

CLOSING THE BLACK FUNDING GAP: A Study of the SBCCI Funding Model



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A study prepared by Management Technologies on behalf of the Africa Centre, the Black Business Initiative, Groupe 3737, and Tropicana Community Services.

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Glossary of Terms

Acronym	Definition
ABC	African, Black, Caribbean
ANS	African Nova Scotian
BBI	Black Business Initiative
BNPs	Black Non-Profits
CAP	Capital Assistance Project
CBP	Capacity Building Project
ESDC	Employment and Social Development Canada
IC	Intermediary Consultant
IOs	Intermediary Organizations
LC	Lead Consultant
SBCCI	Supporting Black Canadian Communities Initiative
TCS	Tropicana Community Services
TOR	Terms of Reference



Executive Summary

The 400-year existence of African-Descended people in Canada is replete with stories of racial discrimination, hegemony, disrespect, marginalization, and exclusion from social, economic and political participation in the development of Canada, but also stories of courage, resilience, tenacity, and triumph against incredible odds. When vital services were denied to our people, our instinctive value of “it takes a village” kicked in to ensure our survival in this unwelcoming land. Formal and informal social, cultural, political, educational and health organizations were created by caring individuals to fill the void. Despite the influx of Black immigrants with skills and education post-1967, when Canada revised its immigration policy, these new immigrants, determined to make a new life in Canada, were met with Canada’s legacy of racial discrimination.

Today, hundreds of BNPs are dispersed across the Canadian landscape vying to fill the gaps in much-needed services to Black communities. The establishment of the SBCCI funding program for BNPs using Black IOs was a significant gesture by the federal government to address the notable challenges of BNPs with securing funding (The research report entitled UNSUCCESSFUL: Black Communities Overlooked by Canadian Philanthropy¹ underscores this reality). The \$24 million program was launched in 2020 and engaged the Africa Centre from Alberta, the Black Business Initiative from Nova Scotia, Groupe 3737 from Quebec and Tropicana Community Services from Ontario as Intermediaries to manage the grant process and to facilitate sub-agreements with BNPs. The program is nearing the end of its 3rd year of operation. It is slated to end in March of 2024. Consequently, there is a desire both on the part of the funder and the Intermediaries to ascertain the success of this program.

This report presents the findings of a study of the experience of BNPs with the SBCCI funding model. The study involved the analysis of 759 applications, an online survey of 258 funded BNPs and 28 unsuccessful BNPs, focus group sessions held by the four IOs, a focus group session with the IOs, and a survey administered to the IOs. The principal findings are as follows:

- The SBCCI funding model has been a resounding success!
- The data from the analysis of 759 applications overwhelmingly show that the SBCCI grant program has reached a diverse set of organizations in terms of location within Canada, size of the organization, age, area of service focus, and heritage.

¹ UNFUNDED: Black Communities Overlooked by Canadian Philanthropy, Philanthropy and Non-profits Leadership, Network for the Advancement of Black Communities & Carleton University, 2021.

- There is an underrepresentation of Indigenous African Nova Scotian² organizations in the mix of grantees despite the prevalence of long-standing Indigenous BNPs in the province. An attempt must be made to determine why there was such low participation. This can be achieved by contacting several existing organizations to ascertain their awareness of the SBCCI grant program.
- There is unanimity in the view that the program has increased funding for Black non-profits. Many of the organizations were receiving their first public grant from the SBCCI program.
- While the SBCCI made it possible to access funding, the challenges that plague Black non-profits continue to exist. Organizations fear a premature termination of the program.
- Several organizations have been able to leverage the SBCCI funding to obtain funding from other sources, thereby increasing the reliability of their funding base.
- There is clear evidence that the focus of the SBCCI funding model is such that it has been able to meet some key needs of BNPs. Organizations have benefited from improved governance, strengthened operations efficiency and greater opportunities for sustainability.
- There is strong evidence that the program has led to additional outcomes for BNPs, such as improving their visibility, credibility, legitimacy, and brand image. These outcomes have helped several organizations obtain increased or additional funding from sponsors and partners.
- There is some level of misalignment between the focus of the model and the needs of some BNPs. There is the view that the funding ignores the life-cycle stage that organizations are in and that the current funding scope is better suited to organizations in the start-up (early) phases but less suitable for organizations in the growth and maturity stages. Some feel that mature organizations with strategic plans, established policies, and good governance systems do not stand to benefit from the grant or the wrap-around support services.
- Respondents identified several unmet needs. The three top needs include a) human resource development - in particular, leadership development, b) project management capacity, and c) funding for increasing staffing capacity.
- The SBCCI funding model has provided better outcomes for BNPs.
- There are primary and secondary outcomes that accrue from Black Intermediaries serving BNPs. The following are a few of the outcomes: a) a greater chance of being funded, b) building of capacity in governance, operational efficiency and sustainability, c) enhanced skills in grant-writing, d) a relationship of cultural safety, e) valuable wrap-around supports, and f) improved credibility for BNPs in the community.
- The IOs were given an opportunity to transform the BNP sector across Canada. From the feedback obtained; they have been immensely successful.

² Indigenous African Nova Scotians are those who can link their heritage to one of the 52 historic Black communities in Nova Scotia

This is a tremendous feat given the lack of experience of some of the IOs with this scale of funding at the start of the program and the diversity and geographical distribution of clients.

- The SBCCI program has had a far-reaching impact, funding over 750 BNPs. Many of these organizations have leveraged their improvements to increase credibility and secure funding from new sources.
- While the IOs have facilitated the enhancement of BNPs, they have benefitted from the program financially and structurally. IOs have had to improve their internal systems and hire new staff to facilitate program delivery. Further, exposure to BNPs and service professionals has enabled the creation of a Black service ecosystem to support BNPs.
- The IOs have had their credibility and brand reputation enhanced due to the success of the SBCCI funding program to date.
- There is overwhelming support for the wrap-around support provided by the intermediaries. Many BNPs felt their projects would not have been successfully implemented without that support.
- Some organizations believe that the wrap-around support is not well-suited to mature organizations but to organizations in the early stages of development.
- Online participants, at least 78%, are satisfied or very satisfied with the SBCCI transformational funding model.
- Some Intermediaries are dissatisfied with some aspects of the program. The predominant concern is the lack of flexibility with respect to the allocation of funding to other areas outside the scope or objectives of the SBCCI model. Many of the BNPs would like to be able to hire staff or pay volunteers but are not allowed to do so.
- Organizations that did not receive funding from SBCCI (Unsuccessful organizations) have similar demographic profiles to funded organizations.
- Most unsuccessful organizations had operating budgets of under \$50,000. Hence the grant would have had a significant impact on their resources.
- Most of the unsuccessful organizations either did not meet the criteria for funding or were not told why they did not meet the criteria.
- Since many organizations have received funding from other organizations multiple times, it is reasonable to assume they should qualify for the capacity-building grant. As such, the practice of collecting data on unsuccessful organizations and providing them with feedback should be established.

Throughout the report, several recommendations are made. The following is a set of core recommendations for consideration by ESDC.

- 1) Continue the SBCCI funding program for at least another five years. Decades of neglect of the Black communities across Canada cannot be corrected in a single funding cycle. There is a need for multiple funding cycles.

- 2) Increase the funding envelope by at least 50% and ideally 100%
- 3) Allow the IOs to take the lead in setting the program parameters/objectives for the next funding cycle, and ESDC should refrain from imposing objectives that only partially address the needs of BNPs and protects it from having to make long-term commitments to Black communities across Canada.
- 4) Consider the reality of BNPs, where there exists a significant level of unpaid labour being utilized to deliver services, in many cases, services that the various levels of government should provide. As such, expand the program scope to allow the use of a portion of the funding to pay staff and give honoraria to volunteers.
- 5) Allow the program's scope to include funding for operating expenses. Good governance and efficient processes without funding to operationalize programs will not create value. Facilitating program delivery with operational funding will allow BNPs to build a track record that can be leveraged with other funders.
- 6) Empower Black IOs to use their discretion to make decisions regarding the amount of funding to allocate to staffing and operational expenses on a case-by-case basis.

As success begets success, the continuation of this program for at least another 5 years will see a seismic impact on the state of Black communities in Canada.



1: Introduction

People of African descent have been in Canada for over 400 years. Over their 400-year presence in Canada, Blacks have faced enslavement, segregation, marginalization, discrimination and injustice, exclusion from the economic sector, denial of proper education, exclusion from the labour force, pay injustice, etc. Grassroots organizations have led the fight against the myriad injustices faced by African-descended Canadians. The United Negro Improvement Association (UNIA), the 150-year-old African United Baptist Association (AUBA), and the Black United Front (BUF), are just some of the few not-for-profit organizations in Nova Scotia that engaged in community development and advocating for better conditions, rights and freedoms for Black Canadians. Similar organizations existed across Canada.

Over the years, the population of Black Canadians has grown significantly. Between 1763 and 1900, most Black arrivals in Canada were fleeing enslavement in the United States. The period of 1900-1960 saw few Blacks emigrating to Canada. In 1910, Canada passed immigration legislation that allowed the government to prohibit and deport immigrants who were deemed unsuitable for Canada. During that period, very few people of African descent immigrated to Canada.

Canada changed its immigration policy in 1967, assessing potential immigrants based on their education, skills, and employment prospects. This led to many qualified immigrants from the Caribbean and the African continent settling in Canada. According to 2016 census figures, most recent Black immigrants come from Haiti, Nigeria, Jamaica, Cameroon and the Democratic Republic of the Congo. Also, according to Statistics Canada, about 1.2 million Black people were living in Canada in 2016. Black Canadians formed about 3.5 percent of the total population.

Like their predecessors, new Blacks in Canada continue to face significant barriers to progress. They have encountered racism, exclusion, economic and cultural marginalization, poor housing, race-based violence, injustice, over-criminalization, and exclusion from the labour force, among others. In response to these conditions, we have witnessed the establishment of numerous Black-led, Black-serving not-profit community organizations. Many of these organizations make significant contributions to their respective communities. However, most lack the level of funding needed to meet the demand for their services and to have the scale of impact that could transform communities. A recent study of philanthropy in Canada³ shows that Black organizations receive as little as 7 cents for every \$100 donated to big Canadian charities demonstrating the gross level of under-funding among Black-led Black-serving organizations. This reality underscores

³ Ditto

the dire need for adequate funding for these organizations to realize their visions for their respective communities.

In section 2, we discuss the value of intermediaries, in the funding ecosystem of not-for-profits. Section 3 outlines the Supporting Black Canadian Communities Initiative (SBCCI) and the specific program being evaluated. Section 4 outlines the purpose of evaluating the SBCCI funding model and the methodology used. Section 5 presents the findings of the evaluation. The report ends in Section 6 with recommendations for improving and sustaining the funding program.



2: The Value of Intermediaries in the Funding of Ecosystem of Community Organizations

A recent ground-breaking study conducted by the Network for the Advancement of Black Communities and Carleton University's Philanthropy and Non-profit Leadership program reveals a stark reality in Canada's philanthropic sector: for every 100 dollars donated to charitable organizations, as little as seven cents go toward supporting Black charities (CBC News, 2021). This underfunding of Black charities underscores the critical need for intermediary organizations (IOs) to play a vital role in ensuring equitable funding distribution to non-profits working with underrepresented communities.

Intermediary organizations are essential bridges between the Canadian government's funding sources and non-profit organizations working with underrepresented communities. The study's findings emphasize the significance of these intermediaries in addressing the funding disparities faced by Black charities in Canada. By leveraging their core capacities, intermediaries can facilitate a more equitable distribution of funds and support sustainable initiatives.

Cross-sector partnerships and community credibility are crucial capacities that IOs bring to the table⁴. By establishing effective partnerships across entities and sectors, IOs can foster collaboration and align stakeholders on a clear and mutually shared vision of equity and social impact. Furthermore, IOs with “proximate leadership”, rooted in lived experience and a deep understanding of the community's context, can build trust and credibility, which are vital for establishing meaningful relationships with underrepresented communities.

Factors for Success in Intermediary Funding Distribution

Based on research and recommendations, several factors contribute to the success of the funding distribution model facilitated by intermediary organizations:

- 1. Streamlined Application Processes:** Simplifying the application process and reducing bureaucratic hurdles would make it easier for non-profits, particularly those with limited resources, to access funding. This could include the use of online application platforms and standardized reporting templates.
- 2. Enhanced Collaboration and Knowledge Sharing:** Strengthening collaboration among intermediary organizations, non-profit organizations, and government

⁴ Intermediary Impacts on Equity Pathways Systems. (June 2022). Education First. Retrieved from: https://www.education-first.com/wp-content/uploads/2022/06/Full-Report_Pathways-Intermediaries-Landscape-Scan_Education-First_June-2022.pdf.

agencies fosters knowledge sharing, avoids duplication of efforts, and promotes a coordinated approach to addressing community needs.

3. Flexibility in Funding Allocation: Allowing intermediary organizations greater flexibility in allocating funds based on the evolving needs of underrepresented communities ensures adaptability and responsiveness to emerging challenges.

4. Strategies for Community Engagement: Intermediaries must employ strategies to actively engage with underrepresented communities to identify their specific needs and priorities. Community involvement in decision-making processes ensures that funding allocations align with community aspirations and lead to meaningful outcomes.

5. Aligned Monitoring and Evaluation Processes: Alignment between funders, intermediaries and non-profits on monitoring and evaluation mechanisms enables intermediary organizations to assess the progress and outcomes of funded initiatives. By building consensus on how data should be collected and analyzed, intermediaries can identify successful practices, make necessary adjustments, and share best practices with non-profit organizations and government funders.



Figure 1. Drivers of Intermediary Performance

Challenges to the Intermediary Funding Distribution Model

The use of intermediaries has been viewed by many funding bodies as a quick solution to various challenges, such as scaling programs, increasing efficiency, and reducing administrative costs. Additionally, funders use IOs to build reputation in untested areas. While some funders have successfully utilized intermediaries to advance philanthropic goals, there are instances where the IO structure has

introduced complexities, conflicts and additional costs for both foundations and grantees, (Toward Effective Use of Intermediaries, Peter L. Szanton⁵).

To enhance the intermediary funding distribution model and further support underrepresented communities, several strategies can be considered:

- a) **Strengthen Trust and Credibility:** Intermediaries should prioritize building trust with the communities they serve. This can be achieved through proximity leadership, which involves hiring individuals from the community and embracing their lived experiences (CBC News, 2021). By establishing a physical presence and engaging in community listening sessions, intermediaries can develop relationships and gain a deeper understanding of the community's needs.
- b) **Embrace Trust-Based Philanthropy:** Shifting the focus from traditional metrics, such as a non-profit's viability or fundraising success, to evaluating their impact and the meaning they bring to the community is crucial. Trust-based philanthropy emphasizes redistributing power and fostering a healthier and more equitable non-profit ecosystem.
- c) **Streamline Organizational Structures:** Intermediaries should streamline their organizational structures to improve efficiency and transparency in the process of funding distribution. This may require acquiring new skills, such as financial education, marketing, communications, facilitation, and community organizing, to better reach non-profits in underrepresented communities.
- d) **Leverage Resources:** Intermediaries can act as brokers, connecting community-based non-profit organizations with critical resources that go beyond funding. This can involve increasing access to existing funding opportunities, providing training in effective finance strategies, and acting as fiscal agents to streamline services.

With adequate analysis on the use of IOs and the inherent benefits and challenges this model presents to administering the SBCCI Capacity-building Grant, stronger intermediary funding systems can be built, optimizing the impact of SBCCI funding for Black Canadian communities.

⁵ Szanton, P. L. (2003). Toward More Effective Use of Intermediaries. In P. Patrizi, K. Sherwood, & A. Spector (Eds.), Practice Matters: The Improving Philanthropy Project (pp. 1-9). Retrieved from: https://foundationcenter.org/gainknowledge/research/pdf/practicematters_01_paper.pdf.

3: The Supporting Black Canadian Communities Initiative

The SBCCI was created by the Canadian federal government through Employment and Social Development Canada (ESDC) to help increase the capacity of grassroots not-for-profit organizations serving Black communities in Canada. Some of these organizations are registered charities. However, many do not have charitable status making it difficult to raise much-needed funding.

The SBCCI uses an intermediary service delivery model that aims to provide funding through a fair and transparent process. The goal is to support Black community organizations across Canada to increase their organizational capacity in the following areas:

1. Facilitating access to funding from a more diverse range of funding sources
2. Enhancing organizational governance to provide excellent organizational stability and improved planning and oversight functions, with a specific focus on the following:
 - a. Leadership and stewardship.
 - b. Communication and transparency
 - c. Continuous learning and growth
 - d. Empowerment and accountability
 - e. Service and fairness
 - f. Accomplishment and measurement
 - g. Enhancing operational management effectiveness and efficiency

The SBCCI has four components:

1. Supporting the establishment of the Canadian Institute for People of African Descent
2. Funding capital projects through the Capital Assist Project (CAP)
3. Funding capacity building projects through the Capacity Building Project (CBP)
4. Providing funds for emerging priorities

Component 3 is the subject of the evaluation presented in this report. With funding from the Government of Canada, the CBP makes grants available to Black-led and Black-serving grassroots organizations across Canada.

The grants are administered by four intermediary organizations: a) Africa Centre, b) Black Business Initiative, c) Groupe 3737 and d) Tropicana Community Services. The primary objective is solely to increase the organizational capacity of the grantee organizations.

The Contribution Agreement

Each of the four intermediaries signed a contribution agreement with the federal government outlining the project objectives, the project activities, and the expected results for the project.

The principal project phases were similar but nuanced across the intermediaries.

Milestone 1: Create the Project's Management and Delivery Infrastructure.

- a) Project staffing
- b) Establish the TOR between the intermediaries and key partners
- c) Establish a Selection/Adjudication Committee and its TOR
- d) Develop a communication plan.

Milestone 2: Conduct a Call for Proposals for Funding.

- a) Review and approve proposals.
- b) Develop action plans for the community of practice and the long-term sustainability of the project.
- c) Distribute and monitor funds.
- d) Evaluate grantee performance.

Milestone 3: Issue a Second Call for Proposals and Repeat Phase 2.

Milestone 4: Deliver Support and Funding to all Approved Community Projects

- a) Administer projects.
- b) Reporting to ESDC
- c) Implement Community of Practice sessions
- d) Implement project evaluation.
- e) Facilitate grantee reporting.

Milestone 5: Support the Review of the Employment Equity Act

Milestone 6: Wind Down the Project

Milestone 7: Project Close Out

The Application Process

Except for Groupe 3737, Africa Centre, BBI and Tropicana solicited applications for funding nationally, while Groupe 3737 focused on not-for-profits in Quebec. Each intermediary issued the call for proposals with some measure of coordination and timing. Applicants filled out a web-based application which was then submitted to the appropriate intermediary depending on the focus of the grant application and whether it came from Quebec or outside of Quebec. Applicants are informed of the decision on their application once adjudicated.

4: The Evaluation of the SBCCI Funding Model

As part of the contribution agreement with ESCD, the Intermediaries were required to evaluate the funding model at the end of the third year of the program. The program is predicated on the following assumptions:

- 1) A “for Black organizations, by Black organizations” approach will ensure that Black organizations have better access to funding.
- 2) Ensuring that the funding and other supports are responsive to the needs of Black organizations will, in time, trickle down to Black communities.
- 3) A transformational funding model leads to better outcomes than transactional funding.

The Intermediaries are seeking to answer the question, “whether the granting process, funding, and other supports through this grant have, indeed, increased access to funding for a diverse selection of Black organizations and have been responsive to their needs?” if the hypothesis proves “true,” then the case be made that this model of funding should continue to be utilized when funding Black-led and Black-serving organizations. In summary, the Intermediaries are seeking to assess:

- 1) The extent to which the SBCCI Capacity Building grant has reached a diverse range of Black-led and Black-serving not-for-profit organizations.
- 2) If the granting process has supported increased access to funding for Black grassroots organizations.
- 3) If the grant has been responsive to the needs of Black-led, Black-serving not-for-profit organizations.
- 4) If the Intermediary model, with Black Intermediaries supporting Black organizations, has provided better outcomes for the organizations than other approaches to funding Black organizations.
- 5) If the Intermediary model has provided better outcomes for the Intermediaries in strengthening their capacity and responding to their needs as Black-led and Black-serving organizations.
- 6) The extent to which the Intermediaries’ transformational model of funding has been more beneficial in building the capacity of Black-led and Black-serving not-for-profit organizations than if the funding model had been solely transactional.

The Study Methodology

To answer the six questions posed above, we undertook the following approach.

- 1) **Document Review:** Here, we reviewed the published information on ESCD’s website, reviewed the contribution agreements signed by the Intermediaries with ESDC, reviewed the information shared by the Intermediaries on their websites, and reviewed the application form.
- 2) **Data Review:** We examined and analyzed the data captured through the application process.
- 3) **Online Survey of Grantees:** We designed a survey instrument which we administered to successful grantees to ascertain their profile and the nature of

their experience with the funding model. The survey questions were designed with a combination of multiple-choice and open-ended questions. The multiple-choice questions used a 5-point Likert scale.

- 4) **Online Survey of Unsuccessful Applicants:** We designed a survey instrument which we administered to unsuccessful applicants with the goal of ascertaining their profile, reasons for their lack of success, and their experience with the funding model.
- 5) **Focus Group Engagement with Successful Grantees:** A cross-section of grant holders were invited to attend a focus group session led by a consultant hired by each Intermediary. Each Intermediary targeted approximately 25% of the grantees they processed. The focus group sessions used a set of semi-structured and open-ended questions to obtain information pertinent to the six evaluation objectives above.
- 6) **Focus Group Sessions with Intermediaries:** Intermediaries were engaged in a focus group session with the Lead Consultant to ascertain the backdrop to the SBCC Capacity Building Program, the challenges faced by the Intermediaries in creating the infrastructure to carry out the program, and their perceived successes and failures.

A lead Consultant led the evaluation project with the responsibility for designing the evaluation process, guiding the data collection, conducting the analysis of the data, and producing an evaluation report replete with recommendations.

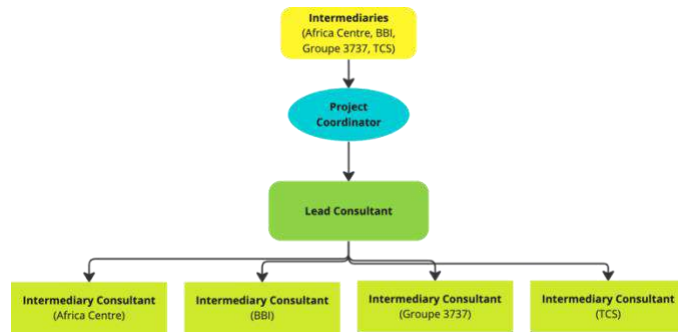


Figure 2. Project Organization Structure

To support the work of the Lead Consultant, each Intermediary contracted a consultant which we refer to as an Intermediary consultant (IC). The IC focused on data collected from the grantees approved by their respective intermediaries. Weekly meetings involving the LC and the ICs were organized and facilitated by the Project Coordinator to ensure the evaluation project milestones remained on track.

5: Findings of the Study

Q1: Has the SBCCI Capacity Building grant reached a diverse range of Black-led and Black-serving not-for-profit organizations?

The findings are organized in accordance with the six evaluation questions. The data, analysis of observations, and specific recommendations will be identified.

The extent to which the CBP can reach a diverse range of Black organizations depends on a number of factors, such as a) the purpose of the grant, b) the level of awareness and understanding of the grant among Black non-profits, c) the alignment between the goals of the grant and the needs of Black non-profits, d) the relative ease with the grant application process can be accessed, d) the qualification criteria for the grant, and e) the perceived credibility of the Intermediary. While we are not aware of the total number of BLBS non-profit organizations across the country, the fact that, to date, over 700 organizations have received funding from the grant is a testament to the level of awareness of the grant. We examine the diversity of the grantees using several demographic variables such as age, geographic location, etc.

The Profile of Funded Organizations

The following data comes from the analysis of information gleaned from 759 approved projects.

Figure 3 shows the breakdown of the 759 applications processed by the four Intermediary organizations. The results show that BBI processed the majority (37%) of the 759 applications, Groupe3737 – 27%, Tropicana Community Services – 23% and Africa Centre processed 13%.

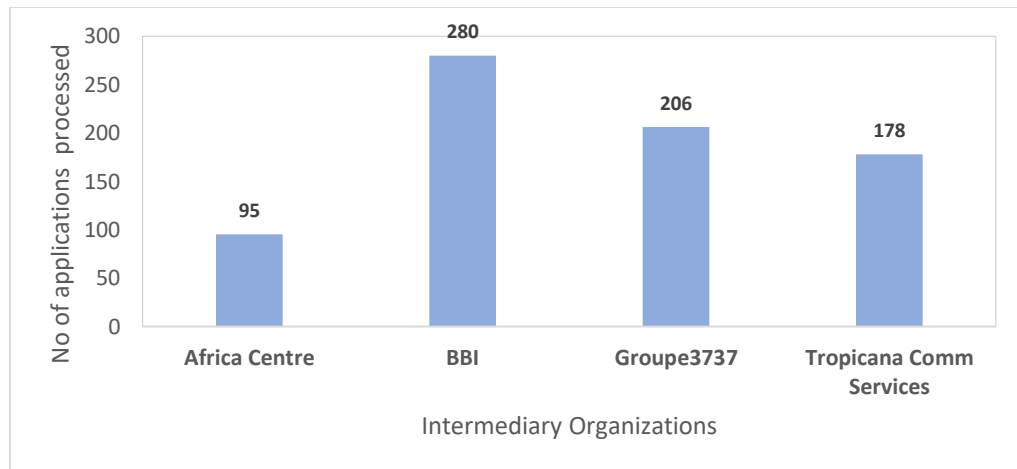


Figure 3: Applications processed by intermediary organizations (n = 759)

Distribution of applications by province

The province/territories of the applicants are shown in Figure 4. Three provinces – Ontario, Quebec and Alberta – account for about 85% of all grant applications. PEI, Nunavut, New Brunswick, Newfoundland and Labrador and Saskatchewan accounted for less than 3% of all applications received and processed.

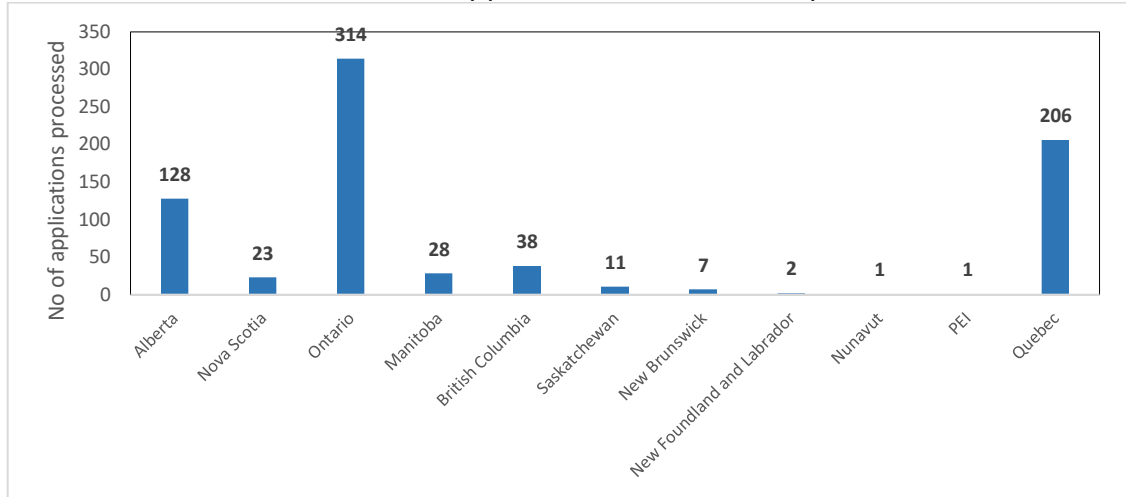


Figure 4: National distribution of Applications (n=759)

Without the knowledge of the number of eligible Black non-profits in each province, it is difficult to ascertain whether the distribution of applications reflects the distribution of non-profits across Canada.

Applications by intermediary organizations and provinces

The breakdown of applications processed by each intermediary organization by province is shown in Figure 3. Not surprisingly, all applications to Groupe3737 were from Quebec. The other three intermediaries received applications from other provinces. The majority of applications to BBI were from Ontario (164 in total) and a smaller number from Alberta (51), and fewer than 20 from Nova Scotia. Tropicana Community Services also received most of its applications from Ontario (127), while 25 came from Alberta. Most of the applications to Africa Centre were from Alberta (52), and 23 from Ontario.

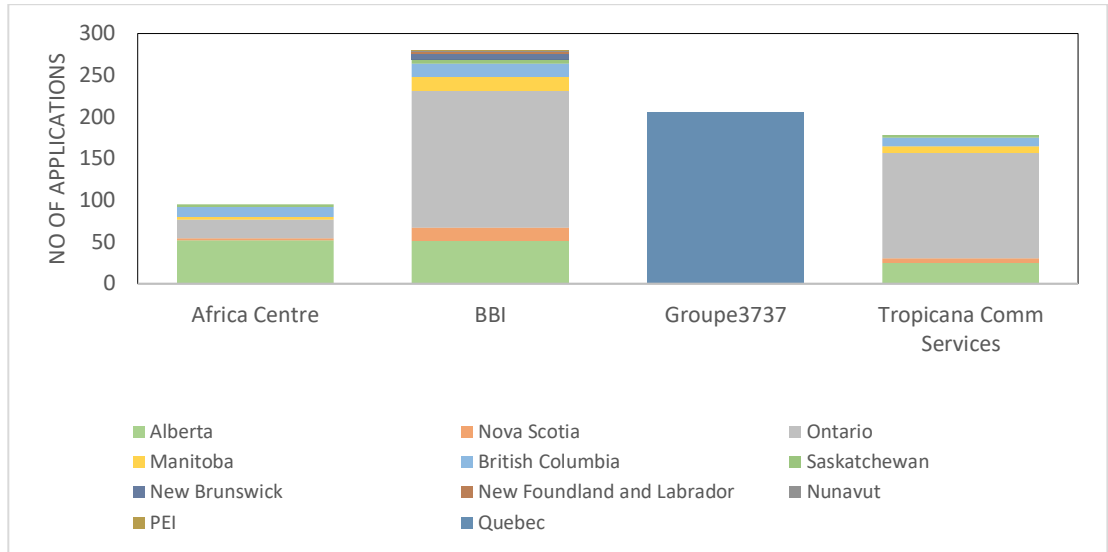


Figure 5: National distribution of applications by Intermediary organization (n=759)

The primary focus of the organizations

Another measure of diversity relates to the primary focus of the organizations applying for the SBCCI grant. As shown in Figure 6, most organizations (25%) applying for the grant classify their focus as ‘outreach and inclusion’, while 15% focus on youth development, 125 on arts and culture and 11% on economic initiatives. Other common areas of focus include employment, entrepreneurship and business development and mental health. Two (2) organizations focus on anti-racism. It is fair to say, however, organizations focusing on outreach and inclusion also address the issue of racism as a driver of exclusion. Both Outreach and Inclusion and Youth Development cover a wide swath, including many of the other areas listed. Hence the service focus is relatively diverse.

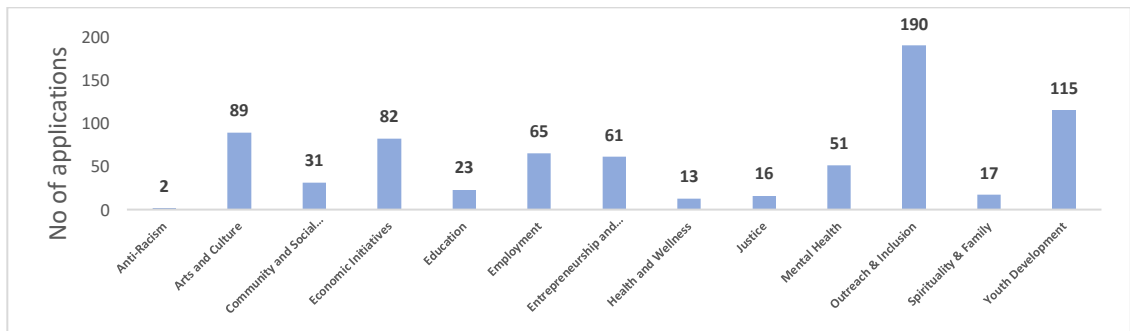


Figure 6: Primary focus of organizations (n=755)

The distribution of each participant’s focus in the online survey is shown in Figure 7. Most funded organizations focus on youth development, community development and mobilization, arts and culture and health and wellness services. ‘Other’ focus of the organizations includes early childhood development, food

support/food bank, HIV, media and entertainment, resettlement, services to LGBTQ+, sports and recreations and women and senior’s wellness programs.

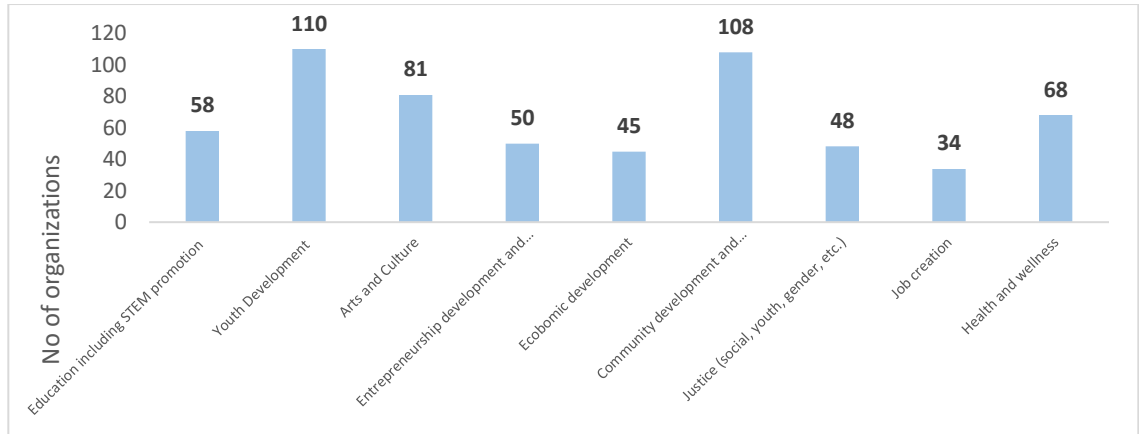


Figure 7: Primary focus of organizations (n=258)

Heritage of applicants

Almost half the applicants identify as ‘multigenerational’ while 33% identified their heritage as ‘all’ (Figure 5). Three (3) applicants identified as Indigenous Canadians. The low participation of Indigenous Canadians requires further analysis, given that Nova Scotia possesses a notable number of Indigenous BNPs .

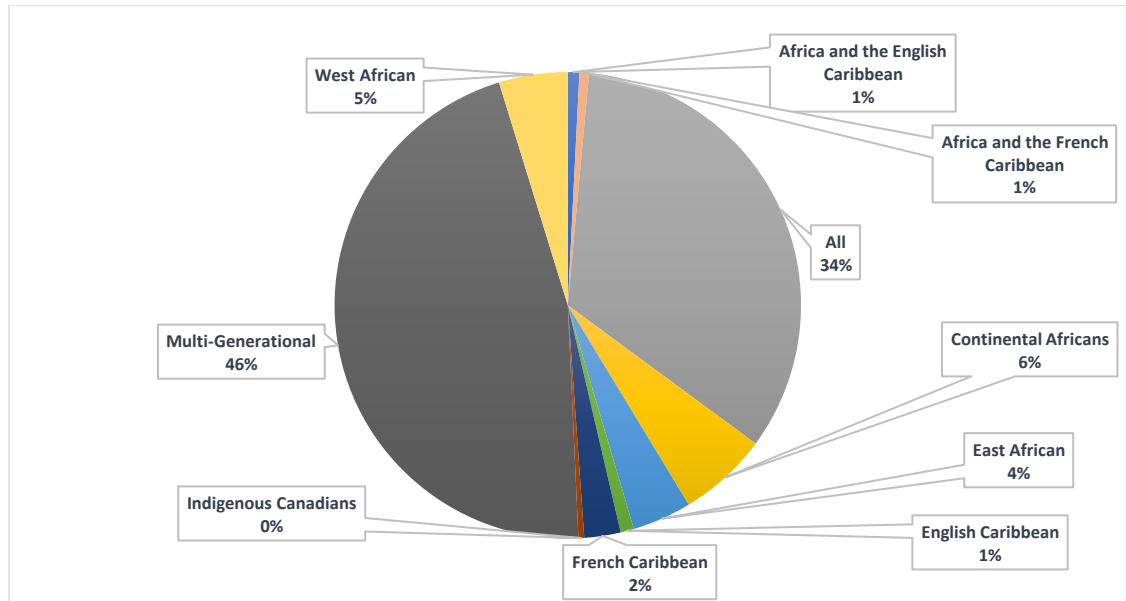


Figure 8: Heritage of applicants (n=755)

Age of the business

Most organizations (62%) have been operating for under ten years and are considered ‘young’ organizations. Of the 38% considered ‘mature’ organizations, i.e., having been in business for more than ten years (Figure 9), 15% have been operating for 20 or more years. The minimum age of an organization applying for

the grant was two years and the maximum was 62 years. The average age of all applicants was 11 years (standard deviation 10.4). The relatively large standard deviation suggests a significant level of variability or diversity in the age of the applicants.

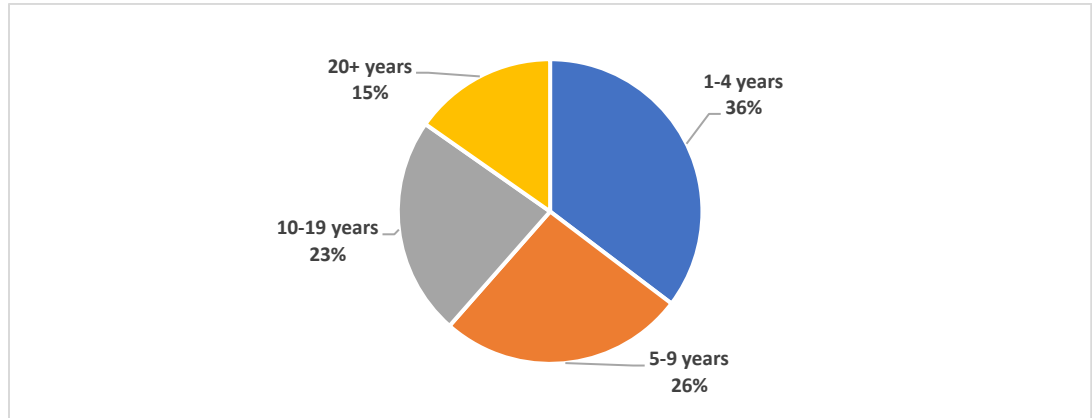


Figure 9: Age of organizations (n=753)

Number of employees

The number of employees is often used as a proxy for organization size. Seventy percent (70%) of the organizations applying for the SBCCI grant are classified as small organizations, employing under 20 people (Figure 10); 46% employ between 1 and 5 persons. A few large organizations, employing more than 100 people, also applied for the capacity building grant. The statistics show that the minimum number of employees for any organization was 1, while the maximum was 550. The average number of employees for all applicants was 8 (standard deviation 26). The relatively large standard deviation indicates diversity in organization size.

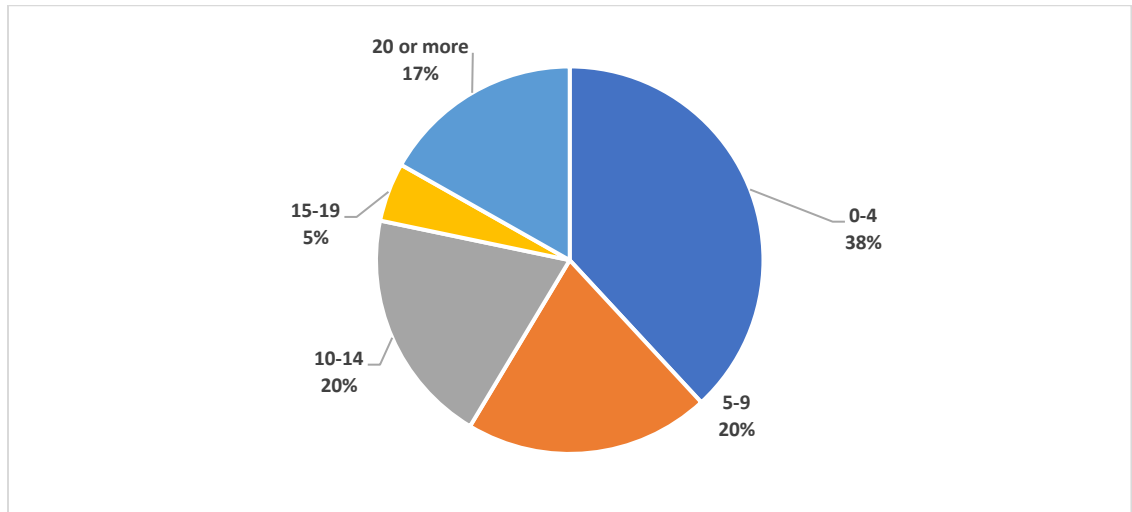


Figure 10: No of employees (n=27)

Grant Amount Requested

Most applicants (71%) requested a maximum funding level of \$45,000 (Figure 11). 13% requested funding for between \$10,000 and \$30,000. Less than 1% of the applicants requested funding for less than \$10,000. The minimum funding requested was \$5,250, and the maximum was \$45,000. The average amount requested was \$39,374 (standard deviation of \$9,209.56).

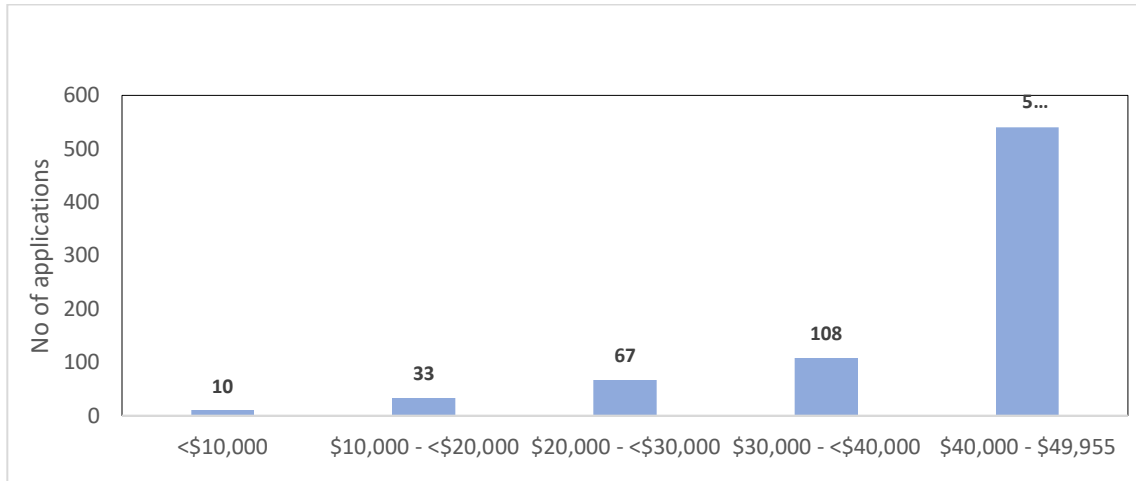


Figure11: Grant amount requested (n=759)

Grant Amount Awarded

Most applicants (71%) were awarded the maximum funding of \$45,000 (Figure 12). The results show that applicants were generally granted the amount they applied for. The minimum amount awarded was \$2,500, and the maximum was \$45,000. The average grant awarded was \$40,223 (standard deviation \$8,454.40).

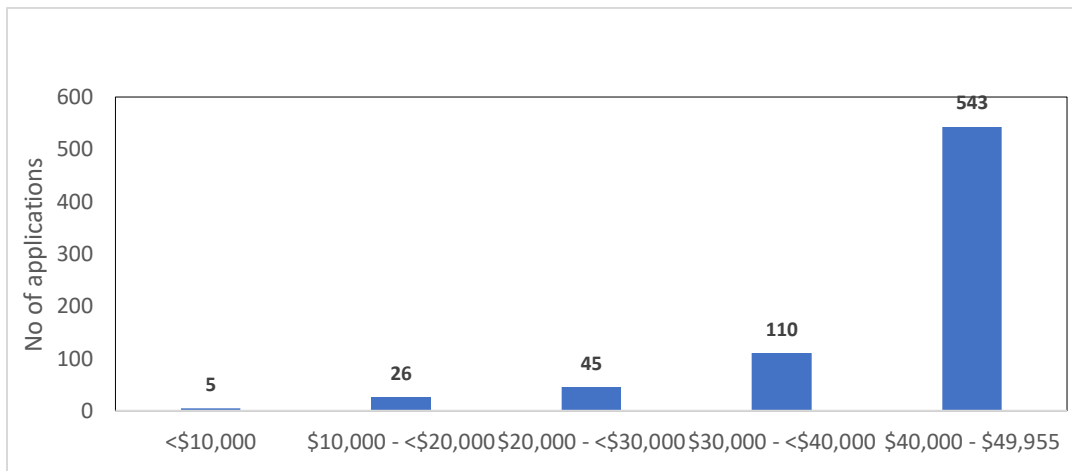


Figure 12: Grant amount awarded (n=756)

Award to request

Figure 13 shows the percentage of grant money requested compared to the amount awarded. Approximately 60% of all applicants were awarded between 90 and 100% of the requested amount. 25% were awarded more than 100% of the requested amount. One applicant was awarded 857% of the amount requested, while five others got between 500-600% of the amount they requested. The minimum award-to-request percentage was eight percent, and the maximum was 857%. The average ratio of the award to request was 112% (standard deviation 63.99). The data begs why some organizations received more than their request.

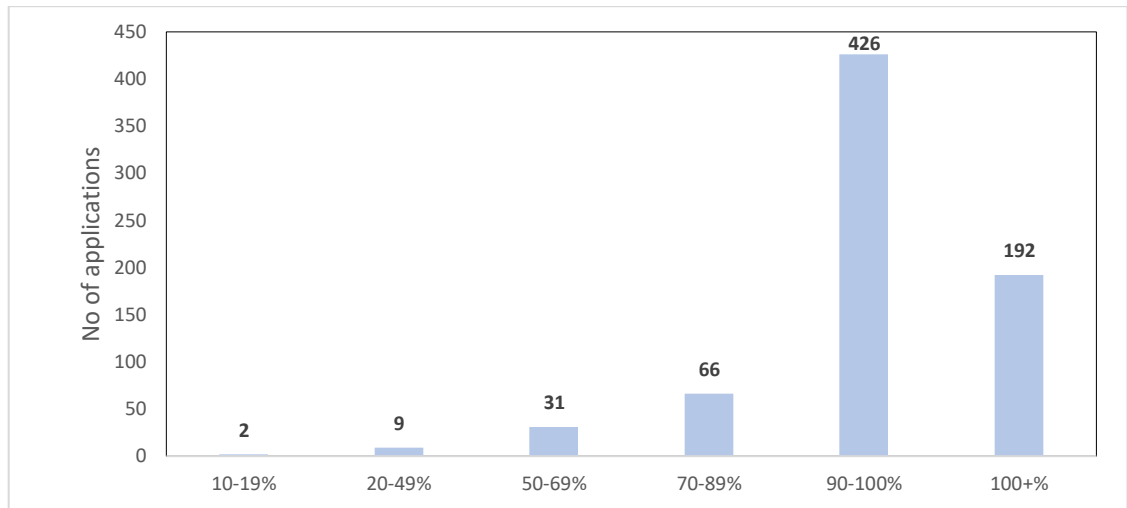


Figure 13: Award to request (n=726)

The principal reason for the application for the SBCCI Grant

Organizations were asked to identify their principal reason for applying for the SBCCI Grant. Overwhelmingly the main reason was 3-fold – to build organizational sustainability, to improve operational effectiveness and efficiency, and to enhance governance (Figure 14). ‘Other’ reasons include capacity building, community engagement and improvements of our online presence, expanding programs & reach through an e-learning portal and sustainability.

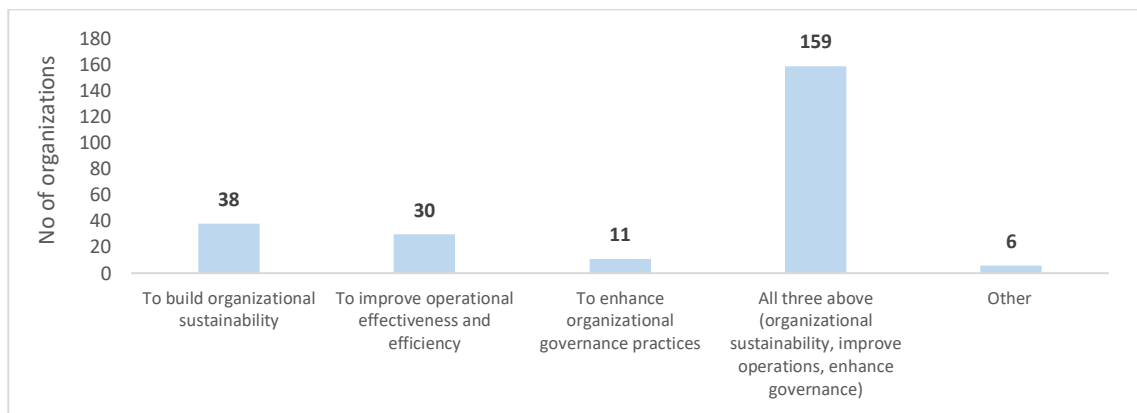


Figure 14: Reason for application (n=244)

Adequate Staffing or Volunteers to carry out the Project

Of the 474 applicants who responded to this question, 97% (460) indicated they had adequate staff to carry out their project.

Conclusions

C1.1: The data from the analysis of 759 applications overwhelmingly show that the SBCCI grant program has reached a diverse set of organizations in terms of location within Canada, size of the organization, age, area of service focus, and heritage.

C1.2: There is an underrepresentation of Indigenous African Nova Scotian organizations in the mix of grantees despite the prevalence of long-standing Indigenous BNPs in the province. An attempt must be made to determine why there was such low participation. This can be achieved by contacting several existing organizations to ascertain their awareness of the SBCCI grant program.

Recommendations

R1.1: Develop a targeted campaign to raise awareness of the program among Indigenous African Canadian communities nationwide. This would be necessary for African Nova Scotian communities and Indigenous African Canadian communities in places such as Buxton in Windsor, Amber Valley in Edmonton, Hogan's Alley in Vancouver and elsewhere.



Experience of Black Organizations with Access to Funding

Q2: Has the granting process supported increased access to funding for Black grassroots organizations?

Many Black non-profits have had challenges obtaining funding from major granting institutions. Many are small to medium-sized entities with structural gaps. Several are also young (essentially start-ups) without a long, or in some cases any, history of grant funding, little capital, no formal (audited) financial statements, and no resources to hire grant writers. For many, the SBCCI funding program was the first opportunity to access a reasonable level of funding.

The lack of funding has meant little opportunity for the growth and development of Black non-profits. Some find themselves constantly having to stage fundraisers, tax their membership, or even needing to contribute their personal funds. As such, many have remained at the grass-root level and cannot expand the reach and the scope of their services. Without funding, opportunities for building organizational capabilities are limited; opportunities to increase staffing capacity are non-existent and opportunities to leverage existing funding for additional grants simply do not exist.

All the participants in the various focus groups held by the intermediaries unanimously agree that the SBCCI funding model has helped to make funding accessible and deem the program necessary. There is a concern about whether the government will sustain the program. There is a prevailing view that the systemic barriers that have led to the challenges Black non-profits face in accessing funding have not gone away and won't be going away any time soon. Consequently, the program needs to be maintained in place with necessary improvements.



Some organizations indicate that going through the process of applying for funding under the SBCCI program and having the support needed to navigate the process successfully has better prepared them to approach other funders. Also, having completed the application process, there are parts of their application that can be repurposed to access funding from other programs. Others indicate that building their capacity in governance and operational efficiency has helped to make their organization more credible in to funders. Having qualified for funding with the SBCCI program, some organizations believe that the insights gained through the process will serve them well in the future. Hence, there have been both short-term gains in terms of an immediate increase in funding levels for organizations and long-term impact in terms of better preparedness to take advantage of alternate funding opportunities.

Increasing t Funding for Black Non-Profits

One of the program's principal goals is to increase access to funding for BLBS non-profits. Applicants were asked whether their organization has received funding under the Capital Assistance Program (CAP) within the SBCC initiative. 87% of the 735 applicants had never received CAP funding. This may be due to a lack of awareness of the program, or that organizations were not able to take advantage of the program.

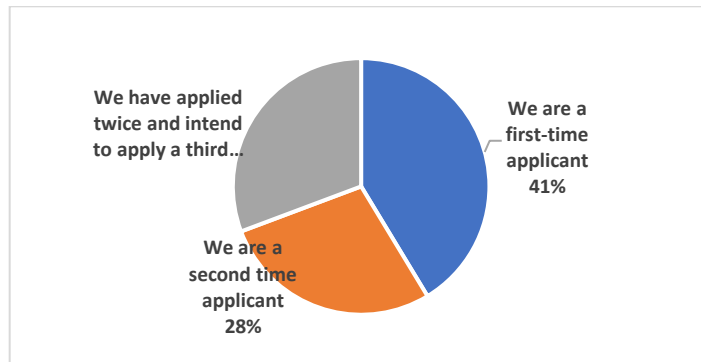


Figure 15: Number of applications (n=253)

Number of applications to SBCCI

The results in Figure 15 show that almost 60% of these funded organizations are second and third-time applicants.

We note that 59% of the grantees have applied to both calls for proposals, and a portion has been successful on both occasions. The level of engagement is a testament to the perceived value of the funding model. Among those who were not successful during the first call for proposals, reasons for not being successful include:

- Failure to meet the criteria
- Lack of clarity with project activities
- Financial statements not audited
- A large number of applications

- The application did not meet the criteria for capacity building project

Budget change

Applicants were asked for their current operating budget and their previous year’s budget as well as their budget two years prior. Of the 510 respondents, 71% saw an increase in their current budget compared to the previous year. Of the 374 respondents, almost all (99.7%) saw an increase in their current budget in comparison to their budget two years prior. While this data is not sufficient to attribute the increase solely to the grant funding received, it is entirely plausible to think that some of this increase in organizations’ operating budget may be a result of the funding received from the SBCCI Capacity Building Grant.

The maximum current operating budget reported for an organization was \$3,680,000, while the average budget was \$161,645 (standard deviation of \$312,462.43).

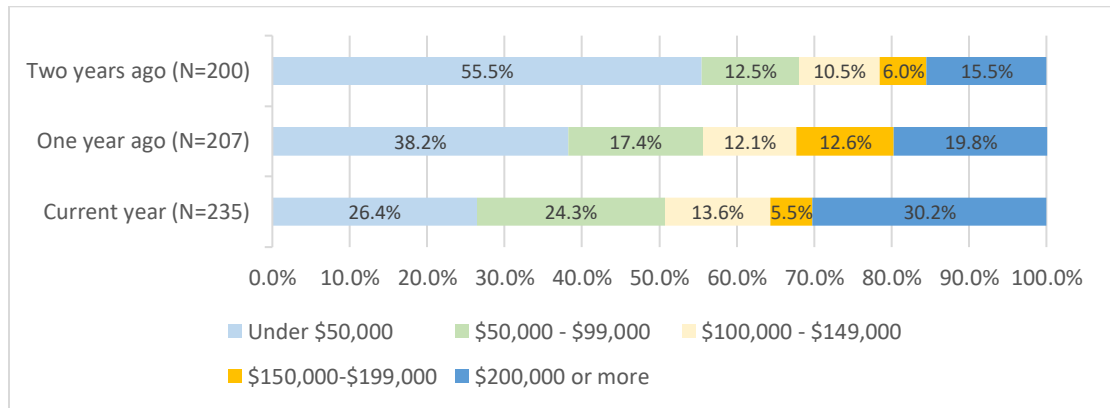


Figure 16: Operating budgets for the last three periods

The 244 responses from the online survey provided the following results. The funded organizations were asked about their operating budgets for the last three periods, i.e., their current budget, budget the year prior and budget two years ago (Figure 9). The results show that when comparing the budget two years prior with the current budget, the number of organizations with operating budgets of under \$50,000 have fallen by almost 50% (from 55.5% two years ago to now 26.4%). Similarly, those organizations with current operating budgets of \$200,000 or more increased almost by the same amount (50%) when compared to 2 years prior. It is quite plausible to attribute some of this increase in the operating budget of many of the organizations to the grant funding they received.

Funding sources

Organizations were asked about the number of funding sources they successfully accessed over the last three years. The results are shown in Figure 17. Most respondents successfully accessed funding from 1 or 2 sources over the last three years. Two years ago, 23% of the organizations indicated they sought no funding compared to 4.4% currently. This shows that more organizations are seeking out funding opportunities. The results also show that not only are more organizations seeking funding, but they are also doing so from many different funding sources – 2 years ago, 16% sought funding from 4 or more sources when compared to 28% currently.

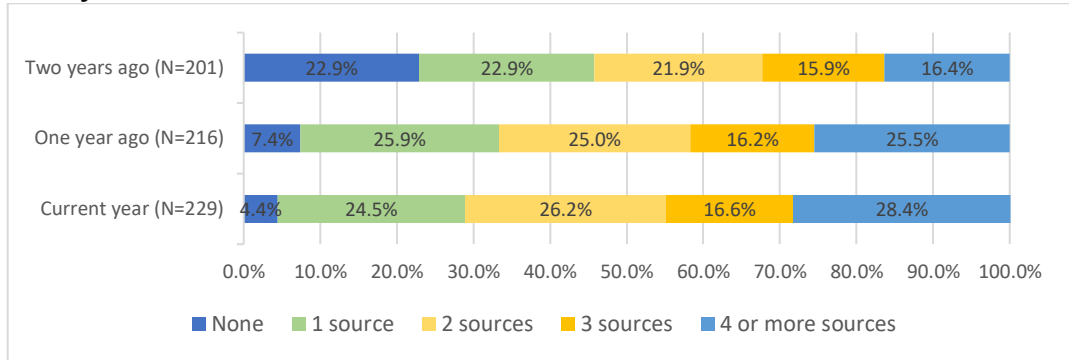


Figure 17: Funding sources successfully accessed over the last three years

Types of funding sources

Organizations were asked about the types of funding sources they successfully accessed over the last three years. Figures 18 and 19 show that the organizations accessed funding from various sources. The most common funding sources over the past three years were federal and provincial.

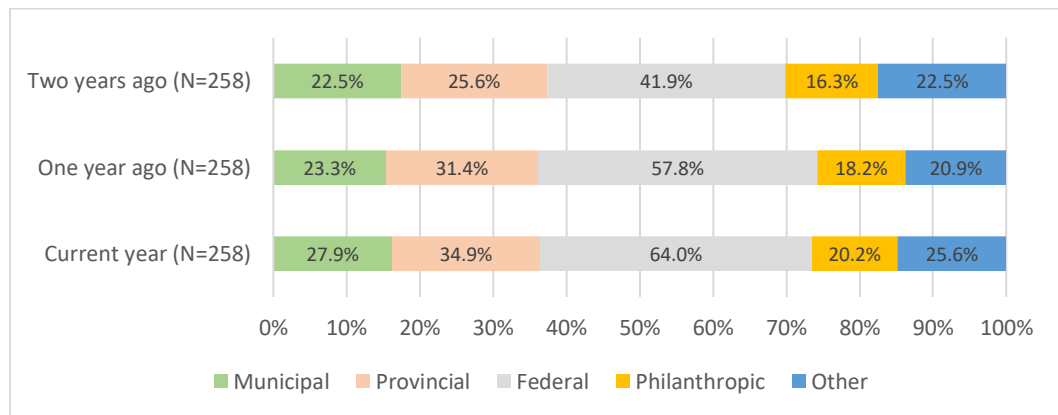


Figure 18: Types of funding sources successfully accessed over the last three years

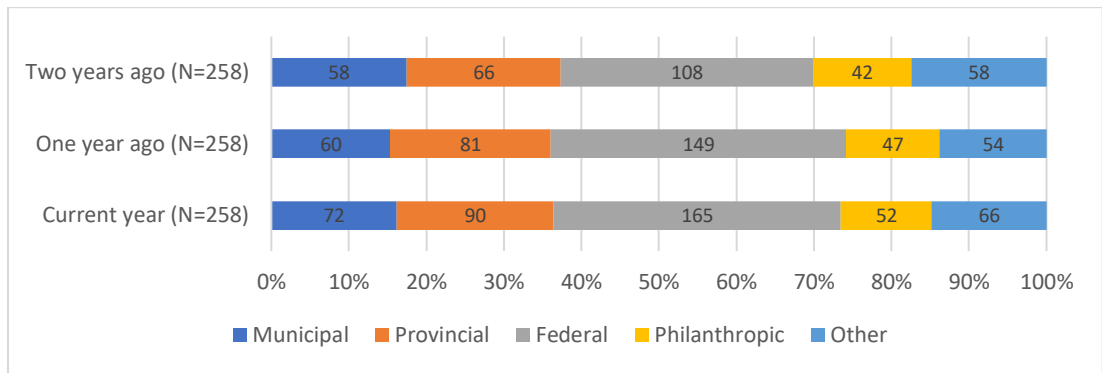


Figure 19: Types of funding sources successfully accessed over the last three years

Accessing New Funding

Organizations were asked to indicate the extent to which they agreed with the following statements with respect to increased access to funding for Black-led not-for-profits. The responses are shown in Figure 20. Most organizations somewhat agree or strongly agree (> 70%) that access to funding for Black-led not-for-profits has increased with the SBCCI funding program.

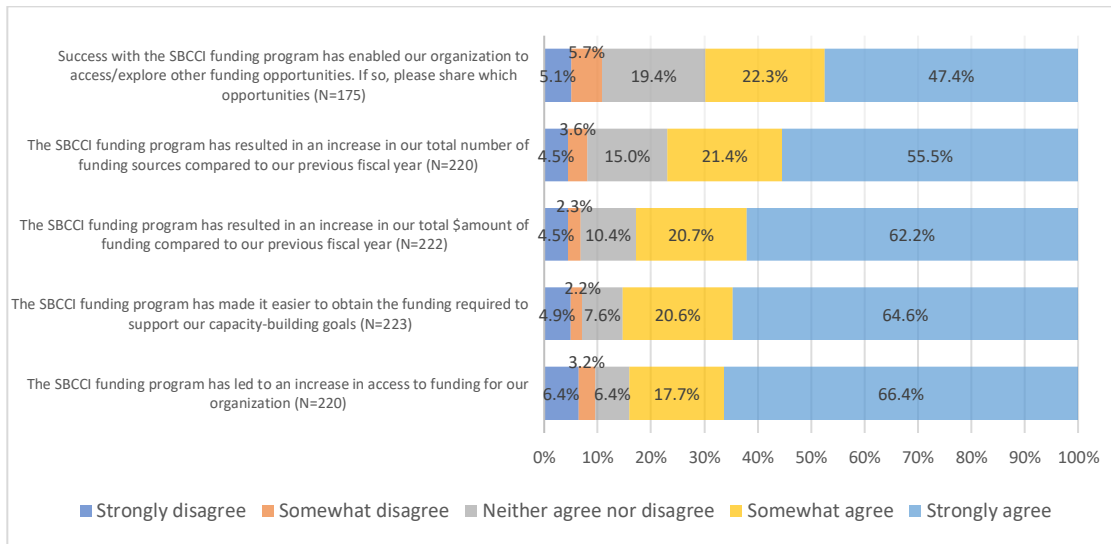


Figure 20: Level of agreement regarding increased access to funding

Organizations that agreed that the SBCCI funding program enabled their organizations to explore other funding opportunities were asked to share them. The results are shown below.

- a) Enabled our organization to access grant funding portals
- b) We were able to apply for funding from other community agencies such as the Canadian Red Cross, Canadian Women’s Foundation etc.
- c) Canada summer jobs, collaboration with other organizations
- d) Community Recovery Support Fund
- e) Federal Seniors horizon program

- f) SBCCI has enabled the organization to engage consultants who trained our staff and directors and thereby building up our funding sources, such as corporations and foundations who funded our projects. This has increased our funder's inventory and grants secured for our programs.
- g) Higher level sponsorships and partnerships
- h) The SBCCI has helped us apply for charitable status. Once granted, this will open more funding avenues for us.
- i) Municipal and provincial grants opportunities, in addition to donations from community members
- j) Ontario Trillium Foundation (Provincial)
- k) Other federal streams and strategic alliances
- l) SBCCI funding enabled us to seek funding from Corporations and Foundations. We secured funding from TD Investment and Maple Leaf Sports and Entertainment. We also organized fundraising events, and we are still exploring more funds for our organization's sustainability.
- m) The initial funding helped us attract more members and helped our organization grow. We then needed to apply for more funding for software to help automate specific processes.
- n) The SBCCI grant has made HAEEDS enhance its community services. This made HAEEDS earn the trust of its members, and that has increased community donations.
- o) We became aware of a federal government grant opportunity for youth through the SBCCI platform even though we did not get the grant.
- p) With the credibility gained, we easily had access to municipality funds.



Conclusions

C2.1: There is unanimity in the view that the program has increased funding for Black non-profits. Many of the organizations were receiving their first public grant from the SBCCI program.

C2.2: While the SBCCI made it possible to access funding, the challenges that plague Black non-profits continue to exist. Organizations fear a premature termination of the program.

C2.3: Several organizations have been able to leverage the SBCCI funding to obtain funding from other sources, thereby increasing the reliability of their funding base.

Recommendations

R2.1: The SBCCI program needs to be funded for another five years allowing sufficient time for organizations to develop, grow, and expand their funding bases.

R2.2: Engage the community of non-profits in helping to tailor an appropriate client-centric design for the next 5-year cycle of the program.



Responsiveness of the SBCCI Funding Model to the Needs of BNPs

Q3: Has the SBCCI grant been responsive to the needs of Black-led, Black-serving non-profit organizations?

Feedback from the focus group sessions shows that most of the participants agree that the program has been responsive to their needs. Some of the benefits indicated include:

- 1) establishing proper governance systems,
- 2) closing the gaps in organizational policies,
- 3) strengthening internal processes leading to improved operational efficiency,
- 4) better planning stemming from the creation of strategic and operational plans
- 5) enhancing digital presence and visibility from the establishment of websites
- 6) enhancing credibility and legitimacy with financial sponsors and business partners
- 7) improved brand recognition
- 8) increasing opportunities for additional funding from sponsors and partners

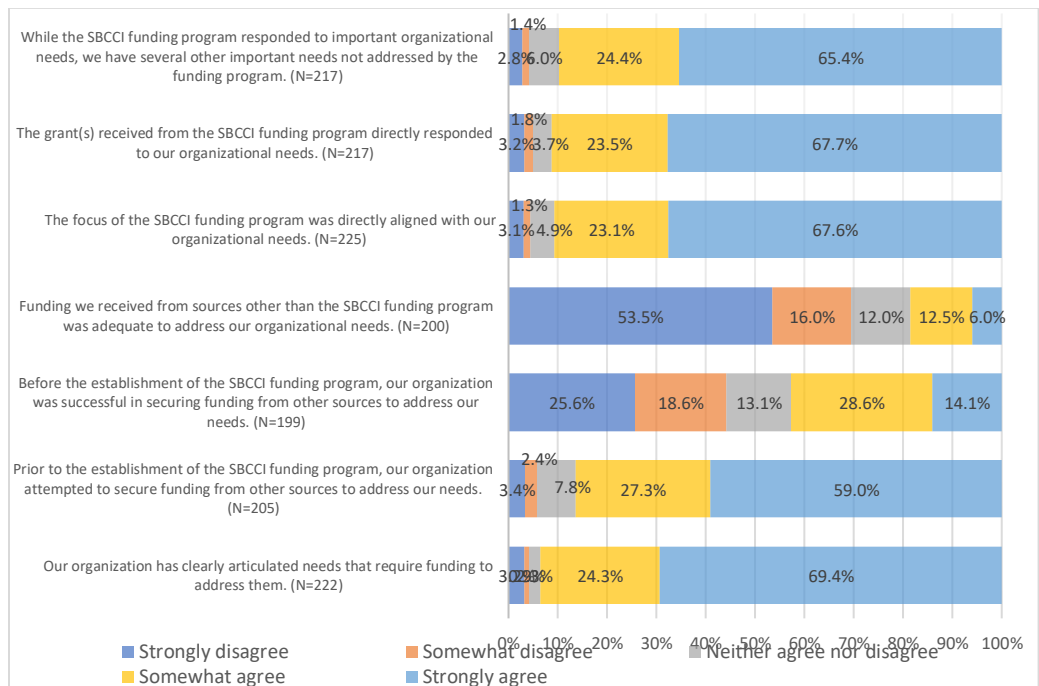


Figure 21: Level of satisfaction with the SBCCI funding program

In the online survey conducted, organizations were asked to indicate the extent to which the SBCCI Funding program has been responsive to their organization's needs. The results are shown in Figure 21. Most organizations (91.2%) agree or strongly agree that the SBCCI program has been responsive to their organization's needs. They (90.7%) also indicate that the program was directly aligned with their

needs. The majority (69.5%) disagree or strongly disagree that the funding they received from sources other than the SBCCI was adequate to address their needs. Almost 50% disagree or strongly disagree that prior to the establishment of the SBCCI funding program, they were successful in securing funding from other sources. This data clearly demonstrates that the SBCCI funding program has led to increased opportunities for funding for Black non-profits.

The organizations that felt their needs were not addressed by the SBCCI funding model were invited to list those needs. The following are themes from the responses:

- a) Leadership development
- b) Permanent or project staffing
- c) Funding support for volunteers
- d) Management of financial assets
- e) Support for technology acquisition
- f) Project management skills development
- g) Funding for equipment and other capital projects
- h) Funding for marketing and branding
- i) Funding for facilities improvement

All of these areas are currently outside the scope of the funding model.

Conclusions

C3.1: There is clear evidence that the focus of the SBCCI funding model is such that it has been able to meet some key needs of Black non-profits (BNPs). Organizations have benefited from improved governance, strengthened operations efficiency and greater opportunities for sustainability.

C3.2: There is strong evidence that the program has led to additional outcomes for BNPs, such as improving their visibility, credibility, legitimacy, and brand image. These outcomes have helped several organizations obtain increased or additional funding from sponsors and partners.

C3.3: There is some level of misalignment between the focus of the model and the needs of some BNPs. There is the view that the funding ignores the life-cycle stage that organizations are in and that the current funding scope is better suited to organizations in the start-up (early) phases but less suitable for organizations in the growth and maturity stages. Some feel that mature organizations with strategic plans, established policies, and good governance systems do not stand to benefit from the grant or the wrap-around support.

C3.4: There are several unmet needs identified by respondents. The three top needs include a) human resource development - in particular, leadership

development, b) project management capacity, and c) funding for increasing staffing capacity.

Recommendations

R3.1: Transform the funding program to a multi-tier or multi-category funding model linked to the organizational life cycle. into consideration the life cycle of applicants. Through community engagement, determine the most critical needs for each stage and align the funding model to those needs. In the application process, applicants will have to specify their life-cycle stage.

R3.2: If not included, expand the SBCCI model's focus to include capacity building in leadership and project management. Both areas are critical to the performance of BNPs with respect to their effectiveness and ability to deliver their funded projects successfully. Both areas impact credibility, operational effectiveness and efficiency, and long-term sustainability. If the improvement of BNPs leads to greater access to funding for programs in the future, the organizations will benefit from effective leadership and strong project management skills.



Effectiveness of the Intermediary Model in Providing Better Outcomes for BNPs

Q4: Has the Intermediary model, with Black Intermediaries supporting Black organizations, provided better outcomes for the organizations than other approaches to funding Black organizations?

Organizations were asked to indicate how the Intermediary model has provided better outcomes in strengthening their capacity and responding to their needs as a Black-led and Black-serving organization.

Participants of the focus group sessions agree that Black Intermediaries know what it means to be a Black organization. The Intermediaries are acutely aware of the needs of the Black community, and less effort is needed on the part of applicants to justify the focus or the value of their work. Several participants intimate that in addition to obtaining the funding, the process provided them with a template for applying for future grants. Further, securing funding under the SBCCI freed up other funding to outsource some aspects of the application process for future grant applications.

In the relationship between BNPs and Black Intermediaries, there is greater trust in the notion that the applications are being evaluated by organizations that understand the community and its needs. As one participant put it; *“there is more trust because the funder’s goal is also our goal.”* The proximity to and the cultural understanding with the intermediary created a level of comfort for the applicants.

Some participants remarked that the post-funding (wrap-around) support has been excellent. They cited the workshops/ conferences on structuring the organization from a legal perspective, recommendations for strategic planning, and unofficial networking opportunities with Black professionals who have expertise in areas the organizations lacked are ways that the intermediaries have helped organizations through the entire process. The use of tools such as Basecamp facilitated collaboration and networking opportunities.

Some participants noted that working with the intermediary felt more like a community partnership instead of the paternalistic relationship that has come to characterize government-funded initiatives. The intermediaries have purposefully built relationships, worked to understand the importance of the organizations’ work in the community, and worked to cultivate relationships with the organizations.

When asked about their relationship with non-Black funders, the consensus is that the experience with Black Intermediaries was superior to experiences with non-

Back funders. Black Intermediaries are more engaged with the community, and they provide greater support. Applicants feel a sense of safety to speak out in forums without fear. Non-Black funders did not provide post-funding support. The relationship was predominantly transactional. The application pool was much larger, reducing the chances of success.

Results from the Online Survey

As depicted in Figure 22, a significant majority of organizations expressed strong agreement that this model has yielded improved outcomes for them. Black-led non-profit organizations (BNPs) perceive limited opportunities for securing funding from non-Black organizations. Approximately 76% of respondents agreed or strongly agreed that alternative funding programs imposed restrictions and posed challenges in meeting their needs. Moreover, 92% of the participants indicated that Black Intermediaries demonstrated a better understanding of their nature, culture, and lived experiences. Consequently, Black Intermediaries exhibit a heightened sensitivity to the needs of BNPs. The findings also clearly demonstrate that the funding model enabled BNPs to achieve superior outcomes in addressing their needs, whereas experiences with other funders, who were not Black, were comparatively less successful.

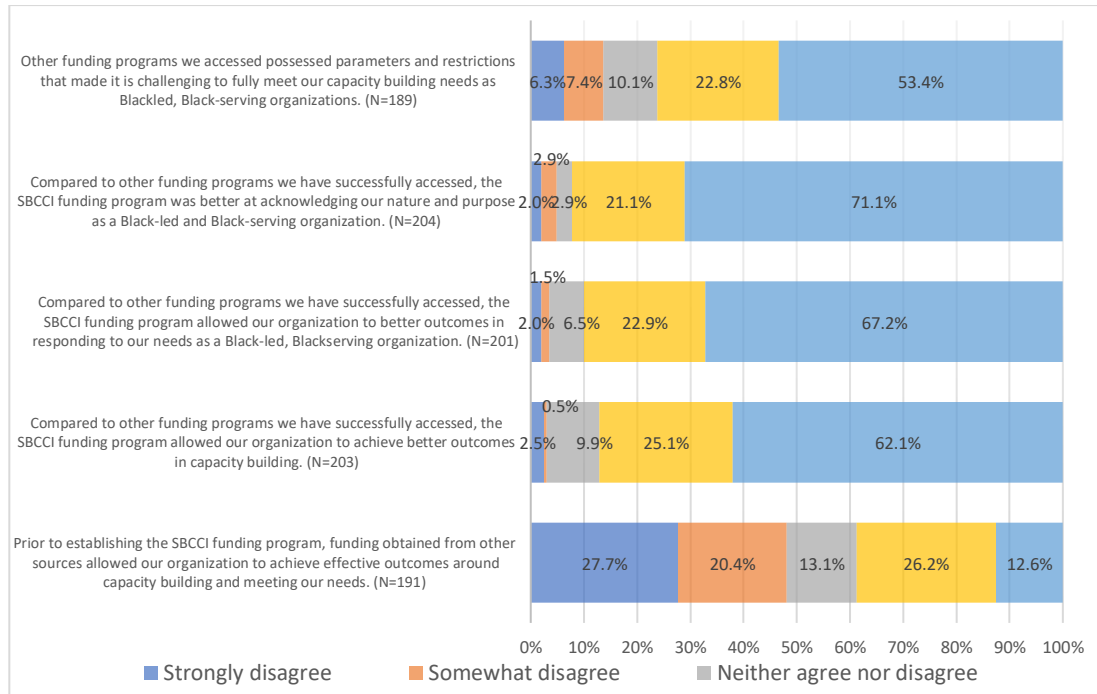


Figure 22: Assessment of the SBCCI Program in Providing Better Outcomes

The Effectiveness of Black Intermediaries Supporting Black Organizations

Organizations were asked to indicate the extent to which they agreed that the Intermediary model with Black Intermediaries supporting Black organizations had provided better outcomes for their organization when compared to other approaches to funding Black organizations. Results in Figure 23 show that the majority (88%) of the organizations agree or strongly agree that the intermediary funding model has provided better outcomes. Most (85%) agree that the relationship felt more like a strategic partnership with the Intermediary, that it was easier to build and maintain a relationship of trust (87%), that intermediaries helped to remove structural barriers that normally preclude BNPs from accessing funding, that the issue of racial bias was eliminated (89%), that Black Intermediaries have profound cultural understanding of the BNPs (90%), and 88% agree or strongly agree that it was easier to communicate with Black Intermediaries.

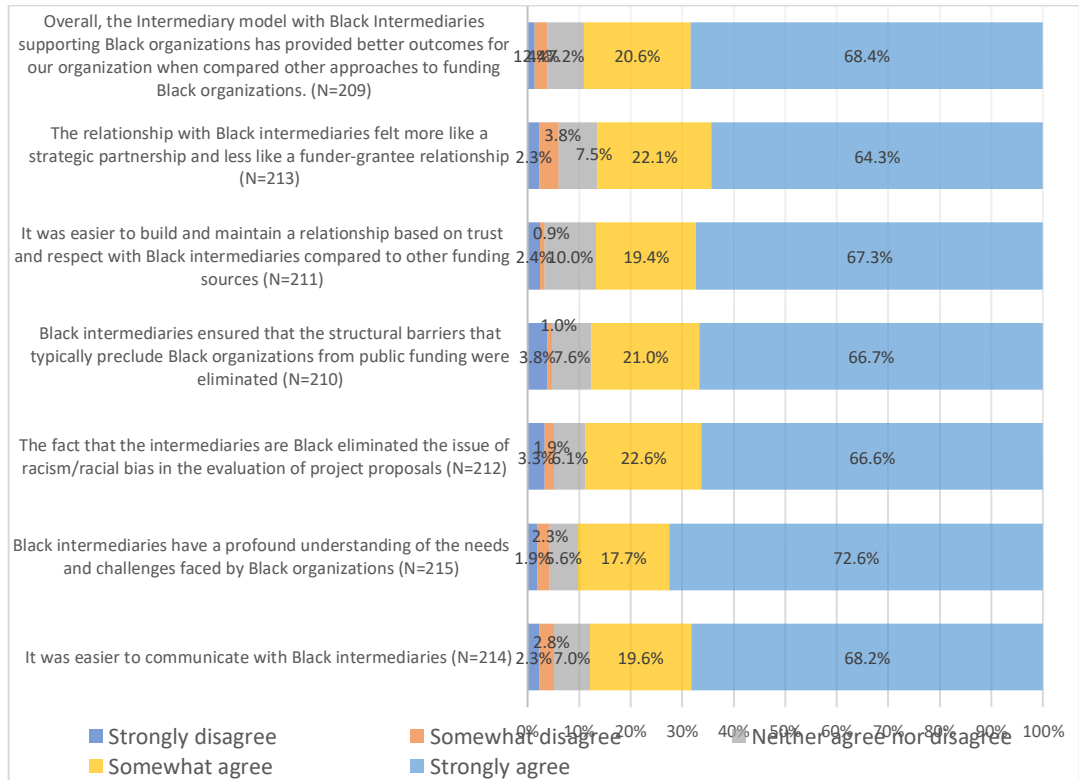


Figure 23: Effectiveness of Black intermediaries supporting Black organizations

Benefits organizations derive from being served by a Black Intermediary (funder)

Survey participants were asked to list some of the specific benefits derived from engaging with Black Intermediaries. The responses are grouped into five themes:

Funder/Grantee Relationship

- Cultural congruence and Safety: No judgment based on race.
- Strategic Partnership: The relationship is a strategic partnership between the IOs and the BNPs: The existence of shared goals.
- Reduction of Racial Bias: Racial Bias is perceived to be eliminated in the application and evaluation process.
- Effective Communication: IOs and the BNPs find it easier to communicate and understand each other.
- Profound Understanding: Black IOs demonstrate a deep understanding of the mission, vision and needs of BNPs and the historical challenges faced in accessing funding.
- Trust and Respect: There is a greater trust and respect for the work of BNPs

Organizational Development

- Strategic and Operational Plans: The establishment of plans for improved organizational focus.
- Board Development: Enhanced development of boards for improved governance.
- Policies and Procedures: Establishment of policies and procedures.
- Program Delivery: Improved program delivery through strengthened operational efficiencies.
- Sustainability Plans: Development of plans for long-term sustainability.
- Communication and Service Delivery: Improved communication, information management, and service delivery.

Collaboration and Knowledge Sharing

- Opportunities to network with other BNPs through the communities of practice workshops
- Enhanced staff competencies by participating in training.
- Collaboration opportunities with other businesses and organizations to develop services.

Community Engagement and Outreach

- Increased outreach to Black clients in remote locations
- Digital adoption in support of community engagement
- Improved connection and support of black families and communities
- Increased services to Black communities with language barriers
- Increase participation of Black seniors, youth, individuals with disabilities, individuals with mental health issues and Black in contact with the criminal justice system

Branding and Public Awareness

- Increased social media presence through websites and other social media (SM) platforms
- Increased visibility and credibility

Conclusions

C4.1: The SBCCI funding model has provided better outcomes for BNPs.

C4.2: There are primary and secondary outcomes that accrue from Black Intermediaries serving BNPs. The following are a few of the outcomes: a) a greater chance of being funded, b) building of capacity in governance, operational efficiency and sustainability, c) enhanced skills in grant-writing, d) a relationship of cultural safety, e) valuable wrap-around supports, and f) improved credibility for BNPs in the community.

Recommendations

R4.1: Maintain the current wrap-around supports. However, augment the wrap-around support with project management training and leadership development. The latter are two needs BNPs felt were not being served by the SBCCI grants. However, given the relationship between service performance and organizational leadership and project management, we recommend including workshops on those subjects as part of the wrap-around support.

5: Experience of the Intermediaries with the SBCCI Funding Model

Q5: Has the Intermediary model provided better outcomes for the Intermediaries in strengthening their capacity and responding to their needs as Black-led and Black-serving organizations?

SBCCI funding program uses the intermediary model to distribute funds to BNPs. While the Intermediary model of distributing funding to community organizations is not new, this was the first time that Africa Centre, BBI, Group 3737 and Tropicana Community Services would be collaborating as Intermediaries to deliver funding on a large scale to BNPs. This project represented a major opportunity for these four organizations to impact the Black community at the national level in a transformational way. As such, all four organizations were quite keen to be a part of the program and entered a contract (contribution) agreement with ESDC to deliver funding under the Capacity Building Program.

Infrastructure

All four organizations have years of experience with programming in the Black communities they serve. BBI, for example, throughout its history, has provided small loans to business start-ups in Nova Scotia. As mature organizations, they all have credibility in their respective communities, they are well-known, they have a history of successful project delivery, they have the core infrastructure in financial management, communications and marketing capacity, a mechanism for applications intake for various programs, adjudications processes, and staff with the necessary expertise in program management.

The SBCCI program now meant that the IOs would have to manage a large sum of money and be able to allocate, distribute, and monitor financial resources. Their current capacity in terms of staff was inadequate, and as such had to increase their staffing levels to help manage the SBCCI project.

The IOs experience some challenges during the start-up phase. Communicating the program broadly to the Black community nationally, setting up the financial management system, managing the intake of applications, establishing effective proposal adjudication committees, communicating results, distributing the funding and monitoring grantees were all challenges each of the IOs had to overcome in the first several months of the program. These challenges while expected for a new program, were exacerbated by the fact that the program was launched during the COVID-19 pandemic. As such much of the engagement with community had to be virtual, through social media platforms, and through word of mouth.

Program Delivery

Delivering the program required community mobilization and engagement, building trust between the IOs and BNPs, effective processes for receiving proposals, communicating program goals and expectations of grantees, distributing funds to successful applicants and monitoring approved projects. Support was provided for BNPs through the Community of Practice (COP) sessions and through scheduled bi-annual and follow-up check-ins. Additionally, BNPs could reach out to the IOs whenever they needed help.

Achieving the Program Outcomes

To enhance the likelihood that BNPs will achieve the desired project outcomes, they were required to provide monthly or quarterly reports and a midway progress report. The purpose was to ensure the projects remain on time and within the approved scope. Some BNPs felt the level of reporting was onerous and took time away from other valuable activities. Others felt that the level of reporting reflected too much scrutiny and a perceived lack of trust.

Program Weaknesses

All major public programs have inherent weaknesses. The following are some of the perceived weaknesses of the program from the perspective of the IOs.

1. Approvals from ESDC take quite some time.
2. The intermediaries are quite constrained in terms of what they can do with the administrative portion of the grant, which must be tied to the project.
3. The program is limited in funding.
4. The program is structured and limited to capacity building and restricted to certain specific areas of need and does not allow flexibility to help organizations in other areas.
5. The program timeframe to deliver funds is always in short notice, which prevents a thorough pre-promotion or enough time for the community to prepare when a new call is released.

Principal Achievements of the Program

The SBCCI funding program has several accomplishments, namely:

1. Disbursing millions of dollars to 750+ Black organizations to build their capacity to support their community. This is a legacy program, and it has significantly changed the landscape.
2. Strengthening the sector and leveling the playing field for Black organizations when it comes to accessing federal dollars. For most, the funding was the fuel they needed to get to a stronger position.
3. The creation of a strong and unified Black funders intermediary network. Such a unique collaboration of organizations in the Black community does not exist as far as I know. Together the intermediaries have spearheaded

- projects that look at the sustainability of the work we are doing. E.g., creating a bespoke Grant management program
4. Assisting BNPs to improve on their capacity to deliver their intended programs.
 5. Collaborating with other Black organizations while developing a strong ecosystem of organizations where we can access information on services and programs intended to support the Black community across Canada.

Benefits to the Intermediary Organizations

Several benefits have accrued to IOs. Some of the benefits include:

1. Increased national exposure from engaging with BNPs from across the country.
2. Connecting with organizations in the community that are serving the black community that we were not aware of.
3. Networking and connection with black consultants in different areas of expertise.
4. Partnering and collaborating with other black organizations to work on projects.
5. Greater reach in the Black community and strengthened credibility in terms of their capacity to execute complex projects.
6. An opportunity to advocate for the Black non-profit sector.
7. A heightened ability to speak to the collective need of the sector with local, regional, and national perspectives.

Conclusions

C5.1: The IOs were given an opportunity to transform the BNP sector across Canada. From all the feedback obtained; they have been immensely successful. This is a tremendous feat given the lack of experience on the part of some of the IOs with that scale of funding and the diversity and geographical distribution of clients.

C5.2: The SBCCI program has had a far-reaching impact, funding over 750 BNPs. Many of these organizations have leveraged their improvements to increase credibility and secure funding from new sources.

C5.3: While the IOs have facilitated the enhancement of BNPs, they have benefitted from the program financially and structurally. IOs have had to improve their internal systems and hire new staff to facilitate program delivery. Further, exposure to BNPs and service professionals has enabled the creation of a Black service ecosystem to support BNPs.

C5.4: The IOs have had their credibility and brand reputation enhanced as a result of the success of the SBCCI funding program to date.

Recommendations

R5.1: The IOs should engage in an operational review to identify processes that can be standardized and shared.

R5.2: Create an online shared database with the following components. The database/portal would be owned and shared by the IOs.

- a) *A registry of BNPs nationwide.* Commence by including all applicants in the SBCCI program. This will provide a great opportunity for organizations with similar interests to collaborate on projects and grant applications. Also, these organizations can share best practices to enhance the collective strength of the BNP sector.
- b) *A registry of all the service providers to the Community of Practice.* Issue a call for Black service providers to register, providing BNPs and other community organizations and businesses with an invaluable centrally located resource. Start by registering all the professionals that have been contracted to serve the Community of Practice sessions.
- c) *A registry of proposal adjudicators.* Begin by registering the current set of adjudicators used by the SBCCI program. Issue a call for potential adjudicators to register their interests and expertise.

R5.3: Leverage the database in 5.2 to advocate with philanthropic organizations across Canada for greater inclusion of BNPs in their funding envelope, the use of Black professionals to deliver support to their grantees, especially Black BNPs, and to use Black adjudicators who have an in-depth understanding of the work of BNPs to participate on evaluation panels.



6: Effectiveness of The Transformational Model vs. The Transactional Model

Q6: Is the Intermediaries' transformational funding model more beneficial in building the capacity of Black-led and Black-serving not-for-profit organizations than if the funding model is solely transactional?

Feedback provided from the focus group sessions is resoundingly supportive of the transformative model. Respondents feel better prepared for other funding opportunities due to the support provided through the community of practice.

In one region of the country, participants express an acknowledgment of the value and role of the wrap-around supports. However, concerns were expressed about the requirement to use consultants from a prescribed database. There is a desire for flexibility to use suppliers with whom organizations already have a relationship.

One or more participants felt that the consultants should not be paid from the funding received even though the core purpose of the funding is to secure the services of consultants to assist the grantees in capacity building. Among that group, there is also a perspective that not all organizations require wrap-around support as some organizations are sufficiently mature in their organizational development life cycle. There is also the view that the requirement for participation in the communities of practice sessions is primarily to meet program requirements and not the needs of the BNPs.

Participants of the online survey were asked to indicate the extent to which they agreed the Intermediaries' transformational funding model has been more beneficial in building the capacity of Black-led and Black-serving not-for-profit organizations than if the funding model had been solely transactional. These results are shown in Figure 23. Only 32% of respondents agree or strongly agree that they have accessed funding from other funders providing similar support services. Forty-nine percent disagree or strongly disagree that they have accessed funding from other funders providing similar support services. Most of the respondents (85%) agree or strongly agree that the support services received were critical to the successful implementation of their project. Approximately 60% of respondents agree or strongly agree that they possessed the necessary internal capacity prior to the SBCCI funding program to complete their funded project.

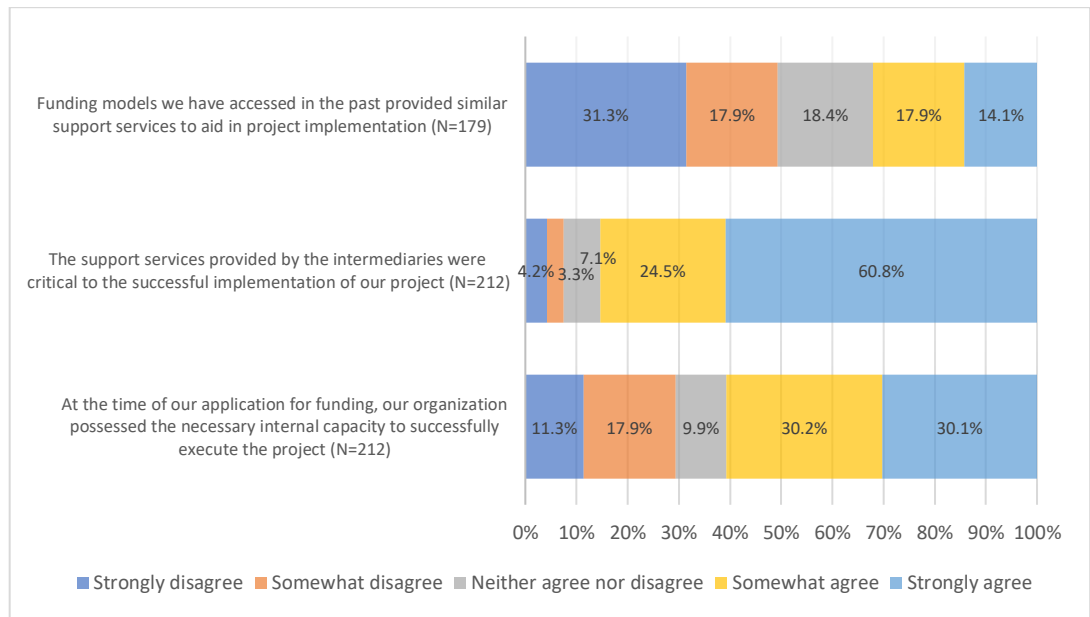


Figure 24: Effectiveness of Black-on-Black support

Value of the Wrap-Around Support (WAS)

Participants were asked to indicate the benefits derived from the additional support provided by the Black Intermediaries. The following are aspects BNPs found valuable to them.

- a) Funder empathy and their understanding of the challenges faced by BNPs.
- b) The capabilities-building initiatives include Board development, financial systems management, grant writing, etc.
- c) Opportunities to network and collaborate with other BNPs doing similar work.
- d) Opportunities to engage with Black-led, Black-serving service providers.
- e) The opportunities to participate in a community of practice.
- f) Limited barriers from bureaucracy commonly experienced by non-Black funders
- g) The ease with which communication took place and the access to advice when needed.
- h) Improved skills in grant writing, grant reporting, and grant management.
- i) Pre-application seminars prepared BNPs for success.
- j) Greater confidence in the grant application process
- k) The development of mutual trust and respect between the IOs and the BNPs.

Satisfaction and Dissatisfaction with the Funding Model with the SBCCI Funding Model

Organizations were asked to indicate the extent to which they were satisfied with several aspects of the SBCCI funding program. The percentage of participants who are satisfied or extremely satisfied with the aspects assessed varies between 78% - 95% (Figure 25). The results indicate a high degree of satisfaction with the SBCCI funding model.

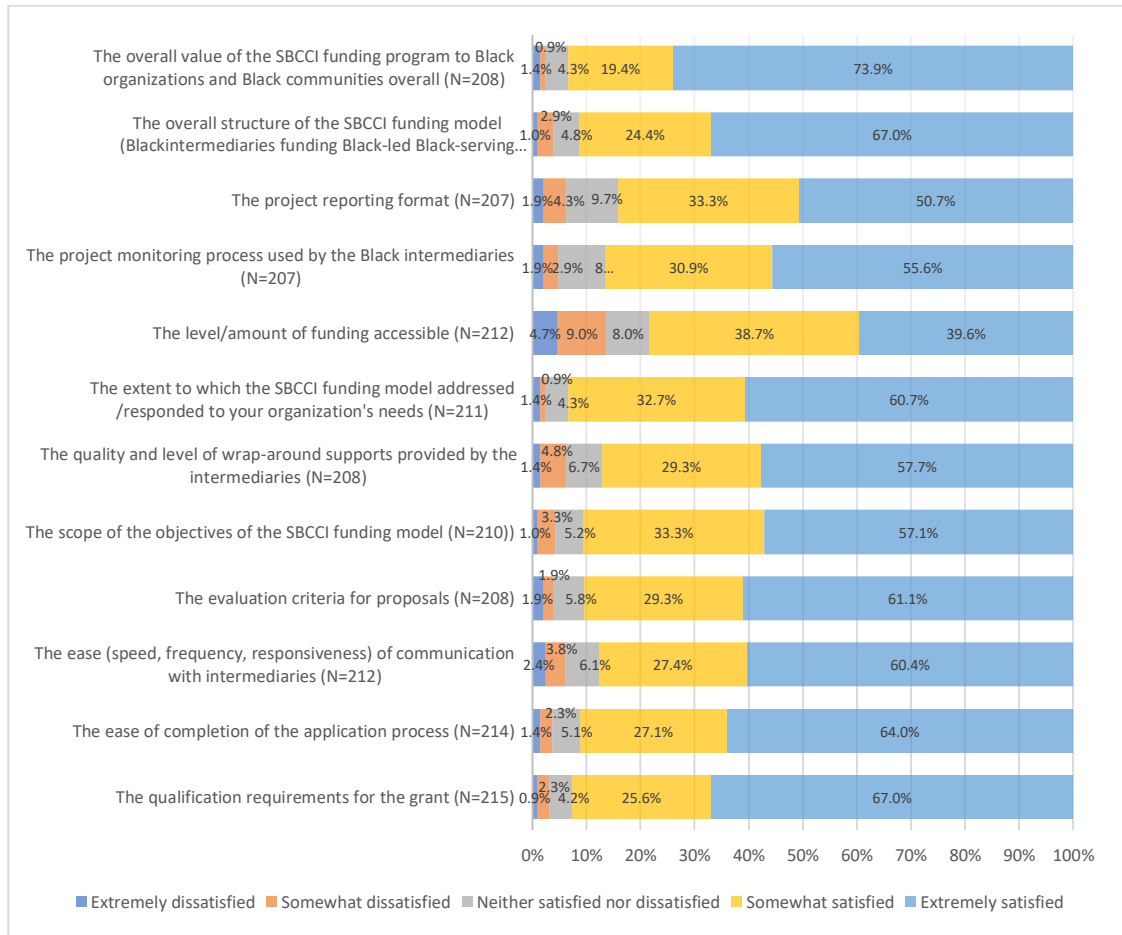


Figure 25: Level of satisfaction with the SBCCI funding model

Participants were further asked to identify other aspects of the SBCCI funding program with which they were not very satisfied. One of the main aspects that came up several times was the restriction of the fund to fully fund operational and administrative expenses such as payroll, etc. Other responses are below:

Program Flexibility: BNPs want the ability to allocate funding to areas that are perceived to be of greater need, such as staffing, operational expenses such as space rental, equipment purchases, program delivery, etc.

Level of Funding: It was suggested that the level of funding is too small, particularly given a desire to allocate funding for staff compensation, capital expenses, and/or program delivery, none of which are allowed under the current funding rules.

Wrap-around Support Program: Some BNPs prefer the program to be less prescriptive. For example, a consultant engaged in a project felt that there were other more pressing priorities than those prescribed by the SBCCI wrap-around program. Also, the program should consider that not every organization is at the same level of growth; therefore, the program should take that into account and provide different kinds of services according to the organization's stage in its life cycle.

Reporting Frequency: Some intermediaries felt that they should decrease the amount/frequency of reporting. One final report is adequate; more reporting than that takes them away from the crucial work they do to support Black families and communities.

Conclusions

C6.1: There is overwhelming support for the wrap-around supports provided by the intermediaries.

C6.2: Some organizations believe that the wrap-around support is not well-suited to mature organizations but to organizations in the early stages of development.

C6.3: Online participants, at least 78%, are satisfied or very satisfied with the SBCCI transformational funding model.

C6.3: There are aspects of the program with some measure of dissatisfaction. The predominant concern is the lack of flexibility with respect to the allocation of funding to other areas outside the scope or objectives of the SBCCI model. In particular, many of the BNPs would like to be able to hire staff or pay volunteers but are not allowed to do so.

Recommendations

R6.1: Allow the Intermediaries the flexibility to approve a limited part of the funding to provide honoraria to volunteers.

R6.2: Expand the suite of wrap-around supports provided considering the needs of mature BNPs. Create communities of practice by sector of activity, theme or even by the maturity of the BNP. Allow organizations to choose which supports they use based on their needs.

7: Feedback from Unsuccessful Applicants

Improving the SBCCI funding model requires feedback not only from the funded organizations but also those who did not receive funding. An online survey was administered to organizations who applied to the program and were unsuccessful in securing funding. The survey is intended to ascertain why funding was denied but also what can be done to a) improve participation in the program by BNPs and b) improve the chances of a successful outcome to the application process. A total of 28 responses were received. Given the small sample size, we will not attempt to generalize the responses but rather regard it as the voices of those organizations.

Distribution of applications by province

Responses were received from seven provinces. The province/territories of the unsuccessful organizations are shown in Figure 26. Ontario and Alberta account for about 31%, and Manitoba accounts for 15%. It should be noted that Ontario, Quebec and Alberta accounted for 85% of all the grant applications to the SBCCI funding program.

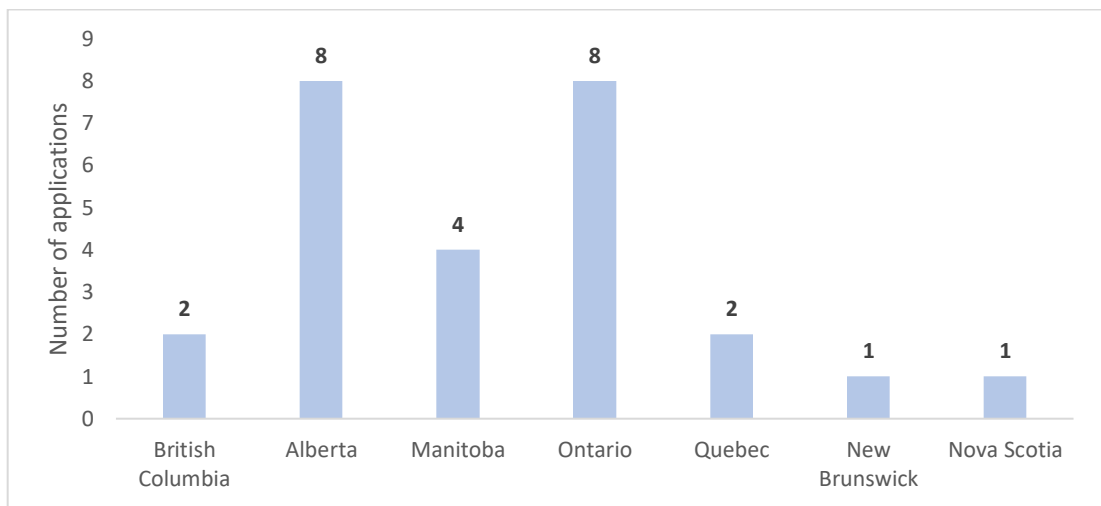


Figure 26: Distribution of unsuccessful organizations by province/territory (n = 26)

Intermediary organizations that handled applications

Organizations were asked to identify which intermediary handled their application. Figure 27 shows that 57% of the unsuccessful applications were processed by the Black Business Initiative, 21% by Tropicana Community Services and 14% by Africa Centre. The results are not entirely surprising since the BBI processed the majority (40% or 280) of the 759 organizations that applied for funding. However, this does not represent the ‘unsuccessful’ rate, which could not be assessed, as that data was not available.

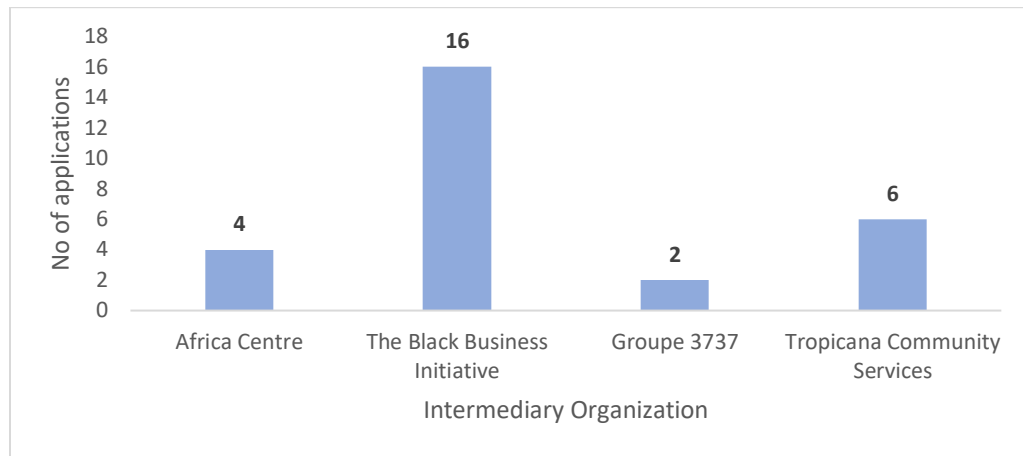


Figure 27: Unsuccessful applications processed by intermediary organizations (n = 28)

Applications by intermediary organizations and provinces

The unsuccessful applications by each intermediary organization by province are shown in Figure 28. Most of the unsuccessful applications to BBI were from Ontario and Alberta.

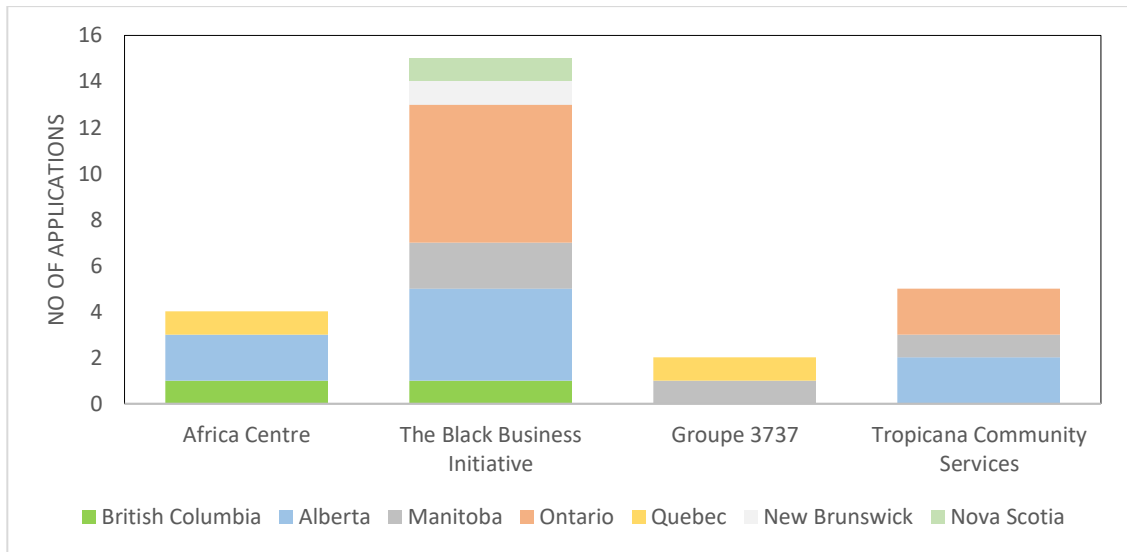


Figure 28: National distribution of unsuccessful applications by the intermediary organization (n=26)

Number of applications to SBCCI

Organizations were asked about the number of applications they have submitted to the program. This was the first application for 61% of the organizations but the second application for 14% of the companies. A quarter of the organizations applied twice before and intended to apply a 3rd time (Figure 29).

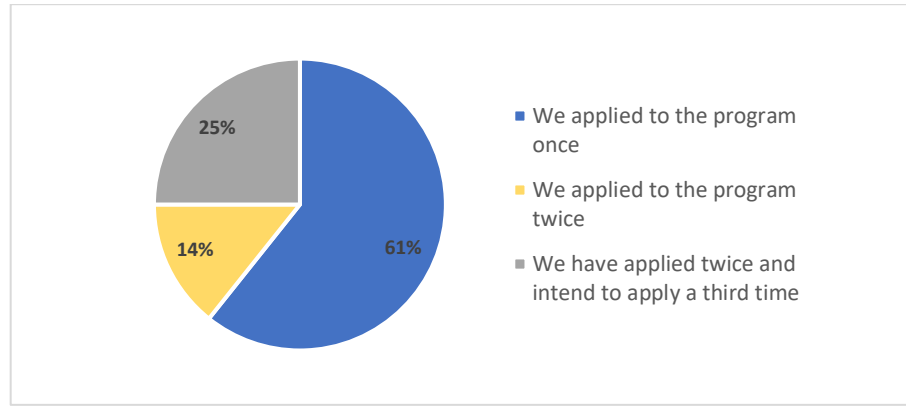


Figure 29: No of applications to the program (n=28)

Applicants (n=11) who indicated they had applied more than once and were unsuccessful were further asked to identify the reason(s) their earlier application(s) was/were not funded. The majority indicated no feedback was provided or reason given. Some did not meet the criteria for funding and others did not complete the application process.

Age of the Organization

Most organizations (71%) have been operating for under 10 years and are considered ‘young.’ Two (2) organizations have been in business for 20 years and more and can be considered ‘mature’ companies (Figure 30). The distribution is similar to the distribution for funded organizations.

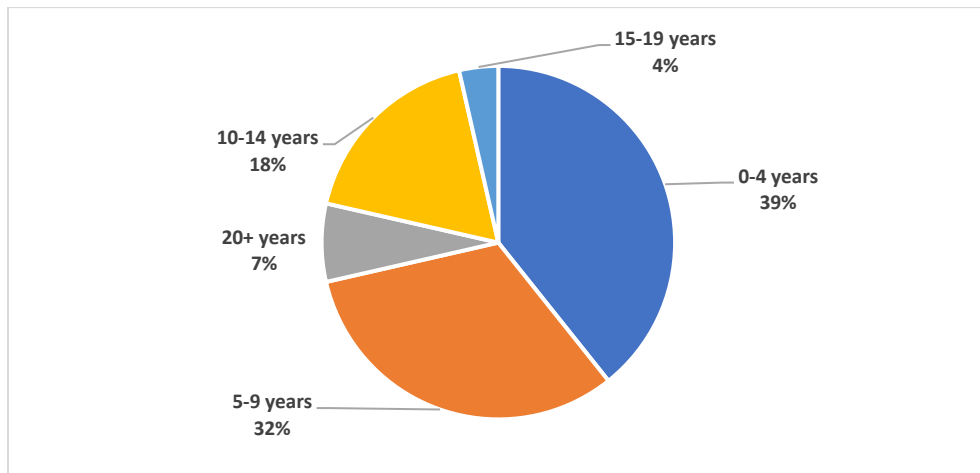


Figure 30: Age of organizations (n=28)

Number of employees

Number of employees is often used as a proxy for company size. Ninety-three percent (93%) of the companies are classified as small companies, employing under 20 people (Figure 31); 67% of these companies employ under 10 people. 2 companies employ more than 20 people.

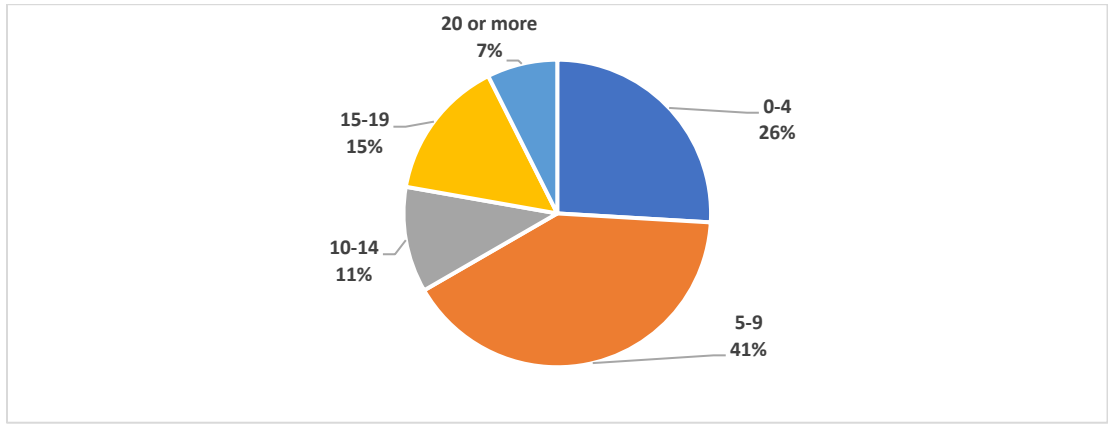


Figure 31. No of employees (n=27)

The primary focus of the organizations

As shown in Figure 32, most unsuccessful organizations classify their focus as youth development, community development and mobilization and health and wellness services. ‘Other’ includes cancer support, environment, capacity building and programs targeting women.

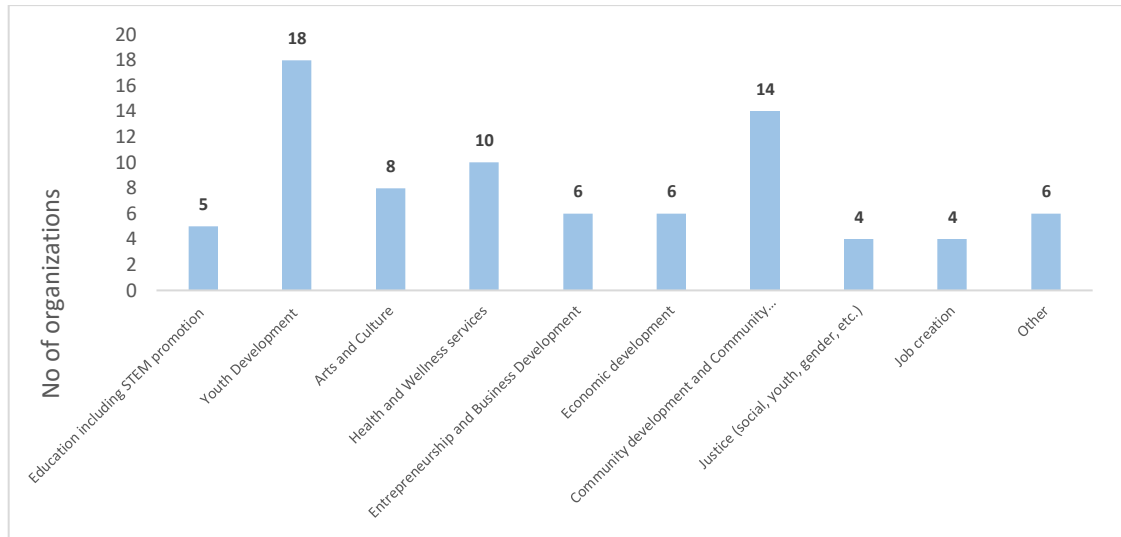


Figure 32: Primary focus of organizations (n=28)

Principal reason for application for the SBCCI Grant

Organizations were asked to identify their principal reason for applying for the SBCCI Grant. Overwhelmingly the main reason was 3-fold – to build organizational sustainability, to improve operational effectiveness and efficiency, and to enhance governance (Figure 33). ‘Other’ reasons include education, engagement and empowerment, and organizational capacity building.



Figure 33: Reason for application (n=27)

Operating budgets

The unsuccessful organizations were asked about their operating budgets for the last three periods, i.e., their current budget, their budget for the previous year, and their budget two years ago. The results in Figure 34 show that most respondents have or had operating budgets under \$50,000. The results indicate that the companies’ operating budgets have been fairly constant (steady) over the past three years but also, their budgets were small. An injection of up to \$45,000 would have had a significant impact on their operating budget. We may speculate that these organizations were likely looking for funding to cover staffing and operating costs and hence why some may not have met the criteria for funding.

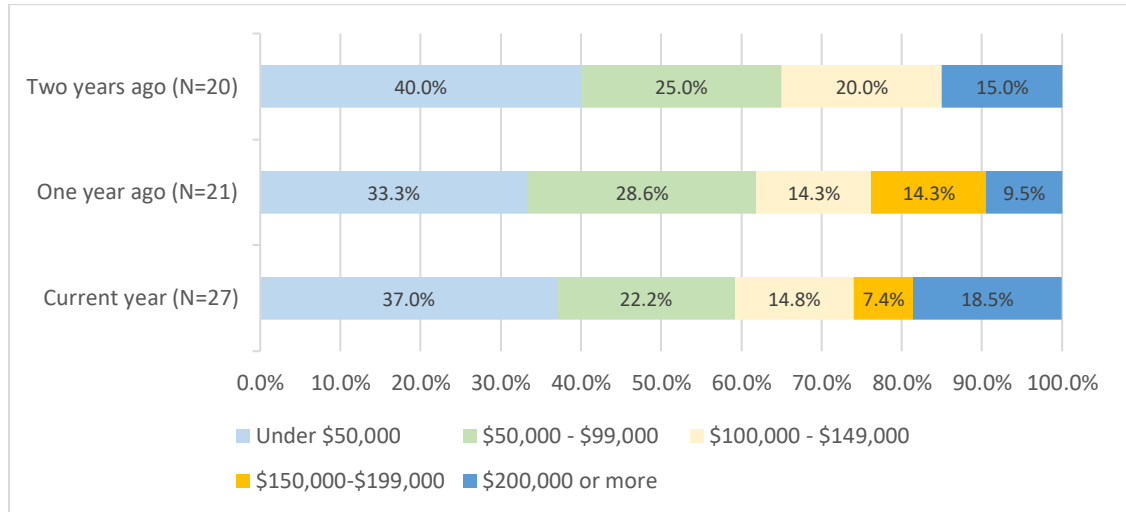


Figure 34: Operating budgets for the last three periods

Funding sources

Organizations were asked about the number of funding sources they successfully accessed over the last three years. The results are shown in Figure 35. Most respondents successfully accessed funding from 1 or 2 sources over the last three years. Given that these organizations have received funding from other sources, it

presumes a certain level of vetting. It is therefore worth examining the applications of these organizations to ascertain why they could not or did not qualify for funding.

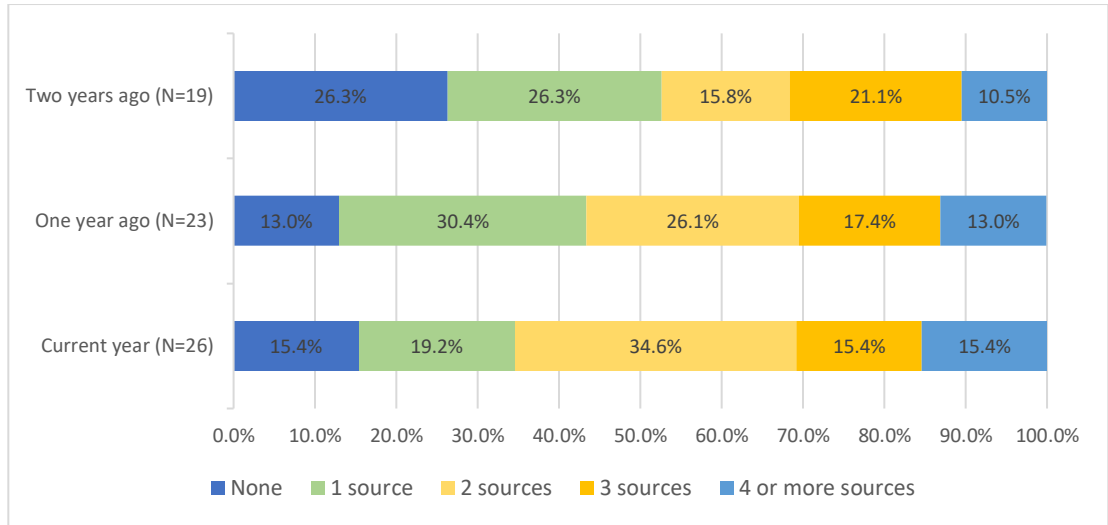


Figure 35: No. of Funding sources successfully accessed over the last three years

Types of funding sources

Organizations were asked about the types of funding sources they successfully accessed over the last three years. The results in Figure 36 show that the organizations accessed funding from various sources. The most common funding sources over the past three years were federal and provincial.

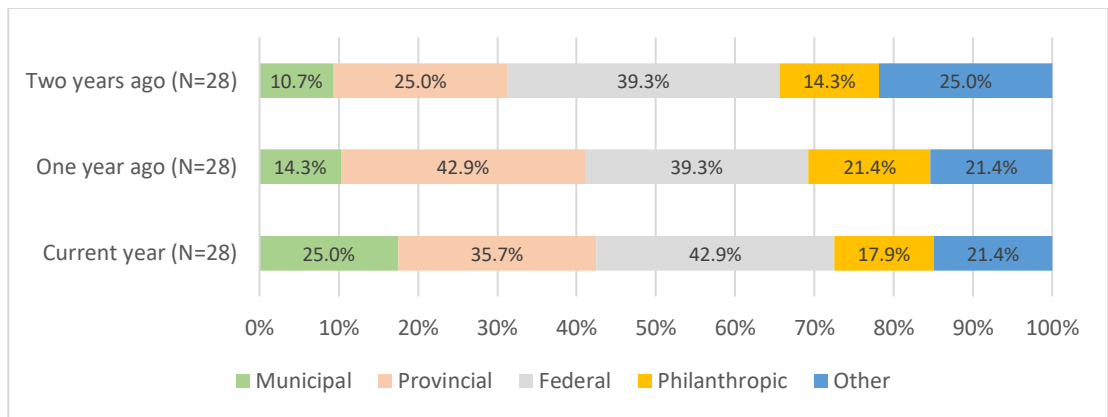


Figure 36: Types of funding sources successfully accessed over the last three years

Interactions with the SBCCI Capacity Building Grant

Organizations were asked about their level of agreement with why they believe their interaction with the SBCCI Capacity Building Grant did not end in a successful outcome. The results are shown in Figure 36. Most of the respondents strongly disagree with the reasons their interactions with the SBCCI did not end in a successful outcome. However, we note that 44% disagree or strongly disagree that they got sufficient support during the application process, 35% agree or strongly

agree that the level of funding was inadequate for their needs, and about 28% (a minority) agree or strongly agree that the application process was challenging.

Because no feedback on why they were rejected is provided by the intermediary organizations, it is difficult to understand what the organizations need to do to ensure they are in a better position when they reapply for funding. This gap must be addressed, as a few organizations have been denied funding on multiple occasions. The need for feedback to unsuccessful applicants is critical for increasing the pool of funded BNPs and the credibility and reputation of the IOs.

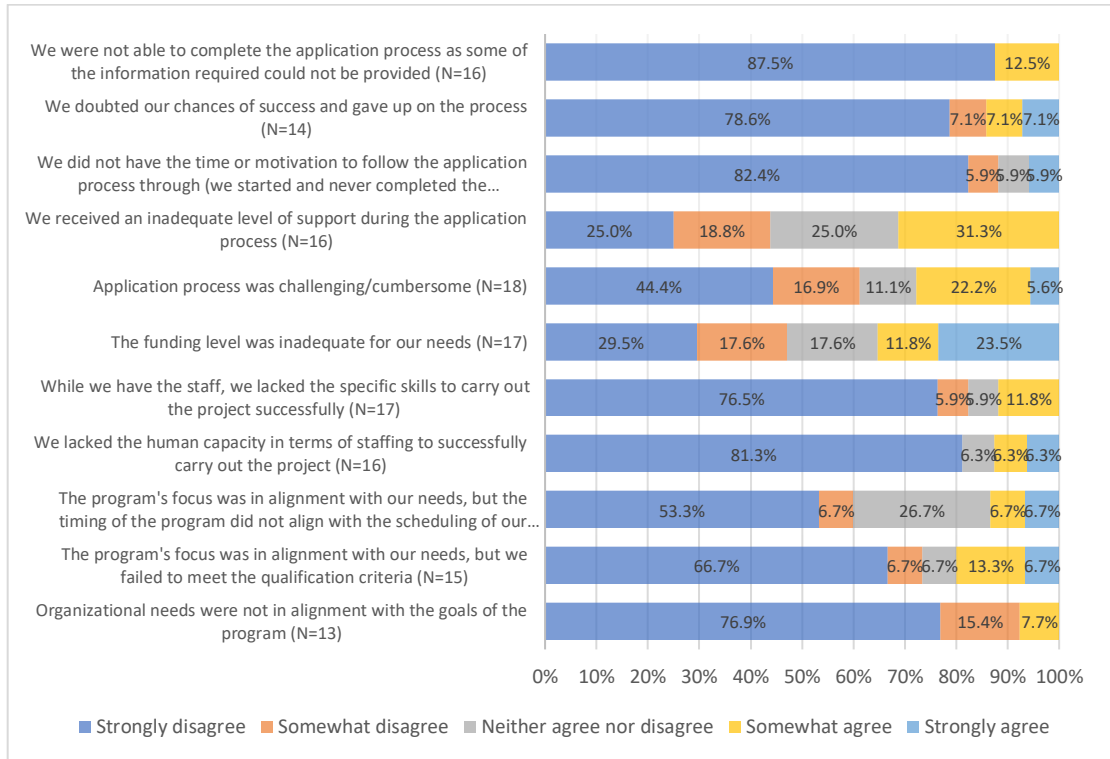


Figure 37: Level of agreement with the reasons organizations were unsuccessful

Satisfaction with SBCCI Funding Model

Organizations were asked to indicate the extent to which they were satisfied with different aspects of the SBCCI funding program. Their responses are shown in Figure 37. Interestingly, respondents were satisfied with the various aspects of the program. Half of the organizations were extremely satisfied with the extent to which the SBCCI funding model is aligned with their company's needs, the overall structure of the model (Black intermediaries funding Black-led and Black-serving organizations), and the scope and objectives of the funding model. Even though these organizations did not receive any funding, in general they were not dissatisfied with the funding model. One applicant expresses this sentiment.

“We believe that all aspects of the SBCCI funding program are well-defined to help our communities, however, we did not receive your grant to fulfill our mandate and purpose).” ...*Unsuccessful applicant*

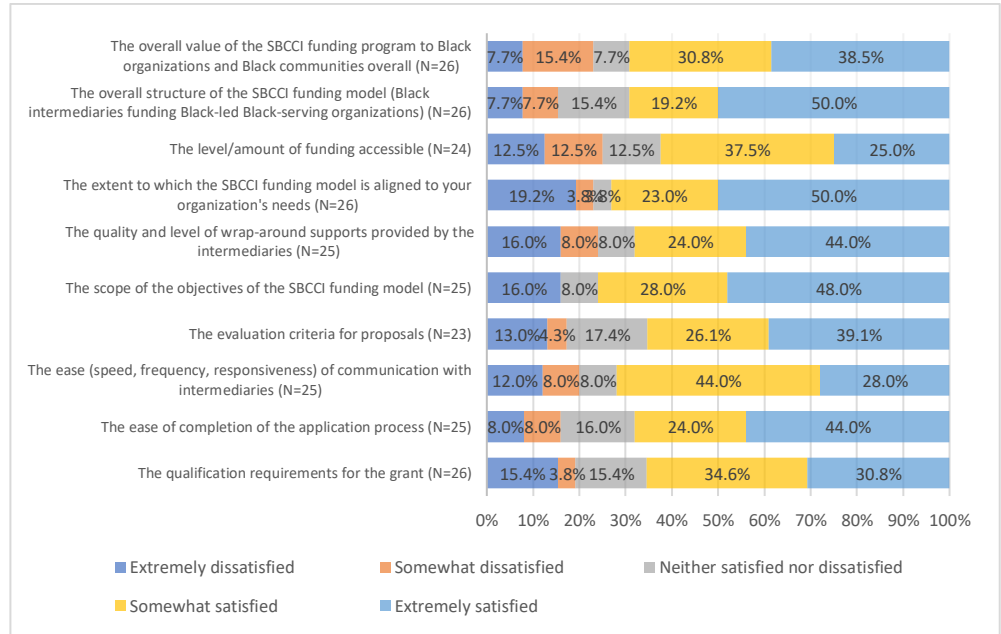


Figure 37: Level of satisfaction with the SBCCI funding program

Conclusions

- C7.1: Unsuccessful organizations have similar demographic profiles to funded organizations.
- C7.2: Most unsuccessful organizations had operating budgets of under \$50,000. Hence the grant would have had a significant impact on their resources.
- C7.3: Most of the unsuccessful organizations either did not meet the criteria for funding or were not told why they did not meet the criteria.
- C7.3: Since many of the organizations have received funding from other organizations on multiple occasions, it is reasonable to assume that they can qualify for the capacity-building grant. As such, the practice of collecting data on unsuccessful organizations and providing them with feedback must be established.

Recommendations

- R7.1: Adopt and deploy grant management software that gives applicants visibility of the evaluation process and the status of their applications via the web. All applicants would create an account, and through their account, they can learn whether their projects have been approved or denied and the reason(s) for denial if unsuccessful.
- R7.2: For projects that meet some criteria, before a final decision, invite such applicants to

an interview to explore how the project can be made fundable. Offer an opportunity for modification of the application and resubmission.

R7.2: Provide written feedback to all unsuccessful organizations in securing funding. That will increase transparency and trust and provides the applicant with valuable information to improve their chances in case they choose to reapply.



8: Recommendations for Enhancing the SBCCI Funding Model

Q7: Please list your top three (3) recommendations for improving the program.

Improving the Program

Recommendations for improving the program were obtained from all engagement activities, which included a) the focus group sessions, b) the online surveys of funded and unsuccessful BNPs, and from the intermediary focus group sessions. For ease of communication, the recommendations are organized using five categories: 1) Program Design, 2) Service Delivery and Support, 3) Communication and Outreach, 4) Application, Adjudication and Feedback, and 5) Monitoring and Evaluation.

Program Design

- PD 1. Transform the funding program to a multi-tier or multi-category funding model linked to the organizational life cycle. Through community engagement, determine the most critical needs for each stage and align the funding model to those needs. In the application process, applicants must specify their life-cycle stage so that appropriate support can be provided through the Community of Practice.
- PD 2. If not included, expand the SBCCI model's focus to include capacity building in leadership and project management. Both areas are critical to the performance of BNPs with respect to their effectiveness and ability to deliver their funded projects successfully. Both areas impact credibility, operational effectiveness and efficiency, and long-term sustainability. If the improvement of BNPs leads to greater access to funding for programs in the future, the organizations will benefit from effective leadership and strong project management skills.
- PD 3. Maintain the current wrap-around supports. However, augment the wrap-around support with project management training and leadership development. The latter are two needs BNPs felt were not being served by the SBCCI grants. However, given the relationship between service performance and organizational leadership and project management, we recommend including workshops on those subjects as part of the wrap-around support.
- PD 4. These recommendations focus on enhancing the program design, particularly its scope and structure.
- PD 5. Lobby ESDC to increase the size of the funding envelope by a minimum of 50%. Use the additional resources to allocate a portion to support staffing and operating expenses. BNPs can apply for a limited amount of staffing and operational funding linked to a specific project or program. The applicants must demonstrate how the staffing and operational funding will impact the project's success. Allow the amount requested for staffing to include honoraria for volunteers.

- PD 6. Consider creating a multi-year/follow-up funding model to accommodate the growing operational and capacity needs of organizations that received the first one. This is viewed as a good way to track the progress of organizations (ME)

Communication and Outreach

- CO 1. Develop a multi-channel, multi-media, multi-language campaign strategy for enhancing the awareness of the program. Use a client-centred approach taking into consideration, for example, the use of TikTok to target youth organizations, using oral equally with written modes for organizations with strong oral cultures, and the use of AUBA Churches and other informal but reliable information distribution channels such as the HAAC network, and the personal network of Dr. Sherry Borden-Colley in the African Nova Scotian community.
- CO 2. Develop a targeted campaign to raise awareness of the program among Indigenous African Canadian communities nationwide. This would be necessary for African Nova Scotian communities and Indigenous African Canadian communities in places such as Buxton in Windsor, Amber Valley in Edmonton, Hogan's Alley in Vancouver and elsewhere. Currently, most funded proposals come from Alberta, Ontario, and Quebec. No effort should be spared to increase the number of applications from other provinces.

Application, Adjudication and Feedback

- AA 1. Use web-based software such as Submittable, Optimy or other equivalents to manage the granting process to streamline the application process, communicate with applicants, and provide feedback. Also, use software that allows client visibility of every stage of the application and adjudication process, ensuring they know the real-time status of their applications.
- AA 2. Ensure that there are Grassroots organizations who are familiar with the community on the review committees. Provide some transparency as to funding.
- AA 3. Shortlisted organizations being considered for funding should have a second opportunity to make a case for funding. That is, the application process should have a component where shortlisted organizations can have their day to make their plea. The application is only one part of the process, and if an organization is new/inexperienced in grants but doing good/necessary work in the community, the barrier should not be skill at writing grant applications. Introducing an interactive component into the process can help with evaluation, better prepare inexperienced organizations for future applications, and ultimately benefit the Black community at large because their needs are being met at the level they need it, and not just at the level that can crack the bureaucratic ceiling.

- AA 4. Redesign the current granting process to speed up the evaluation process and provide regular updates on where the intermediary is or the expected completion date. The wait time of over one year can be quite frustrating.

“There was no communication with the intermediary for over a year after the application was submitted. The communication has been excellent after, but the time in between can be a frustrating ordeal when no updates are provided.”

...Focus Group Member.

Monitoring and Evaluation

- ME 1. Devise a monitoring and evaluation plan that has a high level of oversight in the first 3-6 months. Then reduce the frequency to bi-monthly or quarterly if the IO is satisfied that the trajectory of the project indicates that it will remain within budget and scope and likely finish on time. The plan must not be seen as an invasive over-scrutinizing process that mirrors the distrust that non-Black funders have of BNPs. Rather, the goal of the monitoring and evaluation plan should be focused on ensuring the organization’s success.
- ME 2. To facilitate future program evaluation, where possible, standardize many of the components of the granting process: communication, messaging, grant management, feedback, wrap-around services, etc. While some IOs may want to nuance their processes for various reasons, every attempt should be made to standardize as much of the program design and operations.
- ME 3. Develop a standardized end-or-project reporting form that captures sufficient data to support comparative studies across types of organizations, types of focus, sizes, regions, etc. Also, capture data on challenges, successes and failures, outputs, and outcomes. The data can be used to extract best practices to be shared within Communities of Practice and with BNPs in general.



9: Conclusion

Historically, BNPs have had limited success in securing funding from multiple sources, including Philanthropic organizations and municipal, provincial, and federal governments. Many BNPs are small, have small operating budgets, operate with a small cadre of dedicated staff and volunteers, and are unregistered but do phenomenal work in their respective communities. These organizations need a chance to obtain the kind of funding that could cause a quantum shift in their ability to deliver value to their clients. Systemic barriers such as requiring registration, audited financial statements, and proper functioning Boards, coupled with historical race-based bias and mistrust of BNPs, make securing funding challenging.

The establishment of the SBCCI Funding Program to support BNPs introduced Black IOs to manage the granting process, accept and adjudicate proposals, facilitate sub-agreements, distribute funds to successful applicants, provide the necessary support to ensure success, and provide project oversight to ensure compliance with the contribution agreement with ESDC. This funding model was a novel experience for both Black IOs and BNPs as it empowered the IOs to impact their communities on a scale that they had not before the program, and it gave BNPs a greater chance at securing funding for organizational capacity building.

This report presents an assessment of the SBCCI funding program from the perspective of the clients and the IOs. The findings expressed in the report stem from the analysis of data obtained from 750+ application forms, 258 responses from funded organizations to an online survey, 28 responses from unsuccessful organizations to an online survey, Intermediary-led focus group sessions with funded organizations, a focus group with the four Intermediaries, and written responses to a survey administered to the IOs. The purpose of the assessment study was to answer six questions:

- 1) Has the SBCCI Capacity Building grant reached a diverse range of Black-led and Black-serving not-for-profit organizations?
- 2) Has the granting process supported increased access to funding for Black grassroots organizations?
- 3) Has the grant been responsive to the needs of Black-led, Black-serving not-for-profit organizations?
- 4) Has the Intermediary model, with Black Intermediaries supporting Black organizations, provided better outcomes for the organizations than other approaches to funding Black organizations?
- 5) Has the Intermediary model provided better outcomes for the Intermediaries in strengthening their capacity and responding to their needs as Black-led and Black-serving organizations?

- 6) Has the Intermediaries' transformational model of funding been more beneficial in building the capacity of Black-led and Black-serving not-for-profit organizations than if the funding model had been solely transactional?

The answer to each of these questions is a resounding YES! For each question, the data is clear and unambiguous that the SBCCI funding program, as constructed with Black IOs serving BNPs, has delivered tremendous value to the Black community nationally. The IOs are to be commended for their tenacity, dedication, skill, and resolve to achieve what was achieved, having launched the program during the COVID-19 Pandemic.

There are several conclusions and recommendations throughout the report. We conclude the following:

- 1) The SBCCI funding model has been a resounding success!
- 2) The SBCCI funding program must be continued for at least another five years. Decades of neglect of the Black communities across Canada cannot be corrected in a single funding cycle. There needs to be multiple cycles.
- 3) The funding envelope must be increased by at least 50% and the ideal 100%
- 4) ESDC must allow the IOs to take the lead in setting the program parameters for the next funding cycle and refrain from imposing objectives that only partially address the needs of BNPs.
- 5) The program parameters must consider the reality of BNPs, where there is a significant level of unpaid labour being utilized to deliver services, many services that the various levels of government should provide. As such, the program scope must be expanded to allow some allocation for paid staff and honoraria to volunteers.
- 6) The program's scope must be expanded to allocate a portion of grant funds to meet operating expenses. Good governance and efficient processes without funding to operationalize programs will not create value. Facilitating program delivery with operational funding will allow BNPs to build a track record that can be leveraged with other funders.
- 7) Black IOs must be empowered to make decisions regarding the amount of funding to allocate to staffing and operational expenses.

As success begets success, another 5 years of funding with a substantial increase in the size of the funding envelope will have a seismic impact on the status of Black communities across Canada.

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