Engage in long-term relationship building** with Foundations.
- **Research the Foundations you are seeking funding from**, including getting input from other organisations about what Foundations have politics and commitments that fit well with your work.
- **Honesty with funders is crucial**, which can mean finding ways to sell radical ideas to conservative or reformist Foundations, rather than compromising these politics in order to secure funding.
- The language used in grant submissions is integral when seeking Foundation funding; **successful grant-submissions usually reflect the language and aims of Foundations that can be found in annual reports, newsletters and guidelines.**

Philanthropy and the Global Financial Crisis (GFC)

The 2008 GFC has inevitably affected philanthropy as most foundations distribute interest on their capital, but not capital itself, and both capital and interest will be greatly reduced.

During times of increased poverty, there is a need for community organisations to alleviate suffering and affect social change. However history shows us that traditionally this kind of crisis leads to an end to what is known as 'daring' philanthropy - funding to small, social change oriented organisations - instead, more established or 'safe' NGO's are likely to receive funding.

Foundations in Victoria have as little as 30% of their usual income to distribute, putting a high number of community organisations who depend on these Foundations, or who are hoping to seek funding for new projects in the future at risk.²⁸ Similarly, in times of economic crisis, when there is instability in employment and housing, less disposable income and confidence in the economy, individual and business philanthropy is negatively affected.

In an article entitled 'How to Prepare your Nonprofit for an Economic Recession,' recommendations for facing the GFC include:

- Staying in touch with donors, updating them on your work, reassuring them of your continued capacity. Don't rely on impersonal mail-outs for acquiring new donors or asking donors to renew their support.
- Expect Foundation funding to decrease, as they will likely focus on supporting existing grantees rather than beginning new projects.
- Rely less on corporate philanthropy and more on corporate sponsorship of special events.
- Increase your fundraising capabilities through building a database of donors, holding/attending a workshop or training session, increasing fundraising volunteers/staff members.
- Increase opportunities for donors to be involved, as statistically people volunteer more hours when they have less money to give.
- Develop contingency plans for reduced revenue; can you use volunteers to run projects, etc.²⁹

PART II: FUNDRAISING AND PARTICIPATION MODELS

For this section of the report, I asked interviewees what models they use to fund their work in ways that don't compromise their politics; how they do grassroots fundraising, what philanthropy they have pursued and why, who is responsible for doing the work, etc.

Fundraising Models for Community Organisations

1. National Fundraising Support for Local Chapters

Critical Resistance is a National organisation with 9 chapters, and 5 National staff, including the National Fundraiser who supports the chapters to do local fundraising in effective and appropriate ways. This support includes providing fundraising training, helping to write grants, plan events or make start-up money available for fundraising events/merchandise etc.

Increasing the capacity of chapters to do local fundraising work is important given that Foundations tend to support National, rather than small, local projects. It also means support can be garnered locally, chapters can increase their membership through fundraising outreach, and work is reflective of local needs.

Alongside supporting local chapters, the National Fundraiser and National Fundraising Committee raise money for whole organisation costs; National staff, shared infrastructure costs of rent, office costs, national retreats, the website, travel, etc, and is responsible for ensuring the National budget is met.

Ari Wolfeiler, Critical Resistance's National Fundraiser, suggests that if this model were applied to the Centre for the Human Rights of Imprisoned People (CHRIP), then rather than CHRIP raising \$100,000 and having a process internally or with all the proposed Prisoners Legal Services around Victoria to allocate the funds, we could speak to Community Legal Centres who might host Prisoners Legal Services, before seeking funding, *"and say, how much money do you need, lets make a plan for you to get it. I do that, I go talk to a chapter, say what skills do you want to learn, what fundraising opportunities are there, what needs do you have, and go from there."*³⁰

Critical Resistance have shifted in the past 12 months from 90% Foundation funding, and 10% grassroots fundraising from individual donations and merchandise sales, to 70% Foundation and 30% grassroots. They have made a conscious decision to move away from Foundation funding for two reasons, as Ari outlines:

Firstly, history shows without a doubt, when we get powerful, the Foundations will cut us off, and they will never fund us enough to get powerful if they can help it. It is ludicrous to try to win on their time, because the moment when we really need that money, they'll cut us off, in a dramatic way or not. There's no debate about that.

Secondly, we can raise a lot more money from individuals, and we can use it as an outreach tool. I would rather spend my day calling 200 people who gave a \$5 donation than painstakingly editing and re-editing a 3 page submission that someone in New York is going to read for 20 minutes. And I'm sure it's the same in Australia, the huge majority of charitable donations given in the USA are by individuals, a huge majority of that is given by poor people in small amounts. I think one thing that foundations do by offering money to social justice groups is they blind us to where the real money is for social justice work.³¹

2. Dedicated Fundraising Staff Position(s)

Many organisations interviewed for this project including Just Detention, the Human Rights Law Resource Centre, Sisters Inside, the California Coalition for Women Prisoners, and Legal Services for Prisoners with Children, have one or two staff members primarily responsible for fundraising, for example a Development Director, or the Executive Director. This approach allows staff members in dedicated fundraising positions to build relationships with Foundations and donors, which can be beneficial, ensuring donors' needs are recognised and met. It also takes into account the specific skills required to successfully fundraise, and the time consuming nature of the work.

Flat Out is an organisation that began with philanthropic support, and now receives 85% government, 15% philanthropic, and a small amount of grassroots funding, which they hope to increase. The organisation has decided against receiving funding from the department of Corrections as it compromises how women who access the service perceive and are able to trust them. Being independent, and not 'turning the key then offering support to women,' or being subject to Corrections controls and regulations is important to Flat Out, as it allows women to leave the prison behind when they are released.³²

Flat Out have initiated a dedicated Fundraiser position for 3 days a week for 6 months, to create a Strategic Fundraising Plan for the organisation. The 6 month 'consultant' position is funded through a philanthropic grant. They have chosen this model for fundraising because they are a small organisation, and need someone to fundraise who doesn't need much support or direction, and has high-level skills. The consultant fundraiser role is not to provide Flat Out with money, but is intended to give the organisation tools to equip them to seek funding in the future, develop a business plan to open a pilot op-shop, and look for strategic funding partnerships.

The pilot op-shop plan was chosen as a way to provide women who access the service with volunteer opportunities (particularly when many have complex needs and cannot meet other volunteer requirements), take on women who are on community orders in an environment that is supportive, and understanding of the demands and impact of the criminal justice system. It will also give resources to women (clothes, household goods etc that are needed when women leave prison). Flat Out are hoping the business will be sustaining, if not profitable, and will either share or be close to a permanent space for Flat Out that they will one day own rather than rent, ensuring advocates will always have somewhere to work, even if their funding is lost. It will also be a space for women to spend time, gain employment skills, and reduce isolation, loneliness and negative stereotypes.

3. Fundraising Team

The Catalyst Project has 2 full time and 3 part-time paid staff and a network of volunteers, including a Fundraising Team. There is a core 6-person collective made up of staff and a small number of volunteers who make decisions using a consensus decision making model.

The Catalyst Project is 70% grassroots funded (including 20% fee-for-service), and 10% Foundation funded. Grassroots fundraising is the responsibility of all staff members and volunteers, but there is a Fundraising Team of 12-20 people – local and national – who recruit volunteers for fundraising events, write fundraising notes, introduce the Catalyst Project to Foundations they have researched, and do orientation and trainings.

These volunteers are recruited and then supported through “a culture of gratitude, joy, community building and skills development, and flexible volunteer roles.”³³ The Fundraising Team communicates via email, but they have an initial face-to-face meeting which doubles as an orientation/celebration/training night. There are also monthly updates from staff on individual goals that have been reached by the team, and Catalyst strategies etc.

Grassroots fundraising happens through events, a monthly sustainer programme, mail-outs, Anne Braden Anti-Racist Training participant mail-outs to friends, colleagues, family, etc. Grassroots fundraising is an integral part of the Anne Braden trainings, with the philosophy that fundraising and organising are intertwined, and fundraising is a way to build and maintain relationships. Relationship building is a big part of the work of Catalyst Project, so every mail-out has a personal note from someone who knows the potential donor.

The Catalyst Project emphasis on grassroots fundraising is to consciously avoid the influence foundations have on shaping work, and also a way to connect with people, build relationships, ask people to join a movement, build coalitions, develop leadership, and do community education.

Transgender, Gender-variant and Intersex Justice Project (TGIJP) similarly have a fundraising team, but theirs is supported by a Development & Administration Director to coordinate current and future grassroots fundraising efforts. The temporary position is primarily responsible for coordinating grassroots fundraising activities (including individual donor cultivation), and building organisational infrastructure and capacity to support long-term member-led grassroots fundraising. TGIJP is currently primarily funded by small social justice foundations, with a budget of around 200k annually, and approximately 15k from individual donors. They do grassroots fundraising through an annual appeal, a few parties (in particular the trans-gender march after-party), and are planning to begin having membership dues, a 5-year celebration in May, and a donor house party.

Morgan Bassichis from TGIJP suggests that while they really value grassroots fundraising, they also know that the scale of foundation funding can allow them a lot of capacity, and are still trying to grassroots fundraising work off the ground: “We will continue to invest in becoming a grassroots funded organisation that is supported by our constituencies and allied communities.”³⁴

4. Broad-Based Volunteer Fundraising

3CR Community Radio has 6 paid staff positions and 400+ volunteers. Their funding is 30% government, and 70% grassroots from membership, service fees, and donations. Whilst they receive government funding, they are not dependent on it for survival. 3CR has chosen to remain independent so they can speak out on issues freely without fear of falling out of government favour. They have also prioritised grassroots fundraising so that listeners can participate actively in the station, become volunteers, offer support, and stay involved, which keeps the station dynamic and responsive to the community.

Aside from membership fees from clients using 3CR’s radio transmitter and technology, the station raises up to \$200,000 a year through grassroots fundraising efforts. During the annual Radiothon, programmers from the 130 on-air shows are responsible for raising a target amount of money based on their listenership, time on air, and history of fundraising efforts. Individual programmers raise this money by soliciting donations from listeners, organising music benefit gigs, selling merchandise, holding trivia nights, etc. Radiothon has a dedicated worker for 8 weeks, whose wage is paid for by Radiothon itself, and all staff members are responsible for supporting volunteers.

Although Radiothon is a specific example, a broad-base of volunteers doing fundraising within their own communities (whether it is a political, music, ethnic or religious community) enables many people to give small amounts of money, often on the premise of a personal relationship or affiliation, raising large amounts of money, whilst doing extensive outreach.

Inclusion of Imprisoned People in Community Organising and Service Provision

For this section of the report, I asked interviewees what involvement their organisation has from imprisoned/formerly imprisoned people, and how this is facilitated/supported given the often-present difficulties preventing people's engagement. What ways do people work to ensure imprisoned people's voices are represented, and influencing the direction of work that takes place outside of prison walls?

1. Board of Management with Members Inside and Outside of Prison

Justice Now and Sisters Inside are both run by a Board of Management with some members who are imprisoned, and some who are outside of prison.

Justice Now Structure and Governance:

One third of Justice Now's Board is currently or formerly imprisoned. The Justice Now Board is governing, not just advising; their role is to support staff, help trouble-shoot issues, spread the word, fundraise, and support program work, but not direct staff or determine content of program work.³⁵

The internal Board of Management took 5 years to form, and be incorporated into their by-laws to ensure its continuity. The Board was formed with people Justice Now already had relationships through their work in prisons. The Justice Now Board holds an abolition framework when making decisions. Board members meet with people inside women's prisons (women and trans-gender people), educate each other about what is happening inside and outside prison, and ask prisoners how they want to organise against it. Where possible Justice Now employ former prisoners, or pay stipends to volunteers who have been imprisoned and are working with Justice Now.

When prisoners or former prisoners want to be involved with Justice Now but don't have abolitionist politics, Justice Now does education on abolition the same as with everyone else; regular conversations, and finding ways to relate to people along appropriate lines. Justice Now is uncompromising about their position, but also understand where people are coming from. Political education inside and outside of prison is a big commitment of time, energy and resources, and is challenging. How can we (outside of prison) talk to people inside a brutal system, about abolition, unless we can help people inside to survive that system – both things need to happen simultaneously. Often activists with Justice Now started as clients; by providing some support there is recognition that people are suffering, and deserve to be whole and healthy. Balance abolition against reform.

Prisoners are involved in Justice Now fundraising – founder and former co-director of Justice Now, Cassandra Shaylor, suggests that people all have something to give, and can and should be invested in this kind of work, without others making assumptions about where people want to spend their money. People inside prison send stamps to Justice Now to use (i.e.: stamp drives for mail-outs) or send art/crafts etc for Justice Now to sell. They ask people inside prison for fundraising ideas. Some prisons allow fundraising events inside.

To determine its priorities as an organisation, Justice Now initially started with a survey of the main issues of concern for people inside. As their caseload grew too big, and started to become less effective, they reassessed, looked at trends, and re-focused. Their priority is how to make sure people survive prison, so they take on cases of:

- Medical neglect
- Intervention so people don't lose their kids, or don't lose connection with their kids
- Who can they get out immediately/who needs to get out urgently (i.e.: compassionate release for illness/old age)

To meet the needs of so many people in prison (there are 10,000 women in prison in California), Justice Now has developed curriculum for frequent issues in prison which is sent in to prisons in response to common questions. The organisation has also identified experts in each prison yard (jailhouse lawyers,

people good at filling out grievance forms, navigating how to see a doctor, knowledgeable with HIV medicines etc) who they can direct prisoners to for assistance on the inside. They first ask those people on the inside if they are willing to be a consultant, and give them as much support and tools as possible to help each other when there is a lack of resources on the outside. Justice Now is also a teaching clinic, training 3 groups of legal interns per year to increase capacity for this work to be undertaken.

Another project of Justice Now that includes the voices of imprisoned people is their Human Rights Documentation, where they train people on the inside to document human rights abuses through interviews and surveys (written by the women inside), which are then sent back out to Justice Now for statistical analysis and legal research on issues identified inside. Workers on the outside write a draft report which goes back inside for writing and editing, and when finished a series of reports will come out (Hep C, motherhood/pregnancy/termination of parental rights etc). These reports are used for lobbying, media, education, and as an example to the 'human rights world' on participatory methods of documentation. Justice Now also have a Writing Justice Project, which is collaboration between people inside and outside – i.e.: letters to the editor, op-eds, etc, emphasizing the importance of people speaking for themselves.³⁶

Sisters Inside Structure and Governance:

Sisters Inside was founded by Debbie Kilroy who was previously imprisoned, alongside eight currently imprisoned women who make up the internal committee of management. These women work alongside 8 women on the external committee of management. Sisters Inside has strong relationships with women both those inside and who have been released from prison. Those relationships and conversations inform the structure of Sisters Inside, as well as providing support that many women have never experienced before.³⁷

Sisters Inside believe that service provision and abolitionist politics need to go hand in hand, because there are still women surviving the prison system. Work still needs to happen to get women out of prison, out of the Courts, etc. Debbie Kilroy suggests that service provision has to operate at a grassroots level, with a political agenda, to realise the eventual aim of abolition. If Sisters Inside don't just talk about the issues, but go in to fight either on the ground or on a broader political scale, then they can build relationships with women, know the lives they need, and the necessity for change.

2. Organisation Run by Formerly Imprisoned People with Support from Allies

All Of Us Or None (AOUON):

All of Us Or None is an organisation made up of formerly imprisoned people, whose work includes law reform on issues associated with the prison industrial complex (PIC), issues that are identified by community members (i.e.: the right to vote in prison, or criminal record discrimination post-release), support to people leaving prison (advocating for people to access job training, rehabilitation, education, policy change), and issue based organising; practical, solvable issues to campaign around.

AOUN members, called community organisers, go into prisons and get people to join the organisation while they are still inside. They can then advocate for reform while in prison, and become involved with AOUN when they are released. Work from members inside prison includes helping people individually, having knowledge of services to refer people to, and identifying cases for legal reform. Elder Freeman suggests that "working with AOUN gives people inside prison emotional support, and a chance to stabilise themselves when they get out. Consciousness changes while incarcerated, instead being a predator, can become a servant of people. Peer education happens in prisons."³⁸

Transgender, Gender Variant & Intersex Justice Project (TGIJP):

The majority of members and staff of the Transgender, Gender Variant & Intersex Justice Project (TGIJP) are formerly imprisoned people, with support from allies. Members serve as pen pals, fundraisers, and action/event planners. Teams are set up to focus on work that builds skills and leadership. TGIJP places importance on leadership from imprisoned and formerly imprisoned transgender, gender variant and intersex people, which is facilitated through lots of intentional 1-on-1 support, conversation, and skill

development between people who have varied levels of experience participating in community organising. This takes a lot of time and investment in long-term relationships, and building on people strengths and really trying to not burn each other out. And making lots of space for crisis and changes in plans, and just going with the flow.

TGIJP also regularly collaborate with human rights organisations to document conditions of confinement for transgender and gender variant people. As part of that work they emphasise supporting current and former prisoners to submit and provide testimony. The organisation has always seen service provision as going hand in hand with organising/community work, like community-building/prisoner support, public education, and some action planning. This is recognised as important because their constituents are facing so many daily forms of violence and exploitation that impede their well-being, survival, and capacity to take positions of leadership in the organisation/movement. TGIJP has a lawyer on staff who provides legal advocacy for people in prison, and their volunteers/members (most of whom have been/continue to be ensnared in the criminal legal system in some way), provides an opportunity for people to get involved in the activist work, support other prisoners/former prisoners, etc.

3. Service Provision Aimed at Developing Self and Peer Advocacy

Legal Services for Prisoners with Children (LSPC):

Legal Services for Prisoners with Children is a legal support service that provides trainings to attorneys, family members and prisoners, as well as doing policy, advocacy and law reform. As there is such a huge un-met need for legal advice in Californian prisons, LSPC works towards self-determination, rather than take on individual legal cases. They do this by sending materials into prisons (manuals available online) to support jailhouse lawyers and peer advocates, and to families outside prison to advocate for those inside. This approach also ensures imprisoned people, formerly imprisoned people and their families have as much knowledge and power over their own lives as possible, and their voices are privileged.³⁹

5. Combined Model; Letters from Imprisoned People Informing Organisation Direction, and Formerly Imprisoned People on Board of Management

Just Detention International:

Just Detention International (Formerly known as Stop Prisoner Rape) is an organisation that works closely with survivors of sexual assault in detention. They receive letters from 10-20 people a week and solicit testimony so that they have the most updated information on the experience of survivors. They always have survivors and formerly incarcerated people on the Board and/or staff. They also have an advisory body called the Survivor Council, made of currently and formerly incarcerated survivors of sexual assault who provide input on programs and policy and take on speaking engagements. Just Detention also maintain a database of all of the letters they receive, and interview survivors on a regular basis, both to gather their testimony for submissions, advocacy, and education, and to get input on program direction.⁴⁰

6. Advocacy and Campaign Organisation Facilitating Engagement through Visits Programme

The California Coalition for Women Prisoners (CCWP):

The California Coalition for Women Prisoners was founded 13 years ago, in the 1990s out of recognition that there was a need for legal processes to remedy issues in women's prisons, but also public political education. CCWP does that quarterly through their newsletter 'The Fire Inside,' which goes to people inside men's and women's prisons and supporters on the outside. It is written by people in women's prisons, and themed each issue (i.e.: mental health, transgender rights), with the themes chosen by people inside prison.⁴¹

CCWP has an established 'Visitor Program' to ensure people who are inside prison are represented. There Victor Program is made up of 6 teams of visitors (5 people per team) who visit prisons every 6-8 weeks, seeing 5 people each during the day. The teams are:

- Companeras (Latino/Spanish speakers)
- Sister to Sister (African American women)
- 3 General Teams (not visiting a specific target group)
- Quarterly Rural Prison visits
- Legal Visitors - with attorney sponsors

Teams meet one on one with people inside, generally the same people each visit. Most people who are visited are serving long sentences. Visits include check-ins about:

- Individual issues
- Loved ones on the outside
- Medical issues
- Legal issues (no direct legal services are provided, but volunteer visitors will try to get advice from the outside and send it on, or give contacts and resources) – same with medical prison procedures, next steps, write letters of medical advocacy.

Visits keep people inside informed about what is going on outside, and are a space for discussing what issues come up in prison, to inform organising on the outside.

7. Social and Cultural Representation of Imprisoned People's Voices

3CR Community Radio:

3CR Community Radio annually broadcast live from Victorian prisons throughout National Aboriginal and Islander Day Observance Committee (NAIDOC) week. The focus of the project is to give voice to imprisoned Indigenous people to talk about systemic issues, and communicate with family and community members on the outside. The broadcasts occur from Fulham, Port Phillip, Dame Phyllis Frost and Barwon Prisons, and are also recorded, edited and sold as CDs. Alongside this project of people *inside* prison broadcasting their voices on air, the weekly *Doin' Time* show is broadcast from outside prison for people inside to hear.⁴²

Justice Now:

Justice Now initiated a project in 2007 that continues online called *Public Secrets*. *Public Secrets* is an interactive website where members of the public can listen to audio clips or read transcripts of women imprisoned in California speaking about the realities of the criminal justice system and the prison industrial complex. The women's stories, ideas and opinions were recorded over three years by Justice Now in their capacity as legal advocates, and aim to break the secrecy and invisibility surrounding prisons, as the project description reads:

The public perception of justice - the figure of its appearance - relies on the public not acknowledging that which is generally known. When faced with massive sociological phenomena such as racism, poverty, addiction, abuse, it is easy to slip into denial. This is the ideological work that the prison does. It allows us to avoid the ethical by relying on the juridical.

The expansion of the prison system is possible because it is a public secret - a secret kept in an unacknowledged but public agreement not to know what imprisonment really means to individuals and their communities. As the number of prisons increases, so does the level of secrecy about what goes on inside them. The secret of the abuses perpetrated by the Criminal Justice System and Prison Industrial Complex can be heard in many stories told by many narrators, but only when they are allowed to speak... Inmates are not allowed access to computers, cameras, tape recorders or media equipment of any kind. Such restrictions preserve the public secret.

PART III: CONCLUSIONS AND RECOMMENDATIONS FOR CHRIP

Funding:

What are our Needs?

- Certainty and continuity of funding
- Independence
- Funding us *for*, not *despite* of our politics
- Funding for social change and decarceration, rather than prison reform
- Funding targeted at intense disadvantage and highly stigmatised/marginal issues
- Funding to facilitate participation and leadership from formerly imprisoned people
- Funding for independent legal services as a form of innovation – needs to extend beyond pilot projects
- Funding that allows organisations/projects to work together effectively not competitively

What are the Best Ways to Meet Those Needs?

- Collaborative grassroots funding with other allied organisations to meet shared needs
- Collaborative foundation funding applications, seeking Federal/State/Local funding where no conflicts of interest or politics are at stake
- Current target of 30% grassroots funding to increase to 40% target over 2 years
- Develop and implement dedicated fundraising team to pursue grassroots and other funding streams and engagement with funders;
- Regular grassroots fundraising events as a movement building, campaign and outreach tool.

Core Principles to Inform and Define our Fundraising Work:

- Focus on building relationships with, and valuing all donors regardless of donation amount;
- Being supported by, and accountable to the communities we work with;
- Building leadership from the communities we work with.

Inclusion of Imprisoned People:

- Explore ways to establish inside/outside Board model and/or visits programme/advocacy model;
- Develop and implement a model of greater integration of imprisoned and formerly imprisoned people to achieve goal of CHRIP being informed and led by formerly imprisoned people within three years;
- This goal needs to be more emphasised and resourced around skill, sustainability, capacity development/ succession planning – ie. Setting up leadership to succeed;
- Make real inclusion and participation of imprisoned and formerly imprisoned people a condition of all significant decisions and activities of CHRIP;
- Provide reporting-back and communication mechanisms between imprisoned and formerly imprisoned people and CHRIP;
- Provide an economic base for imprisoned and formerly imprisoned peoples experience/expertise and participation;
- Every element of CHRIP must agenda and address these issues recurrently;
- At least 1/3 of CHRIP steering committee and/or CHRIP's projects to be made up of imprisoned and formerly imprisoned people over the next 2 years

APPENDIX I: ORGANISATIONS INTERVIEWED/RESEARCHED FOR REPORT

USA

Legal Services for Prisoners with Children

1540 Market St, Suite 490, San Francisco, CA 94102. Ph: +415 255-7036 <http://prisonerswithchildren.org/>

Legal Services for Prisoners with Children (LSPC), advocates for the human rights and empowerment of incarcerated parents, children, family members, and people at risk of incarceration, through provision of information, community activism, advocacy and legal trainings, and litigation. LSPC works with clients to develop their own advocacy skills so that they become leading participants in defining their issues, needs and solutions. Their focus is on women imprisoned women and their families, and they emphasise that issues of race are central to any discussion of incarceration.

Founded in 1978, LSPC has provided significant leadership in challenging the expansion of the prison industrial complex and the concomitant damage that this expansion has wrought on low income communities and communities of color generally, and on women and their children specifically. Since 1990, LSPC has been visiting women prisoners in California state prisons to investigate, expose, challenge, and halt the human rights abuses women confront on a daily basis. Their work focuses on trying to improve medical care in prisons, stop the sexual abuse of women prisoners, help incarcerated mothers maintain ties to their children, fight to free incarcerated survivors of domestic violence, and provide support to the many incarcerated women who are leaders fighting for change within the prison community. LSPC does this work through monthly prison visits to the California prisons, filing lawsuits, lobbying for changes in legislation, organising demonstrations, collaborating with prisoners' families, working in coalitions with other prisoner rights organisations, and providing limited direct advocacy to women prisoners.

LSPC is co-directed by Karen Shain and Dorsey Dunn, and 12 staff are divided into teams/projects that are self-defining. Staff bring policy issues to directors and create projects. These projects include

- Older Women's Project
 - o Release and/or conditions of confinement - Safety is a big concern for older women in prison - LSPC would never advocate for geriatric prisons, but could have geriatric wings in existing prisons
- Pregnant Women and Women with Small Children
 - o Passed law so that pregnant women not shackled, are now looking at enforcement of that law.
 - o Mother infant facilities; LSPC were advocating for better access to them, but now finding conditions of confinement are just as bad as general population, so are trying to work out what to do. If the mother-infant facilities are shut down kids will be forced to leave the prison, so are trying to push for social services to be involved in push for better conditions.
 - o Termination of parental rights; LSPC worked to have bill passed that gives imprisoned women more time before parental rights terminated. LSPC are talking to judges about the impact on family of imprisonment, and working with family members
- Battered Women's Project
 - o LSPC push for retrials if women in prison were not able to present domestic violence information in cases the first time they are heard. LSPC get pro-bono legal teams together per woman, and work with Public Defenders office L.A to take on complicated (test) cases and try to get women out of prison.

Justice Now

1322 Webster Street, Suite 210 Oakland, CA 94612, Ph: +510 839 7654 www.jnow.org

Justice Now's mission is *to end violence against women and stop their imprisonment. We believe that prisons and policing are not making communities safe and whole but that, in fact, the current system severely damages the people it imprisons and the communities most affected by it. We promote alternatives to policing and prisons and challenge the prison industrial complex in all its forms.* Justice Now is the first teaching law clinic in the USA solely focused on the needs of women prisoners. Interns and staff provide legal services in areas of need identified by women prisoners, including:

- Compassionate release;
- Healthcare access;
- Defence of parental rights;
- Sentencing mitigation; and
- Placement in community-based programs.

Justice Now work to bridge the gap between service provision and political organising through their Building a World Without Prisons campaign. This campaign highlights ideas and strategies of women in prison to challenge the current reliance on policing and prisons. They use popular education, training, theater, music, art, and community organising to create a vision of a world without prisons and develop the tools to make it a reality.

Critical Resistance

1904 Franklin St, Suite 504, Oakland CA. Ph: +510 444 0484 www.criticalresistance.org

Critical Resistance's mission is to build an international movement to end the Prison Industrial Complex by challenging the belief that caging and controlling people makes us safe. We believe that basic necessities such as food, shelter, and freedom are what really make our communities secure. As such, our work is part of global struggles against inequality and powerlessness. The success of the movement requires that it reflect communities most affected by the PIC. Because we seek to abolish the PIC, we cannot support any work that extends its life or scope.

Critical Resistance (CR) is a national grassroots organisation with hundreds of members and thousands of supporters. CR's work falls into 3 main categories: Movement Building, Grassroots Organising, and Education As abolitionists, CR has played a leading role in challenging the normalisation of prison as a solution to social, political, and economic problems. CR's broad abolitionist strategy embraces 3 main areas:

1. Decarceration: Organizing to reduce the prison population. This could include the decriminalisation of sex work and drugs and an end to racial profiling.
2. Ending Prison Building: Organising to reduce the amount of prisons/jails. This could include closing existing facilities and fighting prison sittings and expansion.
3. Alternative Practices: Organising projects that reduce a reliance on prisons and policing.

Critical Resistance Structure

Communication:

To maintain communication between 9 autonomous chapters and few paid staff, CR utilises a combination of methods: list serves, visits, calls, national and regional retreats, trainings, and conferences/strategy sessions. They have quarterly newsletters and annual reports to help keep members informed and updated about what's going on with each chapter's work. Chapter members are encouraged to participate in national retreats, national workgroups, national conference calls, and the national organising body to help shape the direction of the organisation.

Decision Making:

Decisions affecting the entire organisation are made by consensus by the National Organizing Body (NOB). NOB is organised by work groups. There are currently 3 work groups: Personnel-responsible for the hiring, evaluation, and policies related to staffing; Funding-responsible for the financial well-being of the organisation; and, Technology-responsible for assessing, implementing, and troubleshooting the technological needs of the organisation. NOB work groups meet on their own schedules, usually via conference call. The meetings are open to all members.

Funding:

CR gets its funding from a variety of sources including foundation grants (such as the Open Society Institute), individual donors (through direct mailings and solicitations), and donations for merchandise (t-shirts, books, etc). Chapters are encouraged to be resourceful in their appeal for funds. Chapters host special events such as parties and film festivals, conduct local donor drives, and submit grants for projects and general support.

Staffing:

CR currently has five paid staff positions. Staff operate on a non-hierarchical basis and are accountable to each other, the NOB, and the general membership. Staff is responsible for coordinating the communication, support, operations, and resources of the organisation; including local chapters and regional offices. The relationship between chapters and staff is reciprocal. The primary way that chapters maintain communication with the national body is through their staff "buddy." Consistent communication through phone calls, meeting notes, visits, and email is integral for minimising problems and helping the organisation thrive in a non-hierarchical structure.

Local Chapters:

Local chapters determine their own structures, projects, and campaigns. However, chapters are required to support the CR mission and meet specific benchmarks. CR's 9 local chapters are primarily organised by region: NE-NYC, Chicago, DC, Baltimore; West-Oakland, LA, South-New Orleans, Gainesville, St. Petersburg/Tampa. National CR provides local chapters with resources to support their work. Examples of these resources include: infrastructural support such as offices, phones, supplies, and staffing, literature, videos, funds for special needs, fundraising support, technology, trainings and a network of prison abolitionists throughout the country.

Transgender, Gender-variant and Intersex Justice Project (TGIJP)

342 9th Street, Suite 202B, San Francisco, CA 94103, Ph: +415-252-1444 www.tgijp.org

The Transgender, Gender Variant and Intersex (TGI) Justice Project's mission is to challenge and end the human rights abuses committed against transgender, gender variant/genderqueer and intersex (TGI) people in California prisons and beyond. TGIJP has three staff members and about 15-20 active members, and a number of organisational allies who provide ongoing staff/collective support.

TGIJP has four main projects:

1. Legal Services & Advocacy:

Alternative Sentencing Support: To end the abuses and discrimination that TGI people experience in prisons and jails, TGIJP seek to decrease number of TGI people going into jail or prison by diverting them out of the criminal justice system as early as possible. They assist TGI people awaiting sentencing in the San Francisco Bay Area to access needed health, social and economic services, as alternatives to imprisonment.

Legal Advice & Referrals for Prisoners: TGIJP also provides legal advice and referrals to defend the human rights and dignity of TGI people who are experiencing abuse, discrimination and harassment in prison due to their gender and/or intersex status.

2. International Human Rights Advocacy:

TGIJP participate in United Nations reviews of the human rights record of the U.S., and educate local communities about TGI rights under international human rights laws. They bring these rights home by educating communities on how to leverage these rights in their local activism. In doing this work, TGIJP also educate the international human rights community about the needs and issues impacting transgender communities of colour.

3. Community Organising & Leadership Development:

To address the root causes of the human rights abuse epidemic against TGI people throughout society & the criminal justice system, TGIJP supports base-building projects that build the leadership capacity of TGI communities, and especially among TGI prisoners and former prisoners.

The TIP Committee: TGIJP's Trans/Gender Variant in Prison Committee (TIP) is a volunteer-led grassroots community organizing effort by and for TGI people inside and out of prison, and their allies, to expose and end the human rights abuse of TGI people in California prisons. TIP provides logistical and technical assistance to TGI people organizing in prison, and educates the public about the failure of the prison industrial complex and the need for community-based alternatives to address interpersonal and systemic violence.

4. Building A Movement:

Transforming Justice Coalition: TGIJP are one of the key sponsors of the national Transforming Justice Coalition, made up of organizations and individuals dedicated to promoting the leadership of former and current TGI prisoners. Following the groundbreaking Transforming Justice conference in 2007, this coalition will help build a national movement for short-term and long-term solutions to the human rights crisis facing transgender and gender variant communities today.

Just Detention International (formerly known as Stop Prisoner Rape)

3325 Wilshire Blvd., Suite 340 Los Angeles, CA 90010. Ph: +213-384-1400 <http://www.justdetention.org/>

Just Detention International (JDI) is a human rights organisation that seeks to end sexual abuse in all forms of detention. All of JDI's work takes place within the framework of international human rights laws. The sexual assault of detainees, whether committed by corrections staff or by inmates, is a crime and is recognised internationally as a form of torture. Cases of sexual abuse in detention are not rare, isolated incidents, but the result of a systemic failure to protect the safety of inmates. Victims of prisoner rape are left beaten and bloodied, contract HIV and other sexually transmitted diseases, and suffer severe psychological harm.

JDI is concerned about the safety and well-being of all detainees, including those held in adult prisons and jails, juvenile facilities, immigration detention centers, and police lock-ups, whether run by government agencies or by private corporations on behalf of the government. JDI has three core goals for its work: to ensure government accountability for prisoner rape; to transform ill-informed public attitudes about sexual violence in detention; and to promote access to resources for those who have survived this form of abuse.

California Coalition for Women Prisoners

1540 Market St, Suite 490, San Francisco, CA 94102. Ph: +415-255-7036 <http://www.womenprisoners.org/>

CCWP is a grassroots racial justice organisation that challenges the institutional violence imposed on women and communities of color by prisons and the criminal justice system. CCWP are building a movement with women prisoners, family members of prisoners, and the larger communities through organizing, leadership development, and political education.

CCWP is organised along four lines with an organising committee for each:

1. Visiting

- Schedules and coordinates prison visits
- Orients new members before visiting
- Discusses visits and provides follow-up

2. Newsletter Committee

- Solicits writing from women inside
- Develops themes and written material
- Produces and distributes newsletter

3. Education and Advocacy Committee

- Prepares flyers and educational materials
- Coordinates speaking engagements
- Develops a variety of advocacy tactics

4. Planning Committee

- Coordinates the work of CCWP
- Makes routine organizational decisions
- Liaisons with other CCWP chapters

The Emergency Response Network is a network of people who are willing to make calls, write letters and come to protests to respond to emergency situations.

Catalyst Project

522 Valencia St #2, San Francisco, CA 94110. info@collectiveliberation.org

Catalyst Project is a center for political education and movement building based in the San Francisco Bay Area. They are committed to anti-racist work in majority white sections of left social movements with the goal of deepening anti-racist commitment in white communities and building multiracial left movements for liberation. The Catalyst Project is committed to creating spaces for activists and organisers to collectively develop relevant theory, vision and strategy to build movements. Catalyst programs prioritise leadership development, supporting grassroots fighting organisations and multiracial alliance building.

All Of Us Or None

All of Us or None Bay Area, 1540 Market Street Suite 490, San Francisco, CA 94102, Ph: +415 255-7036 ext 308, www.allofusornone.org

All of Us Or None is a national organising initiative of prisoners, former prisoners and felons, to combat the many forms of discrimination that we face as the result of felony convictions. After serving time in torturous conditions, we were met at the gate with prejudice and discrimination that made our re-entry into society difficult and in some cases impossible. Many of us recognise that our prison sentence never ends as long as the discrimination against us continues.

AUSTRALIA

3CR Community Radio

3CR, PO Box 1277 Collingwood Melbourne VIC AUSTRALIA 3065, ph: (03) 9419 8377, www.3cr.org.au

3CR is a dynamic, community hub that has produced radio for over 30 years. Over 300 volunteers present over 130 radio programs every week. The radio station was established in 1976 to provide a voice for those

denied access to the mass media, particularly the working class, women, Indigenous people and the many community groups and community issues discriminated against in and by the mass media. Many 3CR broadcasters are community activists and therefore uniquely placed to present alternative current affairs, news and views. 3CR stages a number of special broadcasts annually to promote human rights issues including Indigenous rights, women's rights and worker's rights. When major social justice events are happening in Melbourne such as strikes, rallies and demonstrations 3CR is usually the first place socially justice minded people tune into.

Flat Out

Flat Out Inc, 54 Pin Oak Crescent, Flemington, VIC 3031, ph: (03) 9372 6155, www.flatout.org.au

Flat Out is a collectively managed women's organisation that was established in 1988. The service aims to provide support and information to women (with or without children) who have experienced the criminal justice system. Priority is given to women who are, or have been, incarcerated.

Flat Out aims to break in the cycle of poverty, homelessness, isolation, offending and incarceration by providing links with housing and other community services. Their work consists of direct support services, community development, education, research and advocacy. Direct services include providing information, facilitating access to housing, case work, crisis intervention, court support, reunification of children with their families, and support for women preparing to enter prison.

Human Rights Law Resource Centre

Human Rights Law Resource Centre, Level 17, 461 Bourke Street, Melbourne VIC 3000 ph: (03) 8636 4450, http://www.hrlrc.org.au/html/s01_home/home.asp

The Human Rights Law Resource Centre (HRLRC) is an independent community legal centre that aims to promote and protect human rights, particularly the human rights of people that are disadvantaged or living in poverty, through the practice of law. HRLRC also aims to support and build the capacity of the legal and community sectors to use human rights in their casework, advocacy and service delivery. The Centre achieves these aims by undertaking and supporting the provision of legal services, litigation, education, training, research, policy analysis and advocacy regarding human rights.

Reprieve Australia

Reprieve Australia, GPO Box 4296, Melbourne VIC 3001, <http://www.reprieve.org.au>

Reprieve Australia works against the death penalty. It aims to provide effective legal representation and humanitarian assistance to those facing the death penalty, to advocate against the death penalty and to raise awareness about human rights. Established in Melbourne, Australia in May 2001, Reprieve Australia conducts volunteer programs at home and abroad, including sending Australians to defend clients facing the death penalty. It also produces a newsletter and news updates, conducts awareness raising events and works with other organisations which fight against the death penalty.

Sisters Inside

PO Box 3407, South Brisbane Queensland 4101, ph: (07) 3844 5066, www.sistersinside.com.au

Sisters Inside Inc. is an independent community organisation, based in Brisbane QLD, which exists to advocate for the human rights of women in the criminal justice system, and to address gaps in the services available to them. They work alongside women in prison in determining the best way to fulfil these roles. Current Sisters Inside programs include a Sexual Assault Counselling Service, Crucial Connections Program, Early Intervention, an Aboriginal Support Worker for imprisoned women, the Building on Women's Strength program, Work Pathways, The Insider Newsletter, Indigenous Arts/Circus Project and the Kids and Mum's Project.

APPENDIX II: STRUCTURE AND FUNDING OF CHRIP

October 2007 – March 2008, Phase 1 CHRIP

The Brimbank Melton Community Legal Centre (BMCLC), as CHRIP's auspice, obtained a \$30,000 grant from the Reichstein Foundation for CHRIP to hire a project worker 2 days per week, for 6 months. In this time CHRIP:

- Wrote a report into establishing a Prisoners Legal Service (PLS) in Victoria, identifying the need for a PLS and possible models;
- Built a representative steering committee of 12 organisations to guide the project;
- Began consultation with imprisoned and formerly imprisoned people into their needs in access to justice and human rights; and
- Sought funding through the Legal Services Board (LSB) for the preferred model of PLS
 - o In the LSB minor grants round, BMCLC with the support of CHRIP was successful in obtaining \$50,000 from the LSB to establish a 12 month Pilot Prisoners Legal Service, with 1 part-time lawyer seeing clients at the Dame Phyllis Frost and Port Phillip Prisons.
 - o In the LSB major grants round, the Mental Health Community Legal Centre (MHCLC) with the support of CHRIP obtained \$60,000 (of the \$800,000 they applied for) to do a scoping project into the needs of people imprisoned with mental illnesses, and models of Prisoners Legal Services to meet these needs.

April 2008 – September 2008

In this period CHRIP had no funding for a project worker, but with volunteers from the steering committee, was able to:

- Provide close support and mentoring to the Pilot Prisoners Legal Service at BMCLC;
- Hold a public forum as part of the Federation of Community Legal Centres conference, *Leading Justice*, called *Prisons, Strategies for Justice and Decarceration*, with 80 participants from community organisations, to identify priorities and strategies towards decarceration in Victoria;
- Begin to develop a Decarceration Framework, which will be completed through consultation with imprisoned people, formerly imprisoned people and their families;
- Create a Victorian Decarceration Network, of organisations and individuals working together around imprisonment and related issues for the benefit and safety of the whole community; and
- Seek further funding for Phase 2 of the CHRIP project (see below).

September 2008 – October 2011, Phase 2 CHRIP

With the auspice of Flat Out, CHRIP was able to obtain \$105,000 funding for the next 3 years of the project. This funding includes:

- \$5000 from the Victorian Law Foundation to develop the Decarceration Framework, and conduct research for this report; into funding structures of organisations in USA and Australia;
- \$30,000 from the Reichstein Foundation for a 3 day per week project worker; and
- \$70,000 from the R E Ross Trust over 3 years for a 1 day per week project worker, general operations, and building and strengthening organisational capacity.

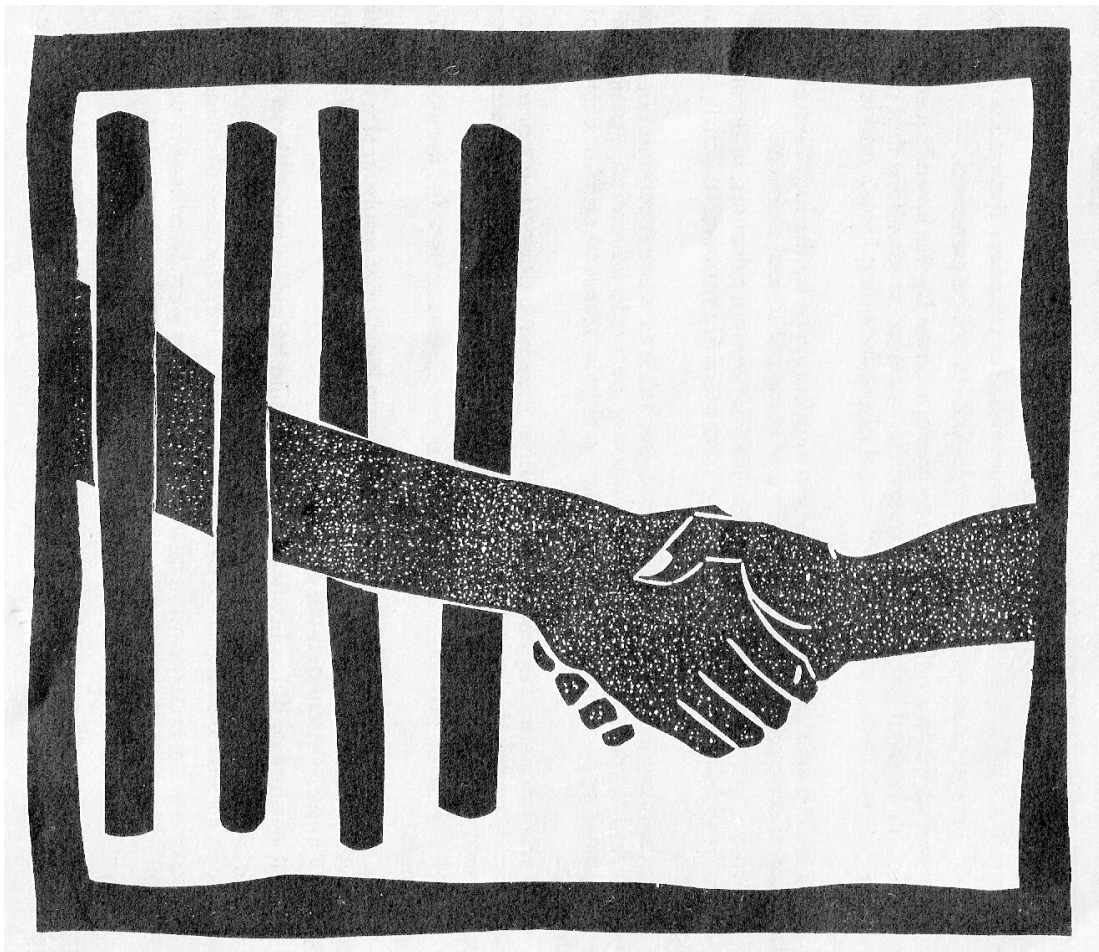
ADDITIONAL RESOURCES ON FUNDRAISING

For grassroots fundraising ideas, how to create an effective fundraising plan, the politics of fundraising, etc see:

- Kim Klein, *Fundraising for Social Change, 5th Edition, Revised & Expanded*, Chardon Press (2006)
- Grassroots Institute for Fundraising Training, *Grassroots Fundraising Journal*, available online at <http://www.grassrootsfundraising.org/index.php?topic=grfi>

For Foundation funding resources, grant-making newsletters, tips for successful submissions etc, see:

- <http://www.ourcommunity.com.au/funding/>
- <http://www.communityfoundation.org.au/>
- <http://www.philanthropy.org.au/>



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- ¹ Prison Research Education Action Project, *Instead of Prisons: a Handbook for Abolitionists*, published by Critical Resistance, 2005, pp. 10
- ² Steering Committee for the Review of Government Service Provision, *Report on Government Services 2009*, Productivity Commission, Canberra (ROGS 2009), 8.5.
- ³ ROGS, 8.5.
- ⁴ ABS, *Prisoners in Australia*, 2008
- ⁵ Ibid.
- ⁶ Ibid.
- ⁷ Ibid.
- ⁸ CHRIP Submission to the National Human Rights Consultation Committee, June 2009. Statistics drawn from ROGS, 8.5. In 2007, the Australian Bureau of Statistics (ABS) estimated that Indigenous people made up 2.5% of the total Australian population: ABS, *Population Distribution, Aboriginal and Torres Strait Islander Australians*, 2006.
- ⁹ CHRIP, 2009, Statistics drawn from Nathalie Taylor (2006) *Juveniles in detention in Australia, 1981–2006*, Australian Institute of Criminology, Canberra; cited in Jane Curnow and Jacqueline Joudo Larsen (2009) *Deaths in custody in Australia: National Deaths in Custody Program 2007*, Australian Institute of Criminology, Canberra, 1.
- ¹⁰ Paul White and Harvey Whiteford (2006) 'Prisons: mental health institutions of the 21st century?' 185(6) MJA 302
- ¹¹ Ibid
- ¹² Holly Johnson (2004) *Drugs and Crime: A Study of Incarcerated Female Offenders*, Australian Institute of Criminology, Canberra, xiv.
- ¹³ Statistical Profile of the Victorian Prison System 2003-04 to 2007-08, Department of Justice Victoria.
- ¹⁴ Queensland Government Custodial Operations, available online at:
http://www.correctiveservices.qld.gov.au/About_Us/The_Department/Custodial_Corrections/index.shtml
- ¹⁵ The Sentencing Project, Facts about Prisons and Prisoners, April 2009, available online at
http://www.sentencingproject.org/Admin/Documents/publications/inc_factsaboutprisons.pdf
- ¹⁶ The California Department of Corrections and Rehabilitation Fourth Quarter 2008 Facts and Figures, available online at http://www.cdcr.ca.gov/Divisions_Boards/Adult_Operations/docs/Fourth_Quarter_2008_Facts_and_Figures.pdf
- ¹⁷ Critical Statistics, California Coalition for Women Prisoners, available online at
http://www.womenprisoners.org/resources/critical_statistics.html
- ¹⁸ Michael Liffman, *The Cultural and Social History of Philanthropy in Australia*, Australian Philanthropy, Issue 67 (2007), pp 5
- ¹⁹ <http://www.reichstein.org.au/grants/eligibility>
- ²⁰ Liffman (2007), pp 4
- ²¹ Liffman (2007), pp 5
- ²² Trudy Wyse, quoted in Mary Borsellino, *Teaching People to Fish: a Discussion on Social Change Philanthropy*, Australian Philanthropy, Issue 67 (2007), pp 12
- ²³ Borsellino (2007), pp 13
- ²⁴ Stephanie Guiloud and William Cordery from Project South: Institute for the Elimination of Poverty and Genocide
- ²⁵ Giving Australia: Research on Philanthropy in Australia, October 2005, available online at
<http://www.philanthropy.org.au/community/transcripts/Giving%20Australia%20Summary.pdf>
- ²⁶ <http://www.philanthropy.org.au/research/fast.html>
- ²⁷ Rachel Walsh, Reprieve Australia, Interview Melbourne February 2009
- ²⁸ Emily Turner, The Future of Australian Philanthropy: New Uncertainties and Opportunities, available online at
<http://blog.philanthropy.org.au/2008/10/16/the-future-of-australian-philanthropy-new-uncertainties-and-opportunities/> (2008)
- ²⁹ Richard Male, *How to Prepare Your Nonprofit for an Economic Recession*, in the Grassroots Fundraising Journal, May/June 2008, pp 11-12
- ³⁰ Ari Wolfeiler, Critical Resistance, interview Oakland, 11 September 2008
- ³¹ Wolfeiler, 11 September 2008
- ³² Billi Clarke, Michelle Old and Brook Shearer, Flat Out, Interview Melbourne 06 January 2009.
- ³³ Betty Jeanne Rueters-Ward, Catalyst Project, interview Oakland, 18 September 2008
- ³⁴ Morgan Bassichis, Transgender, Gender Variant and Intersex (TGI) Justice Project, Interview via email, November 2008
- ³⁵ Cassandra Shaylor, Founder and Former Co-Director Justice Now, Interview Oakland, 3 October 2008
- ³⁶ Shaylor, Oakland, 3 October 2008
- ³⁷ Debbie Kilroy, Sisters Inside, interview by Charandev Singh, Melbourne, 6 September 2008
- ³⁸ Elder Freeman, All Of Us Or None, Interview Oakland, 6 October 2008
- ³⁹ Karen Shain, Legal Services for Prisoners with Children, Interview San Francisco 6 October 2008
- ⁴⁰ Linda McFarlane, Just Detention, Interview via email, 13 November 2008
- ⁴¹ Shawna Sanchagrin, California Coalition for Women Prisoners (CCWP), Interview San Francisco, 6 October 2008
- ⁴² Loretta O'Brien, 3CR Community Radio, Interview Melbourne, February 09