

RESPECTING OUR DIVERSE PAST  
BUILDING OUR COLLECTIVE FUTURE

A REPORT ON THE SOMALI  
SERVICING AGENCY  
PLANNING RETREAT

MAY 21 AND MAY 28 1997

# ACKNOWLEDGEMENTS

The writer wishes to acknowledge the extraordinary efforts of the following individuals who contributed not only their time and hard work to this process but also their hearts.

## **THE RETREAT PLANNING TASK GROUP**

Farah Khayre  
Faduma. A. Mohammed  
Abdullah Sid Yvonne  
Anderson Ellen Ostofsky

## **THE SUPPORT TEAM**

I Q Kamaldeen  
Sharon Fowler

## **OUR FUNDER**

Heritage Canada  
Abou Nabe

Karen Liberman

# INTRODUCTION

The Somali Community in Metro Toronto has sometimes been paradoxically characterized as both under resourced and overserved. Some of the seeming contradiction is a result of the inexperience of the Community in developing a "system" of human service delivery combined with the extraordinary needs of a new immigrant /refugee population.

The Somali serving Agency Planning Retreat held on May 21 and May 28 1997 in Toronto was designed to **begin** a thoughtful, strategic planning **process** that would ultimately lead to an on-going **planning and co-ordination** mechanism for Somali serving organizations. The following report outlines the process used in the two day retreat, the outcomes achieved and the planned next steps. For the process to continue and a collaborative on-going planning mechanism to be established further work will need to be done. The blue print has been drawn, the foundation has been laid.... it is now time to begin the construction.

# BACKGROUND

In late 1996, Farah Khayre of Midaynta, the Association of Somali Service Agencies, approached North York Inter-Agency and Community Council (NYIACC) through its Executive Director, Karen Liberman, to discuss the possibility of assisting Somali human service organizations to develop a common "service vision" for the Community. After numerous discussions to establish the overriding goals of the process and to sensitize NYIACC to some of the prevailing issues, it was decided to hold a joint planning meeting with a number of established Somali-serving agencies to discuss the concept.

On Thursday Jan 9 approximately 24 representatives from 12 Somali-serving agencies met at the NYIACC offices to discuss the idea of working towards a common service vision. The discussion was lively, thoughtful and, often challenging. A multiplicity of issues, concerns and interests were discussed. It was agreed that in order to begin the process more formally, a small task group would be formed with the goal of planning a two day retreat.

Between Jan 23 and May 16, the task group met numerous times to plan the retreat. The task group tackled many sensitive issues including how to ensure broad participation and whether or not to invite funders, mainstream agencies, community groups, government representatives and other stakeholders. Finally, it was decided to limit participation at the Retreat to established Somalispecific agencies and to share the results of the Retreat and the plans for the future at a broader, more inclusive forum. It was also decided that the Retreat process would be documented and that the report would be used as a basis for the discussion at subsequent planning events. All the Somalising agencies who were invited were asked to complete a service questionnaire prior to participating in the Retreat. Unfortunately, so few of the agencies responded that the results of the questionnaire were not used as part of the process.

## THE RETREAT

The Somali Service-Planning Retreat was held on Wed. May 21 and Wed. May 28, 1997 at the Red Cross of Metro Toronto site at 1623 Yonge Street in Toronto. Over the course of the two days, 26 persons attended representing 12 organizations. Attached as Appendix A: is a list of the participating individuals and organizations. The Retreat was held from 9:00 a.m to 4:00 p.m and was facilitated by Karen Liberman, Executive Director of NYIACC. Small groups were facilitated by Yvonne Anderson, Colleen Hua and Ellen Ostofsky. Small groups were created by attempting to achieve geographic, service-type, board-staff and gender balance. On May 21, Sheherezade Hirji from the Trillium Foundation was the lunch-time keynote speaker. The lunches on both days were catered by a Somali Women's Group. Although not all the participants were able to attend both days a large core group were involved in the entire process.

### THE PROCESS/ DAY 1(MAY 21)

The focus of the two day Retreat was to begin the planning process by giving the participants the necessary planning "**tools**" to begin **developing a system** out of what is currently an adhoc array of services. Participants were asked to practice using the tools with the understanding that A: a comprehensive service plan cannot be created in just two days of work.

A: a) **OPENING REMARKS:** Farah Khayre from Midyanta welcomed the group and described the overall purpose of the Retreat and the intention that this process was a beginning. He stressed the need to work together to ensure that the needs of the Somali Community in Toronto were met.

Karen Liberman echoed his comments and described the general framework within which the group would be working. Introductions were made and the group agreed to begin the process.

Karen shared some of the perceptions that exist both within the Somali-service community and "out there". There was a discussion about the apparent paradox that exists and the concept of "perception as reality". Primarily, the Somali-serving agencies see themselves as underfunded, not having enough resources and being unfairly criticized for being divisive. Funders and other stakeholders often describe the community as being divided, competitive, confronting, having no common vision, having too many organizations for the numbers and having expectations for funding that are too high.

It was agreed that part of the challenge will be acknowledging and respecting the differing perceptions while attempting to find a common reality.

**B) SETTING THE STAGE:** In small groups, the participants established the objectives, expectations and ground **rules** for the retreat. Attached as Appendix B are the objectives as established by the group. It was agreed that although the objectives were ambitious, the group would attempt to begin the process and use the objectives as guidelines for the future planning work.

Karen shared her own objectives for the day including :

- *To provide participants with the necessary planning "TOOLS" to ensure the development of a community service plan over time*
- *To create an atmosphere of mutual respect, trust, and co-operation.*
- *To start the process of service planning in a thoughtful, logical and consistent way.*

Participants were asked to list their expectations of the facilitator and of each other. The following outlines the results of the small group discussions.

#### EXPECTATIONS:

FROM THE FACILITATOR	FROM EACH OTHER
motivation	- really listening to each other -
honesty	respect
organization	- listing the alternatives, "the pros&cons" -
frankness	disclosure
forthrightness	- openness
not being intimidated	- honesty
disclosure	- disseminate information from the retreat to the entire community
impartiality	turn words into action
objectivity	improve our relationships with each other
perseverance	- positive attitude
provision of an outside perspective	encourage each others views
respect as colleagues and peers	invite, meet and visit each other following the retreat
share learnings and experiences	
gain knowledge	
allow sufficient time to participate	
open the dialogue create an	
atmosphere of openness	

Given the lively and enthusiastic nature of the group it was decided to set **the ground rules** for the day. An approach which described "what is OK" to do and "what is not OK" to do was used. The following list captures the key decisions of the group.

**IT IS OK TO:**

**disagree**  
**make mistakes**  
**voice opinions**  
**express emotions**  
**not know everything**  
**be frank**  
**ask questions for clarification be**  
**both pragmatic and flexible**  
**share your own perspective**

**IT IS NOT OK TO:**

**personalize**  
**ignore other people's ideas**  
**yell**  
**be disrespectful**  
**just guess without clarifying**  
**make unilateral decisions be**  
**rude**  
**take power be arrogant**  
**dominate the group**  
**sabotage the process**  
**make judgements**  
**refuse to compromise**  
**just watch**  
**bring old baggage to work**

It was agreed that these ground rules, like the objectives, would serve as useful guidelines in future planning work. It was during the period of this discussion that the issue of "hidden agenda" was raised and the facilitator was asked to more fully describe how the Retreat had been planned, how did NYIACC come to be involved, and why only certain organizations had been invited. Karen described the process ( see Background ) to the apparent satisfaction of the group. It was agreed that any next steps must include those Somali-serving organizations and groups who were not invited to the retreat and that the group must continue to provide and disseminate information in the most transparent and open manner possible.

### **C) THE GARDEN EXERCISE**

Using crayons and coloured markers, each of the small groups was asked to depict the **current** Somali Service "non-system" as a garden. In addition, they were asked to depict the future system in the same way. Using this "analogy" technique, participants could express creatively the various elements of service delivery for their community including the role of service providers, the target population, community partners, the government, funders and the broader community. Not surprisingly most groups depicted the current status as fragmented, disjointed, struggling for survival, and under extreme pressure. The future gardens all depicted a healthier, neater, more vibrant and more integrated "system" of plants, flowers, trees and natural resources. It was decided that to move the garden from its current status to a healthier future, we would have to use the right **tools**.

### **D) THE TOOLS**

#### **I) DEMOGRAPHICS**

Karen outlined the many ways in which accurate socio-demographic information can be used to help develop a service system. For example, using age categories, planners are able to determine an array of appropriate services, their ideal geographic catchments and how they link with services provided for other age categories. The group discussed the often frustrating challenge of obtaining accurate socio-demographic information for the Somali community in Metro Toronto. For example, the accurate number of Somalis living in Toronto has been estimated at anywhere between 25,000 and 85,000 people. This discrepancy has enormous implications for effective service planning. The group practised using hypothetical socio-demographics statistics to formulate service needs (e.g. early years, youth, seniors, low income etc.) It will be very important to acquire more accurate sociodemographic information once the results of the 1996 Statistics Canada Census are released.

#### **ii) Differentiating needs/ Immigrant vs Somali specific**

Karen described the need to use socio-demographic information for determining the appropriate array of services within the context of "general" vs "specific" needs. In this case, the framework of immigrant/settlement service needs vs Somali-specific needs was used to highlight how effective service planning must take into account the concept of "**differentiation** of needs". The concept is useful in determining whether an ethno-specific organization is the most appropriate vehicle for delivering a service, where limited funding dollars might be spent, or where new alliances might be formed. Each of the small groups chose a type of service to examine within the "differentiation of needs" context. For example, it was determined that all immigrant populations might benefit from some form of family counselling service or program. Somali-specific needs arise from family structures that are significantly different from other cultures including such factors as previous reliance on a tribal support system where households are now female lone-parent led. These and other factors speak to the need for programs/services that are particularly culturally sensitive such as inter-generational counselling, family reunification counselling, and group counselling and support

for women. With this framework in mind and the acknowledgement that it is just human nature for a service provider to indicate that in his/her organization a wide variety of services are provided regardless of their ad hoc nature, the group attempted to develop some criteria as to **what constitutes a program or service.**

### iii) **Program Viability**

This was a difficult task to accomplish as most participants were confident that their own programs met the necessary criteria but were sceptical about those of other organizations. Finally it was agreed that for the purposes of categorizing and "clustering" programs the following criteria would apply:

- there is either a **secure** funding or volunteer base
- there is paid or volunteer staff time dedicated to the service
- the service is delivered on a regularly scheduled basis
- the service is meeting a documented and researched service need
- there is demonstrated demand for the service
- there are measurable outcomes for the service
- the service can be (and/or has been) evaluated

Using these criteria participants were asked to list their services on index cards according to general socio-demographic categories (eg. early years, youth, legal, seniors, basic needs, etc.)

### iv) **Program/Service Clustering**

Program categories were posted on large sheets of paper on the wall. Participants were asked to post their index cards according to various categories. Attached as Appendix C is the list of categories and programs. This exercise was particularly useful in determining where clusters of activities appear to occur. For example, there appear to be very few programs for young children and a preponderance of programs for youth. Similarly, very few Somali-serving agencies are involved in economic development but many of them are involved in employment training. This kind of clustering allows planners to observe patterns of service division and to project a) possible realignment of resources, b) potential natural alliances c) on-going service gaps and d) service redundancy. The group grappled with the concept of any service being redundant in the face of overwhelming community needs but understood that, in the future, with limited available resources some difficult decisions will need to be made and that existing resources will need to be realigned according to proven planning principles. At this point the group agreed to adjourn for the day and to reconvene to continue the process on May 28. As a closing exercise, participants were asked to use **one word** to describe the reaction to the first day. Several themes emerged arising from such responses as "hopeful", "optimistic", "trust", "grateful", and "positive". It is important to note, however that there were a few participants who indicated that they were still "undecided", "doubtful", and "unclear".

Participants unanimously agreed that the process for May 28 should continue in an atmosphere of openness, honesty and trust.

Note: Attached as Appendix D, are some of the themes touched on by Sherezade Hirji from the Trillium Foundation in her luncheon address.

## **THE PROCESS/DAY II (MAY 28)**

On Wednesday May 28, the group reconvened and introductions were made in order to include new members.

### **i) REVIEWING DAY 1**

The group was asked to review Day I using four major categories:

- a) what worked
- b) what didn't work
- c) unanswered questions
- d) biggest challenge

Some general themes emerged from the work of the small groups. For example:

### **WHAT WORKED**

- level of participation
- openness, honesty
- attempts to find solutions
- increased understanding of each other
- focus on issues
- recognition that improvement of services would come through better co-ordination
- equal footing
- community interests being put first
- variety of organizations that came together
- the facilitation
- having common goals and objectives
- positive outcome
- mutual trust
- agreement on certain key issues

### **WHAT DIDN'T WORK**

- lack of clarity of ultimate goal (destination)
- lack of participation by some organizations that were not involved
- identification of services put people in competitive frame of mind
- not enough time to discuss issues in depth and connect them



## **UNANSWERED QUESTIONS**

- the very sensitive issues of "what constitutes an agency"
- getting down to what "real" services are provided
- capacity to look at ourselves in a critical way
- willingness to change some of the things our organizations do
- the role of other Somali organizations not included in this process
- the next steps
- why are there so many Somali organizations and so many divisions
- how long will this process last
- what are the time frames
- how "deep" are we willing to go
- how many organizations actually exist

## **BIGGEST CHALLENGE**

- Trust and the ability to work together cooperatively
- Identify the stakeholders
- Being honest with each other and with the Somali community
- Really coming together
- Agreement on criteria for organizational viability
- Agreeing on a viable model for planning and co-ordination
- Building consensus on a variety of issues
- Creating on open and frank dialogue about specific services

All the participants agreed that, although there were many unanswered questions and challenges ahead, we would continue the process in good faith and with energetic commitment.

### **ii) Reviewing the Service Clusters / Dialogue Prompting**

Participants were asked to wander around the room and examine the service/program clusters that had been posted again. They were encouraged to remove any of their own service/programs that did not meet the agreed upon criteria. Interestingly, very few index cards were removed but a few were added particularly in the areas of "basic need" and "translation interpretation".

Participants were then asked to independently complete the following sentence: **"I want to talk to  
about the following service(s) \_\_\_\_\_"**

This was explained as method to begin the dialogue between organizations in an effort to look at forming mutual alliances. Each participant agreed that by completing the sentence they were making a commitment to making contact after the Retreat was over.

iii) **Zero Based Service Planning**

Karen explained the concept of zero-based service planning as starting from hypothetical premise that *no organizations exist to serve the needs of the community*. She asked the participants to imagine how they would plan an array of services and to juxtapose that inventory with the existing array of organizations. The group agreed that this was a difficult challenge in light of the natural vested interest of existing organizations in the services they provide. In order to strike the necessary balance between the "ideal array of services" and the "current array of services" it was decided that we needed to look at existing services more carefully in order to find the potential areas of **service realignment**.

iv) **Differentiation/ Niche**

Participants completed a form which asked them to identify a) a particular service or program b) who else provides a similar service or program and c) what singularly differentiates their service/program. Karen explained that differentiation was not mandatory nor did it automatically confer a special status on a particular program. Rather it serves as a starting point for further interaction between organizations. For example, one organization may provide a variety of **youth services** while a second organization has developed a particular niche regarding youth employment. By collaborating effectively a more ideal "array of services" can be provided for youth with less duplication and greater efficiencies.

This particular exercise proved quite difficult for the group in spite of the assurances of the facilitator. Participants appeared to feel the **need to "find a niche"** in order to justify their services/programs.

v) **Realigning Resources To Achieve Higher Impact**

Karen explained the concept of realigning resources by measuring a) an organization's capacity to deliver the service b) the **importance** of the service to the organization and c) the alternative coverage available to provide the service outside the organization. The following factors were listed as contributing to the three measurements:

**CAPACITY**

- sufficient staff or volunteer resources -
- experience
- expertise
- funding
- recognition

**IMPORTANCE**

- concurrence with mission -
- values of the organization -
- demand

- need
- attractiveness

### **ALTERNATIVE COVERAGE**

- other agencies provide similar services - competition for funding - competition for volunteers - greater expertise
- more experience

Using the grid (attached as appendix E) participants were asked to identify some of their own programs and plot them appropriately. Participants were cautioned that not every program could be equally high capacity and importance. This exercise proved exceedingly difficult as it was very tempting to list every program as having high importance and high capacity. With encouragement, however, participants recognized that having the combination of high capacity and low importance, for example, could be a starting point for "trading" resources, for a service that is of higher importance and has less capacity . With practice, participants started to identify additional areas of capacity (resources) realignment that would be the basis for further dialogue.

#### **vi) Levels of Interaction**

Karen pointed out that resource realignment and interaction can occur at many different levels and that "merger" is not always necessary or even appropriate. Attached as Appendix F is a chart outlining the various possible levels of interaction. Participants were then asked to list the various types of interaction they were already involved with and to consider "upping the ante" or increasing the level of interdependence with some of those organizations with which they are currently involved. It was stressed that each higher level of interaction is more easily built if some more modest level is achieved. This is particularly true in cases where smaller organizations are interacting with larger ones and there is the natural fear of being "swallowed up". At this point the group felt the need to start making plans for what could happen after the Retreat. It was agreed that some form of **planning mechanism** (not necessarily structure or organization) was necessary in order to continue the process.

#### **vii) A Planning Mechanism**

The group developed the following design criteria for a **planning mechanism** by answering the following question. "*A planning mechanism must \_\_\_\_\_ It must not \_\_\_\_\_*". The following are some of the general themes provided by the groups.

## A PLANNING MECHANISM:

### A Planning Mechanism Must

benefit the larger community  
be inclusive and accommodating  
include full participation

be transparent

implement decisions that are mutually  
agreed upon

- have clear terms of reference
- have known time frames
- be culturally appropriate
- be flexible
- be supportive
- have the necessary capacity,  
skills, expertise and resources
- do continual needs assessment
- develop long and short term  
strategies
- evaluate and assess  
achievements
- take into account issues facing  
the community including its  
"newness" acknowledge  
the collective  
experience/history of the  
community adapt to the  
Canadian concept

### It Must Not:

be politically driven  
have unrealistic expectations compete  
with service providers for resources  
impact negatively on the community's  
current situation  
develop direct services

be partial to any one organization

Using a workshop tool called "Dotmocracy" participants were asked to a) identify in groups some of the most important **key issues** to be addressed in the future and the **next steps** associated with these issues and b) individually vote (using coloured "dots") those issues/steps which they considered a priority. The following list provides a summary of the work. Those issues/next steps which are in bold indicate the highest priorities.

## Issues

## Next Steps

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Define planning mechanisms and who the participants in the process should be.	<b>1. Appoint a planning group to draft the mechanism and identify the participants (organizational and individuals).</b>
Need for more training/workshops on developing the mechanism. (Historical perspectives).	2. Bring together individuals with this expertise to provide training to target this group.
3. To become part of "we" in the Canadian context--versus the 'us' and 'them' issue	3. Meet with mainstream representatives. (e.g. this retreat Somali/NYIACC sharing perspectives)
<b>4. What is an agency?</b>	<b>4. Hold a special meeting to define and agree. Involve decision making body of organizations.</b>
Develop different models of service delivery structure.	Hold a meeting.
Identify service gaps.	Organize separately. Identify groups And suggest solutions and submit to NYIACC-end of June '97.
Start interacting with other agencies and identify the appropriate relationships you want to have. Document terms of relationship.	Start talking and taking the initiative, immediately.
<b>Participation</b>	<b>Ad hoc committee is formed (planning committee and new volunteers). Ad hoc committee reports plans to this group. Large group makes decisions about innovation list and agenda.</b>
<b>Definition: of an organization or an agency.</b>	<b>Establish common criteria. Agreement on criteria.</b>
10_ Service improvement	10. Review retreat information. Co-ordination of services.

## RECOMMENDATIONS

Based on the extraordinary efforts of all the participants at the Somali-service Planning retreat, the following recommendations are provided as a framework for further planning work. Therefore it is recommended:

- 1) The Report '**Respecting Our Diverse Past Building Our Collective Future**' be distributed to as many stakeholders as possible.
- 2) An ad hoc "future planning group" be formed to draft a "planning mechanism model" for presentation at a future forum.
- 3) A general planning forum be held to consider the draft "planning mechanism model" and to determine a process for selecting a steering committee to oversee its development.
- 4) As many stakeholders as possible be invited to the general planning forum including other Somali organizations, mainstream agencies, funders, government representatives, local planning organizations and other community partners.
- 5) For planning purposes, the Steering Committee develop the criteria for "what determines an agency
- 6) All participating Somali-serving organizations begin to meet in smaller "service-specific" planning groups to discuss resource and service realignment.
- 7) Resources be acquired to facilitate the development and implementation of the "planning mechanism".
- 8) The results of all planning work be documented and evaluated.
- 9) The progress be shared at a subsequent general planning forum in May 1998.

## CONCLUSION / FACILITATOR'S OBSERVATIONS

At the risk of being presumptuous, I would like to share with the reader my overall sense of vision that was reached during the two-day Retreat. It was clear from the participants that there is a shared commitment to developing a system of services from a seemingly ad hoc array. How to achieve that system is not entirely clear. However, there was some agreement on the following: a) a social service **planning** mechanism must be developed

- b) this mechanism must have as its sole mandate the development and co-ordination of a **service system**
- c) some criteria must be established to determine the legitimacy/viability of service agencies
- d) more work needs to be done to build trust and cooperation among existing organizations

The two-day Retreat and this Report serve only as **starting points** on a very long journey. The responsibility for how the Retreat and the Report will be used to reach a shared destination is now the responsibility of those travellers who are strong and courageous enough to continue.

On a very personal note, it is very difficult for me to describe how challenging, rewarding, exhilarating, frustrating, exciting, and gratifying this process has been. I have been both impressed and deeply touched by the energy, commitment and sheer determination which the participants brought to this work. The Somali population in Toronto is clearly under-served and, yet, paradoxically, it is well-served by individuals and organizations who are willing to leave behind the burden of old baggage and take on the daunting task of adapting to a radically different social, economic, and political context. I am proud to have been asked to be a small part of their journey and I wish them every success in building a collective future. The next steps belong to them.

Respectfully,

ren Liberman  
Executive Director  
NYIACC

## APPENDICES

Appendix A	List of Retreat Participants
Appendix B	List of Objectives
Appendix C	List of Program categories and service providers
Appendix D	Themes from Keynote address
Appendix E	i) Measuring Capacity, Importance, Alternative Coverage ii) Example
Appendix F	Continuum of Interaction

APPENDIX A:  
LIST OF PARTICIPANTS & AGENCIES

Name	Phone	Fax
Somaliland Women's Organization	922-0392	922-0482
Ogaden Somali Community Assoc.	781-4822	781-3980
Midaynta	922-0392	922-0482
Somali Immigrant Aid Org.	766-7326	769-9217
Dejinta Beesha	743-1286	743-1233
Somali Canadian Community Association in Ontario	248-4131	
Somali Community Centre of Etobicoke	289-4136	289-4136
Somali Canadian Assoc. Of Etobicoke	742-4601	
Somali Banadir	741-8754	741-8754
Somaliland Canadian Society	496-2588	496-0881
North York Somali Support	740-6783	740-6748

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## APPENDIX B:

### OBJECTIVES:

To develop A: a clear and common vision

To develop A: a planning system that is transparent and honest

To have open and honest communication

4. To develop better understanding amongst leaders

To clearly define needs

To put interest of community ahead of individuals

To coordinate efforts

To build trusting relationships

To fight image problem - PR 10.

To identify gaps

11. To try new approaches

12. To make inter-organization referral

13. To analyze - optimize - maximize existing resources

14. To agree on next steps

15. To acknowledge other peoples realities

\* 16. To jointly and collectively identify community concern

\* 17. To establish a coordinating mechanism

\* 18. Identify criteria for organizational viability

\* 19. To raise issue -of organizational specialization

\* These objectives were added on Day 2 of the retreat.

APPENDIX C:  
PROGRAM CATEGORIES AND SERVICE PROVIDERS

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## PROGRAM CATEGORIES

AGENCIES/ SERVICE PROVIDERS	Family Counselling and Support	Community Development/ Community Education	Children's Services	Youth Services	Translation/ Interpretation	Information and Referral	Employment Services	Men's Services
Somaliland Women's Organization Tel: 922-0392 Fax: 922-0482	•	•	•	•		•		
Ogaden Somali Communit) Association Tel: 781-4822 Fax: 781-3980	•			•				
Midaynta Tel: 922-0392 Fax: 922-0482		•		•				
Somali Immigrant Aid Organization Tel: 766-7326 Fax: 769-9217	•	•	•	•				
Dejinta Beesha Tel: 743-1286 Fax: 743-1233	•	•	•	•	•	•	•	
Somali Canadian Communitv Association in Ontario Tel: 248-4131			0					

AGENCIES/ SERVICE PROVIDERS	Counselling and Support	Community Development/ Community Education	Children's Services	Youth Services	Translation/ Interpretation	Information and Referral	Employment Services	W Service
Somali Community Centre of Etobicoke Tel: 289-4136 Fax: 289-4136								
Somali Canadian Association of Etobicoke Tel: 742-4601	•	•	•	•	•		•	
Somali Bandir Tel:741-8754 Fax:741-8754						•		
Somaliland Canadian Society Tel:496-2588 Fax: 496-0881	•		•		•	•		
North York Somali Support Tel: 740-6783 Fax: 740-6748	•	•			•		•	

AGENCIES/ SERVICE PROVIDERS	Youth Employment	Basic Needs/ Food Distribution	<i>Young Children</i>	Health Services	<i>E.S.L.</i>	Legal Assistance	Adult Mental Health
Somaliland Women's Organization Tel: 922-0392 Fax: 922-0482	-						
Ogaden Somali Community Association Tel: 781-4822 Fax: 781-3980							
hiidaynta Tel: 922-0392 Fax: 922-0482	•						
Somali immigrant Aid Organization Tel: 766-7326 Fax: 769-9217		•	•	•	•		•
Dejinta Beesha Tel: 743-1286 Fax: 743-1233					•		•
Somali Canadian Community Association in Ontario Tel: 248-4131							

AGENCIES/ SERVICE PROVIDERS	Youth Employment	Basic Needs/ Food Distribution	Young Children (0-5)	Health Services	E.S.L.	Legal Assistance	Adult Mental Health	S
Somali Community- Centre of Etobicoke Tel: 289-4136 Fax: 289-4136								
Somali Bandir Tel: 741-9754 Fax: 741-9754								
Somali Canadian Association of Etobicoke Tel: 742-4601								
Somaliland Canadian Society Tel: 496-2588 Fax: 496-0887								
North York Somali Support Tel: 740-6783 Fax: 740-6748	0							

## APPENDIX D:

### NOTES OF KEY NOTE ADDRESS BY SHEHEREZADE HII2JI OF THE TRILLIUM FOUNDATION / MAY 21, 1997.

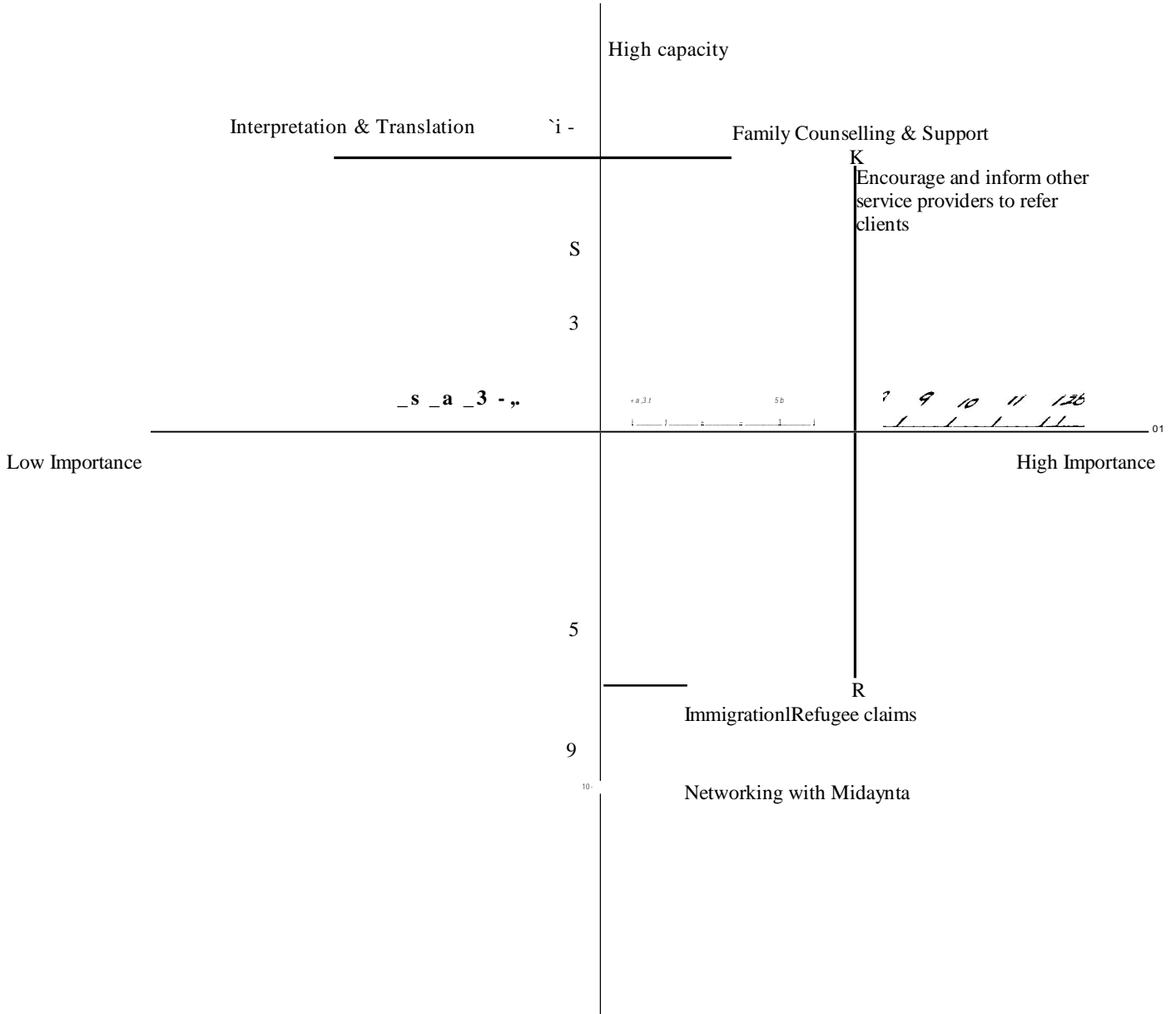
Sherberezade briefly described Trillium's funding history from 1982 - 1994 as being fairly traditional based on "needs" and focussed on funding organizational infrastructures. It was determined in 1993, as a result of a philosophical shift, to begin "funding in the margins" i.e., taking on new groups with new ideas and the willingness to take risks. This shift was based on the realization the funding "needs" did not reduce "needs", new ones simply emerged. Instead the Trillium Foundation began to focus on **capacity building** vs infrastructure and on funding **solutions**. The purpose of their funding has increasingly become more community and individual involvement, engagement and empowerment. Community groups and organizations are being pushed to look beneath and beyond the presenting problem in order to identify root causes. Sheherezade called this "Thinking outside the box". Sheherezade provided a few examples of communities who are doing this and stressed the need to ensure a "cycle of learning". Sheherezade then went on to project where she thought the Trillium Foundation and other funders were going. Included in her perceptions were the following:

- funding will be directed almost solely towards **collaborative efforts**
- there will be more **long term** funding available
- there will be an increased use of **technology e.g., Internet**
- there will be an increasing focus on citizen participation, dialogue, advocacy and **empowerment**
- more **comprehensive co-ordinated** approaches will be encouraged
- there will be a strong focus on **evaluation** and the sharing of learning between the funder and the grantee

Sheherezade went on to congratulate the group on making this first step in collaborative service planning and indicated that the Trillium Foundation would attempt to support this and similar endeavours in the future.



Appendix E (ii)  
 Somaliland Women's Organization  
 1. ACHIEVING HIGH IMPACT THROUGH MEASURING  
 CAPACITY, IMPORTANCE, ALTERNATIVE COVERAGE



Appendix F

CONTINUUM OF INTERACTION

MERGER (function as a single organization)

T

PARTNERSHIP (formal relationship recognizes unique and equally important contribution)

I

COLLABORATION (work together, jointly and continuously on specific project)

T

CO-ORDINATION (ensure activities take others into account consistently)

T

CO-OPERATION (assist others on an ad hoc basis)

T

PARTICIPATION (involve others in planning, implementation, and outcomes of project)

I

CONSULTATION (invite/seek opinion of others)