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Sudanese Community Association of Ontario

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About Sudanese Community Association of Ontario:

The Sudanese Community Association of Ontario (SCAON) is a not-for-profit organization based in Toronto, Ontario. Since its inception in 1989, SCAON has continued to introduce and deliver successful programs and activities that help achieve its long-established goals for its members. The primary objective of SCAON is to foster the development of the Sudanese Canadian community and to contribute to Canadian society by promoting good citizenship and volunteerism principles.

Programs and Services of SCAON include.

SCAON programs have helped its members in aspects of community development, settlement support & integration, skills & career development, and elevation of poverty. All programs of SCAON are funded by the Canadian government; its members and run by volunteers from the Sudanese Canadian community and/or other service organizations.

Sudanese Community Association of Ontario (SCAON) goal is to have a stable organization with staff working with the community, develop a stable program for youth, women, seniors and the community at large in the GTA and in Ontario. Partner with other like-minded organization that will strengthen SCAON's effort and make SCAON a viable and sustainable NGO in the community. Increase SCAON's funding by 30% in 2024, 30% in 2026 and 30% in 2026; by 2026 SCAON funding to be increased by 100% from 2023. In addition, we plan to have a fully functional Arabic and cultural programs catering for the Arabic-speaking community in the GTA and in Ontario.

- To provide Career Counselling
- To support new immigrants
- To assist and support new immigrants through free counseling, offering them assistance with job and housing searching, and any other resources they may require
- To provide technology training
- To provide programs for women
- To provide services for Seniors
- To organize sports activities
- To provide youth fellowship
- To provide youth mentorships
- To provide volunteer opportunities for newcomers and youth

SCAON VISION

“Integrate the Sudanese community in the diaspora to wider Canadian Society.”

SCAON MISSION

SCAON is an organization that provide integration and settlement services to empower Sudanese Canadians; provide access to mainstream services to enable them to contribute to Canadian society.

SCAON TAG LINE

Empowering Sudanese Canadians!

SCAON VALUES

- ▶ **Equity** - Commitment to equitable treatment and elimination of discrimination in all its forms at all organizational levels and throughout all programs.
- ▶ **Diversity** - Commitment to diversity in all staff, volunteers, and audiences, including full participation in programs, policy formulation, and decision-making.
- ▶ **Rights** - Recognition of the rights of all individuals to mutual respect; acceptance of others without biases based on differences of any kind.

- ▶ **Respect** - Commitment to individual and organizational efforts to build respect, dignity, fairness, caring, equality, and self-esteem. We pledge ourselves to creating and maintaining an environment that respects diverse traditions, heritages, and experiences.
- ▶ **Inclusive:** Respect and value diverse life challenges, creating an environment that is inclusive of all.
- ▶ **Dependability** – Assist clients to be self-sufficient.
- ▶ **Honesty** – Commitment to honesty and backing it up with actions show respect for what's right and an esteem for ethical and moral integrity.
- ▶ **Transparency** – recognizing to be authentic in the way we message ourselves internally and externally.
- ▶ **Dignity** - We acknowledge and honor the fundamental value and dignity of all individuals.
- ▶ **All our work will be guided:** Innovation, Health and Well-being; and Sustainability.

Acknowledgment

This strategic plan and review of Sudanese Community Association of Ontario (SCAON) was possible because of the visionary leadership of the Board of Directors and the Executive Committee of SCAON, as well as community volunteers.

The Consulting firm, Premier Canadian Business Solutions Incorporated, conducted the organizational review and visioning session. The lead Consultant, Dr, Jamila Aman and Consultant Mr. Von Lawal, wish to thank the leadership of SCAON for the opportunity to conduct the review as well take the opportunity to the Board of Directors of SCAON and staff for their cooperation & commitment during the time spent at SCAON conducting the site visits, the interviews and the discussions. We are thankful to SCAON staff and board members who provided expertise that greatly shaped the strategic planning process; although they may not agree with all the interpretations provided in this paper.

We must express our appreciation to all the volunteers and the participants in the entire SCAON team for sharing their insight with us during the course of the two days strategic plan. We are also immensely grateful to the SCAON team for amazing wisdom and insight. We are grateful for the opportunity.

Executive Summary

This report is the result of a review and assessment of Sudanese Community Association of Ontario (SCAON). The review involved an assessment of SCAON's various programs and services, maintenance & effectiveness, organizational governance

structure, human resources processes, financial management systems, partnership management and maintenance, a general section, a review of the effectiveness and efficiency, and finally this report includes consultant recommendations for SCAON.

Sudanese Community Association of Ontario offers services to improve the lives of seniors, women's groups, newcomers, school children and families in the community. SCAON programs and services benefit diverse communities in GTA and Ontario.

Highlights of the review:

SCAON governance structure – a 12-member board of directors – function to ensure that the organization's activities are conducted with accountability and transparency, complying with applicable laws and legal requirements governing the organization. This is done by a monthly board meeting as well as active board committees and ad-hoc committee formed on a need base. Board members have a diverse set of skills and are actively engaged in providing oversight, leadership and strategic direction of SCAON.

SWOT Analysis

The review identified SWOT Analysis (Strength, Weakness, Opportunities and Threats that will be impacting SCAON in the long term:

STRENGTH OF SCAON

1. Committed volunteers.
2. Meeting community needs
3. Large Space
4. Existing Technologies and wired networks
5. Office Equipment and furniture
6. Pool of Volunteers
7. Diversity within staff, board and volunteers
8. Knowledge and expertise of people involved.
9. The Resources to hire a consultant to build capacity
10. Longevity of the Organization
11. Serving the community
12. Community Knowledge
13. Community Connections
14. Connection to the community
15. Built in Fundraising (not utilized currently)
16. Location of the Building
17. Accessible Organization
18. On site Arabic speaking staff for Arabic speaking people in the community
19. Institutional Knowledge to needed programs and services

Weakness of SCAON

1. An Outsider
2. Shortage of Funding / particular Infrastructure Funding
3. Funding for Staff / Board Training
4. Core funding to pay for Administration.
5. Inability to meet community needs due to funding shortage.
6. Lack of ability to conduct continuous research
7. Lack of consistency to run the program.
8. Lack of policies and procedures
9. Do not have the capacity to advocate on behalf of the community.

OPPORTUNITIES FOR SCAON

1. Lots of funding available for social program
2. Social Enterprise

3. Ability to develop fundraising plan
4. Partner with like-minded organization
5. First African Organization in the GTA and in Ontario
6. Sustainability
7. Networking Opportunity with other organizations like OCASI
8. Become a member of ASDC (African Social Development Council)
9. Become a member of Toronto Neighborhood Center
10. Become of a member of Toronto Social Enterprise Center
11. Sudan War / high number of Sudanese Refugees

THREATS TO SCAON

1. Shortage of funding
2. Competition (too many organizations)
3. Any pandemic is a threat (like COVID-19)
4. Lack of Continuity programs
5. Sustainability

6. Lack of capacity to meet community needs
7. Lack of trained board members and staff (in running of non-governmental organization)

SCAON Top Program & Other Priorities

1. Senior's program
2. Youth programs(drop-ins)
3. After school programs
4. March Break programs
5. Summer Program
6. Women's Program
7. Counselling program
8. Gang and gun prevention
9. Employment program with Career Counselling
10. Science Technology Engineering and Mathematics (STEM) program
11. Continuous Needs Analysis
12. Mentorship Program

13. Financial Literacy program

SCAON 2023 Strategic Priorities

1. Fundraising strategies
2. Space improvement
3. Partnerships
4. Policies (strengthen governance)
5. Review program objectives to improve organizational capacity.
6. Develop winning grant projects and programs.
7. Closing the gaps in social disparities affecting marginalized Sudanese
8. Increase student & general volunteers.
9. Strategic Fundraising Plan
10. Social Enterprise Development

11. Board and staff training
12. Marketing / Branding
13. Program effectiveness

Recommendations

From the review, the consultants present the following recommendation for SCAON, consideration and action, that SCAON is one of most vital organizations in the neighborhood. However, due to funding shortages some plans could not be executed. Below are some recommendations: Board of Directors to prepare annual work plan to include all the areas in the implementation plan. Make the strategic plan a living document to continuously implement and work on it.

A 3-year Strategic Plan and Implementation Roadmap was developed at the end of SCAON and will expire in November 2026. To ensure objectivity, the strategic plan was conducted by an external consultant. SCAON's vision, tag line, values, program priorities and strategic priorities of SCAON are clearly defined. These objectives are consistent with the organization's mission, vision, and high-level goals. The plan contains action steps for program staff and board of directors to break it down for implementation. A fine strategic plan has been developed, for the period SCAON 2024-2026. The consultants note their satisfaction with the general goals of the SCAON strategic plan.

The consultants found SCAON programs and services identified as top priorities to have the appropriate scope in program / service delivery. SCAON focuses on meeting the needs of its members. SCAON plays an appropriate and indeed vital role in the

GTA and in Ontario, offering services and programs, contributing to integration of newcomers, supporting children and parents, seniors, and women. The consultant believes that no other organization in the catchment area provides neighborhood services that are as culturally appropriate for the Sudanese community and as comprehensively as SCAON. It is clear that this atmosphere has contributed directly to SCAON's high productivity and that it should be treasured and conscientiously fostered.

1. Seek enhanced funding in all program areas.
2. Provide training to SCAON Program staff, Management and Board of Directors to increase capacity.
3. Conduct feasibility study pertaining to the social enterprise to increase the visibility and market of existing and start a new income generating project.
4. Develop organizational annual planning and develop work plan that includes the deliverables from this strategic plan.
5. Overall, SCAON is a strong organization that meets the needs of Sudanese; however, all programs are underfunded and SCAON needs to increase its funding base to fully implement its goals and objectives.
6. Strengthen board committees and its governance structure.
7. Encourage Board members involvement in fundraising initiatives.
8. SCAON's greatest strength is its' amazing facility, the commitment of Board members, staff and volunteers. Keep it up!
1. SCAON to develop partnerships with other service providers to provide collaborative services to meet the needs of its target population. SCAON to become a member of Ontario Council Serving Immigrants (OCASI); Toronto Neighborhood Center (TNC) Toronto Social Enterprise Center and other similar networks to strengthen its program / service delivery. Friends of SCAON (fundraising campaign); Food rescue (register with them); Second Harvest organization; Overcomers (Dr Charles to be introduced by Dr. Jamila)
9. SCAON considers the feasibility of a program and services utilizing social media.
10. Update SCAON Website with relevant information including the new vision, mission, tag line and values. (That was just created and rectified)

11. Seek private sponsorships.

Concluding Remarks

We would like to take the opportunity, to thank SCAON Board and Executive Committee for their unwavering commitment to community issues. It was excellent working with SCAON volunteer team and truly this was an exciting assignment. A lot was learned, and we are grateful for the opportunity. Thank you all so much!

Implementation Plan SCAON

Strategic Goal: SCAON’s goal is to have a stable organization with staff working with the community, develop a stable program for the youth, women, seniors and the community at large in the GTA and in Ontario. Partner with other like-minded organizations that will strengthen SCAON’s effort to serve more people and to enable SCAON to become a viable and sustainable NGO in the community. In addition, we plan to have a fully functional Arabic program catering for the Arabic community in Canada. Revise SCAON by-laws and create an envelope of policies and procedures to guide SCAON for many years to come.

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
Strategic Planning 2024 - 2026	Revamp or develop Vision, Mission and strategic priorities for SCAON	<ul style="list-style-type: none"> - Survey membership - Conduct Visioning Session - Write up 3-year strategic & implementation plan 	<ul style="list-style-type: none"> - Well-crafted 3-year Strategic Priorities - Well-crafted 3-year implementation plan with clear time lines 	December 2023	SCAON Consultants with assistance from the Board of Directors of SCAON

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Financial	– Staff training	<ul style="list-style-type: none"> – Conduct financial training – Conduct monitoring training – Conduct preparation for audits 	<ul style="list-style-type: none"> – Staff trained to handle petty cash funds – Coordinator and Treasurer trained to read and prepare financial statements – Audits successfully conducted 	March 2024 – December 2024	– SCAON Accountant and Consultant and the Board of Directors of SCAON
	Sub-goal	Task to be completed	Expected outcome	Timelines	Responsibility
	– Board training	<ul style="list-style-type: none"> – Conduct board financial training – Gain support for board training – Secure trustee’s support for managing finances. 	<ul style="list-style-type: none"> – Board members trained to read financial statements. – Board Treasurer trained to assist in budget preparation 	January 2024 – December 2024	– SCAON Accountant and Consultant and The Board of Directors of SCAON

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
Human Resources	<ul style="list-style-type: none"> – Hire additional staff (Executive Director and Secretary) – Staff training and development – Volunteer Recruitment Plan Development 	<ul style="list-style-type: none"> – Post, screen, interview ED and paid program staff – Secure additional funding for hiring additional staff. – Develop staff training and orientation plan – Develop HR policies – Develop a volunteer recruitment plan to recruit and train volunteers for various purposes 	<ul style="list-style-type: none"> – ED & Secretary, program staff, and admin staff hired. – Funding secured to hire staff. – Staff training and orientation plan developed and implemented – Appropriate HR policies in place – Volunteers recruited as needed 	<p>May 2024 – December 2026</p>	<ul style="list-style-type: none"> – SCAON Account Consultant and Board

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
Board Governance	<ul style="list-style-type: none"> - Board governance structure - Board liability insurance - Policies and Procedures manual - Provide Board governance training continuously 	<ul style="list-style-type: none"> - Recruit Board of Directors - Determine skill sets required - Create job descriptions for board positions - Inform and train community residents interested in volunteering as board members - Obtain board liability insurance - By-law review - Policy Review 	<ul style="list-style-type: none"> - Board of Directors recruited - Required skill sets determined - Job descriptions for board positions created - Community residents interested in volunteering as board members informed and trained - Board liability insurance obtained - Well written SCAON By-laws 	<ul style="list-style-type: none"> July 2024 – March 2026 	<ul style="list-style-type: none"> - SCAON Consultant and Board of Directors

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
			<ul style="list-style-type: none"> – Each month Review/Write a policy 		
Fundraising / Grant Development	<ul style="list-style-type: none"> – Grant writing training 	<ul style="list-style-type: none"> – Set fundraising targets – Organize training on grant writing and fundraising 	<ul style="list-style-type: none"> – Fundraising targets identified – Training on grant writing and fundraising conducted – Revenue increased 	End of June 2026 (ongoing)	<ul style="list-style-type: none"> – SCAON Board Consultant and ED
Policy and Procedure Development	<ul style="list-style-type: none"> – Form Board Committees – Terms of Reference – Bylaws 	<ul style="list-style-type: none"> – Form Policy and Procedures Committee – Review existing Committee Terms of Reference and modify as needed 	<ul style="list-style-type: none"> – Policy and procedures formed and implemented – Existing terms of reference updated – By laws developed 	May 2024 (ongoing)	<ul style="list-style-type: none"> – SCAON Board Policy and Procedures Committee, ED and SCAON Entire Board of Directors

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
Program Development	<ul style="list-style-type: none"> – Program evaluation – Programs prioritization – Program Monitoring and Evaluation – Map out new program needs (seek funding to fund new programs) – Conduct Continuous community survey 	<ul style="list-style-type: none"> – Establish evaluation guidelines – Prioritize programs and services – Identify future programs and services in consultation with stakeholders – Conduct a community survey 	<ul style="list-style-type: none"> – Evaluation guidelines conducted – Programs and services prioritized – Future programs and services identified in consultation with stakeholders – Funding for new programs achieved 	April 2024 (ongoing)	<ul style="list-style-type: none"> – SCAON Board and Consultant and ED

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
Sustainability Plan	<ul style="list-style-type: none"> – Fundraising strategic plan – Funding and partnerships – Social enterprise project Eg. – Translation, Interpretation and Notarization services 	<ul style="list-style-type: none"> – Develop a strategic plan for fundraising efforts. – Target and apply for relevant funding opportunities – Engage in partnership efforts – Utilize social enterprise – Conduct social enterprise readiness training – Translation and interpretation as a social enterprise 	<ul style="list-style-type: none"> – Strategic plan for fundraising efforts developed and implemented. – Relevant funding opportunities targeted and applied for – Partnership efforts secured – services utilized as sustainable source of funding. 	<p>September 2024</p> <p>December 2026 –</p> <p>(ongoing)</p>	<ul style="list-style-type: none"> – SCAON Board and Consultant and ED

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

Goals	Sub-goals	Tasks to Complete	Expected Outcomes	Timelines	Responsibility
Organizational Development	<ul style="list-style-type: none"> - Capacity building grant obtained for organizational development - Non-profit status application completed - Charitable status 	<ul style="list-style-type: none"> - Prepare and submit incorporation paperwork - Apply for charitable status 	<ul style="list-style-type: none"> - Organization incorporated as non-profit changed to - - Charitable status obtained 	December 2024 – December 2026 (ongoing)	<ul style="list-style-type: none"> - SCAON Board and Consultant and ED - Lawyer
Partnership Development	<ul style="list-style-type: none"> - Develop partnership with likeminded organizations to serve the community better 	<ul style="list-style-type: none"> - Outreach to organization to develop partnerships with organizations to enable SCAON to serve its target population. 	<ul style="list-style-type: none"> - Develop 10 partnerships to enable SCAON to serve its’ mandate 	June – 2024 – Ongoing	<ul style="list-style-type: none"> - SCAON Board and Consultant / staff

Sudanese Community Association of Ontario Strategic Plan 2024 - 2026

		<ul style="list-style-type: none"> - Additionally, serve Arabic-speaking clients as well as partner with Arabic serving organizations 			
Social Enterprise	<ul style="list-style-type: none"> - Social Enterprise Readiness / Assessment - Invest \$5000 – 10,000 	<ul style="list-style-type: none"> - Conduct social enterprise readiness information and training - Choose 2-4 social enterprise ideas and develop viability 	<ul style="list-style-type: none"> - Launch 2 social enterprises, one at a time 	August 2024 - Ongoing	<ul style="list-style-type: none"> - SCAON Board and Consultant
Organizational Space	<ul style="list-style-type: none"> - Space Improvement Committee established. 	<ul style="list-style-type: none"> • Form Space Improvement Committee to set up the followings: 	<ul style="list-style-type: none"> • Space Improvement Committee formed and set 	Jan 2024 - Ongoing	<ul style="list-style-type: none"> - ED and the Space Improvement Committee

	<p>Acquiring new space</p> <ul style="list-style-type: none"> • Music Studio for Youth • Youth / Family Lounge • Computer Lab • Increased security • Podcast established weekly 	<ul style="list-style-type: none"> • Music Studio for Youth • Youth / Family Lounge • Computer Lab • Arabic / cultural classes • Increased security • Run weekly Podcast. 	<p>up the followings:</p> <ul style="list-style-type: none"> • Music Studio for Youth • Youth Lounge • Computer Lab • Arabic & cultural classes • Increased security • Utilize existing / obtain new funds 		
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