ESTABLISHING AN ENDURING ORGANIZATION FOR AFRICAN CANADIANS IN SASKATCHEWAN THROUGH COMMUNITY PARTICIPATORY RESEARCH:
A Directional Document & Strategic Action Plan

June 2014

Available at www.arts.uregina.ca/cru
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Paul Gingras, SaskCulture

Funded by: Multicultural Association of Saskatchewan; Community Research & Action Fund, Community Research Unit
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Executive Summary

This project report is comprised of information collected at a series of community discussions since December 27, 2013, a Community Participatory Research conducted through two workshops held on March 29 and May 31, 2014 – in Regina, SK at Mackenzie Art Gallery combined with research findings on successful Canadian community organizations. The project is a follow-up to a 2013 Pan-African Canadian pilot project in Regina, in which over ten community organizations participated. This report covers work accomplished between September 2013 and June 2014.

As core activities, 25 members the African Canadian communities in Regina, Moose-Jaw and Saskatoon and supporting agencies worked with a consultant (Flo Frank, Common Ground) who lead both the general survey of successful Canadian organizational (see Appendix I) and facilitated the two workshops (see list of participants as Appendix II), with the goal to form an enduring, functional and supporting organization in Saskatchewan. Information about the strength and challenges in the communities and their organizations/association is included as the asset map report (Appendix III).

The key outcomes from this project have been the establishment of two working groups: the Governance & Operations Committee and the Gathering & Conference Committee. Under these Committees plans are underway to incorporate and start operations as outlined under the action plan (part B of main report) and to hold a community information gathering on October 25, 2014. Additional information on what has been accomplished is outlined in part A of the report and the rest of the document, including anecdotes and photos as Appendix VI.

This community research project was funded by Multicultural Council of Saskatchewan (MCoS) and Community Research Unit, University of Regina. The project was sponsored by the Uganda-Canadian Association of Saskatchewan Inc. (UCAS) and Communauté des Africains Francophones de la Saskatchewan Inc. (CAFS) on the request of leaders from the larger African Canadian community, who identified themselves as the African Canadian Saskatchewan Forum (ACSF) and the guidance of SaskCulture. CAFS was represented by Sovi Ahouansov and Jean Nepo. The project accounts were managed by UCAS and are included as Appendix V.

Submitted on behalf of ACSF Working Group and UCAS Board,

Christine Lwanga,
UCAS Projects Director
Part A: Direction and Vision

An organization that helps to pull individuals and communities together and is service and action orientated. It will focus on what we have in common and not what separates us, while acknowledging and addressing challenges.

Values and Principles

- Values: Family values; accountability; transparency; professionalism; equality; unity; respect; positive attitude; punctuality; commitment
- Principles: caring; collaboration; inclusion; pride; belonging; equity; inclusion; embracing positive change

Strengths and Limitations

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<thead>
<tr>
<th>Strengths to Build Upon</th>
<th>Limitations to Address</th>
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<tbody>
<tr>
<td>- We have committed people with lots of skills</td>
<td>- A fear/expectation of failure</td>
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<tr>
<td>- There are more people/ African-Canadians to work with</td>
<td>- Other groups like ours are struggling</td>
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<tr>
<td>- People willing to partner/support</td>
<td>- Need to delegate jobs/tasks and lack of know how (on-going training required</td>
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<td>- Institutional &amp; Financial support available</td>
<td>in various areas)</td>
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<tr>
<td>- There is a need for this organization</td>
<td>- We are a new organization</td>
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<td>- Established organizations are willing to collaborate</td>
<td>- It takes time, attitude and on-going commitment</td>
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<td>- We (African-Canadians) know what we need to do</td>
<td>- Burn-out – past experiences including failures</td>
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<tr>
<td>- Capacity, talent, connections and skills</td>
<td>Continental Africa’s failures (and successes- what can we learn from that?)</td>
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<tr>
<td>- Canada’s Multiculturalism policy that supports equality,</td>
<td>- Lack of skills and knowledge in governance and democratic process</td>
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<tr>
<td>inclusion and full participation</td>
<td>- Unhealthy competitive attitudes and “culture”</td>
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<tr>
<td>- Awareness of the vacuum and possible outcomes leading to</td>
<td>- We need resources and know –how within the Canadian context i.e. to</td>
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<tr>
<td>cause for action</td>
<td>establish the organization with a clear business sense, Executive Director</td>
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<tr>
<td>- Examples of organizations to learn from/ that can mentor</td>
<td>on a strong foundation with a Policy Board – and professional staff (vs volunteer</td>
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<td>run organization)</td>
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Getting Focused: Action - Goal Areas

1. **Point of Contact**: establish the hub/umbrella organization and be the point of contact for African groups and individuals in SK. Sort out what we can do ourselves, learn what exists that others do so we can refer people and become the “go to” people (place).

2. **Relationships**: establish partnerships and collaborations to access resources and opportunities and support - create a sense of belonging – (doing things that pull us together, make us proud and also to help us integrate into Saskatchewan life)

3. **Awareness/Visibility**: establish a visible presence / promote what we do – develop tools for information sharing, getting the word out (communication/promotion/elevating awareness and interest in our organization and others serving African Canadian interests and needs)

4. **Capacity and Connection**: create a system for referrals and increase our organizational capacity learn what exists and how to get it, develop a training plan - build skills/attitudes/ inclusion/connections

5. **Voice and Advocacy**: identify our top priorities for research, advocacy, policy input, seeing ourselves effectively reflected in other organizations and Saskatchewan society and institutions

6. **Celebrate**: organize and/or promote events that recognize our cultural contribution and showcase our unique contribution to SK – promote and recognize children and youth accomplishments

7. **Organize Ourselves**: establish the organization and move forward (governance, accessing public resources and other revenue generation, administration, keeping connected) and create opportunities for leadership development and inclusion
**Desired Outcomes or Results**

This organization is established to build community and to make connections. We will set firm goals and identify our desired results -- they will include:

1. Providing **support and connections** for individuals and organizations (referrals, resources, social and economic capacity development, empowerment – reducing isolation and loneliness) and serving as a research and policy organization

2. **Leadership development** – to enhance civic participation & contribution through training and action as well as building leadership in this organizations and in our professional lives

3. **Cultural understanding** to increase awareness and participation at Mosaic activities

4. Performances – Art – Dance (more than entertainment) to strengthen our cultural contribution to SK

5. African Day Events – a Festival -family events - celebration (in addition to Mosaic)

6. **Youth involvement and recognition** – developing programs and connections that build pride and reduce isolation for youth and their families

7. **Strong cultural organizations** able to access public resources – in effective manner and to support members of their communities in need and in unique situations.
# Areas for Action for 2014 - 2015

<table>
<thead>
<tr>
<th>Goal Area</th>
<th>Action</th>
<th>Comments</th>
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<tbody>
<tr>
<td><strong>Point of Contact</strong>&lt;br&gt;<em>(Focus of the Organization)</em></td>
<td>Focus the scope of the organization – agree on what do we do - referrals and connections or contacts for what?</td>
<td>Pull us together and make connections with others but not do what they do or duplicate – Promote their organizations and fill gaps so that Africans do not fall through the cracks or not know where to turn Are we mostly about settlement or quality of life after settled? Do we primarily help other organizations build and maintain their capacity or do we primarily serve individuals and families? We do not want to replicate CAFS but rather link people to it – (English speaking??) and other services</td>
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<td></td>
<td>Find out what services are available now and how we can make connections or referrals for people or organizations</td>
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<td></td>
<td>One call/stop for referrals and connections to other African groups or mainstream services</td>
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<td></td>
<td>Become the “go to” people for Africans in SK – determine what that means and set priorities</td>
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<td><strong>Relationships</strong>&lt;br&gt;<em>{(Belonging, Partnerships, Reduce Isolation – Work with Others)}</em></td>
<td>Establish partnerships with like-minded organizations to form a network - access resources and create or promote opportunities</td>
<td>Create a sense of oneness within the organization and its members</td>
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<td></td>
<td>Invite the stakeholders to the conference this fall</td>
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<td></td>
<td>Organize a family fun event (even starting with our own families from this group and our friends)</td>
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<td></td>
<td>Create a list of all African organizations, groups and services in SK – to put on our website</td>
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<td><strong>Awareness – Visibility</strong>&lt;br&gt;<em>{(Communication – Interest – Integration – Information)}</em></td>
<td>Develop a communication plan and set up a web-site – a physical place – phone tree – network and use social media (facebook?)</td>
<td>This could connect with leadership and youth involvement Do we need a physical place for our organization - for people to</td>
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<td></td>
<td>Keep ourselves connected with each other</td>
<td>work on dealing with stereotypes (see below: advocacy)</td>
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<tr>
<td>African Pavilion – be cultural ambassadors – speakers – motivating people to go to our internet site - African Day Event</td>
<td>WEC need to place an emphasis on – youth and families – be of interest and appeal to them</td>
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<tr>
<th><strong>Capacity Building and Connection</strong></th>
<th>Train the new board of directors so everyone has the same starting point – common training</th>
<th>Determine what we have and what we need so that if there are gaps to getting the organization pulled together we know what they are and can fill them</th>
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<td></td>
<td>Asset mapping (identify individuals and organizations – gov’t departments – that can help)</td>
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<td></td>
<td>Identify current strengths and needs in different areas (CAFS Model)</td>
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<td></td>
<td>Determine and write down the skills and experience of members in this group to connect them to tasks and goals</td>
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<td></td>
<td>Set up a committee responsible to track needs and resource in each goal area</td>
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<td></td>
<td>Do a relationship building exercise at each meeting that help us to celebrate our individual strengths - cultural difference and builds a larger family</td>
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<td></td>
<td>-Establish entity and access resources to start operations asap</td>
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<p>| <strong>Voice - Advocacy</strong> | Identify settlement service strengths and gaps in SK and share them with existing settlement service agencies and government so everyone knows the needs and can help to contribute | This goal area connects well to breaking down stereotypes and messaging about Africa as well as helping people settle and organizations to be effective |</p>
<table>
<thead>
<tr>
<th>Celebrate</th>
<th>Set priorities about advocacy and get research assistance from the U of R</th>
<th>It would be interesting if our children learned how to say hello in all African languages represented</th>
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<td></td>
<td>Celebrate achievements of African Youth (high school graduation – university – sports – young children’s achievements) – be present - attend their events and help to recognize them – do our own presentations to them</td>
<td>Pot luck at meetings and take time to learn about each other and what talents we have – fun things we can do – about our families</td>
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<td>Show case African children/youth talents (create a place to present)</td>
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<td>Partner with culture and schools</td>
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<td></td>
<td>Always try to include some kind of celebration of African heritage or culture within each meeting</td>
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<tr>
<td>Establish the Organization</td>
<td>Establish the core group – they will become the planning committee and interim board of directors</td>
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<td>Name the organization</td>
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<td></td>
<td>Finalize the mandate and goals - key areas of “business and service to be provided”</td>
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<td></td>
<td>Register as a non-profit in SK and finalize the strategic plan</td>
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<td>Prepare for the October conference as the “announcement as well as voting in a governance structure</td>
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Commitments and Contributions

- All researched groups offered to help and all organizations that participated last year (2013) and other interested individuals will be part of the asset mapping process and asked if interested and identify areas of strength and needs.

- Some key partners are already in place and will continue to support us: MCOS – SaskCulture – U of R and there are other African serving organizations that will partner with us and support our work - CAFS is interested in continuing (formalizing) a relationship

Individual Commitments from Workshop Participants:

The following are statements by the people attending the March & May workshops:

- **William Oching** – has the zeal and will bring experience to build running / participating in communities in Canada – I will also volunteer as required and to build the organization

- **Jay Mafukidze** - I will assist with networking for resources (human, programs, and opportunities) – assist with capacity building in health, education, and those looking for employment (eg resume construction, job search strategies) – I can assist with research (and capacity building within this area) – monitoring and evaluation to help ensure we recognize when we’re meeting our goals (the needs of the African community). Can use sports to support community development, building connections – for young people, intergeneration etc.

- **Mike Luti**– I will be prepared to attend the next workshop and I am interest in participating in the design and formulation of the organizational structure

- **Mbayan Dabo** – I am interested in being part of this organization. I have experience in my work as a settlement agent that I could bring as well as passion for community involvement – I really like the welcoming, belonging sense of having a voice – I will love to be part of the next workshop. I am committed!

- **Hafsa Hassan Kombo** – Celebrate Culture – I am a youth and am interested in working with other youth members of the group and the children – especially in celebrating culture and also in areas where my media experience can be used.

- **Lori Latta** – strong communications skills – and will represent and bring on the table -the interests of Daughter of Africa, such us the proposed Day Care Centre.

- **Ercoph Bongomin** – I will come to the next workshop – I bring accounting, business and strategic management skills – I would like to be in the team to establish the organization and move it forward. Passionate about helping young people get integrated in Canadian society- and the community as whole become and be recognized as contributing members of society.
• Asfaw Debia – I will be at the next workshop – my background is BA in management MBA in Business Management. I have work experience in marketing and project management – community leadership – I am willing to contribute in any role the organization needs my skills – I am committed! Understands the value of in coming together will help in every way possible. Has experience with Mosaic

• Christine Lwanga – representing UCAS but also has personal commitment – and experience in collaboration/partnerships – information in forming new organizations and possible sources of funding and resources. Interested increasing collaboration between African Canadian communities within and with public institutions- to make life easier for the future generations and newer immigrants. Break down barriers internally and externally; support positive self-identity and influence public policy.

• Jean Nepo- has served as the President of the African Francophone community with members throughout Saskatchewan and offices in Saskatoon; and provides services to new immigrants. The organization is associated with the Francophone Association

• Paul Gingras- SaskCulture- supports people and communities to work together to increase energy and capacity

• Meka Okechi- connected to ICAS, Nigerian Canadian Forum, MCoS and others – passionate about creating opportunities for leadership development – and seeing the community represented in government and business as employers too.

• Rhonda Rosenberg- MCoS goal it to strengthen capacity in multi-cultural community, promotes diversity and intercultural connections through various forms of support.

• Jean (President of Burundi community) interested in supporting young people develop a positive self-identity in the African Canadian heritage

• Allen- aware of the importance of collaboration within the African Canadian community drawing on 2013 project experience and is prepared to support efforts wherever needed.

• Gratt- want to see the children keep their “mother tongue”

• Paul (and three others from Moose-Jaw Liberian Canadian community (Safiat, Tennett and Eric) shared about events in their Moose-Jaw and desire to see more positive presence of African Canadians and support for youth and new immigrants.

• Flo Frank- Common Ground Consultant- key resource person /researcher and facilitator- volunteered to support – to ensure the organization gets off the ground.

• Community organizations’ needs and level of commitment to be evaluated through the asset mapping exercise (as part of the research project).
Part B: Action Plan – African Communities Enduring Organization
Based on May 31 Workshop discussions

Key General Comments:

- Our activities must be inclusive of family and youth
- Continue to build pride and belonging
- To support both new comers and those who are long-term
- We have lots of support and helpers – good commitment from the group
- Glad to have Moose Jaw join – will continue to encourage Saskatoon and others
- Disappointed conference component of the proposal (CAFS’s role) was not submitted – Will need to address communication gap(s) - strong commitment to continue despite
- Everyone has taken on pieces of the work to be done (realistically and enthusiastically)
- Need to operate as a business (not just cultural) in order to sustain
- Those who have stepped up will be supported by others as things evolve
- Desire for communities to pull resources and grow together – shared challenges but too fragmented

Strategic Goals:
Our new organization will:

- Be a point of contact for African organizations and individuals
- Build relationships, belonging, partnerships and connections
- Increase visibility, awareness and pride and understanding
- Build capacity and connections (referrals and filling gaps)
- Advocacy so that we can contribute as well as have a voice
- Celebrate our cultures and have some fun
- Establish the organization and use a solid business model to deliver results and ensure sustainability
- Develop a strong democratic and governance model that is consistent to the Canadian system and access existing resources (avoid duplication)
- Identify and recruit key committed people with spirit to work together regardless of challenges and criticism – will use Optimist Creed – as a guiding resource Appendix V
- Work to identify and address critical community needs and measure success through deliverables – key priority areas include: employment equity and opportunities, strengthening community/cultural organizations through increased knowledge and practice of democratic process; positive self-identity for youth and adults; settlement, accessibility of services and integration; business opportunities (see Community Asset map report)
- Increase collaboration within and with the larger Canadian society.
ACSF Project - 2014

**Part B: Action Plan** – Underway as of May 2014

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<tr>
<th>Established Committees</th>
<th>Key Actions Being Taken</th>
<th>Committee Members</th>
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| **Governance**         | Interim Board Established  
                        Survey people for a Name  
                        Set up Bylaws  
                        Apply for Non-Profit Status  
                        To meet on June 22- have new name, and incorporation ready for October gathering                                                                                             | Meka, Ercoph, Asfaw, Christine (for continuity), Mike, Pauline |
| **Gatherings**         | Plan for a smaller gathering to kick off the organization –  
                        -Originally planned for Oct 11 weekend to coincide with UCAS Independence Day celebration  
                        -To consider October 18th or 25th - weekend 1 day – business meeting but with food and culture included  
                        –to consider African-Canadian / Black History Month (Feb.)  
                        Or May – Africa Day event  
                        -Posters and media connections for conference                                                                 | William, Latta, Allen, Gratt             |
| **Visible Project**    | Remain visible do something like African Day – Share Our Culture with others  
                        Go where there is already Conference to take plan in May 2015 as part of Africa-Canadian Day (similar to 2013)  
                        Link to First Nation/Métis events                                                                                                                                   | Jean (Burundi Community), Allen          |
| **Fundraising** | Write/submit the proposal for MCOS for follow-up work or the conference plus other funders  
Find sponsors for the gathering  
Everyone chip in to help ourselves | Lori  
William and Meka |
| **Communication and Information Sharing** | Set up an list-server to keep people connected  
Write reports for grants  
Continue with Asset Mapping – feedback received is supporting advocacy, relationships and capacity building | Jay  
Christine  
Lori and Others |
Enduring org survey report page insert – delete after insert
Strategic continuum page – delete after insert
Appendix I

Research Findings Summary about Successful Organizations

Introduction

There were 6 organizations interviewed: Multi-Cultural Council of SK (MCOS) – Ukrainian Congress of Canada (UCC), South Asian Women’s Centre (SAWC), the Saskatchewan Coop Association, the Canadian CED Network, and CHAOS (Clearing House and Other Services).

These organizations are all membership based "groups of groups" or umbrella organizations with service mandates. They range in size from 9 – 20 key members to those with well over 30 (or more) and include organizations that are connected to other provincial or national groups.

The research focus was on diverse multi-organizational or multi-interest groups forming and they were asked about how they started. Most were much smaller in the beginning, had many diverse interests and histories to consider, and in most instances there were limited resources to get them started. They all have many of the characteristics of this emerging group in Saskatchewan – and all were happy to provide advice and insight as well as an offer to help in the future. The following are the key findings:

1. How did you get started? What pulled you together?

*We are an Umbrella Organization – we serve organizations and groups who really need – or want to do things together. We do not overtake what they are doing in their own organizations (or what they are mandated to do) – we just help them to do it better and find ways that collaboration benefits all. We also have some individual members.*

Youth – the main thing we do is this – it is our impetus – our focus and it is clear.

Dedicated resources - we were a regional arm of a national organization

There was a need for an administration hub for admin – financial – coordination and we fill that need – for this new group in SK – they will be pulled together if they are clear about what role they serve and have enough people agreeing that there is a need not being filled by others.

*Holistic support to women in abusive situation*

No other agencies were in place to support them – we filled a need – pulled fragmented pieces together -- and then expanded - it was originally a very loose structure – so we didn’t get started easily -- Our community was diverse not homogenized

Very different – identities - countries – beliefs – languages – all over the map

Knowing our limits and scope and filling a need – at first it was just recognition of the need to be together – then for awareness and interest generation – then for advocacy and being a hub for referrals – and there was a need to educate the public - to dispelled myths and share information – we saw an opportunity for elevating the discussions and building better understanding ...not just the “glue” for our groups but a contact point for anyone trying to find any of us – a main point of contact for almost everything.

*There was a need not being filled – everything was fragmented, not working together as a combined voice – too much in-fighting – community members had to go from one agency to another (same as government and we were trying to simplify things for those with poor English skills and not familiar with the community) – and we were trusted.*


People valued what we were doing and who we were doing it for/with
Over time we've grown and what our members value and get out of it is different – we keep current and relevant – not afraid to change

Our groups and individual members saw a need to be connected at some levels and we knew that no one would do it but us – and so we did. You cannot expect government or anyone else to serve your needs if you have a collective interest or identity and think that working together is better than working apart. We bring different organizations together to network or connect together – and strategically we included institutions that could help (education and government) those with the ability to understand the bigger picture – it was to help people know the “movement” they are part of – the bigger philosophy or meaning – it’s easy to get caught up in your own personal issues and not think about others – we deal with the bigger picture – the operating environment for all

Our members are part of a very large organization – one that is bigger than us – we don’t do capacity building any more – we just keep people connected with what they need
Different ethnicities and all dealing with change – that is what we have in common
At first we put so much emphasis on bureaucracy - sometimes we put too much effort on the structure not what the members need or want ... we had to learn to listen and learn – that is what pulled us together and keeps us together

Our start was the need to come together to have a voice in policy and to build capacity in various organizations and develop leadership and more skilled practitioners – CED is not well understood –it is now called social enterprise (which is all things that help poor people or those without the same opportunities as others) – we try to level out the playing field and keep pride and identity at the forefront – we are all people and sometimes we need things that are difficult to find – or we need to be part of something bigger than us so that we know we belong and are valued

A common identity that draws people together – a common cause – in ethno cultural – a desire to “protect” identity – Canada has lots of identities that could overwhelm newcomers unless they pull together in some ways for some reasons
We value diversity so our drawing together was to support our cultures, languages, traditions and be free to practice without discrimination (within societal laws)

Cultural learning about each other – as well as Canada - Expression and communication - Fill gaps and address challenges - Achievement

2. Where are/were the challenges?

Not much start up help or resources

Leadership (not all with the same language, goals, values and ideals) working together long enough to get the organization off the ground – it took well over 2 years Knowing who should be involved at the start and who to add (at what time) to ensure balance was maintained – and solid interest and growth in order to get past being a small special interest group to actually serving the larger interests and bigger sector

A big challenge to overcome (and it is ongoing) is finding common goals and points of action – agreed upon priorities with a very diverse membership base (one of the main challenges any mixed group has). We had no problem around the primary goal of youth but the next ones are moiré difficult - more fragmented opinions -- Whatever it is, it should not be too big or not too much tax (expectation) on membership – people are less engaged these days – busy with their own lives and problems
VERY clearly defined roles – this is missing in Sask. Appears to be power struggle because people do not know how to manage and govern agencies.

Funding is always based on needs not willy nilly ideas or random goals – we know our “ask and why it is our ask” – we got a grant for 200K –because there is no honor in violence – in harming women and girls – we work to change values and engagement to reduce Honor Crime – we have over 14,500 clients –it is important policy so we have connection with ministers – politics. Funders must understand the community – they should not be telling us – we should be telling them – we are closer to it in a real way.

Organizations that are largely dependent on gov’t funding are vulnerable to shifts in gov’t priorities – (Fed. and Prov. – and others). Some organizations are folding because of shortage of volunteers – or not being connected to others and/or duplication of services

Our challenge is getting strong minded people beyond their own or their agency interests and thinking like a cohesive umbrella group – to listen and put forward positive suggestions not always talking about what would not work – and we have a challenge to keep our members interested and supportive

Human nature – people are people – they like to work together but some like to do things their own way – not always bringing good representation or keeping the whole in mind

Relations with the counties and the lands they came from are varied —ethnic groups fighting – bringing history and past into the new environment (for better or for worse)

Funding and Focus – (it is one thing to want to do a lot of things – another to do them) – if it is important enough, people will support it – if not they won’t. Don’t rely on funding for everything – people like to contribute to help themselves (money, in-kind donations or volunteering) – find ways to let them do that and they will be committed to the group

3. What internal obstacles pulled you apart? How did you address the issues?

The amount of work that is needed – we had to put time into thinking it through and getting it going – and then agreed upon (by most not all). We had to have a strategy about how to engage members – and a clear governance structure and policy and funding – all the building blocks take a great deal of work and skill – we had to learn things as well as do things and sometime it was at the same time – get past being perfect and be good enough in the hopes there will be improvement as you go along

Always an issue around who needs the service? Who do we serve? Infighting between communities – language barriers and a lack of willingness to compromise

Our board was quasi administrative – would talk to staff – it was messy - No defined roles and responsibilities - so we hired a consultant who helped us - we focused on structure – now we have a clear structure – it is hierarchal and we have an Exec Committee and an Executive Director – so everyone knows their jobs and they do them

It wasn’t easy but we had to maintain enough “interesting and attractive projects” to keep key people engaged and allow people to do what they were interested in without burning them out – and we did this by talking honestly and fairly with each member – and keeping a good protocol (common sense kindness and genuine concern for the person involved not just their organization) - we had to become more like a family to create the foundation to become an organization. Governance structures came later but there was a small board of people who agreed to be the ‘board’ and make decisions and keep information flowing – and to pace the work to maintain momentum
Lack of leadership – everyone being too humble – afraid to step up and make a decision – trying to be respectful of each individual’s needs and culture or traditions rather than focusing on the good of the whole – once we got a clear vision we could weigh things against that – one principle we worked with was: Does this serve the whole community well? If not, we didn’t do it. You can be respectful without disrupting progress

Challenge: getting the board organized - you cannot have 50 people on a board -- Maximum of 7 or 9 on the board – bring likeminded minds together at first then diversify later - Have a clear conflict of interest guideline (no vested interest other than making sure that the needs of the community are first and foremost) -- pick 7 – 9 credible board members to represent different regions/languages - but mostly it is their skill sets that are important – can they do the job of getting things going? The set-up role is different – may be blended BUT must separate later and bring in new people and skills

4. Lessons Learned? Advice?

Find something to unite around – just uniting isn’t enough – it requires something tangible to work on – that is essential - engage all people in something (not everyone will be interested in all things) – there needs to be enough people to get things going

The governance model that is chosen is very important – make sure as people come on the board they fully understand and agree to their roles and responsibilities

The organizational structure should be either a non-profit or coop and there is not a lot of experience to help with governance models

For membership-based organizations – you will need to diversify revenues without spreading things too thin and make sure it is clear what membership involves and what the benefits are – clear expectations as well as options for members to say no without feeling guilty or useless

Unless there is a strong enough vision and compelling reason to stay involved, people will fall off - it is important to get on the same page and find common interest areas

Getting beyond personal interest/agendas and past personal history, views and experience and into your group’s priorities and needs (get beyond yourself) – this requires strong leadership with the good of whole group in mind - and thanks and recognition for those getting things going – the initiators can burn out too

Directors have to put the needs of the organization above their own – members sign on because they like the concept but they put their own organization’s interest first – so the board needs to be clear about who represents what and when they are representing themselves personally, their organization or the whole group at large

Tensions and challenges of non-profits are highlighted in academic research and education – I’m studying at a master’s level and know it is not easy to set up an organization unless there is a real need, people willing to do a great deal for not much at the beginning and to stay with it until it is established – continuity is key

Dynamics amongst members and leaders come into play and can knock things off track very easily if the person/people have some real or perceived power or are good speakers – highly respected or feared people (both can influence a group)
Not enough resources to enact the vision – loss of momentum when you haven’t enough resources to hold together - Mark out risk – good risk vs. bad risk … not just financial and other types (staff, benefits – risk management strategy)

No miracle overnight – it will take 1 – 5 years - get the bricks and mortar = and determine the pillars (the services provided and policies) – it cannot be all over the place – set priorities and have some good fun events to keep people included – but also do the planning and reporting to keep the business going

Get a staff person sooner rather than later … to focus on strategic planning and getting mechanism in place – then shift to a more conventional role of governance and staffing

Don’t be afraid to say no - and don’t try to include everyone all the time - do individual interviews as well as group process to see who wants to do what – who can afford the time and costs involved – and find out where there are connections to a solid one year agenda then a three year window.

Start with a small committed group of people and get the structure right – then include others on tasks or activities that they can do right away – build on small successes – keep information clear and succinct – don’t expect everyone to agree all the time but ask if they can live with it – and make sure people know what you are doing and what you are learning as you go along – don’t be afraid to make mistakes.

Get the governance model right and relationship between board and staff clear. Get stable operational funding - without it there are huge momentum obstacles

Succession planning – make sure volunteers are nurtured and next generation included

Because you are working across many cultures it is important to have good allies, a voice for all and a pull toward the “whole” not the separate parts

Ensure that there is work done around education, awareness and perceptions about the unique cultures (plurality of identities) as well the collective identity of organization.

The board needs be reflective of community

Find the fire within – the numbers with common issues or identity – if there are more “like you” you feel stronger -- if the identity is we are from AFRICA – then next generation may not feel connection to the homeland so keep the identity focused on here and now - an organization that all generations can belong to and see themselves in

Family involvement is essential - to build community – network --- Leaders should be both natural and skilled (you could provide training but they have to have the good of the whole organization as their focus) -- Governance evolves -- important for those groups to have dialogue about how they will govern.

Get professional service provider to help grow organizations and leadership – This is a crucial – the challenge is always the buy-in from members and connection

That the umbrella is there to do something for those that others don’t – know that there are other services - such as: settlement – welcoming communities – new families to SK – ways to connect to own communities as well as systems and services –

Communication tools to keep informed about what is going on in the African SK community (newsletter – website – e-notices twice a month) their survey showed events calendars were critical

Fund raising efforts and Governance – develop capacity to do this if it is not already there -- Know what it means to operate as a non-profit – legal responsibilities in SK – how to fundraise – one board member should have those skills – link to others -- representations – an old organization doesn’t change its
mandate – BUT flexibility is important – what you do now may not be as relevant to new groups or organizations

Stay connected to grassroots – know what your members priorities are – and their capacity – be open to finding ways (outside the box) – no umbrella can meet everyone’s needs – know your limitations – ensure that what you do is the priority

5. What are the essential processes or approaches – right at the start?

Develop a strategic plan – and get your purpose clear – know what your members will get out of this – Find things that they can work on together - Don’t try to do everything – focus in on one or two things – build on successes

Get a sense of buy-in and motivation – then create a plan – do some fun things to bond people and include newcomers in an equal way as the “old guard” – keep assessing what you are doing – why you are doing it (does it serve a need) – and try not to get too big too fast – be prepared for changes in leadership as the organization evolves

Communication is important – as you form the best organization (incorporate) recruit and retain members is important – INVOLVE them don’t just give information – comes back to tangible things that people can get involved in – Develop a communication strategy to say what you will be communicating about and why – ask people what they want to know about – there are several levels involved – Need bilingual communication in some cases and it can be expensive but a good way to involve people – Put it in writing – put it on Paper – Use mail chimp (free for up to 1000)

Do the Strategic Planning – get governance in place – the sky is the limit - Do specific projects that actually do something for the people -- Good marketing strategy and communication -- This is a good bold venture – remember that Risk is a good thing

Establish a small core group to get things going – able to talk with each other and keep things moving (not too large but representative) – available to make things happen (commitment) and time to do this – Deal with the actual getting things going more than logistics about how to meet

Be passionate about what is going on – “cheerleaders of this organization” – Need to have the respect of their own community (leaders of their own communities and credible source to encourage buy-in)

Don’t try to do everything right away – Start with something small and concrete to have success with and build on it and have something meaningful to those who are attracted to the organization and may want to serve – something you can do well and will be appreciated. Fills a stated need – There are so many resources available for non-profits
Always something new – could get overwhelming

Don’t stall out – keep things moving – (you may not get or need consensus with everyone) – there is a balance between buy-in and avoiding alienation – Whoever is there are the people who need to be there (who shows up are the right people) – the group will make decisions and refine and engage others as it takes shape – the key question is not “is this reflect my idea or is this the very best – but can I support it and live with it for the sake of the organization and the good of the “whole”

An executive board committee to get it going – A basic plan with priorities – Enough people to share the work load – Some very good allies – especially some with some funding
6. Are there people with resources who might help?

MCOS – SaskCulture - Immigrant Settlement Community
U or R – U or S (other post-secondary institutions)
SA Women’s Group – could be a resource if needed -- depending on how much time
UCC: Open to work with Christine and others - Able to come speak

Each province has a large number of paid helper organizations and some expert private specialists – some of the CCEDNET members could be resource people – they are in every province

If you want to consider a cooperative model we can offer advice and support – our website can help new organizations starting out - Non-profits and cooperatives need extra help and we provide for coops

Look at what others are doing such as Open Door and MCOS – make sure you clarify and differentiate from them – and ask them where they get their support and resources
APPENDIX II

Enduring Organization for African Canadians in Saskatchewan  
Workshop - Saturday March 29th & May 31st  
at the MacKenzie Art Gallery, 3475 Albert Street REGINA

<table>
<thead>
<tr>
<th>NAME</th>
<th>E-MAIL</th>
<th>CONTACT #</th>
<th>Attendance W/Shop March 29th</th>
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<td>MIKE LUTI</td>
<td><a href="mailto:adumim56@yahoo.ca">adumim56@yahoo.ca</a></td>
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<td>OKOCHI EMEKA</td>
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<tr>
<td>ASFAW DEBIA</td>
<td><a href="mailto:adebja@sasktel.net">adebja@sasktel.net</a></td>
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<td>JEAN NDAYAHUNDWA</td>
<td><a href="mailto:jddndsyahundwa@yahoo.fr">jddndsyahundwa@yahoo.fr</a></td>
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<td>RHONDA ROSENBERG</td>
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<td>CHRISTINE LWANGA</td>
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<td>PAUL LAMADINE</td>
<td><a href="mailto:paulkahi@gmail.com">paulkahi@gmail.com</a></td>
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<td>WILLIAM OCHING</td>
<td><a href="mailto:william.oching@gmail.com">william.oching@gmail.com</a></td>
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<td>PAUL GINGRAS</td>
<td><a href="mailto:pgingras@saskculture.sk.ca">pgingras@saskculture.sk.ca</a></td>
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<td>FLO FRANK</td>
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<td>ERCOPH BONGOMIN</td>
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<td>KINGSLEY ERIO</td>
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ACSF Project - 2014

APPENDIX III

ACFS PROJ. FORMING INSERT – DELETE AFTER
CREED INSERT ~ SCAN P’SE
## APPENDIX V

### 2013-2014 AFRICAN CANADIAN SASKATCHEWAN FORUM (ACSF) Budget ~ Feb 01, 2014 Meeting

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*The majority of community participatory research was incorporated through the workshop discussions

*2 Due to some mis-communication CAFS did not present the Conference proposal and budget to SaskCulture

*3 All project funds will be expended by the end of the project- the $750 held back by MCoS until the reports are submitted was advanced by UCAS
**Contract to Provide Service**

Flo Frank – Managing Partner of Common Consulting Inc.
Box 39 Meacham SK S0K 2V0  Phone/Fax:  306  375-2220  email: flofrank@sasktel.net

**Client:**  Uganda Canadian Association of Saskatchewan (UCAS)

**Project Title:**  African Canadian Saskatchewan Forum (ACSF): Understanding how to form an enduring organization

**Description of the Work:**

- **Research** using two key approaches: community based participatory involvement (what is known within the African community experience) and sector-based research. A search and review of key and promising practice within similar organizations. Emphasis will be placed on understanding their mandates, membership, structures, vision, governance models, and looking at templates for organizational development.

- **Facilitation of 2 workshops** to form an enduring organization (tentative dates for the workshops: March 29 – May 31 or June 21)

- **The facilitation of a 2 day Conference** October 11 – 12, 2014 with a focus on capacity building, formalizing the enduring organization’s structure and agreeing on key action steps

**Methodology/Approach:**

Working with the lead organizations, (a team of advisors), the consultant will undertake the work outlined above in a collaborative manner using the expertise of the consultant and the knowledge and skills of the African Canadian Saskatchewan groups along with the University of Regina (a partner organization). Each of these groups will provide their specialized expertise and be included on all levels.

- Subgroups of the ACSF will be engaged in the participatory research. Five identified groups will assist with their understanding and experience.

- The U of R (community research unit) will provide input and expertise where appropriate and as required, and contribute to the overall research analysis.

- The consultant will undertake a comprehensive scan, (Canada and beyond), identifying and reviewing 4 or 5 similar and relevant organizations. The goal will be to locate similar visions/mandates within the various organizations and to discuss their structure, function, methodology for community engagement, programs, funding sources and governance (decision-making) approaches.

- The consultant is familiar with several organizations having similar mandates and membership and she has a professional relationship with two or three of them. Additional examples will be identified and researched providing the best possible information to form a model for a new organization.

- A research findings report will be developed (by the March workshop) and key findings put into a summary document for use at the workshop. This report will be used for discussion, feedback and engagement. From the feedback obtained, a final report with recommendations will be prepared for the June workshop.
• The workshop and conference facilitation will be done in a manner that is both productive and inclusive, using a variety of approaches and techniques ensuring comfortable involvement for all. The consultant will work on the design of the sessions as well as the delivery of the facilitation.

• As a combined result of both the research and the workshops/conference, a working document will be prepared as a summary and directional plan to move forward with an enduring organization.

**Budget and Timeline**

In consideration for doing the above listed work, Common Ground Consulting Inc. would normally apply a fee (based on an 8 hour day) of $850/day plus GST. A donation (in-kind) will be made to ensure that the work fits within the budget without compromise, and there is an assumption that the client would arrange and pay for costs related to room rental and refreshments, organizing the workshops and conference logistics and would assist by contacting the members regarding the sessions.

**Fees for Research: $2,000.00**

(5 - 6 days research, consultation, phone and personal interviews, information gathering, template design and summary document preparation, refined report writing)

**Fees for Facilitation: $3,000.00**

(2 Sessions of 1 day each and a 2 day Conference: 6 days including session design, event facilitation and report writing)

**GST - $250.00**

Travel: 2 trips to Regina and 1 to Saskatoon – Donated unless funding increases (travel time – 12 hours – plus travel and accommodation costs)

**Total Estimated Costs: $5,250.00**

• This represents a donation of approximately $3,350.00 in fees from Common Ground Consulting plus travel costs. The estimate for this work would normally be $8,350.00 – we are prepared to work within the client’s budget and have the additional donation used as an in-kind contribution.

**Dated: January 30, 2014**

______________________________
Uganda Canadian Association of Saskatchewan (UCAS)

________________________________
Flo Frank - Common Ground Consulting Inc.
GRANT FUNDING AGREEMENT

THIS AGREEMENT made as of the 27th day of November, 2013.

BETWEEN:

UNIVERSITY OF REGINA
as represented by the Community Research Unit, Faculty of Arts

(the “U of R”)

- and –

Uganda Canadian Association of Saskatchewan (UCAS)

(the “Recipient”)

Grant Awarded:  Grant #011
Title: African Canadian Saskatchewan Forum (ACSF):
Understanding how to form an enduring organization

WHEREAS the Community Research Unit at the University of Regina administers the Research and Action Fund on behalf of the Faculty of Arts and wishes to provide a grant to fund the activities that are described in Schedule “A” (the “Project”);

AND WHEREAS the Recipient has the capacity to carry out the Project;

NOW THEREFORE, in consideration of the mutual promises and covenants contained herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties hereby agree as follows:

1.0 Project and Term

1.1 The Recipient shall carry out the Project in accordance with the terms of this Agreement, and more particularly in accordance with Schedule “A”.

1.2 The Agreement shall commence on November 27, 2013 and shall expire on June 30, 2014 (“Term”) unless terminated earlier pursuant to section 12.

2.0 Funds
2.1 The U of R shall provide the amount of $3000.00 to the Recipient for the purpose of carrying out the Project (the “Funds”). The U of R shall disburse the Funds according to the payment schedule set out in Schedule “B”.

Despite the foregoing, the parties agree that the Funding is at all times subject to the availability of financial resources from the Faculty of Arts.

3.0 Budget

3.1 The Recipient shall use the Funds only for the purpose of carrying out the Project and shall expend the Funds in accordance with the Budget in Schedule “A”.

4.0 Warranty

4.1 The Recipient warrants that:

(a) the Project shall be carried out in compliance with all federal, provincial or municipal laws or regulations, or any orders, rules or by-laws and all applicable professional standards, rules and guidelines related to the Project;

(b) any aspect of the Project that involves research using human subjects shall be reviewed and monitored by the University of Regina research ethics board. The U of R will not release Funds until ethics certification is in place;

(c) if the Project involves human subjects, it has the capacity to and shall maintain for the Term the confidentiality of any personal information relating to those human subjects in accordance with applicable law, including the Freedom of Information and Protection of Privacy Act, S.S. 1990-01, c. F-22.01.

5.0 Records and Information Provision

5.1 In carrying out the Project, the Recipient:

(a) shall keep and maintain all records, invoices and documents relating to the Funds or the Project in a manner consistent with generally accepted Canadian accounting principles or clerical practices, and shall maintain such records and keep them available for review by the U of R for a period of five (5) years from the date of expiry or termination of the Agreement; and
(b) shall maintain all records relating to the Funds or the Project that contain personal information, including any records it receives about the people it serves, in a confidential manner consistent with all applicable laws.

5.2 The Recipient shall provide the U of R with access to records, invoices or other documents related to the Funds or the Project in a timely manner and shall provide any other information to the U of R that it reasonably requests.

6.0 Limitation of Liability

6.1 The U of R, its officers, employees and agents shall not be liable for any incidental, indirect, special or consequential damages, injury or any loss or use of revenue of the Recipient arising out of or related to the Project or the Agreement, unless the damage, injury, loss or use was caused by the negligence or willful act of the U of R, its officers, employees or agents.

7.0 Indemnity and Insurance

7.1 The Recipient shall indemnify the U of R, its agents, officers, and employees, from and against all liability arising from, and costs incurred, as a result of a claim or proceeding related to the Recipient’s negligence in carrying out the Project, unless such liability and costs were caused by the negligence or willful act of the U of R, its officers, employees and agents.

8.0 Ownership and Use of Material

8.1 All graphics, promotional materials, databases, data, research, work in progress, technology, prototypes, inventions, working papers and reports in any form whatsoever including compact disk, floppy disk, tape or print (the “Material”) produced by the Recipient pursuant to this Agreement, and all copyright and other intellectual property rights in that Material shall belong to the Recipient.

8.2 Notwithstanding section 8.1, the Recipient grants to the U of R a perpetual and irrevocable right to use, for academic and research purposes, without cost, any and all Material produced by the Recipient pursuant to this Agreement, including the right to copy and distribute such Material as the U of R considers appropriate.

8.3 The Recipient warrants that it has the all the rights, title and interests necessary to grant all of the rights and licenses it grants under this Agreement.
9.0 Acknowledgement

9.1 The Recipient shall acknowledge the support of the Community Research Unit, the Faculty of Arts and the University of Regina in all reports and materials and in all advertising and publicity efforts relating to the Project.

10.0 Reports

10.1 The Recipient shall submit a final report, by July 31, 2014 or one month after completion of the Project, whichever date occurs sooner. Organizations who do not submit final reports will not be eligible for future CRU funding.

11.0 Termination

11.1 Either party may, without liability, cost or penalty, and without prejudice to any of their other rights or remedies under the Agreement or at law or in equity, terminate the Agreement upon giving at least 30 days notice to the other party.

11.2 Where notice to terminate is given under this section, the U of R may, in its sole discretion, assess the state of the Project and shall allow the Recipient to wind down the Project by the end of the notice period.

11.3 The U of R may, without liability, cost or penalty, and without prejudice to any other rights or remedies of the U of R under the Agreement or at law or in equity, terminate the Agreement immediately upon giving notice to the Recipient if the Recipient breaches any term or condition of the Agreement; in the opinion of the U of R, the Recipient is unable to complete the Project; or the Recipient uses the Funds or part of the Funds for purposes not agreed upon by the parties.

12.0 Notices

12.1 Any notice or communication to be given under the Agreement shall be in writing and shall be served personally, delivered by courier or sent by registered mail, postage prepaid with return receipt requested, or sent by facsimile addressed to the other party at the address provided below or at such other address as either party shall later advise in writing. All notices shall be addressed as follows:

To the U of R:
Community Research Unit
Faculty of Arts, University of Regina
13.0 Assignment

13.1 The Recipient may not assign the Agreement or the Funds, or any part thereof, without the prior written consent of the U of R.

14.0 Governing Law

14.1 This Agreement will be governed by and interpreted in accordance with the laws of the Province of Saskatchewan, and the parties expressly attorn to the exclusive jurisdiction of the courts of Saskatchewan for enforcement thereof.

15.0 Entire Agreement

15.1 This Agreement shall supersede all documents or agreements, whether written or verbal, in respect of the subject matter thereof. This Agreement may be modified only by a written agreement duly executed by the parties.

16.0 Survival

16.1 Sections 5.0 (Records and Information Provision), 6.0 (Limitation of Liability), 7.1 (indemnity by Recipient), 8.0 (Ownership and Use of Material), and 9.0 (Acknowledgement) shall survive termination or expiry of the Agreement for a period of five (5) years from the date of expiry or termination of the Agreement.
IN WITNESS WHEREOF the authorized officers of the parties have executed this Agreement as of the date first written above.

UNIVERSITY OF REGINA

Per: ____________________________

Name: ____________________________

Title: ____________________________

Witness: ____________________________

UGANDA CANADIAN ASSOCIATION OF SASKATCHEWAN (UCAS)

Per: ____________________________

Name: ____________________________

Title: ____________________________

Witness: ____________________________
Scope of Work
The African Canadian Saskatchewan Forum (ACSF) is a year-long initiative with the goal of forming an enduring provincial organization to support African Canadian individuals and possibly organizations settled in Saskatchewan. This will involve both English- and French-speaking African communities. This follows the Pan-African Canadian Pilot intercultural collaboration project in 2013. This pilot project pointed to a need for the diverse African Canadian community to work together: there is not currently an organization that fills this role. The Uganda Canadian Association of Saskatchewan, one of the leading partners in this initiative, will act as financially accountable partner for the purposes of this grant.

The larger goal of this initiative is to create a functional and enduring organization that will provide support and promote intercultural collaboration and development within the African Canadian community and the larger Canadian society at the individual, organizational and public institution levels. This organization will be a visible, resourceful and accessible voice and focus of this community, and will promote social-cultural and economic development through specific program development.

In order to create this organization, community participatory research is needed. It will be guided by the following questions:

1) What other organizations exist as a model for the African Canadian Saskatchewan Forum (ACSF)?
   a. What is their structure?
   b. What function do they serve?
   c. Who are the members (individuals, associations or both) and how can they participate in the organization?
   d. How is this organization financed?
   e. What have been their successes and challenges?
   f. What programs and services do they offer? How are these funded and managed? (note: this information will be compared/contrasted to four anticipated program areas:
      i. Leadership training & mentoring;
      ii. Participation in multicultural festivals;
      iii. Social and economic development initiatives;
      iv. An African Canadian cultural dance and music training school).

2) What does the African Canadian community in Saskatchewan want this organization to be?
   a. What kind of structure and function will ACSF have?
   b. What types of programs and services can ACSF offer to members?
   c. How will members benefit from being a part of ACSF?
   d. What are possible sources of funding?
3) What are the successes and challenges African communities in Saskatchewan are facing (in terms of organization and integration) and how would these affect the structure and functioning of ACSF?

A researcher will be hired to conduct a scan of other similar organizations in Canada, asking the questions in #1 above, and will present preliminary findings to the community in a workshop. Community members will have the opportunity to reflect on this information, point out any gaps in knowledge or questions they may have, and consider how this information can help create a new enduring organization. After this workshop, the five committees of ACSF will use this information to develop any questions or feedback for the researcher in drafting the final report. Questions #2 and 3 will be considered by ACSF members in both the community workshop and the committees’ subsequent work. The researcher will collect all feedback, and attempt to answer questions or gaps in knowledge, in order to draft a final report to present at a June workshop. This report will include recommendations for feasible model organizations, including structure and services to members.

This research serves two purposes: it will demonstrate how other successful organizations function and act as an example or model for ACSF to follow, through evidence collected from other Canadian contexts. It also serves the purpose of gathering information from the African community in Saskatchewan (Regina) to ensure that this organization is grounded in the community’s needs.

Both the research findings and research process are expected to have positive impacts. These research findings will allow a new group to develop a strong organization based on successful models. By developing a strong organization based on successful models and grounded in community needs, it will benefit the community by facilitating the integration of Saskatchewan African members in the social development tissue of the province and will make them real economic development actors of Saskatchewan and Canada. The research process will have a positive impact by including the Saskatchewan African Canadian community in the process of gathering information and having input into the function and structure of this new organization. Effort will be made to ensure that this initiative is supported by professional associates at the University of Regina and in the larger community.

**Budget**

<table>
<thead>
<tr>
<th>Project Expenses</th>
<th>Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Researcher</td>
<td>$2000</td>
</tr>
<tr>
<td>$18/hour x ~110 hours = $2000</td>
<td>$1000</td>
</tr>
<tr>
<td>Hosting expenses to facilitate committee involvement in this research: $200 per subgroup x 5 subgroups = $1000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>In Kind Contributions and Other Sources of Revenue</th>
<th>Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRU Community Research &amp; Action Fund</td>
<td>$3000</td>
</tr>
</tbody>
</table>
In-kind contributions of time by ASCF co-chairs, subcommittee chairs and other members | In-kind
---|---
**Total Requested from Research & Action Fund** | $3000

**Timeline**

This project will begin November 27, 2013 and will conclude June 30, 2014. The approximate timeline is as follows:

<table>
<thead>
<tr>
<th>November &amp; December</th>
<th>Bring together project team, including hiring a researcher, and finalize project details</th>
</tr>
</thead>
<tbody>
<tr>
<td>January &amp; February</td>
<td>Data collection</td>
</tr>
<tr>
<td>March</td>
<td>Initial draft of research findings due for presentation to community in workshop</td>
</tr>
<tr>
<td>March &amp; April</td>
<td>Community reflects on information found, asks questions and points out gaps, in both community workshop and committees. The researcher gathers all feedback and finalizes research, including addressing any research gaps identified in workshop</td>
</tr>
<tr>
<td>May</td>
<td>Draft of final report due</td>
</tr>
<tr>
<td>June</td>
<td>Presentation of final report to community in workshop</td>
</tr>
</tbody>
</table>

**Deliverables**

The African Canadian Saskatchewan Forum will be presented with a final report, addressing the questions outlined above and incorporating community feedback, by June 30, 2014. This report is intended to be used by ACSF in their efforts to create a formal organization.

**SCHEDULE "B"**

**PAYMENT SCHEDULE**

The University of Regina shall provide a one-time payment of $3000.00 to the Uganda Canadian Association of Saskatchewan (UCAS) upon the receipt of the signed copy of this agreement.
AFRICAN CANADIAN SASKATCHEWAN FORUM 2014
A Community Based Research Project

Project Goal: To establish a Service and Research & Policy Organization that will also offer opportunity for Capacity Development in Leadership, Social, Cultural and Economic Development within the African Canadian community and Saskatchewan as a whole.

Project components: Two Workshops to be followed up with a Conference

When: Workshop #1 – March 29, 2014 at MacKenzie Art Gallery, 3475 Albert St. Regina SK.

Workshop #2 – May 31, 2014 at MacKenzie Art Gallery

2014 Conference - October 10, 2014 to October 12, 2014 noon in Regina, SK

Who should attend? Individuals, representatives of African Canadian communities, public institutions and students; people with a vision, passion and commitment to serve and support immigrants and members of ethnic communities to integrate, contribute and achieve full participation. We are looking for participants from urban and rural Saskatchewan. Sponsored by:

For more information and to register your interest, please contact: UCAS office in Regina (306) 359-8227 or (306) 737-1380 or Email: ucasoffice@sasktel.net or CAFS office in Saskatoon at (306) 955-9033 or Email: cafspresidence@yahoo.ca
Enduring Organizations for African Canadians Participants at the 2nd workshop
May 31, 2014
Some of the participants at the first workshop March 29, 2014