



Reimagining the BDA Third Sector

“Stakeholder Survey Report”

Author:

Dr. Leslie Steede



May 2021



Table of Contents

Contents	Page
Background	3
Aim/Methodology	4
Executive Summary	6
Detailed Findings	12

Background

“The BDA Third Sector exists to work on behalf of the country’s residents. Over decades, countless leaders have strived to make progress in education, health, economic security, and many other areas. And countless residents can cite the life-changing effects of one or more programmes, services, community groups, and public policies. Third Sector stakeholders have also strived over decades to further that impact by strengthening their own practices, collaboration, and use of data” (Dholakia, 2021).

Toward this effort, the Reimagining the BDA Third Sector was launched to explore whether the BDA Third sector (including Nonprofit organisations, Philanthropy and Government) could benefit from a collection of third sector tools and strengthening approaches that completely aligned with its needs and purpose.

Phase one of the initiative included exploratory research designed to generate ideas and hypotheses. The project leaders (Anand Dholakia and Dr. Leslie Steede) kicked off the research by completing a secondary research report that includes a review of all relevant background research on third sector strengthening approaches and trends worldwide (Dholakia, 2021).

Next in-depth interviews were conducted with a cross-section of third sector stakeholders to obtain their opinions on whether they believed the strengthening approaches and trends presented in the secondary research report could be beneficial to the BDA Third Sector (Steede, 2021). The research also probed stakeholders on their opinions of what a collective vision for the BDA Third Sector could be, on other resources and tools that might be helpful to the BDA Third Sector, and on how a reimagined third sector model could be implemented.

The intelligence gained from the secondary research and the qualitative interviews was then used to develop a comprehensive quantitative survey conducted with a representative sample of the BDA Third Sector. The quantitative survey results (presented here) provide statistically valid data on the feasibility of creating a third sector model encompassing tools and strengthening approaches that completely align with the current needs and purpose of the BDA Third Sector.

Dholakia, A. (2021). *Reimagining the Bermuda Third Sector: Secondary Research Report.*
Steede, L. (2021). *Reimagining the Bermuda Third Sector: In-depth Interview Report.*

Aim/Methodology

The aim of this survey was to obtain opinions on:

- (a) what “transformational” change for a reimagined BDA Third Sector can look like, and,
 - (b) the value of various strengthening approaches and models in supporting the reimagining effort.
- Strengthening approaches considered include those that have previously been or are currently being applied in Bermuda and have proven useful in other third sectors worldwide.
 - The survey was funded by the Centennial Bermuda Foundation and the Bermuda Community Foundation.
 - The research defines BDA Third Sector Stakeholders inclusively as comprising the stakeholder groups in the table below.
 - A total of 92 stakeholders were included in the survey responses.

# of Responses	Stakeholder Group
68	Non-profit organisations including Registered Charities (e.g., direct service providers, advocacy groups, Intermediaries: network facilitators, TA providers or technical assistants or consultants who can provide Third Sector support, evaluators, researchers; Civil society organisations including faith-based institutions and churches, clubs)
15	Philanthropy [Foundations (corporate, private, family, community) and individual donors]
9	Government (e.g., BDA government agencies, policymakers, elected officials, public/civil servants)

Aim/Methodology (2)

Analysis Notes:

- The margin of error for this study is +/- 9.8% at the 95% confidence level.
- The reported differences between stakeholder groups should be interpreted with caution due to small base sizes.
- Some chart percentages may not sum to 100% because respondents were allowed to select more than one answer.
- For each slide in the detailed findings section "N =" represents the number of participants who provided a response to that particular question.
- All open-ended responses were coded, and the number of verbatim mentions is reported as "N = x verbatim mentions". Please note that the number of verbatim mentions is often larger than the number of respondents because respondents often offered multiple responses to open-ended questions.
- To provide a better understanding of the meaning of some of the verbatim summary answers, additional narrative was added to the descriptions. Any additional narrative is represented by square brackets (e.g. []).

Executive Summary

Stakeholder Survey 2021

Summary of Key Findings

Nine-two BDA Third Sector stakeholders including non-profit organisations (n = 68), philanthropy (n = 15) and Government (n = 9) completed an online survey.

The aim of the research was to determine whether respondents believed that the BDA Third Sector could benefit from:

- (1) transforming how it approached its purpose (e.g., greater collaboration, greater focus on equity and social justice, prioritizing systems change, more engagement with BDA residents and strengthening diversity, equity and inclusion)
- (2) more or better quality of various strengthening approaches (e.g., Capacity building/Leadership development, Shared data, Collaborative facilitation, Network Building and tools for operating with more of an equity, justice and systems change lens), and,
- (3) more tools for better understanding the needs of the community.

The key findings were as follows:

- Respondents believed that to transform how it approaches its purpose, a reimagined BDA Third Sector should foster greater and more equal collaboration and partnership between third sector stakeholder groups (97%) and prioritize systems change (93%).
- Respondents believed that it was important to have greater availability and/or higher quality of all of the strengthening approaches (All M's > 8.00 / 10). Capacity Building and Leadership Development achieved the highest mean rating (8.80).

Strengthening Approach	Mean Rating / 10
More and/or Better Capacity Building & Leadership Development opportunities	8.80
More and/or Better Shared Data, Infrastructure &/or Services for Bermuda's Third Sector	8.74
More and/or Better Collaborative Facilitation	8.67
More and/or Better initiatives for better operating with an Equity, Justice and Systems Change Lens	8.52
More and/or Better Network Building	8.49

- Meaningful data for understanding the needs of Bermuda's community was deemed very important (M = 9.80); and 75% agreed that they struggled to secure meaningful data.

Strengthening Approaches & Tools

The survey results provided insight into features and benefits of the following strengthening approaches and tools that were believed to be useful for a Reimagined BDA Third Sector.

Capacity Building

- The most useful capacity building/training initiatives were related to how to measure and evaluate impact and strategic planning training (both 93%) as well as grant writing and grant assessment and marketing/PR (both 92%).

Third Sector Collaboration

- Respondents were more likely to believe that collaborative efforts encouraged better communication amongst organisations (96%) or allowed organisations to work together more holistically to ensure broader community needs were being addressed (95%).
- The top suggestions for ensuring that any collaborative project effort would be a success included having clear project objectives, goals or a vision, and trust between the collaborating entities.

Network Building

- Respondents believed that advocating on behalf of the third sector (93%), providing training and education to the third sector (92%), providing relationship building opportunities (91%) and compiling the capabilities of the third sector (91%) should be important goals for any third sector network building.
- Top factors suggested for ensuring that third sector network building could be a success included providing good opportunities for collaboration/sharing of information and facilitating trust between organisations that are a part of any network.

Technology Tools

- Respondents were more likely to believe that technology systems that enabled the third sector to better share information virtually (M = 8.48) and technology systems that includes tools that allowed the third sector to better collaborate or work together virtually (M = 8.47) would be important for a reimagined BDA Third Sector.

Demand for More Strengthening Approaches

- The table outlines the percentage of respondents who agreed that more of the various strengthening approaches would be beneficial to the Third Sector.
- IT support (85%) and a resource for researching grant applications (83%) were the most popular resources that respondents would like to see more of.

Strengthening Approach	More Services Beneficial
Collaborative Project Efforts	77%
Network Building	58%
Shared Physical Workspaces	54%
Managed Administrative Services:	
IT support	85%
Human Resources services	76%
Bookkeeping services	74%
Marketing services	74%
Shared Data Platforms:	
Resource for researching grant applications	83%
Standardized system for completing grant applications	78%
Standardized system for Government compliance report	75%
Standardized system to measure impact of efforts	67%

- Respondents also expressed strong interest in resources for better understanding the needs of the community such as data collected during the Bermuda Government census (92%), the availability of a directory of Third Sector organisations and the services they provide (92%), and a central website where Third Sector organisations can share research that is helpful for understanding the needs of BDA's community (89%).

Leadership for Reimagining the BDA Third Sector

The research also probed respondents on what they believed would be the best leadership for facilitating a model for reimagining the BDA Third Sector. Respondents were specifically asked what they believed would be important characteristics of successful leadership, whether the initiative could be led by an advisory committee, and on what they thought would be important for ensuring that the initiative would be a collective success for the BDA Third Sector.

They key findings were as follows:

- To be successful, respondents believed that the leadership for the reimagined third sector effort should "have clear objectives, a timeline for meeting objectives and be held accountable" and that "leadership selection must be an objective and fair process".
- The majority of respondents (82%) believed that the initiative could be led by an advisory committee comprising "a diverse representation of BDA Third Sector stakeholders including nonprofits and charities, government departments and ministries, foundations and individual donors and community members".
- Increased communication, feedback and engagement from stakeholders and ensuring transparency, accountability and trust were the top suggestions for ensuring the initiative would be a success.

Conclusions/Recommendations

Overall, respondents expressed optimism that the BDA Third Sector could work together and utilize the components of a transformative model to better serve the needs of the community.

Key conclusions of the research were as follows:

- The majority of Third Sector stakeholders believed in the vision of a reimagined BDA Third Sector.
- The majority of stakeholders felt that greater collaboration and communication were necessary for a reimagined third sector to achieve its purpose.
- Stakeholders were lacking the data to determine the needs of the community.
- More services, training and tools could help stakeholders achieve their goals.
- Trust amongst stakeholders, as well as trust in the leadership of a reimagined Third Sector initiative would be key to maintaining engagement in the process of reimagining the third sector.
- *Key recommendations to ensure that the initiative continues to be a success include:*
 - ❖ Continue to obtain feedback from all stakeholders and use this feedback to aid in the development of the reimagined BDA Third Sector model. Ensuring stakeholders feel that they have input into the process will help them to feel engaged in the process.
 - ❖ Effectively communicate the objectives of the initiative and what is required of stakeholders.
 - ❖ Ensure the leadership selection process is transparent, objective and fair, and that selected leaders are seen as trustworthy and unbiased.
 - ❖ To maximize the benefits of a reimagined third sector model, prioritize the services, training and resources that the survey results highlighted as being most desired by third sector stakeholders (e.g., Efforts to understand the needs of the community and capacity building and leadership development).

Detailed Findings

Stakeholder Survey 2021

Purpose of the Third Sector

Stakeholder Survey 2021

Purpose of the BDA Third Sector

Respondents believed that the purpose of the BDA Third Sector should be to ensure the whole community is being provided for (30%), to identify and fill service gaps in the community (16%), and to provide services in the community that are not offered by Government or the private sector (15%).

	Total
Ensure the whole community is being provided for/improve the quality of life of residents	30%
Identify service gaps & fill those gaps	16%
Provide services to the community not offered by the government or public sector	15%
Assist the most vulnerable in society/safety net	8%
Deliver essential services through helping services, charities & philanthropic organisations	7%
Support charities with resources, funding & collaboration	5%
Non-government agencies delivering services to the community without making a profit	3%
Provide equity and equality for the vulnerable	3%
Contribute to Bermuda's economic growth	3%
Community outreach and support	3%
Support the social, educational and cultural needs of the community	2%
Advocate for those who have been marginalized or excluded from society	2%
Offer free/accessible programs	2%
Provide a support network for Bermuda	2%

Whether Achieving Purpose

The mean score for whether the BDA Third Sector was achieving its purpose was 6.81 out of 10.

	Total	Non-profit	Philanthropy	Government
10 - Highest Score	4%	5%	0%	0%
9	6%	8%	0%	0%
8	22%	24%	0%	50%
7	32%	35%	29%	13%
6	18%	11%	50%	13%
5	12%	11%	7%	25%
4	6%	6%	7%	0%
3	1%	0%	7%	0%
2	0%	0%	0%	0%
1	0%	0%	0%	0%
0 - Lowest Score	0%	0%	0%	0%
Mean	6.81	7.02	5.86	6.88

Using a scale of 0 to 10 where 10 is the highest score and 0 is the lowest score, how well do you think the BDA Third Sector is achieving this purpose?

N = 92

Stakeholder Role in Achieving Purpose

Respondents believed that the main role of the Bermuda Government should be to offer financial support (20%) and to establish clear policies and procedures on services provided (18%).

Respondents believed that the main role of Non-profits should be to provide frontline support or direct services to the community (21%) or to meet the basic needs of the community/enhance the quality of life of residents (19%).

Respondents believed that the main role of Philanthropy should be to offer financial support (48%) or to offer support in terms of other resources (13%).

Importantly, while respondents believed that most of the roles were more exclusive to one stakeholder, they perceived some roles as being more of a shared responsibility (e.g., 'offering financial support' and 'support in terms of resources' was believed to be the role of both Philanthropy and Government; 'Evaluating services being provided' was believed to be a role played by all stakeholder groups).

Refer to table on next page.

In your opinion, what role should the following stakeholder groups play in achieving the purpose of the BDA Third Sector?

N = 351 verbatim mentions [BDA Government (n=122); Non-profit (n=109); Philanthropy (n=120)]

Stakeholder Role in Achieving Purpose

	Total	Non-profit	Philanthropy	Govt
Offer financial support (grants, donations, funding, tax & duty relief)	24%	1%	48%	20%
Collaborate with others through partnerships and networking	10%	6%	7%	16%
Offer support in terms of resources (e.g., equipment to help meet community needs)	10%	4%	13%	12%
Meet the basic needs of the community/ enhance the quality of life of residents	9%	19%	5%	5%
Establish clear policies and procedures on services provided	7%	2%	0%	18%
Frontline support/provide direct services to clients	7%	21%	0%	1%
Play a vital role (e.g. policy changes and support)	6%	12%	4%	3%
Provide oversight/ensure accountability/ regulation	5%	0%	3%	11%
Evaluate services being provided (e.g. data collection and sharing)	5%	5%	3%	6%
Provide recognition and support	5%	3%	7%	4%
Advocate for the sector	3%	6%	3%	1%
Provide education, information and awareness	3%	7%	3%	0%
Identify and address service gaps	3%	6%	2%	1%
Assist with coordinating efforts/ensure equitable access to all	2%	1%	3%	2%
Provide community stability/general support to the community	1%	4%	0%	1%
Provide services that the government does not provide	1%	3%	0%	0%

In your opinion, what role should the following stakeholder groups play in achieving the purpose of the BDA Third Sector?

N = 351 verbatim mentions [BDA Government (n=122); Non-profit (n=109); Philanthropy (n=120)]

Reimagining the Third Sector

Stakeholder Survey 2021

Methods for Reimagining the BDA Third Sector

Respondents were more likely to believe that to transform how it approaches its purpose, a reimagined BDA Third Sector should (1) foster greater and more equal collaboration and partnership between third sector stakeholder groups (97%) and (2) prioritize systems change (93%).

Scale: 5 = Agree Strongly to 1 = Disagree Strongly;

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Top 2	5	4	3	2	1
Foster greater and more equal collaboration and partnership between third sector stakeholder groups (Non-profit organisations, Philanthropy, Government)	97%	72%	25%	2%	1%	0%
Prioritize systems change (i.e., addressing root causes of social problems and disparities by shifting the broader systems and conditions that shape the lives of Bermuda residents, e.g. education, employment, health care)	93%	73%	21%	3%	3%	0%
Increase its explicit focus on achieving racial equity and social justice (i.e. naming and addressing disparities in life outcomes based on race, ethnicity, gender, age, and other factors)	89%	58%	32%	7%	4%	0%
Strengthen its direct engagement and empowerment of Bermuda residents	86%	59%	27%	10%	4%	0%
Strengthen diversity, equity, and inclusion (DEI) within its own organisational practices such as strategic planning, research, evaluation, funding, service delivery, policy advocacy, community engagement, hiring and advancement, leadership	86%	53%	33%	11%	2%	1%
Enhancing the space for innovative third sector design including social impact bonds and non-profit enterprise	83%	46%	37%	14%	3%	0%

Using a scale of 1 to 5, where 5 is “Agree Strongly” and 1 “Disagree Strongly”, how much do you agree with the following statements? In order to transform how it approaches its purpose, a reimagined BDA Third Sector should. . .

N = 92

Methods for Reimagining the BDA Third Sector

Top Two responses segmented by Stakeholder Group.

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Agree Strongly/Agree Somewhat	Total	Non-profit	Philanthropy	Govt
Foster greater and more equal collaboration and partnership between third sector stakeholder groups (Non-profit organisations, Philanthropy, Government)	97%	97%	93%	100%
Prioritize systems change (i.e., addressing root causes of social problems and disparities by shifting the broader systems and conditions that shape the lives of Bermuda residents, e.g. education, employment, health care)	93%	94%	93%	89%
Increase its explicit focus on achieving racial equity and social justice (i.e. naming and addressing disparities in life outcomes based on race, ethnicity, gender, age, and other factors).	89%	87%	93%	100%
Strengthen its direct engagement and empowerment of Bermuda residents	86%	88%	73%	89%
Strengthen diversity, equity, and inclusion (DEI) within its own organisational practices such as strategic planning, research, evaluation, funding, service delivery, policy advocacy, community engagement, hiring and advancement, leadership.	86%	85%	87%	89%
Enhancing the space for innovative third sector design including social impact bonds and non-profit enterprise	83%	81%	93%	78%

Using a scale of 1 to 5, where 5 is “Agree Strongly” and 1 “Disagree Strongly”, how much do you agree with the following statements? In order to transform how it approaches its purpose, a reimagined BDA Third Sector should. . .

N = 92

Feedback on Methods for Reimagining the BDA Third Sector

The most popular additional feedback for the proposed methods for transforming how the BDA Third Sector approaches its purpose included an acknowledgement that the list of methods were all critical components (21%) and a need to address the root cause of social problems (15%).

	Total
These are all critical key components	21%
Need to address the root causes of social problems	15%
There needs to be a clear plan/common goals	8%
Better collaboration and sharing of resources	8%
More direct engagement	8%
Ensure there is no duplication of efforts	8%
Racial equality and social justice need to be a key focus	5%
Invest in training opportunities	5%
Ensure everyone has knowledge of the third sector	5%
Support for smaller agencies during the transformation	3%
Need creative out of the box thinking	3%
Need to ensure it is not socially divisive but rather uplifting	3%
Important that the work leads to action	3%
[Recognize that] non-profits are the experts	3%
Recognize faith-based service agencies	3%
Not all third sector organisations may benefit from this	3%

Please explain any of your ratings above, and/or offer any further suggestions for transforming how the BDA Third Sector should approach its purpose?
N = 39 verbatim mentions

Importance of Greater Availability and/or Higher Quality of Approaches

Respondents believed that it was important to have greater availability and/or higher quality of all of the strengthening approaches (All M's > 8.00). Capacity Building and Leadership Development achieved the highest mean rating (8.80).

	More and/or Better Network Building	More and/or Better Collaborative Facilitation	More and/or Better Capacity Building & Leadership Development opportunities	More and/or Better Shared Data, Infrastructure &/or Services for Bermuda's Third Sector	More and/or Better initiatives for better operating with an Equity, Justice and Systems Change Lens
10 - Very Important	38%	39%	43%	49%	33%
9	20%	22%	26%	16%	29%
8	16%	15%	11%	15%	14%
7	12%	18%	12%	7%	10%
6	8%	2%	3%	5%	7%
5	3%	3%	4%	8%	7%
4	1%	0%	0%	0%	0%
3	1%	0%	0%	0%	0%
2	0%	0%	0%	0%	0%
1	0%	0%	0%	0%	0%
0 - Not at all important	0%	0%	0%	0%	0%
Mean	8.49	8.67	8.80	8.74	8.52

In your opinion how important would greater availability and/or higher quality of these strengthening approaches be for a reimagined BDA Third Sector?
N = 92

Importance of Greater Availability and/or Higher Quality of Approaches

Mean rating of each strengthening approach segmented by Stakeholder Group.

	More and/or Better Network Building	More and/or Better Collaborative Facilitation	More and/or Better Capacity Building & Leadership Development opportunities	More and/or Better Shared Data, Infrastructure &/or Services for Bermuda's Third Sector	More and/or Better initiatives for better operating with an Equity, Justice and Systems Change Lens
Total	8.49	8.67	8.80	8.74	8.52
Non-profit	8.59	8.65	8.88	8.59	8.34
Philanthropy	7.93	9.07	8.31	9.27	8.86
Government	8.67	8.22	8.89	9.00	9.33

Strengthening Approaches – Detailed Descriptions:

More and/or Better Network Building (i.e., Groups that enable connections and working relationships across stakeholders with shared interests, and that advocate on behalf of the group)

More and/or Better Collaborative Facilitation (i.e., Deliberate, strategic facilitation to strengthen stakeholder collaboration toward achieving shared goals)

More and/or Better Capacity Building & Leadership Development opportunities (i.e., Programmes, services and resources to strengthen organisation and leader knowledge, skills, and competencies, and to improve core practices in key capacity areas)

More and/or Better Shared Data, Infrastructure &/or Services for Bermuda's Third Sector (e.g., non-profit centres, fiscal agents, shared data platforms, common grant platforms)

More and/or Better initiatives for better operating with an Equity, Justice and Systems Change Lens (e.g., Multiple training, assessment, collaboration, and other methods that reorient stakeholder strategy and practices to better advance equity and justice, including a focus on community engagement and systems change)

In your opinion how important would greater availability and/or higher quality of these strengthening approaches be for a reimagined BDA Third Sector?

N = 92

Feedback on Strengthening Approaches

Additional feedback related to strengthening approaches included an expressed need for better collaboration/sharing of resources (31%) and training (12%) and ensuring there was no duplication of services/efforts (12%).

	Total
Better collaboration/sharing of resources	31%
Training is key (especially leadership development)	12%
Ensure there is no duplication of services/efforts	12%
More funding would be helpful	8%
Need to understand the needs of the community	8%
These speak to things that have already been tried	8%
**We need a directory of service providers in the third sector	4%
Move away from the top-down approach	4%
Need more networking opportunities	4%
Ensure the intended effect is not lost	4%
These are all critical key components	4%
Non-profit staff are already stretched and over worked	4%

**A list of health and helping services is currently available at [Home - Directory of Helping Services](#)

*Please explain any of your ratings above and/or suggest any other tools or resources that you think would be important for a reimagined BDA Third Sector?
N = 26 verbatim mentions*

Understanding the Needs of Bermuda's Community

Stakeholder Survey 2021

Importance of Understanding Bermuda's Community Needs

Respondents believed that understanding the needs of Bermuda's community was very important to the success of Bermuda's Third Sector (M = 9.80).

	Total	Non-profit	Philanthropy	Government
10-Very important	88%	87%	87%	100%
9	7%	9%	0%	0%
8	4%	3%	13%	0%
7	0%	0%	0%	0%
6	1%	1%	0%	0%
5	0%	0%	0%	0%
4	0%	0%	0%	0%
3	0%	0%	0%	0%
2	0%	0%	0%	0%
1	0%	0%	0%	0%
0 - Not at all important	0%	0%	0%	0%
Mean	9.80	9.79	9.73	10.00

Using a scale of 0 to 10, where 10 is "Very important" and 0 is "Not at all important", how important is understanding the needs of Bermuda's community to the success of the BDA Third Sector?

N = 92

Current Understanding of Bermuda's Community Needs

Respondents felt that the BDA Third Sector had a fair understanding of the needs of the community (M = 7.02).

	Total	Non-profit	Philanthropy	Government
10-Complete understanding	2%	3%	0%	0%
9	11%	13%	7%	0%
8	34%	38%	7%	50%
7	22%	24%	14%	25%
6	11%	11%	14%	0%
5	14%	10%	29%	25%
4	4%	0%	21%	0%
3	1%	2%	0%	0%
2	1%	0%	7%	0%
1	0%	0%	0%	0%
0-No understanding at all	0%	0%	0%	0%
Mean	7.02	7.37	5.50	7.00

Using a scale of 0 to 10 where 10 is "Complete understanding" and 0 is "No understanding at all", how well do you think the BDA Third Sector currently understands the needs of Bermuda's community?

N = 92

Ease of Securing Meaningful Data for Understanding Community Needs

Three quarters of respondents agreed that they struggled to secure meaningful data or information for understanding the needs of Bermuda's community.

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Total	Non-profit	Philanthropy	Government
Top 2	75%	75%	73%	78%
5 - Agree strongly	26%	22%	47%	22%
4 - Agree somewhat	49%	53%	27%	56%
3 - Neither agree nor disagree	15%	13%	20%	22%
2 - Disagree somewhat	10%	12%	7%	0%
1 - Strongly disagree	0%	0%	0%	0%

How much do you agree with the following statement: As an organisation, we struggle to secure meaningful data or information for understanding the needs of Bermuda's community.

N = 92

Sources of Data for Understanding Needs

Respondents were more likely to use their own data gathered through their community work to understand the needs of the community (84%), followed by Government reports (67%).

	Total	Non-profit	Philanthropy	Government
Your own data gathered through your work in the community	84%	90%	87%	33%
Government reports as and when released	67%	69%	47%	89%
Government Census	53%	54%	33%	78%
Commissioned research	25%	22%	53%	0%

Please identify what sources of data or information you or your organisation currently use to understand Bermuda's community needs?

N = 92

Other Sources of Data Used for Understanding Community Needs

Close to 7 in 10 respondents mentioned specific resources they used to understand the needs of Bermuda’s community. The most popular resource was international data, reports and trends.

3 in 10 mentioned methods they used for gathering information to understand the needs of the community. The most popular method was through feedback, conversations or lived experience.

Specific resources used (69% of responses)	Total
International data, reports or trends	26%
Other Bermuda data (e.g. a manpower survey)	9%
Reports from local agencies (not specified)	9%
Bermuda Community Foundation (Vital Signs)	9%
Art of Hosting Community Engagement	4%
Donation applications	4%
BPS statistics	4%
Charity regulatory filings	4%

Methods for gathering resources (30% of responses)	Total
Through feedback, conversations or lived experiences	22%
Research best practices	4%
Non profit data sharing	4%

Please identify any other sources of data or information you or your organisation currently use to understand Bermuda’s community needs?

N = 23 verbatim mentions

Helpfulness of Different Information Sources

Respondents were more likely to believe that data collected during the Bermuda Government census (92%) or the availability of a directory of Third Sector organisations (92%) would be helpful for understanding the needs of the community.

Scale: 5 = Very Helpful to 1 = Not Helpful at All

Top 2 = Responses 4 (Somewhat Helpful) & 5 (Very Helpful) Combined

	Top 2	5	4	3	2	1	Don't Know
Data collected during the Government census concerning the needs of Bermuda residents.	92%	59%	34%	4%	2%	1%	0%
A complete directory of Third Sector Organisations in Bermuda, detailing the services that each organisation provides.	92%	64%	28%	5%	0%	1%	1%
A central website where Third Sector organisations are encouraged to share any research that they have collected concerning the needs of Bermuda's community.	89%	63%	26%	8%	1%	0%	2%
Data collected annually or biannually with a representative sample of Bermuda residents (1200 surveys) concerning the needs of Bermuda's community (using in-person, online and telephone survey collection methods to ensure that the most vulnerable are included).	80%	47%	34%	10%	4%	2%	3%

Using a scale of 1 to 5 where 5 is "Very helpful" and 1 is "Not helpful at all", how helpful would the following types of information be in assisting the BDA Third Sector with better understanding the needs of Bermuda's community?

N = 92

Importance of an Equity and Social Justice Approach

Respondents believed that an equity and social justice approach was very important for understanding the needs of the community (M = 9.09).

	Total	Non-profit	Philanthropy	Government
10 - Very important	54%	45%	86%	67%
9	19%	23%	0%	22%
8	18%	21%	7%	11%
7	3%	5%	0%	0%
6	3%	3%	7%	0%
5	1%	2%	0%	0%
4	1%	2%	0%	0%
3	0%	0%	0%	0%
2	0%	0%	0%	0%
1	0%	0%	0%	0%
0 - Not at all important	0%	0%	0%	0%
Mean	9.09	8.92	9.57	9.56

Using a scale of 0 to 10, where 10 is “Very important” and 0 is “Not at all important”, how important is an equity and social justice approach for understanding the needs of Bermuda’s community?

N = 92

Equity and Social Justice Approach Factors

Respondents were most likely to believe that an equity and social justice approach was important for understanding the root causes of the social problems that Bermuda's community faces (92%).

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Top 2	5	4	3	2	1
An equity and social justice approach is important for understanding the root causes of the social problems that Bermuda's community faces.	92%	68%	24%	7%	1%	0%
Equity and social justice should influence how third sector organisations design and provide services.	84%	40%	43%	13%	3%	0%
Equity and social justice should influence how philanthropies (foundations and donors) allocate funds.	80%	35%	46%	13%	5%	1%
Equity and social justice should influence how the third sector collaborates.	73%	34%	39%	23%	4%	0%
Equity and social justice should influence how third sector organisations hire employees.	68%	30%	38%	20%	10%	2%

Other Ways an Equity and Social Justice Approach Can Influence How the Third Sector Operates

To be able to comment on other ways that an equity and social justice approach should influence how the third sector operates, respondents indicated a need for more information on the meaning of "an equity and social justice approach".

	Total
Would need more information on the meaning of this approach and what it entails	20%
Be genuine/transparent	13%
This is very important work	13%
When organisations are collaborating	7%
CURB's Racial Justice Platform is a living document	7%
[Socioeconomic status] needs to be considered just as much as race	7%
Everyone's values need to be respected & expressed	7%
All sectors should work towards equity and social justice	7%
Emphasis should be on education	7%
Have questions about how this would be implemented	7%
Need to understand the root causes of the issues	7%

Are there any other ways in which an equity and social justice approach should influence how the third sector operates?

N = 15 verbatim mentions

Working Relationships

Stakeholder Survey 2021

Opinions on Bermuda Charities Act and Charities Commission

Respondents were more likely to believe that the data collected by the Charities Commission should be shared and made more accessible to the third sector (92%) and that there should be a resource available to assist charities with registration and reporting (83%).

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Top 2	5	4	3	2	1
The data collected by the Charities Commission should be shared and made more accessible to the third sector.	92%	64%	28%	5%	2%	0%
There should be a resource available to assist charities with registration and reporting.	83%	52%	30%	11%	7%	0%
Government should embrace a stronger equity & justice lens in its work.	68%	37%	32%	22%	8%	2%
The Act ensures that Registered Charities are operating ethically.	67%	33%	35%	17%	12%	3%
The reporting requirements of the Act are manageable.	64%	29%	35%	23%	7%	7%
Government does a good job at working with other third sector stakeholders [e.g., non-profits organisations and philanthropies (foundations or individual donors)] to meet the needs of the community.	27%	4%	23%	27%	34%	12%

Using a scale of 1 to 5, where 5 is “Agree Strongly” and 1 is “Disagree Strongly” how much do you agree with the following statements regarding the Bermuda Government’s Charities Act and Charities Commission?

N = 92

Opinions on Bermuda Charities Act and Charities Commission

Top two responses segmented by Stakeholder Group.

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Agree Strongly/Agree Somewhat	Total	Non-profit	Philanthropy	Govt
The data collected by the Charities Commission should be shared and made more accessible to the third sector.	92%	97%	80%	78%
There should be a resource available to assist charities with registration and reporting.	83%	87%	73%	67%
Government should embrace a stronger equity & justice lens in its work.	68%	65%	73%	89%
The Act ensures that Registered Charities are operating ethically.	67%	72%	33%	89%
The reporting requirements of the Act are manageable.	64%	71%	20%	89%
Government does a good job at working with other third sector stakeholders [e.g., non-profits organisations and philanthropies (foundations or individual donors)] to meet the needs of the community.	27%	26%	7%	67%

Using a scale of 1 to 5, where 5 is "Agree Strongly" and 1 is "Disagree Strongly" how much do you agree with the following statements regarding the Bermuda Government's Charities Act and Charities Commission?

N = 92

Suggestions for How Govt Can Work Better with Other Stakeholders

The most popular suggestions for how Government could better work with other stakeholders included updating antiquated acts/laws (17%) and better collaborating with stakeholders (17%).

	Total
Update antiquated acts/laws	17%
More cooperative efforts/stronger collaboration/host networking events	17%
Identify which data points are missing	9%
Increase transparency	9%
Regular meetings/more communication	9%
Streamline its funding processes	4%
Need to identify the needs of the community and service gaps	4%
Advocate for charities	4%
Identify strengths and weaknesses of each organisation	4%
Provide an understanding of the various charities and what they do	4%
Streamline the process for making policy or legislative changes	4%
Focus should be more on the service provider	4%
Revisit the membership of the Charities Commission	4%
Stronger oversight and regulation	4%

*Please feel free to share any advice on how the Government can work better with philanthropies (foundations or individual donors) or non-profit organisations.
N = 23 verbatim mentions*

Opinions on Philanthropies

Respondents were more likely to believe that Philanthropies should collaborate/partner with non-profits in support of community efforts (84%) and provide more flexible funding (70%).

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Top 2	5	4	3	2	1
Philanthropies should collaborate/partner with non-profits in support of community efforts.	84%	47%	37%	12%	3%	1%
Philanthropies should provide more flexible funding.	70%	27%	42%	26%	3%	1%
Philanthropies should share giving or funding data.	68%	32%	37%	24%	7%	1%
Philanthropies should embrace a stronger equity and justice lens in their work.	64%	24%	40%	32%	4%	0%
Philanthropies clearly communicate their application requirements to non-profit organisations.	63%	17%	46%	23%	12%	2%
Philanthropies are trying to be more attentive to non-profits.	49%	9%	40%	45%	5%	1%
Philanthropies are willing to offer non-profits useful feedback for strengthening grant applications.	45%	5%	39%	36%	17%	2%
Philanthropies engage in evidence-based decision-making processes for allocating funding.	40%	4%	36%	42%	16%	1%
Philanthropies do a good job at working with other third sector stakeholders (Government and non-profit organisations).	36%	0%	36%	48%	15%	1%
Philanthropies have engaged non-profit organisations for feedback in order to streamline their grant application processes.	35%	4%	30%	34%	26%	5%
Philanthropies currently make sufficient effort to meet with and understand the needs of non-profit organisations.	34%	3%	30%	38%	26%	2%
Philanthropies should just provide funding and not collaborate or partner with non-profits.	12%	2%	10%	18%	45%	25%

Using a scale of 1 to 5, how much do you agree with the following statements regarding philanthropies (foundations or individual donors)?

N = 92

Opinions on Philanthropies

Top two responses segmented by Stakeholder Group.

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Agree Strongly/Agree Somewhat	Total	Non-profit	Philanthropy	Govt
Philanthropies should collaborate/partner with non-profits in support of community efforts.	84%	88%	67%	78%
Philanthropies should provide more flexible funding.	70%	76%	53%	44%
Philanthropies should share giving or funding data.	68%	72%	60%	56%
Philanthropies should embrace a stronger equity and justice lens in their work.	64%	62%	67%	78%
Philanthropies clearly communicate their application requirements to non-profit organisations.	63%	72%	47%	22%
Philanthropies are trying to be more attentive to non-profits.	49%	57%	33%	11%
Philanthropies are willing to offer non-profits useful feedback for strengthening grant applications.	45%	47%	47%	22%
Philanthropies engage in evidence-based decision-making processes for allocating funding.	40%	38%	27%	78%
Philanthropies do a good job at working with other third sector stakeholders (Government and non-profit organisations).	36%	43%	20%	11%
Philanthropies have engaged non-profit organisations for feedback in order to streamline their grant application processes.	35%	35%	33%	33%
Philanthropies currently make sufficient effort to meet with and understand the needs of non-profit organisations.	34%	37%	27%	22%
Philanthropies should just provide funding and not collaborate or partner with non-profits.	12%	13%	13%	0%

Using a scale of 1 to 5, how much do you agree with the following statements regarding philanthropies (foundations or individual donors)?

N = 92

Suggestions for How Philanthropies Can Better Work with Other Stakeholders

The most popular suggestion for how Philanthropies could better work with other stakeholders was making more effort to better understand the needs of non-profits (27%). Other responses included providing more sustainable funding, holding everyone to the same standards and creating a foundation/donor directory (13% each).

	Total
Make effort to better understand the needs of non-profits	27%
Provide sustainable funding for programs and services	13%
Everyone needs to be held to the same standards	13%
Create a foundation/donor directory	13%
Foundations could move to online, blockchain platforms	7%
Streamline application forms	7%
Provide more feedback on proposals	7%
System should be set up for stronger equity and social justice	7%
Host networking events	7%

Please feel free to share any advice on how philanthropies can better work with Government or non-profit organisations.

N = 15 verbatim mentions

Opinions on Non-profit Organisations

Respondents were more likely to believe that Non-profits exist to meet specific community needs (93%) and that the value of non-profit organisations to Bermuda’s community is largely misunderstood or unquantified (88%).

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Top 2	5	4	3	2	1
Non-profits exist to meet specific community needs.	93%	63%	30%	4%	2%	0%
The value of non-profit organisations to Bermuda’s community is largely misunderstood or unquantified.	88%	41%	47%	5%	5%	1%
Non-profit organisations should embrace a stronger equity & justice lens in their work.	71%	28%	42%	25%	4%	0%
Non-profit organisations collect information to measure the success of their efforts.	68%	26%	42%	18%	10%	3%
Non-profit organisations do a good job at working with other third sector stakeholders [e.g., Government, philanthropies (foundations and individual donors)] to meet the needs of the community.	57%	9%	48%	24%	16%	3%
There are too many non-profit organisations in Bermuda	54%	23%	32%	27%	11%	8%

Using a scale of 1 to 5, how much do you agree with the following statements regarding Non-profit organisations?

N = 92

Opinions on Non-profit Organisations

Top two responses segmented by Stakeholder Group.

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Agree Strongly/Agree Somewhat	Total	Non-profit	Philanthropy	Govt
Non-profits exist to meet specific community needs.	93%	94%	87%	100%
The value of non-profit organisations to Bermuda's community is largely misunderstood or unquantified.	88%	93%	87%	56%
Non-profit organisations should embrace a stronger equity & justice lens in their work.	71%	66%	80%	89%
Non-profit organisations collect information to measure the success of their efforts.	68%	74%	33%	89%
Non-profit organisations do a good job at working with other third sector stakeholders [e.g., Government, philanthropies (foundations and individual donors)] to meet the needs of the community.	57%	62%	33%	56%
There are too many non-profit organisations in Bermuda	54%	56%	53%	44%

Using a scale of 1 to 5, how much do you agree with the following statements regarding Non-profit organisations?

N = 92

Reasons for Believing There Are Too Many Non-profits

Fifty-four percent of respondents believed that there were too many non-profit organisations in Bermuda. The top reason for this perception was the belief that there was quite a bit of duplication of services/organisations who do similar work and could be bridged together.

	Total
There is quite a bit of duplication of services/organisations who do similar work and could be bridged together	67%
There are a high number of charities/non-profits	14%
Need more data on the needs of the community to determine what charities are needed	2%
Only the most relevant will survive	2%
It is confusing to donors	2%
There is a disconnect between the charities	2%
Non-profit status should be reserved for those making the greatest impact	2%
Too easy to set up a non-profit	2%
Many charities are inactive	2%
This is the result of working in silos	2%

Suggestions for How Non-profits Can Better Work with Other Stakeholders

The most popular suggestion for how Non-profits could better work with other stakeholders included ensuring that there was less duplication in services provided to the community (30%).

	Total
There needs to be less duplication of efforts as it relates to non-profits	30%
Non-profits could share data they collect	20%
They can work with these entities to create more measurable outcomes	20%
Having more robust theories of change	10%
Some non-profits need stronger leadership	10%
Non-profits need to communicate better with Government and Philanthropies	10%

Strengthening Approaches *Third Sector Collaboration*

Stakeholder Survey 2021

Involvement in Collaborative Efforts

Eighty-two percent of respondents were or had been involved in collaborative efforts. Non-profits were more likely to be involved in collaborative projects than Philanthropies or Government.

	Total	Non-profit	Philanthropy	Government
Yes	82%	88%	67%	56%
No	18%	12%	33%	44%

*Have you ever been, or are you currently involved in any collaborative project effort(s)?
(This could include cross-sector collaboration projects including non-profit organisations,
Government, Private sector, faith-based institutions etc.)*
N = 92

Involvement in Collaborative Efforts - Specified

The top named collaborative projects included the Third Sector Coordinated Crisis Response Effort and the Non-profit Alliance of Bermuda.

	Total
Third Sector Coordinated Crisis Response Effort	7%
Non-profit Alliance of Bermuda	7%
Endeavors	3%
The Food Card programme	3%
IAC	3%
Chamber of Commerce	3%
Fundraising events	3%
Education/Ministry of Education/Government schools (specific projects unspecified)	10%
Single mentions (shown on next page)	61%

Involvement in Collaborative Efforts - Specified

Single mentions of collaborative project efforts and entity leads.

Ace's conferences	Duke of Edinburgh
Age Concern	Early Childhood Symposiums
Annual programme offering	Earth Hour
Bermuda Botanical Gardens	Economic Empowerment Zones
Bermuda Civil Society Project	Environmental Collaborative Group
Bermuda Climate Action	Government animal wardens
Bermuda Donor Forum	Ignite
Bermuda Festival of the Performing Arts	International Women's Club
Bermuda Red Cross	Mirrors
Bermuda World Heritage Site	National Drug Commission
BEST	Ocean Sciences
Buy Back Bermuda	Partner with Government Quangos
Careers initiative	Promoting World Cancer Day
Centre Against Abuse	Skills Development Program
Christ Church	St. David's Historical Society
Communities that Care	TEDS
Community football	WindReach
Department of Child and Family Services	

Whether Should Be More/Same/Less Collaborative Efforts

Seventy-seven percent of respondents believed that the BDA Third Sector should engage in more collaborative project efforts.

No respondents believed there should be fewer collaborative efforts.

	Total	Non-profit	Philanthropy	Government
More	77%	75%	73%	100%
The same	10%	10%	13%	0%
Don't Know/ No opinion	13%	15%	13%	0%

Given your knowledge and experience, should Bermuda's Third Sector engage in more, the same or less collaborative project efforts?

N = 92

Opinions on Collaborative Efforts

Respondents were more likely to believe that collaborative efforts encouraged better communication amongst organisations (96%) or allowed organisations to work together more holistically to ensure broader community needs were being addressed (95%).

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Top 2	5	4	3	2	1
Collaboration encourages better communication among organisations	96%	72%	24%	4%	0%	0%
Collaboration allows organisations to work together more holistically to ensure broader community needs are being addressed	95%	65%	29%	4%	1%	0%
Collaboration reduces duplication of efforts	89%	55%	34%	7%	4%	0%
Collaboration leads to better ideas and better service to the community	89%	58%	32%	11%	0%	0%
Organisations may not want to collaborate because they are competing for the same donor funds	86%	45%	41%	8%	5%	1%
Stronger facilitation is needed for collaboration efforts to be more effective	84%	48%	36%	13%	2%	1%
It can be difficult for organisations to agree on how to collaborate	79%	27%	52%	12%	7%	2%
There is a desire for more collaboration but insufficient time and funding to support it	70%	29%	40%	23%	7%	1%
Collaboration can increase administration and the time it takes to provide services expediently	61%	17%	43%	17%	17%	4%
Collaboration has failed at times because there is a lack of trust in the community	57%	30%	26%	34%	8%	2%

Opinions on Collaborative Efforts

Top two responses segmented by Stakeholder Group.

Scale: 5 = Agree Strongly to 1 = Disagree Strongly

Agree Strongly/Agree Somewhat	Total	Non-profit	Philanthropy	Govt
Collaboration encourages better communication among organisations	96%	96%	93%	100%
Collaboration allows organisations to work together more holistically to ensure broader community needs are being addressed	95%	96%	87%	100%
Collaboration reduces duplication of efforts	89%	88%	87%	100%
Collaboration leads to better ideas and better service to the community	89%	90%	80%	100%
Organisations may not want to collaborate because they are competing for the same donor funds	86%	85%	93%	78%
Stronger facilitation is needed for collaboration efforts to be more effective	84%	82%	87%	89%
It can be difficult for organisations to agree on how to collaborate	79%	78%	87%	78%
There is a desire for more collaboration but insufficient time and funding to support it	70%	74%	60%	56%
Collaboration can increase administration and the time it takes to provide services expediently	61%	59%	73%	56%
Collaboration has failed at times because there is a lack of trust in the community	57%	59%	60%	33%

Suggestions for Ensuring Successful Collaborative Efforts

The top suggestions for ensuring that any collaborative project effort would be a success included having clear project objectives, goals or a vision (18%) and trust between the collaborating entities (18%).

	Total
Having a clear objective/vision/goal	18%
Trust/honesty between collaborating entities	18%
Clear communication	8%
Cooperation mindset/open minded	8%
Strong leadership	6%
Accountability/full transparency	6%
Ensuring necessary resources are available (including funding)	4%
Regular engagement/commitment	4%
Identify where the service gaps are	4%
Make it a requirement from donors	2%
Equal role participation	2%
Data driven collaboration	2%
Inclusivity	2%
Collaborative efforts require a backbone organisation	2%
Voluntary participation	2%
Willingness to share information	2%
A belief in the mission of the collaborative	2%
Redesign the Charities Act to foster collaboration	2%
Understanding the benefits of collaboration	2%
Funders could reward collaboration	2%
Ensure work is evenly distributed	2%

Strengthening Approaches *Third Sector Networking Building*

Stakeholder Survey 2021

Involvement in Network Building Organisations

Just over half of respondents (51%) were involved in Network Building organisations or initiatives.

	Total	Non-profit	Philanthropy	Government
Yes	51%	54%	33%	56%
No	49%	46%	67%	44%

Involvement in Network Building Organisations - Specified

Chamber of Commerce (Non-profit division) (22%), IAC (10%), Centre on Philanthropy (9%) and Non-profit Alliance of Bermuda (7%) were the most popular network building organisations or initiatives that respondents stated they were involved in.

	Total
Chamber of Commerce (Non-profit division)	22%
Inter Agency Committee for Children and Families (IAC)	15%
Centre on Philanthropy	12%
Non-profit Alliance of Bermuda	10%
AFP (Association of Fundraising Professionals)	5%
Ignite Programme	5%
Environment Collaborative Group	3%
Non-profit Executive Directors Programme	3%
Single Mentions (shown on next page)	25%

Have you ever been, or are you current involved in any Network Building organisation(s) or initiative(s)?

N = 58 verbatim mentions

Involvement in Network Building Organisations - Specified

Single mentions of network building organisations.

United Nations' Global Festival of Action
Champions for Change
Non-profits Executive Directors programme
Non-profit Leadership programme
International Women's Club of Bermuda
Girls Scouts of Northern NJ
Cornell University
Bermuda Heritage
Donors Forum
Green Building Forum
Cultural conference
Professional Institutional memberships

Have you ever been, or are you current involved in any Network Building organisation(s) or initiative(s)?

N = 13 verbatim single mentions

Whether Should Be More/Same/Less Network Building Organisations

Fifty-eight percent believed that the BDA Third Sector could benefit from more network building organisations.

	Total	Non-profit	Philanthropy	Government
More	58%	54%	53%	89%
The same	15%	18%	13%	0%
Less	1%	1%	0%	0%
Don't Know/ No opinion	26%	26%	33%	11%

In your opinion, can the BDA Third Sector benefit from more, the same or less Network Building organisations or initiatives?
N = 92

Opinions on Network Building Organisations

Respondents believed that advocating on behalf of the third sector (93%), providing training and education to the third sector (92%), providing relationship building opportunities (91%) and compiling the capabilities of the third sector (91%) should be important goals for any third sector network building.

Scale: 5 = Very Important to 1 = Not at All Important

Top 2 = Responses 4 (Somewhat Important) & 5 (Very Important) Combined

	Top 2	5	4	3	2	1
Advocate on behalf of the third sector	93%	70%	24%	7%	0%	0%
Provide training and education to the third sector	92%	60%	33%	8%	0%	0%
Provide relationship building opportunities	91%	65%	26%	9%	0%	0%
Compile the capabilities of the third sector and the services they provide	91%	66%	25%	9%	0%	0%
Collect data to measure the impact of the third sector	90%	71%	20%	9%	1%	0%
Identify the needs of the community (via research and data collection) and establish plans for how the third sector can meet them	90%	60%	30%	9%	1%	0%
Promote awareness of different organisations within the third sector	89%	65%	24%	10%	1%	0%

Opinions on Network Building Organisations

Top two responses segmented by Stakeholder Group.

Scale: 5 = Very Important to 1 = Not at All Important

Very Important/Somewhat Important	Total	Non-profit	Philanthropy	Govt
Advocate on behalf of the third sector	93%	97%	80%	89%
Provide training and education to the third sector	92%	96%	80%	89%
Provide relationship building opportunities	91%	93%	80%	100%
Compile the capabilities of the third sector and the services they provide	91%	93%	80%	100%
Collect data to measure the impact of the third sector	90%	93%	80%	89%
Identify the needs of the community (via research and data collection) and establish plans for how the third sector can meet them	90%	90%	87%	100%
Promote awareness of different organisations within the third sector	89%	93%	67%	100%

Suggestions for Ensuring Successful Network Building

Top factors for ensuring that third sector network building could be a success included providing good opportunities for collaboration/sharing of information (13%) and facilitating trust between organisations that are a part of any network (13%).

	Total
Collaboration/sharing of information	13%
Trust	13%
Strong communication	9%
Inclusivity	9%
Understanding the needs of the third sector	7%
Shared vision/goals/objectives	9%
Good leaders	4%
Having capacity (e.g. training & education)	4%
Single mentions (shown below)	31%

Single mentions of success factors for network building.

Access to capital	Data collection
Advocacy	Mindset
[Actions to ensure that charitable efforts are not being duplicated]	Participatory facilitation
Buy in from all stakeholders	Respect for one another
Commitment	Sharing best practices
Coordination and cooperation	Top down approach to establish needs
[Advocacy for streamlining processes] "Cutting red tape"	Understanding how success is measured

What are the most important factors for ensuring that third sector network building will be a success?
N = 45 verbatim mentions

Strengthening Approaches *Shared Resources & Tools*

Stakeholder Survey 2021

Whether Should Be More/Same/Less Shared Physical Workspaces

Fifty-four percent believed that the BDA Third Sector could benefit from more shared physical workspaces.

	Total	Non-profit	Philanthropy	Government
More	54%	50%	73%	56%
The same	8%	10%	0%	0%
Less	5%	4%	0%	22%
Don't Know/ No opinion	33%	35%	27%	22%

In your opinion can the BDA Third Sector benefit from the availability of more, the same or less shared physical workspaces?

N = 92

Opinions on Benefits of Shared Physical Workspaces

Respondents believed that the top benefit of sharing physical workspaces was that they provided access to convening spaces for hosting meetings (88%).

Scale: 5 = Very Important to 1 = Not at All Important

Top 2 = Responses 4 (Somewhat Important) & 5 (Very Important) Combined

	Top 2	5	4	3	2	1
Access to convening spaces for hosting meetings	88%	59%	29%	12%	0%	0%
Provides organic opportunities for networking and collaboration	86%	52%	34%	13%	1%	0%
Access to facility management and infrastructure support	85%	53%	32%	15%	0%	0%
Reducing the cost of office space	83%	61%	22%	17%	0%	0%

Top two responses segmented by Stakeholder Group.

Very Important/Somewhat Important	Total	Non-profit	Philanthropy	Govt
Access to convening spaces for hosting meetings	88%	88%	87%	89%
Provides organic opportunities for networking and collaboration	86%	88%	80%	78%
Access to facility management and infrastructure support	85%	84%	87%	89%
Reducing the cost of office space	83%	81%	87%	89%

Whether Should Be More/Same/Less Managed Administrative Services

Eighty-five percent believed that the BDA Third Sector could benefit from more IT support or services for assisting with all aspects of running a Third Sector organisation.

	More	The same	Less	Don't Know/ No opinion
IT support or services for assisting with all aspects of running a Third Sector organisation.	85%	3%	0%	12%
Human Resources services for assistance with hiring, creating employment standards, performance evaluation and HR management	76%	8%	1%	15%
Bookkeeping services including financial record keeping and financial statements	74%	10%	0%	16%
Marketing services for assisting with the creation and execution of marketing tasks/ strategy	74%	10%	1%	15%

Responses segmented by Stakeholder Group.

Percent more	Total	Non-profit	Philanthropy	Govt
IT support or services for assisting with all aspects of running a Third Sector organisation.	85%	81%	93%	100%
Human Resources services for assistance with hiring, creating employment standards, performance evaluation and HR management	76%	72%	87%	89%
Bookkeeping services including financial record keeping and financial statements	74%	68%	87%	100%
Marketing services for assisting with the creation and execution of marketing tasks/ strategy	74%	69%	80%	100%

In your opinion, can the BDA Third Sector benefit from the availability of more, the same or less of the following managed administrative services?

N = 92

Whether Should Be More/Same/Less Shared Data Platforms

Eighty-three percent believed that the BDA Third Sector could benefit from more resources for searching for or researching grant applications.

	More	The same	Less	Don't Know/ No opinion
A resource for searching for or researching grant applications	83%	10%	0%	8%
A standardized system for completing grant applications	78%	15%	2%	4%
A standardized system for Government compliance reporting	75%	17%	0%	8%
A standardized system that enables third sector stakeholders to measure the impact of their efforts (identifying evidence-based outcomes and indicators and tracking progress of efforts to see if outcomes are being achieved)	67%	16%	1%	15%
A standardized Client Relationship Management system (CRM) for tracking third sector clients	43%	16%	7%	34%

In your opinion can the BDA Third Sector benefit from the availability of more, the same or less of the following shared data platforms?

N = 92

Whether Should Be More/Same/Less Shared Data Platforms

Responses segmented by Stakeholder Group.

Percent more	Total	Non-profit	Philanthropy	Govt
A resource for searching for or researching grant applications	83%	84%	67%	100%
A standardized system for completing grant applications	78%	79%	67%	89%
A standardized system for Government compliance reporting	75%	78%	73%	56%
A standardized system that enables third sector stakeholders to measure the impact of their efforts (identifying evidence-based outcomes and indicators and tracking progress of efforts to see if outcomes are being achieved)	67%	62%	73%	100%
A standardized Client Relationship Management system (CRM) for tracking third sector clients	43%	43%	47%	44%

In your opinion can the BDA Third Sector benefit from the availability of more, the same or less of the following shared data platforms?

N = 92

Other Shared Resources BDA Third Sector Could Benefit From

Shared health insurance was mentioned as another shared resource that respondents believed that the BDA Third Sector could benefit from.

	Total
Health insurance	18%
Sharing of information on who has what resources	12%
Any tools that make it easier for non-profits	12%
Single mentions (shown below)	59%

Single mentions of other beneficial shared resources.

Prefer the term "common standards in measurement"
Sharing of compliance related resources
Phone systems (IP)/internet services
Legal/HR support
Free or low cost online donation processing portal
Volunteer mentors in the sector
Facilitation, strategic planning and co-creation
Need to build in support to get small charities connected
Not everyone will be on board
Should look at it as a fund management system

Importance of Greater Availability and/or Higher Quality Technology Tools

Respondents were more likely to believe that the following technology systems would be important for a reimagined BDA Third Sector: (1) Technology systems that enable the third sector to better share information virtually (M = 8.48), (2) Technology systems that include tools that allow the third sector to better collaborate or work together virtually (M = 8.47) and (3) Technology systems that enable fundraising and donations via contactless payment either in-person (e.g., via a tablet) or online (M = 8.44).

	Technology systems that enable the third sector to better share information virtually (e.g. shared job boards, shared training systems, shared information)	Technology systems that include tools that allow the third sector to better collaborate or work together virtually (e.g., google docs, Zoom, Miro {virtual white board})	Technology systems that enable fundraising and donations via contactless payment either in-person (e.g., via a tablet) or online	Access to shared technology devices (mobile devices, computers, tablets, portable Wi-Fi) that are serviced and available for the third sector to use on an as needed basis
10 - Very Important	35%	35%	39%	24%
9	20%	24%	21%	22%
8	19%	18%	18%	18%
7	16%	13%	10%	15%
6	3%	4%	3%	4%
5	3%	2%	2%	4%
4	1%	0%	0%	5%
3	1%	3%	5%	5%
2	0%	0%	0%	0%
1	0%	0%	1%	0%
0 - Not at all important	0%	0%	0%	5%
Mean	8.48	8.47	8.44	7.56

In your opinion how important would greater availability and/or higher quality of following technology tools and systems be for a reimagined BDA Third Sector?

N = 92

Importance of Availability of Technology Tools

Mean rating of each technology tool segmented by Stakeholder Group.

	Technology systems that enable the third sector to better share information virtually (e.g. shared job boards, shared training systems, shared information)	Technology systems that include tools that allow the third sector to better collaborate or work together virtually (e.g., google docs, Zoom, Miro {virtual white board})	Technology systems that enable fundraising and donations via contactless payment either in-person (e.g., via a tablet) or online	Access to shared technology devices (mobile devices, computers, tablets, portable Wi-Fi) that are serviced and available for the third sector to use on an as needed basis
Total	8.48	8.47	8.44	7.56
Non-profit	8.27	8.33	8.43	7.23
Philanthropy	9.08	8.92	8.38	8.67
Government	9.11	8.89	8.56	8.44

In your opinion how important would greater availability and/or higher quality of following technology tools and systems be for a reimagined BDA Third Sector?

N = 92

Other Technology Tools Important for BDA Third Sector

Respondents offered various suggestions on other technology tools and systems that they thought would be important for a reimagined BDA Third Sector.

	Total
Sharing information and technology is useful	25%
All of the suggestions are good/important to keep up with technology	13%
Shared technology devices are hard to manage	13%
Single Mentions (shown below)	50%

Single mentions of other beneficial technology tools.

Mobile fundraising tech would be a great asset
Tool would be more helpful to a smaller non-profit
Easy to use platforms
Central portal for non-profits
Would help to reduce costs
Bermuda Community Foundation has a good online payment platform
Have questions around who will provide the shared technology devices
Most of these already exist and are under utilized

Please explain any of your ratings above and/or suggest any other technology tools or systems that you think would be important for a reimagined BDA Third Sector?
N = 16 verbatim mentions

Strengthening Approaches *Capacity Building*

Stakeholder Survey 2021

Usefulness of Capacity Building/ Training Initiatives

Respondents stated that training initiatives related to "measuring and evaluating impact" and "strategic planning" (both 93%) as well as grant writing and grant assessment and marketing/PR (both 92%) would be most useful for the BDA Third Sector.

Scale: 5 = Very Useful to 1 = Not at All Useful

Top 2 = Responses 4 (Somewhat Useful) & 5 (Very Useful) Combined

	Top 2	5	4	3	2	1
How to measure and evaluate impact	93%	75%	18%	5%	0%	1%
Strategic planning training	93%	72%	22%	5%	0%	1%
Grant writing and grant assessment	92%	67%	25%	5%	1%	1%
Marketing/PR	92%	54%	38%	7%	0%	1%
Leadership development and people management	91%	70%	22%	8%	0%	1%
Financial management	90%	75%	15%	8%	1%	1%
How to conduct needs assessment and third sector research	90%	65%	25%	8%	1%	1%
How to run a board/be an effective board member/understand board roles	90%	63%	27%	9%	0%	1%
Training on International best practices	89%	54%	35%	10%	0%	1%
How to operate using an equity, justice and systems change lens	85%	54%	30%	11%	3%	1%
General computing (Microsoft Office, Zoom)	78%	32%	47%	15%	5%	1%

Using a scale of 1 to 5 where 5 is "Very Useful" and 1 is "Not at all useful", how useful are the following training initiatives (programmes, workshops or seminars) for the BDA Third Sector?

N = 92

Usefulness of Capacity Building/ Training Initiatives

Top two responses segmented by Stakeholder Group.

Scale: 5 = Very Useful to 1 = Not at All Useful

Very Useful/Somewhat Useful	Total	Non-profit	Philan- thropy	Govt
How to measure and evaluate impact	93%	96%	80%	100%
Strategic planning training	93%	96%	80%	100%
Grant writing and grant assessment	92%	94%	80%	100%
Marketing/PR	92%	94%	80%	100%
Leadership development and people management	91%	94%	80%	89%
Financial management	90%	93%	73%	100%
How to conduct needs assessment and third sector research	90%	90%	87%	100%
How to run a board/be an effective board member/understand board roles	90%	96%	73%	78%
Training on International best practices	89%	90%	87%	89%
How to operate using an equity, justice and systems change lens	85%	82%	87%	100%
General computing (Microsoft Office, Zoom)	78%	79%	60%	100%

Using a scale of 1 to 5 where 5 is "Very Useful" and 1 is "No at all useful", how useful are the following training initiatives (programmes, workshops or seminars) for the BDA Third Sector?

N = 92

Other Capacity Building/Training Initiatives

Other capacity building/training initiatives that were deemed useful included "training for volunteers/volunteer management" and training for "dismantling silos" (both 18%).

	Total
Training for volunteers/volunteer management	18%
Dismantling silos	18%
Trauma	9%
Clinical supervision	9%
Personal safety	9%
HR	9%
Equity, justice and system change	9%
Innovation	9%
Client decision making	9%

Third Sector Leadership

Stakeholder Survey 2021

Important Leadership Qualities for Reimagined BDA Third Sector

To be successful, respondents believed that the leadership for the reimagined Third Sector effort should "have clear objectives, a timeline for meeting objectives and be held accountable" and that "leadership selection must be an objective and fair process" (both 98%).

Scale: 5 = Very Important to 1 = Not at All Important

Top 2 = Responses 4 (Somewhat Important) & 5 (Very Important) Combined

	Top 2	5	4	3	2	1
The leadership must have clear objectives, a timeline for meeting objectives and be held accountable	98%	90%	8%	2%	0%	0%
Leadership selection must be an objective and fair process	98%	88%	10%	2%	0%	0%
Those involved in leading the initiative should be diverse, representing different ages, genders, experience level and types/sizes of organisations	97%	78%	18%	3%	0%	0%
Those leading the initiative must be well-respected and knowledgeable	93%	77%	16%	5%	1%	0%

Top two responses segmented by Stakeholder Group.

Very Important/Somewhat Important	Total	Non-profit	Philanthropy	Govt
The leadership must have clear objectives, a timeline for meeting objectives and be held accountable	98%	100%	87%	100%
Leadership selection must be an objective and fair process	98%	100%	87%	100%
Those involved in leading the initiative should be diverse, representing different ages, genders, experience level and types/sizes of organisations	97%	99%	87%	100%
Those leading the initiative must be well-respected and knowledgeable	93%	97%	80%	89%

How important are the following considerations for ensuring that the leadership and implementation of the reimagined BDA Third Sector effort will be a success?

N = 92

Other Important Considerations for Successful Leadership

Other important considerations for successful leadership included ensuring that leadership was transparent, honest and trustworthy (24%) and that it include a diverse group of people (14%).

	Total
Transparency/honesty/trust is needed	24%
Diversity in the people involved (younger generation, by race, gender, entry level employees, clients)	14%
Selection process has to be independent	5%
Leadership should come from the non-profits	5%
Leadership will emerge organically	5%
Grassroot advocates need to be included	5%
A shared platform for reimagined updates & reports	5%
Need to have representatives from the various third sector organisations	5%
Need fresh perspectives and fresh faces	5%
Need to evaluate processes within organisations and projects	5%
Reposition to make it the first sector	5%
Feel like this is trying to control the Third Sector	5%
Focus on human capital	5%
Include local and overseas thought leaders	5%
No more silos	5%

*Are there any other important considerations for ensuring that the implementation of the reimagined BDA Third Sector effort will be a success?
N = 21 verbatim mentions*

Feasibility of an Advisory Committee Facilitating Reimagining Effort

Eighty-two percent agreed strongly (48%) or somewhat (34%) that "a diverse representation of BDA Third Sector stakeholders including nonprofits and charities, government departments and ministries, foundations and individual donors and community members should form a part of an advisory committee responsible for facilitating the RFP process for the reimagined third sector effort".

Top 2 = Responses 4 (Agree Somewhat) & 5 (Agree Strongly) Combined

	Total	Non-profit	Philanthropy	Government
Top 2	82%	82%	67%	100%
5 - Agree Strongly	48%	51%	47%	22%
4 - Agree Somewhat	34%	31%	20%	78%
3 - Neither agree nor disagree	14%	15%	20%	0%
2 - Disagree somewhat	2%	1%	7%	0%
1 - Disagree Strongly	2%	1%	7%	0%

Those who disagreed that there should be diverse representation of BDA Third Sector stakeholders felt that non-profit organisations (2 responses) or various stakeholders (2 responses) should be responsible for the leadership and implementation of the reimagined third sector effort.

*Please indicate whether you agree with the following as it relates to the leadership and implementation of the reimagined BDA Third Sector effort: **A diverse representation of BDA Third Sector stakeholders including nonprofits and charities, government departments and ministries, foundations and individual donors and community members should form a part of an advisory committee responsible for facilitating the RFP process for the reimagined third sector effort.***

N = 92

Recommendations for Advisory Committee Members

Danielle Riviere (8%), Jennifer Burland Adams (7%) and Patrina O'Connor-Paynter (7%) were most frequently mentioned as good candidates to consider as advisory committee members for the initiative.

	Total
Danielle Riviere	8%
Jennifer Burland Adams	7%
Patrina O'Connor-Paynter	7%
Vivian Carter	6%
Ann Spencer-Arscott	4%
Kim Jackson	4%
Dr. Myra Virgil	3%
Martha Dismont	3%
Tiffany Paynter	3%
Elaine Butterfield	3%
Erica Smith	3%
Dr. Claudette Fleming	3%
Single Mentions (shown on next page)	46%

Can you recommend anyone from Bermuda's Third Sector who you believe would be a good candidate to consider as an advisory committee member for the reimagined third sector effort. You may list as many names as you wish. For any individual listed, can you please describe their role and affiliation to the Third Sector and why you think they would be a good candidate. This information will be considered if an advisory committee is used to spearhead the initiative.

N = 72 verbatim mentions

Recommendations for Advisory Committee Members

Single mentions of recommended candidates for advisory committee members and other responses/commentary are shown below.

Recommended Candidates (single mentions)	
Catherine Duffy	Latisha Lister
Damon Warren	Laurie Shiell-Smith
Dany Pen	Michelle Scott Outerbridge
David Lang	Nicola Paugh
Debbie Titterton Narraway	Rose Douglas
Diane Gordon	Sam Nearon
Donna Daniels	Sandy DeSilva
Dora Baker	Sean Reel
Dr. Gina Spence	Sheelagh Cooper
Elmore Warren	Sherri Bucci
Eugene Johnson	Stephanie Guthman
Gildan Furbert	Tina Laws
Gordon Johnson	Tina Nash
Juan Prado	Tom Butterfield
Kimberly Fisher	

Other responses/commentary
Allow those who are interested in coming forward
Large committees rarely produce outcomes
There are an array of good candidates

Can you recommend anyone from Bermuda's Third Sector who you believe would be a good candidate to consider as an advisory committee member for the reimagined third sector effort. You may list as many names as you wish. For any individual listed, can you please describe their role and affiliation to the Third Sector and why you think they would be a good candidate. This information will be considered if an advisory committee is used to spearhead the initiative.

N = 32 verbatim single mentions

Project Engagement

Stakeholder Survey 2021

Participation in Project Seminars

Sixty-seven percent had attended at least one of the seminars hosted by the project leaders.

	Total	Non-profit	Philanthropy	Govt
Attended at least one	67%	72%	53%	56%
Webinar One: Introductory Webinar About the Initiative	42%	43%	47%	33%
Webinar Two: Mid-Project Webinar About the Initiative	34%	34%	40%	22%
I did not attend any of the webinars, but I read/have learned about them	24%	26%	13%	22%
I did not attend any of the webinars and knew very little about the initiative before completing this survey	33%	28%	47%	44%

Have you attended any of the following seminars hosted by the project leaders (Anand Dholakia and Dr. Leslie Steede)? PLEASE SELECT ALL THAT APPLY
N = 92

Opinions on Initiative and Process

Respondents were most likely to believe that the BDA Third Sector [Government, Non-profit organisations, Philanthropy (foundations and individual donors)] can work together and utilize the components of a transformative model to better serve the needs of the Bermuda community (M = 8.13).

	The project leaders have been transparent in keeping us up to date on the purpose of the project, and the research being conducted as a part of the initiative.	The materials presented in the webinars have been clear and overall helpful for understanding the initiative.	I feel engaged by this initiative and that my opinion matters.	I believe the initiative has the potential to transform how the BDA Third Sector works together to provide optimal support to Bermuda's community.	I believe that the BDA Third Sector can work together and utilize the components of a transformative model to better serve the needs of the Bermuda community.
10 - Strongly agree	31%	31%	26%	26%	39%
9	19%	17%	11%	18%	14%
8	17%	11%	14%	21%	23%
7	8%	11%	6%	8%	6%
6	10%	15%	15%	8%	4%
5	8%	7%	11%	8%	8%
4	0%	2%	3%	4%	0%
3	3%	4%	3%	1%	4%
2	0%	0%	3%	3%	3%
1	2%	0%	3%	3%	1%
0 - Strongly disagree	2%	2%	5%	1%	0%
Mean	7.83	7.76	6.89	7.57	8.13

Using a scale of 0 to 10 where 10 is the Strongly agree and 0 is the Strongly disagree, how would you rate the following?

N = 92

Opinions on Initiative and Process

Mean scores segmented by Stakeholder Group.

	The project leaders have been transparent in keeping us up to date on the purpose of the project, and the research being conducted as a part of the initiative.	The materials presented in the webinars have been clear and overall helpful for understanding the initiative.	I feel engaged by this initiative and that my opinion matters.	I believe the initiative has the potential to transform how the BDA Third Sector works together to provide optimal support to Bermuda's community.	I believe that the BDA Third Sector can work together and utilize the components of a transformative model to better serve the needs of the Bermuda community.
Total	7.83	7.76	6.89	7.57	8.13
Non-profit	7.65	7.71	6.51	7.37	7.98
Philanthropy	8.00	7.75	7.88	7.90	7.90
Government	9.50	8.25	8.83	8.86	9.50

Using a scale of 0 to 10 where 10 is the Strongly agree and 0 is the Strongly disagree, how would you rate the following?

N = 92

Suggestions for Ensuring Initiative is a Success for the Third Sector

Top suggestions for ensuring that the initiative would be a success included increased communication and feedback from stakeholders (30%) and ensuring that the initiative was transparent and that there was accountability (23%).

	Total
Increased communication and feedback from stakeholders (more engagement)	30%
Ensuring that the initiative was transparent and that there was accountability	23%
Quality, objective facilitation/expanding the team of people involved	10%
It is important to build trust	7%
Simplify the language to make the concept accessible to all	7%
Must be driven by donors and corporate sponsors	3%
Priority should always be for the good of the people	3%
Do not make the rollout too aggressive	3%
Have an open-minded approach	3%
Public follow up of the survey	3%
Goals and outcomes need to be achievable	3%
Marketing	3%

Other Thoughts/Opinions

Other thoughts and opinions offered by respondents are listed below.

	Total
Thank you for your efforts	23%
There is a lack of trust/lack of transparency	18%
This is important "we must do this"	9%
Questions appeared to be leading/survey was long	9%
Ensure that people's time is used effectively	9%
The third sector needs more of a voice in this	5%
Concerns around the cost of the project	5%
Would be happy to assist in the project	5%
Need to fill the gap around supportive housing	5%
Committees & advisory boards need to be essential and purposeful	5%
Existing third sector is a good model	5%
The webinar was engaging	5%

Demographics

Stakeholder Survey 2021

Demographics

Which of the organisational categories below do you most associate with your BDA Third Sector work?

	Total
Non-profit organisation (e.g., direct service providers, advocacy groups, Intermediaries: network facilitators, TA providers, evaluators, researchers; Civil society organisations including faith-based institutions, clubs)	73%
Philanthropy [Foundations (corporate, private, family, community) and individual donors],	16%
Intermediary: Network facilitator, TA provider, evaluator, researcher	2%
Government (e.g., BDA government agencies, policymakers, elected officials, public/civil servants).	9%

How would you describe your primary role for your work in the BDA Third Sector (select one)?

	Total
Senior Leader	57%
Staff Member	7%
Board Member	20%
Donor	5%
Consultant/TA Provider	3%
Member	5%
Volunteer	3%

Which of the following best describes your organisation or Programme/Department's annual budget?

	Total
Less than \$25,000	8%
\$25,000 to \$99,999	5%
\$100,000 to \$249,999	17%
\$250,000 to \$999,999	33%
\$1M to \$2,999,999	14%
\$3M to \$4,999,999	2%
\$5M and higher	7%
Refused	2%
Not applicable	12%

Demographics

Please describe the primary activity or function that your organisation/programme engages in for its BDA Third Sector work (select one).

	Total
Direct Services/Support: Provide services, programme, resources or other supports directly to individuals or families	63%
Advocacy: Community organising, communications, policy analysis or development, civic engagement, community leadership training, lobbying, etc.	5%
Policy Making: Develop BDA government policy, legislation, laws	4%
Political Representation: Serving as a BDA government elected official	0%
Research: Conduct/publish academic or community-based research	0%
Leading/Managing a Network: Lead, manage, facilitate, or coordinate a network of leaders or organisations (e.g., a coalition, alliance, association, committee, council, membership organisation, etc.)	2%
Technical Assistance/Capacity Building: Provide consulting, coaching, training, evaluation, technical assistance or other types of support to third sector leaders, organisations, or networks	5%
Funding: Provide \$ via grants, donations, sponsorships, or other methods	16%
Not applicable	3%

Demographics

Please describe the additional activities or functions that your organisation/programme engages in for its BDA Third Sector work (select all that apply).

	Total
Direct Services/Support: Provide services, programmes, resources or other supports directly to individuals or families	40%
Advocacy: Community organising, communications, policy analysis or development, civic engagement, community leadership training, lobbying, etc.	46%
Policy Making: Develop BDA government policy, legislation, laws	11%
Political Representation: Serving as a BDA government elected official	3%
Research: Conduct/publish academic or community-based research	20%
Leading/Managing a Network: Lead, manage, facilitate, or coordinate a network of leaders or organisations (e.g., a coalition, alliance, association, committee, council, membership organisation, etc.)	12%
Technical Assistance/ Capacity Building: Provide consulting, coaching, training, evaluation, technical assistance or other types of support to third sector leaders, organisations, or networks	10%
Funding: Provide \$ via grants, donations, sponsorships, or other methods	20%
Not applicable	14%
*Other	4%

**Other responses: Volunteering, Arts & Heritage, Education on health issues.*

Demographics

Please describe the social issue(s) that you focus on through your third sector work (select all that apply):

	Total
Equity and social justice, civil rights	32%
Democracy, effective government	7%
Early child care/development/education	33%
Health	47%
Food security	24%
Education	61%
Youth development	49%
College access/success	22%
Economic Security: Employment, entrepreneurship, asset building, financial literacy	18%
Housing	14%
Healthy and fulfilling aging	23%
Environment	23%
Arts, Culture & Heritage	3%
Family Services	2%
*Other	5%
All of the above	7%
Not applicable	1%

**Other responses: Faith-based, domestic violence, Government services, clothing/equipment.*