



## **PROPOSAL FOR THE OEF SOCIAL ENTERPRISE ACCELERATOR PILOT**

**10 August 2020  
THE BAHAMAS FOUNDATION**

*INCREASING THE CAPACITY & IMPACT OF THE NON-PROFIT SECTOR*

### **Introduction**

This proposal focuses on leveraging the experience of the One Eleuthera Foundation (OEF) and its Social Enterprise Accelerator to support the needs of Non-profit Organisations (NPOs) across The Bahamas, with an initial emphasis on those supporting the reconstruction of Abaco and Grand Bahama.

We will do this by:

1. Building the capacity and methodology of OEF and its Accelerator in preparation for scaling during the incubation phase for The Bahamas Foundation.
2. Researching/mapping the non-profit sector to identify baseline data and needs.
3. Accelerating three social enterprises in Eleuthera that currently partner with OEF
4. Offering services to an NGO in Abaco or Grand Bahama as a pilot project.
5. Transitioning OEF's Accelerator into The Bahamas Foundation to address the unmet needs of NPOs and social enterprises across The Bahamas so they can better support their communities in crisis and beyond
6. Accelerating and incubating non-profits throughout the nation through the provision of support services, developing the eco-system for NGOs and coordination of partnerships between the public, private and non-profit/NGO sectors

Once operational, The Bahamas Foundation will strengthen the capacity of NGOs, social enterprises, volunteer organizations, churches and non-profits in the third sector across the country, incubate new NPOs and social enterprises, and assist with the redevelopment of Abaco and Grand Bahama post-Dorian through these services. Trusted NPOs in the local community will benefit from coordination and collaboration with a transparent and trusted umbrella organization which can also attract more funding for reconstruction and development.

### **The Problem**

When Hurricane Dorian hit in 2019, the country was challenged in all sectors by the depth and breadth of relief and rebuilding needs. While agencies across the country responded with all of the resources they had, historical challenges in the nonprofit sector were spotlighted including lack of capacity to scale to meet the ongoing challenges, let alone the double blow to the economy and health presented by COVID-19.

In 2018, a high-level assessment of OEF and five of its core partners in Eleuthera indicated that significant strengthening of skills, operations, funding and governance is required for effective

organisations to be able to become more sustainable and responsive. This data is echoed throughout the non-profit and civil society spaces in The Bahamas.

OEF's quick evolution over the last 3-4 years required that additional operational structures be put in place with regard to regulatory and governance processes, as well as formal monitoring and evaluation. As such, OEF's "lessons learned" have been translated into its Social Enterprise Accelerator to help support other organizations in their growth and development. In addition, community groups on other islands have recognized OEF's demonstrated capacity and have asked for support incubating other community development organizations across the archipelago.

There is an opportunity to expand the services of the OEF for national and global application. With further strengthening of OEF and expanding its services on the national level, more potential can be tapped in this sector which has the unique ability to respond to community demands in these challenging times and beyond.

### **Theory of Change**

Our Theory of Change believes that the highest impact change begins when local community members take the leading role in driving recovery and development efforts. When these leaders are provided with targeted mentorship, training, and access to capital they will generate increased impact for their existing programs and inspire others to step forward and create new programs. They will build and grow organisations that transform lives and create self-sufficiency and sustainability in their communities. This structure and social capital will enhance the recovery efforts needed after Hurricane Dorian but also continue to enrich the community long after reconstruction is completed.

### **Our Solution**

Our solution is to scale up the One Eleuthera Foundation's Accelerator to the national level as The Bahamas Foundation so that it can provide a new model for community development, NPO support and partnership. The Bahamas Foundation will enhance the sector through collaborating with stakeholders in all sectors, mentoring, providing technical assistance and support services, facilitating access to capital, providing oversight for governance and measuring impact.

#### Phase 1 – INCUBATION (Months 1-9)

During this phase, OEF will begin research to map the needs of non-profit organizations nationally and understand the best system for supporting the needs of this sector. Through this research, we will develop several models by which non-profit organizations can be created, supported and accelerated to better serve the community.

OEF will also begin preparing the infrastructure by which its acceleration services can be expanded nationally as The Bahamas Foundation. Systems and staff will be developed, and perspectives will be enhanced through consultants and an interim advisory board.

A methodology for incubation will be piloted with three OEF partners as well as with one NGO in Abaco or Grand Bahama.

Funding will be raised for Phase 2.

#### Phase 2 – INITIAL OPERATIONS OF THE BAHAMAS FOUNDATION (Mths 7-24)

During phase 2, The One Eleuthera Foundation will launch its expanded accelerator services as the Bahamas Foundation. The Bahamas Foundation will operate as an umbrella organization that will have three core functions:

## INCUBATE & ACCELERATE NPO'S

- Accelerate established NPO partners through a systematic program to build readiness to scale and maximum effectiveness
- Incubate new NPOs related to the Sustainable Development Goals (SDGs) and link opportunities to Bahamian social entrepreneurs in those areas
- Provide concierge learning plans, online resources and one-on-one mentoring for non-profit leaders and staff to build their capacity
- Serve as a board representative on start-up or established governing committees

## SUPPORT THE NATIONAL ECO-SYSTEM FOR NPO'S

- Serve as a hub for collaboration and coordination amongst the partners
- Provide carriage of the regulatory and governance processes for partners. Assist NPOs and social enterprises in their regulatory requirements in terms of registration and reporting
- Provide fee for service administrative functions (fundraising, accounting, reporting, technical assistance) when it isn't feasible for them to do those themselves
- Integrate monitoring and evaluation protocols for each program to determine their effectiveness and impact

## PROVIDE OPPORTUNITIES FOR PUBLIC-PRIVATE PARTNERSHIP

- Coordinate public-private partnerships and policy development to grow the third sector and build the capacity of civil society to respond to crisis and ongoing development efforts
- Act as a fiscal agent to attract national and international funding to further the aims of the Foundation, its partners and programs

## Measuring Impact

The Bahamas Foundation will develop a model of measuring impact through the following processes:

- Creating theories of change for The Bahamas Foundation and partners
- Defining the output, outcome and impact indicators
- Reviewing and prioritising the indicators
- Develop data collection tools
- Track indicators over time and collect data
- Compare to baseline assessment and evaluate changes in the sector

## Competition

As for-profit accelerators or small business incubators are not ideally suited to the needs of NPOs or social enterprises, our model of acceleration offers services that are unique in the current marketplace and The Bahamas. In fact, we have not been able to identify another accelerator which focuses on the unique needs of social enterprises which:

- Tend to operate in failed markets
- Only generate a percentage of their budgets through earned revenue programs
- Do not use ROI as the predominant metric for success
- Struggle with weak governance structures
- Must be accommodated within various fiscal sponsorship models

## Why Us?

OEF is uniquely positioned to launch this service and incubate The Bahamas Foundation. OEF has launched numerous community development projects, learned from successes and failures over the past eight years, and carried out significant research on best practice in the NPO sector to determine the key factors that allow NPOs to successfully grow past their initial seed funding. The staff has diverse industry experience which will allow it to scale operations to the national level.

OEF has established influential partnerships with many local and regional organisations from the Ministry of Education, Rotary International, international NGOs and many US and domestic universities to share resources and provide technical support. OEF has the governance and operational infrastructures in place for accountability. The organization also has a recognized and registered 501(c)(3) organization which allows for smooth transactions between international partner organizations.

#### **Shaun Ingraham, President & Chief Executive Officer, One Eleuthera Foundation**

A native of Tarpum Bay, Eleuthera, Shaun has been one of the leading visionary leaders in The Bahamas over the last few decades. Over ten years ago his extensive and varied experience came together with the conceptualization and launch of One Eleuthera Foundation. Over the years, Shaun has brought nearly \$30 million of strategic investment to the island of Eleuthera and The Bahamas through OEF and a variety of other community development projects.

#### **Mark Palmer, Director of OEF Accelerator**

A UK national, Mark has called The Bahamas home since 1992. Fluent in several languages, Mark brings entrepreneurial experience and a wide range of for-profit and non-profit expertise to OEF and CTI. As Head of OEF's Accelerator, Mark and his team assist individuals and institutions to develop and launch their business plans.

#### **Joanna Paul, Director of Advancement and Strategic Planning, OEF**

Dr. Joanna Paul has a doctorate in International Education from the University of London. She brings training and experience in education leadership and non-profit management in The Bahamas and US, as well as fundraising experience in complex multi-national entities in the education, environmental and disaster-response sectors.

#### **Keyron Smith, Director of Projects & Strategic Planning, One Eleuthera Foundation**

Keyron Smith has a MA in Political Science, Governance and Public Policy from the University of Manchester and is a certified Project Management Professional (PMP). He brings experience in grant writing, policy research in local governance in The Bahamas, and project management. At OEF, he currently has responsibility for strategic planning and overseeing the organization's projects and programs to ensure achievement of the Foundation's mission and strategic imperatives.

#### **Kirsten Stevens, Chief Executive Officer, The Kannico Agency**

With a life split between The Bahamas and South Florida, Kirsten has supported the start-up and scaling of numerous non-profits in the US and Bahamas. Kirsten oversees the Global Impact division of The Kannico Agency. Kirsten is a Certified Fund-Raising Executive (CFRE) and is a Certified BoardSource Nonprofit Consultant.

Commented [1]: @Keyron Smith can you add a short bio please

## **Funding Needed**

### Phase 1 – INCUBATION (Months 1-6)

\$250,000 - to build the capacity of the team, to conduct NPO research exercise, to pilot the incubation methodology, research/planning, fundraising in preparation for launch.

## **Budget**

Please see attached.

## **Sustainability**

Local and international grant funding will be solicited for each phase of operation. Fees for non-profit support services will also provide revenue in future years and be assessed during the model's development.