West Coast COMMUNITY FOUNDATION

2012

2012 ANNUAL REPORT

1 March 2011 - 29 Febuary 2012



WHO IS WCCF?

West Coast Community Foundation (WCCF) is an independent, registered, non-profit organisation that aims to mobilize capital and distribute resources to organizations and projects involved in reducing poverty and developing communities along the West Coast. The Foundation supports projects in the following Municipal Areas: Atlantis, Swartland, Bergrivier, Cederberg, Saldanha Bay and Matzikama.

The registration of WCCF took place in 2001 after broad consultation at community level; a community foundation is an appropriate model to reach grassroots initiatives. WCCF now has a data base of 380 community based organizations and non-governmental organizations active in the West Coast; most are small and operate at grass roots level.

The grant making programme is the most visible evidence WCCF's activities in developing the West Coast – **to date WCCF has granted approximately R1,2 million rand to 90 non profit organisations in the region.** Focus areas supported by WCCF are: Youth Development, Woman and Children, Community Development, Health, Education and Skills Development, Environmental Management and Tourism. To build on the impact of world-wide efforts to develop stronger communities, WCCF has aligned its programs and granting areas with the Millennium Development Goals.

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Building resilient communities during 2011 and beyond.

The West Coast Community Foundation (WCCF) has established itself as a small grant maker in its local community but has initialised a global network system from which it derived its funds, learning and based its ethics. Local funding is slowly making its way to the Foundation through individuals that came to have a good and well established relationship with the Foundation. This organisation has faced the challenges of the global economic crisis squarely, constructively, creatively.

WCCF has also grown as an organisation and realised that in the development sector it is important to allow communities the opportunityto identify their own strengths and abilities.

Our grantmaking process has become a procedure to finance short-term support in organisations to manage adjustments in the planning of their projects, so as to avoid dependency that could break societies. A total of R78 780 were disbursed to 17 organisations during this year. This enabled organisations to act boldly, decisively, yet cooperatively.

In that they receive funding they also have to give back to the organisation. Riverlands Primary School has donated R349.00 this year to WCCF as part of giving back. We have received financial support and in kind services from local businesses and individuals. We can value the cost of services, but relationships are invaluable and that is what we strive towards.

We have committed ourselves tocapacity building to the value of R978 564to work towards healthy social change, and stronger social cohesion. This year we have reached 2975 people through direct program activities and 14875 people through educational knowledge transfer. It is about social accountability, transparency and civil society. It will be about citizens who are changing our world even as we race to catch up. We all need to be Responsible Stakeholdersof our communities and support each other.

A NewMind-set: Focussing on our strengths

This is a new dimension to enter into and work towards this goal as we embark in building our resilient communities. Partnership building and Networking is strength of WCCF and that is why we realise this in the West Coast region.

Growing multilateral systems better reflecting the economic realities of today that is why WCCF has started to support the development of the WestCoast Non Profit Network. The Network is rooted in a notion of stakeholder responsibility enabling the sector to be more connected to private sector and civil society networks, more committed to practical problem-solving and innovation creating possibility not patronage; dignity not dependency.

Our people have responded when we make the call for Changemakers to sign up to be able to give back to our youth in our communities.So far we have been able to source 10 Changemakers who have been involved in distributing food, facilitate at workshops, assist in Human Resource for the Foundation, providing IT services to WCCF.

We need to ask questions to distinguish the circumstances of our time; and acting with the aim of preparing for future generations. It is time to catch up; time to assume our responsibilities; time to create for the future and generations to come, not pine for the past.

Johanna Hendricks – Chief Executive Officer



West Coast COMMUNITY FOUNDATION

PROGAMME ACTIVITIES
1 MARCH 2011 - 29 FEBUARY 2012

Report Compiled by: Jeremy Maarman
Position: Program Officer



Introduction:

The aim of this report is to give a brief summary of the key activities and achievements of the Programs Department for the 2011 financial year. The report will highlight key figures that are an indication of the numbers of beneficiaries reached across the target groups of the West Coast Community Foundation (WCCF). This year the resilience of this organisation has been tested but the resolve of all staff members and the Board of the organisation has never been more evident.

We are very happy to report that for the last financial year we have been able to reach approximately 2975 people through all the direct program activities of the organisation. The number of indirect beneficiaries as a result of knowledge transfer of direct beneficiaries are estimated at around 14 875 people.

A. Capacity Building

WCCF Annual Conference 2011:
West Coast Community Foundation's 7th Annual Conference were attended by 56 participants from 20 local community base organisations, government departments and other stakeholders to deliver solutions to create healthy and resilient community organisations. The Conference was organised, based on the principals of an Asset Based Development Approach. WCCF used its social capital to secure service providers and resource people to facilitate the capacity building processes. This capacity building content and design was informed by an assessment that was made prior the event, with our grantees to determine the capacity opportunities that can be seized through concurrent sessions to address the issues that was highlighted through the assessment.
This year's theme was "Healthy Organisations + Sustainable Plans = Resilient Communities. Session organisers, consisting of experts and champions in the sector worked tirelessly to design concurrent sessions spanning the two days of the conference. These sessions gave a voice to distinct, realistic and proven strategies to increase human capacity to create sustainable organisations.
Direct beneficiaries: 56 participants

Moorreesburg People with Disability Group:
The Moorreesburg People with Disability group was formed in September 2010 to advocate for the rights of People with Disabilities. A group of concerned disabled citizens saw the opportunity, where People with disabilities' rights were violated and neglected. They want to be the mouthpiece for one of the vulnerable groups in Swartland Area. Moorreesburg People with disabilities Group is a grass roots community based organisation which started functioning in September 2010 under the leadership of its founder member. This group has a clear focus on working with people with disabilities in the community and to offer opportunities and empowerment for its beneficiaries. WCCF were approached and an assessment has been done to offer a training course in good governance processes to the board members of this newly established organisation. Participants were7 of the 10 board members, all of which are themselves people with disabilities. The training culminated in the donation of wheelchairs and crutches to the group by a local business, Frans Bus Services, a local Philanthropist. A total of **7 board members** attended the session on good governance processes. Two members of the group was also exposed to the trainings on NPO legislation, fundraising, Labour Law and Networking, during WCCF Annual Conference.
Direct beneficiaries: 9 people with disabilities

School Outreach – Meiring Primary (RiebeekKasteel)
The **Meiring Primary** netball coaching program under the leadership of the WCCF Financial Officer has provided some very positive results. Two teams of *30 girls have* received donations from the local community for their clothes and equipment because they mostly come from the local farms. One of the biggest successes of this project is that 5 of the girls advanced past the first round of the Boland trials and although they didn't go past the second round the experience played a huge role in building the confidence of the girls. To date three matches were played and the u/11, u/12 and u/15 teams all won two out of three matches played. Netball practice sessions are twice per week. Team building sessions were conducted through using the principles of the Whizz Kids Lifeskills program.

Leadership and Environment Workshop – Helderkruin Primary (Eersterivier)
To the facilitators this was truly a new and daunting venture where WCCF had the opportunity to have a follow-up session about leadership with the school Learner Representative Council (LRC). This was not only due to the age of the participants, but also because there were *48 young children* present. This time the workshop was divided in two sections; focusing on their leadership abilities and also a focus on their environments. The energy of the learners was very positive and we were received well. It was also the introduction of the WCCF Program Officer to this program and he truly enjoyed the time with this group. During the evaluation the feedback was very positive from the participants aswhen they were asked if they were satisfied with the day and if they felt all their expectations were met; they all agreed that it was very successful. Some of the things they liked were:
There's no need to hesitate, they were taught how to concentrate better, they will remember and apply the ice breakers at school, the John exercise and they also realized that they should give back and that not all things in life are free and one should work for what you want and what you want to achieve. The only dislike they had were all the dots on their hands from the "John" exercise, because they got a dot when they said the wrong thing.

Health and Nutrition workshop for Senior Citizens:
Building good partnerships has opened an opportunity to work with the City of Cape Town on various issues assisting the peri-urban community of Atlantiswhich is marked as a cast out from the Apartheid regime. This enabled us to fulfil our objective of targeting communities that really needs our help. WCCF and the City of Cape Town provided training and information on Health and Nutrition to*30 senior citizens*to assist them to live a healthy life style. The age group ranged from 50 – 70 years.
Direct beneficiaries: 30 senior citizens

Clayjar Healing and Restoration Project:
The aim of this project is firstly for young people to understand the Impact of Apartheid on our people, and secondly to help/assist young people to grow into confident, self-assured determined adults with a definite plan and vision for their lives. During the first workshop that took place at the Chrysalis Academy in Cape Town, 17 young men, aged between 17 and 25 attended. The second workshop took place at Melkbosstrand where 11 young people from the community of Atlantis participated. A total number of 28 young people therefor benefitted from this project and it proved to be a very rewarding and inspiring project.

- Henrico September from Atlantis, aged 18 at the time, was afforded a once in a lifetime opportunity as a result of participating in the project. The WCCF Program Officer through his personal network was informed about an opportunity for a young male vocalist to join a Rock group in Hong Kong. Knowing that Henrico is a very talented singer he was immediately referred and Henrico ended up joining the group EDGE and went to Hong Kong for three months from August to October 2011. Henrico credited the Clayjar Healing and Restoration Project for building his confidence and giving him the courage to take the challenge head-on.

Direct beneficiaries: 28 youth
Number of sessions: 5 workshops over a five week period consisting of one day sessions on each Saturday.

B. Youth Civic Engagement Program

Training Course on Asset Based Community Development (ABCD):

- West Coast Community Foundation (WCCF) took the decision in 2009 to change its development approach from the Needs Based Approach (NBA) which has as a paradigm the fact that communities have needs and challenges and that for development to take place proper needs-analysis and scanning needs to take place before interventions are planned. This approach starts from a very negative and often depressing perspective and often the fact that the focus is on NEEDS results in contestation of which needs are more urgent than others. The WCCF thus took a Board decision to change its entire approach to the Asset Based Community Development (ABCD) Approach. This approach puts the focus of the community on their assets using tools to uncover what kind of assets the community have and ultimately using those assets to address the needs. So the ABCD Approach do not disregard needs and challenges it just has as a point of departure the strengths and capabilities of the community as a whole and those assets are then used to address the needs. We often find that the community then realise that they have the ability to solve their own communal issues by identifying their assets so outsider support is leveraged and negotiated. The WCCF took the opportunity to shift the paradigm of young people through introducing the ABCD Approach and how they can uncover their own assets and utilize assets to address issues in communities. **10 Youth leaders** were recruited from the DMA, Wupperthal, Algeria and Eendekuil for the Youth Civic Engagement Program. The young people were identified in consultation with our partners in those communities and the training took place from 20 – 22 May in Clanwilliam. The **ABCD workshop** was aimed at explaining to the leaders the development approach of WCCF and also to give them an understanding of ABCD as a paradigm. Of interest was how the staff members of WCCF were able to utilize their assets to put this training together.

- The Youth Civic Engagement (YCE) **Peer Exchange Visit** took place from 12 – 15 July 2011 in Observatory, Cape Town. The Program Officer and Administrator went on the exchange and **9 young people** from our Emerging Leaders Program were present. This was an opportunity where young people from the West Coast engaged with a group of youth from Cape Town and from Zimbabwe. The experience was very rewarding and some very interesting lessons were learned from other parts of Southern Africa as relates to youth development practice.

- The WCCF successfully implemented the Emerging Leaders Workshop in partnership with the Independent Electoral Commission (IEC) from 25 – 27 November 2011 at Rustic Venues – Witzenberg Nature Reserve. The purpose of this Emerging Leaders Workshop at Rustic Venues just outside Wolseley was twofold. At a primary objective we wanted to get together a group of **30 young people** who are actively involved in youth activity at schools or in their communities. To this end we had a very interesting mix of young people who were either Junior Town Council members, School Representative Council members, “Rastafarians”, Early Childhood Development workers etc. The purpose of the workshop for the youth was to take them through the first module of Emerging Leadership titled: Self Leadership. This module afforded the youth an opportunity to look at the Self and understand how socio-political or economic conditions affect their identity and character; hence their leadership style. The secondary purpose of the camp was for the IEC and WCCF to

cement the partnership and to determine the kind of interventions these two institutions could collaborate on in future. We were very privileged to have both the Chief Executive Officer (CEO) of the WCCF; Mrs Johanna Hendricks, and the Provincial Electoral Officer (PEO) of the IEC; Rev Courtney Sampson at the Emerging Leaders Workshop. The camp was a resounding success in that we managed to reach both of the main objectives of the project.

- The Program Officer of WCCF was also afforded the unique opportunity to attend a youth peer exchange platform in Cluj, Napoca (Romania), from 15 – 16 November 2011. This exchange put the WCCF in the company of 20 grantees of the Global Fund for Community Foundations (GFCF) with specific youth development projects. The lessons learned and the sharing of experiences proved invaluable for the WCCF future implementation of its Youth Bank project.

Total number of direct beneficiaries: 49 youth leaders

Volunteer Programme (WCCF ChangeMakers): This project is targeting all young people who are professional and has skills and talents that they can offer the community at large. We are compiling a database of around 30 professional youths who want to offer their skills voluntarily. WCCF will ensure that disadvantaged young people will have access to the professional resources.

C. Research

Eendekuil Enumeration Study:
The purpose of the Eendekuil Enumeration Study was to determine the current community assetsin order to address the needs and to have a comprehensive community profile. The enumeration study is a result of an agreement made between WCCF and the community of Eendekuil during a community meeting on 22 February 2011.
The process of enumeration took the form of an Enumeration Training Workshop with **10 volunteers** (30 March 2011) followed by door-to-door enumeration questionnaire completion.
The outcomes of the Enumeration were that we have a comprehensive Enumeration Report (community profile); the enumeration report was shared with community members during a follow-up meeting in April 2011. The findings of the enumeration process highlight key priority development areas that the community will have a focus on with regards to project initiatives. Through the Asset Based Community Development (ABCD) methodology, WCCF will look for ways to assist the community in driving their own development.
With the generous support of Mr Blessing Mancitshana from Community Organisations Resource Centre (CORC) in Mowbray, Cape Town, we were able to capture and populate the results for the Eendekuil Enumeration study.

On 21 April 2011 a data capturing training session took place in the office of WCCF and was facilitated by Mr Blessing Mancitshana from CORC (Community Organisations Resource Centre) in Cape Town. The trainees involved the Administration Officer (WCCF) and 3 AgriSeta graduates who got the training to further develop their skills in computer use. The purpose of the training was to get the volunteers to capture all the raw data compiled during the Eendekuil Enumeration Study and the data was analysed for the Enumeration Report.

The Final Eendekuil Enumeration Report was presented to the community of Eendekuil at a ceremony on 26th July where a Task Team was elected under the convenership of Capt. ElnavdMerwe from the local police station. The role of the Task Team is to develop a Strategic Plan out of the Enumeration Report. The Strategic Plan will highlight key developmental priorities for the community of Eendekuil and serve as a base document that will inform the Integrated Development Plan (IDP) of the Bergrivier Municipality with regards

to this part of Ward 3. The WCCF committed to play a facilitation role as needed by the Task Team.

Total people participated in the research: 217 people
Total youth benefited from the training: 13 Youth
Number of Workshops: Two (2)
Number of community meetings: Three (3)

Paternoster Community Mapping:
WCCF contracted a consultant to do a Community Profile of Paternoster which is a small fishing town in the West Coast. The study has come about as a result of engagement between the WCCF and three other Cape Town based NGO'snamely Abbeyfield Society, NOAH and Home from Homes that works with housing for elderly people and foster children. These three organisations are in the process of replicating their projects in rural areas and thus contacted the WCCF. The objective of the study was to come-up with a comprehensive community profile of the Paternoster community in order to determine whether there is real possibility and need for the projects of the three organisations. The report was shared with the 3 organisations on 11 August 2011 at which point it was decided that the community of Paternoster have other priority areas that needs to be addressed with the Municipality. However the report will be used to lobby with the Saldanha Bay Municipality for further support. WCCF together with the 3 organisations will continue consultations with Department of Social Development to ensure that the right services and facilities are reaching the West Coast.

D. Conduit Services: Department of Social Development

CNDC's

- The aim of the Department of Social Development (DSD), Community Nutritional Development Centres (CNDC's) is to reduce hunger and enable access to social development services for vulnerable groups, within identified geographical communities. The WCCF serves as a conduit for 10 such CNDC's in Swartland (7 centers) and Bergrivier (3 centers) municipal areas where funds are channeled through the WCCF to these CNDC's. The target for this project is to reach 1000 beneficiaries at 10 CNDC's in these two municipal areas. In the three months from October to December 2011 the following numbers of beneficiaries where reached for the entire project:
- October 2011: 710 beneficiaries
- November 2011: 721 beneficiaries
- December 2011: 524 beneficiaries

Total reached: 1955 beneficiaries

Agri- Seta Learnership
AgriSETA in collaboration with Ekhozi Rural Development Services and West Coast Community Foundation is currently busy with a National Certificate in Landcare Facilitation course.

The purpose of the qualification is to provide learners, education and training providers and employers with the standards and the range of learning required to mobilise communities and individuals to set up agricultural initiatives for sustainable development. The qualification describes the learning outcomes such as the skills, knowledge and values required to effectively facilitate and manage landcare in rural communities in a sustainable and financial viable manner.

Ten (10) learners were selected to participate in this 9 module course. Formal training took place once per week at a central venue. After each module the learners went go back to

their communities or groups and compiled a portfolio of evidence with their respective groups. These portfolios served for leaner assessment purposes and also to be implemented in the different projects. West Coast Community Foundation linked two learners per organization and identified five organizations in their communities to work with while doing this course. West Coast Community Foundation also created access to four small farmers in the Atlantis area for when they needed to do their practical.
The learnership came to an end in February 2011 and 10 learners successfully completed the 18 months course. A 12 month internship from the Department of Agriculture has been approved and 5 learners that havecompleted thelearnershiphaveundergone a formal interview and have beensuccessfully appointed within 3 different institutions. WCCF (1) SwartlandMuncipality (2) Department Social Development (2) to prepare learners with work experience. A new Agri- Seta Learnership has started from September 2011 within the community of Klawer with another 10 students.

Beneficiaries of this program: 20 students

E. Networking

Sport for Social Change Network (SSCN):
The GIZ project **"Youth Development through Football (YDF)"** started in 2007 and will end in June 2012. The project uses the popularity of football to promote youth development, especially of disadvantaged girls and boys, and involve them in non-formal education and other support measures. The project is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and by the European Union (EU).

The project's overall objective is to establish and/or support youth development initiatives in selected African countries where football education and training are combined with various other development activities. The project has four core components:

- Support to "Youth Development through Football"programmes and strategies is provided
- A networking system of YDF partners is functioning in South Africa by end of 2010 and in Africa by the first quarter of 2011
- Concepts on "Youth Development through Football" are established, conceptual and organizational advice is provided, capacity building and training is conducted
- Events are used to publicize the "Development through Football" philosophy, as well as to engage and showcase YDF partners.

Since 2008 there have been two YDF supported networks operational in the Western Cape, the **YDF Western Cape Network** and the **Sport for Social Change Network (SSCN).** Despite sharing both a funding partner and member organisations, there has been no formal relationship and minimal communication between the two networks.In addition, organisations outside of any YDF network context were simultaneously contracted to deliver **YDF Toolkit projects**.

This slightly disintegrated approach has caused confusion around the YDF strategy in the Western Cape, resulting in feelings of exclusion, disappointment and anger by a number of organisations and individuals.

The continued involvement of the WCCF in the activities of the YDF since 2008 and the SSCN since March 2011 resulted in the WCCF being awarded a grant worth R100 000.00 for the establishment of the SSCN West Coast Chapter over a 7 month period starting in November 2011. The Objective of the assignment to the WCCF is to develop an active and sustainable SSCN West Coast Chapter (SSCN WC), through the alignment and integration of YDF and other 'sport for development' activities.
One of the key objectives of the WCCF is to establish partnerships to sustain the

Foundation. This consistent effort of the WCCF staff in the process of decentralisation of the SSCN has thus resulted in the Foundation being recognised as a leader in fostering collaboration and partnerships in the West Coast district. The WCCF will continue to be robust in its attempts to strive for synergy between NGO's, government, business and civil society.

F. Staff Voluntary Services:

Mandela Day (July 2011)

- As part of the Mandela Day celebrations WCCF staff handed out snack-parcels to 70 children at **Bloemendal Primary School** just outside Malmesbury. All staff members were present at the event as part of our 67minutes of community activism campaign headed by the Nelson Mandela Children's Fund.

Personal Financial Management Seminars

- The Program Officer presented three free Personal Financial Management seminars to churches in the West Coast. The first seminar was presented to the Tabernakel van Lof in Moorresburg during their Easter services. This was a very interesting opportunity seeing that WCCF already made a strategic decision in the beginning of 2011 to engage more with faith based institutions for development projects. An estimated 25 people attended the seminar in a tent on the church property and it was a very rewarding experience for both the Program Officer and the congregation.
  The second seminar took place in Vredendal on 14 August at the Women's' Day service of the Restoration Community Church. This was the first time that WCCF presented something during a church service, but the feedback from members of the congregation was very positive. The wife of a pastor from Mitchells Plain remarked afterwards that: *"In Cape Town we have a lot of symposiums and workshops, but none of them are as practical and understandable as the session you presented in church this morning."*
  The third seminar was presented as part of the Youth Weekend Program of the Restoration Community Church in Citrusdal that took place on 12 November 2011 where more than 30 young people attended the session. An estimated **115 people from ages ranging 11 – 75 years** attended the three seminars on Personal Financial Management.

Conclusion

During the past financial year targets have been reduced as a direct result of the difficult financial climate which resulted in smaller contributions from donors, most notably that of government. In spite of all the potential derailing circumstances that prevailed we are happy to share that the Foundation has been able to reach its targets for the year and that we are confident that we will make even bigger strides in the next financial year. We are all very excited about the upcoming 5 year Strategic Planning process that is about to start in the latter part of January 2012. This new strategy will pave the way for renewed commitment to serving the people of the West Coast in ever innovative and inspiring ways.

West Coast COMMUNITY FOUNDATION

GRANT DISTRIBUTION REPORT
1 March 2011 - 29 Febuary 2012

Report Compiled by: Margaret Maans
Position: Grants Manager



GRANT DISTRIBUTION REPORT









Report Compiled by: **Margaret Maans**

Position: **Grants Manager**

Introduction

This report gives a broad overview of the Grant Making programme activities in 2011, with highlightson the successes, current status and recommendations to strengthen the programme

Successes

A total of **R1 057 334.50** was fundraised for programme activities and it was utilized to successfully implement our programme activities. Funding was applied to improve the quality of life of the people of the West Coast and it was spent accordingly:

Name of funder	Funding spent	Name of project
Misereor	R 161 874.00	• Clayjar Healing and restoration Project • Community Enumeration Studies (Paternoster &Eendekuil)
CS Mott Foundation		
Global Fund for Community Foundations	R 48 987.50	• Youth Civic Engagement programme • Romania Exchange Learning
Department of Health	R 100 000.00	• WhizzKids United Life Skills Programme
Department of Social Development	R 398 718.00	• Community Nutritional Development Centre
GIZ	R 97 755.00	• Sports for Social Change Network – West Coast Chapter
Absa Foundation	R 250 000.00	• OnsKan Project

A more detailed report with a description of the projects and the impact of the funding on the beneficiaries will be covered under Programme Activities report.

WCCF rendered commission work and conduit services to generate additional funding to continue our small grants programme in this challenging time of securing funding for re-granting. A total of **R 78 780.53**were disbursed to **17 organisations** and the list below gives detailed information on the beneficiaries:-

Name of organisation	Project/ Donation	Amount
Wupperthal Primary School The school is situated in a very remote Moravian station called Wupperthal and serves 7 surrounding dwellings with primary education. The school offers additional education such as life skills for the children through the participation in life skills camps. The exposure and participation in these camps help the children to improve their self-esteem and believe and also broaden their horizons to new ideas. The camp is inter-cultural and inter-racial, which assist with integration and diversity.	Educational camp	R3000

Klawer Snail Project Poor People's Movement (PPM) is a social Movement publicly launched in 2001 in Klawer and it formed through amalgamation of savings groups from the OlifantsrivierBronneSentrum, and Cape Metro Township savings groups. The PPM is a women's Movement and pursues self-reliance as its central vision. From humble beginnings, it now has a footprint in 4 Provinces [Cape Province, Eastern Cape, Free-State, and Northern Cape] and functions as a national organisation. Current membership is 5000 nationally. Current flagship livelihood projects, N7 snail Corridor, Food gardens in West Coast and Beaufort Wes, Block making & housing in Merweville, Recycling in Cape Metro and Community health initiatives such as HIV in West Coast, Beaufort West, P.E, and Mangaung. Mama's Coin Factory is the formal support organisation for PPM.	Donation: Fan and wendy house	R10 176.48
Bloemendal Primary School A public farm school and they are serving the less fortunate people and want to give to the learners the best education and to make them proud citizens for the future.	Donation: Play pin/Plants (staff outreach) Rental of marques tent	R10 260.05 R 3000
Helderkruin Primary School This school created an opportunity to enhance the skills of young leaders to become positive and better leaders. An emerging leadership journey for 25 young leaders was started in 2010 and it ended in 2011.	Donation: Spekbome	R245
AMEC After Care In October 2007 during a parent meeting of the local school, Jane Saunders, discover that the teachers experience problems with children who do not complete their homework. Jane saw the need of an after care centre where the children can be kept safe and from the street and to keep them busy with skills development. The service is for free and any child from the community is welcome to join. There are teachers who are helping the children with their school work and the sports activities daily, on a volunteer basis. The AME Church provide the accommodation and the centre operate with donations received from the church	Educational trip	R2900

and other organisations.		
Goedgedacht Trust The Path out of Poverty Programme or POP in short is a holistic and integrated (cradle to the grave) development programme which helps farm workers and their families escape from the continuous cycles of poverty which have trapped them for so many generations.	Donation: fundraising initiative	R1000
Tebogo Car Wash A young and dynamic man approached the Foundation to donate a car wash kit that enabled him to generate enough money to support him. Tebogo is originally from the Eastern Cape and came to the Swartland on the promised of a job, but he was misled. He is now currently housed at the Swartland Haven and wants to earn an income to go back home.	Donation: car wash kit	R300
Moorreesburg Disabled group The Moorreesburg Disabled group was formed in September 2010 to advocate for the rights of disabled people. A group of concerned disabled citizens saw the need, where disabled people's rights were violated and neglected. They want to be the month piece for one of the vulnerable groups in Swartland Area.	Capacity building	R3000
Moorreesburg Women's Movement A group of 7 women church leaders successfully mobilised 300 women across culture and religion in the Moorreesburg community to celebrate Women's Day 2011. This women leaders worked together to motivate and inspire women on different occasions and on a regular basis.	Women's Day event	R 3000
Jo dolphin Swartland Association for Persons with Disabilities This special care facility for PWD was established in 2007 and it renders a day care service, create a safe, healthy, protective environment and therapeutically support on a daily basis.	Capacity Building	R 8965
Darling Trust This project was started to keep the community healthy and strong through education and care. To empower people of Darling through developing talents and skills to assist with the challenge of	Programme Cost	R 3000

HIV/AIDS.		
Darling Outreach Foundation The objectives of this trust is to support underprivileged children in Darling by creating educational opportunities and contributing to improve their health and livelihood, to ensure in a dedicated manner that the children grow up in a healthy protected environment that provided support, education and quality care.	Holiday Programme	R 4000
DolfyntjiesCreche This community crèche was established to operate and to govern its activities and to ensure that the proper standard of care and education are developed and maintained at the crèche. This crèche had facilitated the integration process of 3 crèches over a period of 5 years	Programme Cost	R 4800
BADISA Weskus This NGO renders professional social services to individuals and families. Badisa focuses on the care, social development and treatment of vulnerable people. Their purpose is to provide excellent professional, expert and support services to individuals and communities in need and to establish developmental programmes striving to enable clients to function optimally.	16 Days of Activism	R 6130
Klawer Advice & Development Centre This centre develops a culture of human rights and gender equality in the community of Klawer. They identify employment activities and giving training to the community through workshops and capacity building sessions. The centre serves as a one-stop stop where they provide telephone, fax, e-mail and photocopy services, legal advice service, as well as access to government services freely to the community.	Capacity Building	R 6550
JakkerlandSpeelkring The crèche provide a day and after care facility for 321 children,coming from 300 families.. Parents are also capacitated through regular parental skills training. . Jakkerland is known for its developmental approach in addressing the educational needs of children and sees education as a vehicle through which poverty can also be effectively addressed.	Programme Cost	R 5454

Swartland Haven Shelter The Haven Night Shelter Swartland is a registered NPO Organisation that forms part of The Haven Shelter Welfare Organisation. They were established in the Malmesbury area since May 2004. They provide temporary shelter to the destitute and homeless in the Swartland area and can accommodate up to 80 people within the shelter. They provide shelter, clothing, meals, toiletries as well as social work services to destitute adult 'street people'. Their primary aim is the positive reintegration of the individual into mainstream society.	Christmas Dinner	R 3000

Current Status

The Foundation is at the point where it needs to review its strategy to ensure the optimal use of its human resource capacities to achieve better results. WCCF need to rethink its grant making practices for the sake of achieving results – changes at the level of the beneficiaries.

Some of the key elements of enquiry that surfaced:

- The grant making portfolio is too large with 95 grantees and lacks a graduation programme that must see grantees become fully independent of the foundation. This is one key measure of success. The intent is to ensure a site visit every quarter of the year, but with one staff member responsible for grant making, the timing available for consistent and qualitative support becomes questionable. For example, when estimating timing, the following is apparent:
  - Over 60% of time will need to be spent on site visits mainly for the existing grantees but also to support the new grantees with compliance support processes. An average of three person days is needed per new grantee to achieve the minimum requirements. This 60% + is derived from a rough calculation that indicates that 43 days of a total 72 working days per quarter in the year is needed for site visits.

Other areas of work that need to be done with the balance of time:

- Administration of grant making – takes up 30% of time
- Internal foundation processes such as staff meetings, etc. – up to 10% of time
- Fundraising for the programmes – up to 40% of time

It is clear that well over a 100% of time is needed to manage the work optimally. It could be that another staff member be employed to ease the workload but this from a funding point of view, remains a challenge. ***The easiest is to reduce the grantee portfolio to a number of grantees commensurate with the capabilities of the Foundation.*** However, intelligence is needed on the grantees themselves to help with the process critically reviewing and assessing the capacity of each grantee. This process was piloted with 10 organisations to assess their institutional capacity to determine whether there was any capacity building opportunities that can be addressed during our Annual Conference's concurrent sessions.

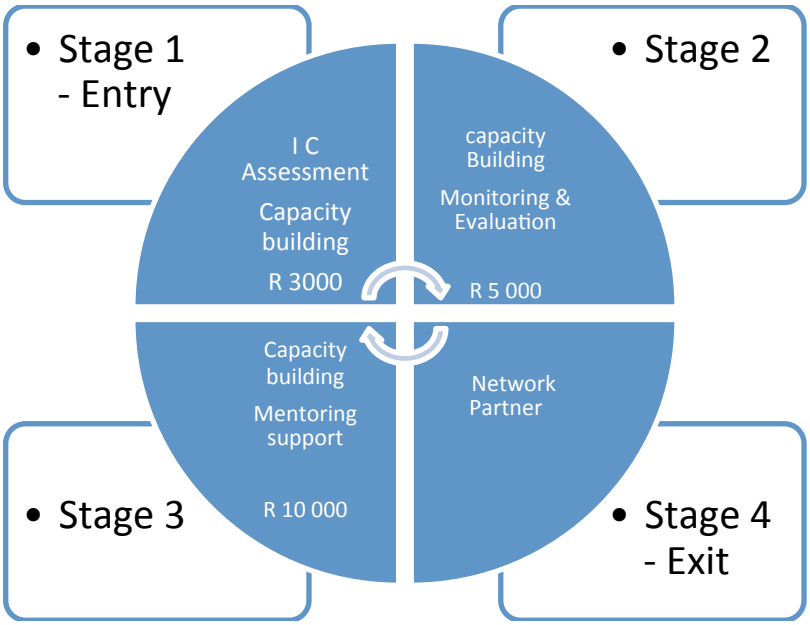
- A graduation programme is absent. Without a clearly defined graduation programme, the grant making does not define an exit point for organizations that should be in a position to operate fully on their own. All organizations that fall into the R 10,000 categories should

form part of a graduation process that must see them finally exit from the Foundation. Once they have exited, they can then form part of alumni of organizations that remains associated with the foundation and that can offer benefits to the continuing work of the foundation. The R 10,000 must be the parting gift where the organization is helped to draft a strategy and plan as how they will use the funds to leverage other opportunities; and must have been part of a capacity development process geared towards developing organizational resilience (toughness, streetwise). Once on the alumni programme, other forms of support can be negotiated but this time the support has to be mutual – for example, what networking opportunities can the foundation and alumni organization make possible for each other? This implies that beyond the graduation programme, an alumni / or friends of the foundation programme needs to be more fully established.

Recommendations to Strengthen the programmes

- ✓ Grant making to be the Foundation's primary development practice and to keep it small grants between R 1000 – R 10 000 per grantee.
- ✓ The internal administrative process consist of implementing grant making procedures and policies and the moving of money, while the external process involve the capacity development of grantees which includes institutional capacityassessment(IC assessment), transferring of skills, monitoring and evaluation,mentoring support.
- ✓ A graduation programme to regulate the process of entering and exiting the grant making programme to determine the success of the interventions.
- ✓ To get the graduate organisations involved in the newly formed West Coast NGO Network Forum to work with them at a different level, to form mutual beneficial partnerships instead of grantee/funder relationship.

A schematic diagram of WCCF's Development Practice: Grant Making



The graduation programme consists of stages with different interventions and grant sizes. Each grantee, current and potential ones, will be assessed to determine in which stage it falls to determine the grant size and what intervention is needed.

Description		Project staff's input
Stage 1	IC Assessment tool to be used	○ Development of tool ○ Conducting project visit
	Capacity building: Organisational Development, Governance	○ Development of workshop material ○ Facilitation of workshops
Stage 2	Capacity building: ABCD conscious building,Asset mapping and project planning	○ Development of workshop material ○ o Facilitation of workshops
	Monitoring and Evaluation of project plans according to approved budget	○ Development and implementation of M&E framework ○ Conducting project visits ○ Submission of M&E reports
Stage 3	Capacity building: Leadership skills, fundraising and sustainability plans	○ Development of workshop material ○ Facilitation of workshops
	Mentoring support to grantee	○ Regular mentoring support via telephone, e-mail and project visits ○ Communications and marketing support towards projects
Stage 4	Grantees to become networking partner	○ To create networking opportunities for grantees ○ Organise and convene networking meetings

A capacity building module needs to be developed to cover the suggested topics to ensure that the leaders of organisations are capacitated and resilient enough to ensure organisational sustainability. A strong capacity building component will ensure that the grant making programme reach its objectives successfully.

West Coast COMMUNITY FOUNDATION

WEST COAST COMMUNITY FOUNDATION'S
ANNUAL CONFERENCE 2011

Hosted at Goedgedacht
17-18 November 2011



Executive Summary

West Coast Community Foundation's 7th Annual Conference galvanized over 50 participants from 20 local community base organisations, government departments and other stakeholders to deliver solutions to create healthy and resilient community organisations. The Conference was organised, based on the principals of an Asset Based Development Approach. WCCF used its social capital to secure service providers and resource people to facilitate the capacity building processes. This capacity building content and design was informed by an assessment that was made with our grantees to determine the capacity opportunities that can be seized through concurrent sessions to address the issues that was highlighted through the assessment.

This year's theme was "Healthy Organisations+Sustainable Plans = Resilient Communities. Session organisers, consisting of experts and champions in the sector worked tirelessly to design concurrent sessions spanning the two days of the conference. These sessions gave a voice to distinct, realistic and proven strategies to increase human capacity to create sustainable organisations. This report provides an overview of each session, including key take-away messages for future action.









Day 1

Welcome and Introduction

Johanna Hendricks, the Chief Executive Officer of West Coast Community Foundation, opened this conference with a prayer to thank the Lord for His favor upon this organisation. In welcoming participants at the conference, Ms Johanna Hendricks, shared a poem by Martin Luther King Jr. called Servanthood

She made two examples of community leaders who true demonstrated servanthood over the years. The first example is Ruiter Julius and Katrina Stuurman from a rural community in Klawer, who are strong stall wards that are giving without expecting anything back. Another example is Atlantis Athletico where concerned mothers took a stand against drugs and gangsters in their community and they started preventative programmes to combat the crime in their community. It takes courage, determination and perseverance to pursue their goals against all odds, but they face the challenges head on and overcome them with great success. They are our hero's and WCCF pledge to do their best to support initiatives like these.

The program director, Peter Cookson, conducted the Annual Conference and gave all the participants the opportunity to introduce them to the plenary.



[Program Director: Peter Cookson]

Servanthood

"Everyone can be great…Because anybody can serve.
You don't have to have a college degree to serve.
You don't have to make your subject and your verb agree to serve.
You only need a heart full of grace.
A soul generated by love."

Martin Luther King Jr.





Participant List

	Name	Organisation	Gender
1	Christiaan Oerson	Cederberg Matzikama AIDS Network	Male
2	Asholite Adams	Cederberg Matzikama AIDS Network	Female
3	Edwin Cook	Hopefield Women on the Move	Male
4	Remill de Vries	Hopefield Women on the Move	Male
5	Arista Cloete	Ebenhaezer Dienssentrum	Female
6	Louise Barends	Darling Outreach Foundation	Female
7	Esmeralda Adams	Mamre Youth Development Forum	Female
8	Lehandre Davids	Mamre Youth Development Forum	Female
9	Yolandi Valentyn	Mfesani	Female
10	Olga Duiker	West Coast Community HIV/AIDS Initiative	Female
11	Lynette Lesch	West Coast Community HIV/AIDS Initiative	Female
12	Wilhelmina Koordom	Survivors Crèche	Female
13	Lucretia Taft	Riverlands Intermediate School	Female
14	Maureen Koordom	Riverlands Youth Group	Female
15	Johanthan van der Westhuizen	SALDA	Male
16	Petrus Sochop	SALDA	Male
17	Stella Cookson	Atlantis Local Football Association	Female
18	Joan Rossouw	Atlantis Athletico	Female
19	Kathy Cloete	Jakkerland Speelkring	Female
20	Ruiter Julius	Klawer Advice and Development Centre	Male
21	Katrina Stuurman	Klawer Disabled Group	Female
22	John van Graan	Atlantis Local Football Association	Male
23	Nolan Adams	Department of Local Government	Male
24	Ivan Vaaltyn	Department of Local Government	Male
25	Elverno Karolus	Department of Local Government	Male
26	Ruth Johnson	WCCF Volunteer	Female
27	Frank Julie	Workshop Facilitator	Male
28	Johanna Hendricks	WCCF	Female
29	Margaret Maans	WCCF	Female
30	Lesline Timotheus	WCCF	Female
31	Angelina April	WCCF	Female
32	Nomfundo Kowi	WCCF	Female
33	Mondi Stemele	Swartland Municipal Councillor	Male
34	Nozuko Nqokoto	WCCF Board Member	Female
35	Gloria Mzi	Ilingelethu Thusong Centre	Female
36	Ricardo Wyngaardt	Workshop Facilitator	Male
37	Elize Johnson	Moorreesburg Ontwikkelings Inisiatief	Female
38	Shaun William	Moorreesburg Ontwikkelings Inisiatief	Male
39	Magrieta Klaasen	Moorreesburg Disabled Group	Female
40	Daveline Frans	Moorreesburg Disabled Group	Female
41	Lucretia Taft	Riverlands Intermediary School	Female
42	Maureen Koordom	Riverlands Youth Group	Female
43	Claudine Kordom	Jakkerland Speelkring	Female
44	Celeste Arendse	Mamre Youth Development Forum	Female
45	Angeline Daniels	Dolfyntjies Bewaarskool	Female
46	Anestte Cleophas	Dolfyntjies Bewaarskool	Female
47	John Constable	Department of Labour	Male
48	T. Mbulawa	Department of Labour	Female
49	Debra Wingrove	Department of Labour	Female
50	Freda Camphor	Department of Labour	Female

51	Nomfusi Nqwezona	AgriSETA Intern	Female
52	Odwa Mbengo	AgriSETA Intern	Male
53	Samkelo Tsholoba	AgriSETA Intern	Male
54	Renee Hector-Kannemeyer	Workshop Facilitator	Female
55	Alec Amerika	Jo-Dolphin Swartland Association for People for Disabilities	Male
56	Anita Adams	Jo-Dolphin Swartland Association for People for Disabilities	Female

WCCF's Activities during 2010 - 2011
The CEO gave an overview of the activities of 2010 and 2011 to the plenary and highlighted the following points.

West Coast Community Foundation has been in operation for about ten years and in the last 3 years the most significant effects have put the organisation in a position to critically review what it has been focusing on, and places it in a position to put in place the correct basis for the strategic focus of the next decade. It is a young organisation that has taken all the results of its learning and exposure into consideration to launch into the next 3 years of organisational consolidation and change.
This review map the journey that the Foundation embarked on after the Asset Based Community Development (ABCD) Approach has been approved by the Board. It has translated into many fundamental changes internally and externally. This process has brought the organization not only a different approach to their grantees but it has meant an organisational transformation that has touched every part of the organisation. Once organisational change reaches the individual within and bring about the necessary change, it could safely be said that the organisational transformation has been very successful.

Due to the needs that are so vast in the area of operation and for the intended impact in the West Coast Region, it is important for West Coast Community Foundation to stay focused on its key areas of intervention. From the realities and the lessons of learning and exposure, the key interventions of grant- making and capacity building have gone through processes of transformation These changes impact on grant- making, as well as to the notions around capacity building. The changes require a mind-shift in terms of how interventions can move from being needs-driven more towards resource and capability driven, which means communities rely on internal resources and strengths and not on externally driven activities mostly from a financial/funding dependency point of view.


[CEO of WCCF]

This needed significant focus on external capacity building and support for this kind of mind-shift also to take shape in the communities in the West Coast. Resources had been defined differently. Collaboration effect and partnership led to the redefinition of resources and shared responsibility had been considered in the process of transformation.

The Foundation is current running a marketing drive and has a target to sign up 1000 people to donate on a monthly basis through the debit order system. This initiative is one of the strategies to create organisational sustainability to serve our West Coast Community and to support the community base organisations with grants and capacity building. Through a generous sponsorship from ABSA Bank, WCCF were able to open this account without monthly transaction fees.

Grant Making
The grant making programme is the most visible evidence of our activitiesin trying to build up our community. Our holistic Grant Making strategy, that complements the implementation of ABCD in our programme, was presented at our Annual Conference 2010. During the course of the year we approved a total of 30 grants to the value of R170 970.82. A total of R 76 450 was paid from National Development Agency funding and the remainder of R94 520.82 was paid from funds that was generated from conduit and facilitation services that WCCF provided.

The Youth
The street soccer programme has delivered quite unexpected results. We capacitated 63 youth leaders with life-skills to work with younger children. However 75% of the youth leaders found fulltime employment or embarked on further studies. These plans were never part of their future prospects, because they were recruited for the program due to the fact that they were unemployed. The life skills that they acquired enabled them to broaden their horizons and gave them the self-confidence to believe in their own ability. Since September 2009/10, 630 children were exposed to the life skills and soccer skills through the weekly sessions taught by the volunteers.

Unintended affects resulted in a partnership with the City of Cape Town, in which they requested that WCCF facilitate a Monitoring and Evaluation process with 30 youth volunteers during the June – July 2010 holiday programme.
The volunteers designed and executed the holiday program during the school break in June and July 2010. The goal of the holiday programme was to positively engage the youth with sports, games and dialogue to prevent crime, substance and sexual abuse during the school holidays. WCCF conducted the Monitoring and Evaluation by attending the day to dayprograms to compile information. The results of the Monitoring and Evaluation process were shared with the volunteers during a capacity building workshop on Project Management and Planning.

Our School Outreach program has reached 50 learners from Helderkruin Primary School; 70 learners from Bloemendal Primary have received school shoes from the Bobs for Good Foundation. For the first time in the 32 year history of the school they held a graduation ceremony to award the children for their academic performance and also to show off the children's creative talents. All the parents were present and the children surprised them with their natural talents such as drama and dance and also their academic achievements.

In applying the Asset Based approach and applying the principles in all our programmes it was inevitable not to look inside first and not to draw on the strengths and existing skills and knowledge of our staff.

Agriculture
After the Asset Based workshop with 30 participants from the 5 different groups, they were able to formulate realistic plans with what they have. The participants, who were exposed to the principles and methodologies of the Asset Based approach, found that the information was not as new and through identifying what they have could clearly see what they could do with it. This approach will take some time to be fully implemented by all because people still tend to stick to the safe waters of needs based approach. It will require much more intensive mentoring and support.
The Foundation utilizes the local skills of the people to keep the money in the community, but also to strengthen local business. For example we use the services of a local Eco-Agri emerging farmer to train the Atlantis NDA food security projects. Eco-Agri farming methods is all about using what you have (ABCD) and respecting and nurturing the land.

Education and Skills Development
During 2010 the Kha ri Gude program was implemented by the Department of Education through the Adult Basic Education and Training (ABET) Centres. WCCF build the capacity of 11 Educators in adult facilitation skills training who put 107 learners through the program. Although the Kha ri Gude program provides an income for unemployed youth, it is first and foremost a major contributor to the eradication of illiteracy in South Africa. Together with the Department of Education, WCCF is working towards the MDG 2 (achieve universal primary education), while our people can access social justice and make manifest their right to basic education.

Networking and Partnering
WCCF aims to develop a strong community of like-minded community base organisations. Although most of these relationships started as a donor-grantee relationship, it changed over the last 2

years. With our constant support and mentoring, 70% of our grantees are now our equal partners. As an organisation who works on grassroots level with our community base organisations, we are in touch with the realities; provide valuable mentoring support; building the relationship and we invest in people's lives. WCCF really act as a catalyst of many resources, bridging the gap between the donors and the CBO's and ensuring that resources are distributed to the benefit of all.

Learning and Sharing
A grant from the Global Fund for Women has enabled the CEO and Program Manager to attend a Certificate Course at the Coady International Institute at St Francis Xavier University in 2009. This resulted in the development changes. Through a WINGS scholarship grant the CEO was able to present at the WINGS 2010 Concurrent session. The Chairman was invited to make a presentation at the launch of the Marifiori Community Foundation in Turin, Italy.
The CEO also has been invited by the Global Fund for Community Foundations to participate in discussions around the development and growth of the Asset Based concept in South Africa and the implementation of it at Community Foundation level. These discussions will be ongoing as the Community Foundation sector is taking this further.

Research
It is important for WCCF to keep abreast about the issues that matters to our communities and to be on par with local and international trends in order to make informed decisions about strategic directions. As a combined idea of WCCF and Development Foundation Western Cape to investigate the possibilities of a mutual fund, the organisations agreed to do some research on the feasibility of such an opportunity. The application of an intern from the Public Business School of Bill Clinton in USA, Kim Caldwell, transformed these ideas into a reality. The two organisations hosted Kim for 80 days and she conducted several working sessions with the staff, as well as Board members of these organisations. The outcome was a comprehensive report on the process that was followed with recommendations for the two organisations.



Concurrent Sessions

During this year's conference three concurrent sessions of one hour each were facilitated to maximize on the time to capacitate the participants on relevant issues. WCCF conducted an external institutional capacity building assessment of the current grantees to determine what the opportunities are to transfer knowledge and to create a platform where grantees can enhance their human capacities to build and strengthen their existing knowledge base. The analysis of the assessment indicated that our grantees will be in a better position to manage and implement the programmes if they have more knowledge on Governance, Fundraising and issues on the South African Labour Law. WCCF approached specialists in the different fields and were successful to negotiate the services of Ricardo Wyngaardt and Frank Julie at a discount fee. WCCF had a partnership relationship with the Department of Labour through a signed Memorandum of Agreement and they provided the service free of charge.



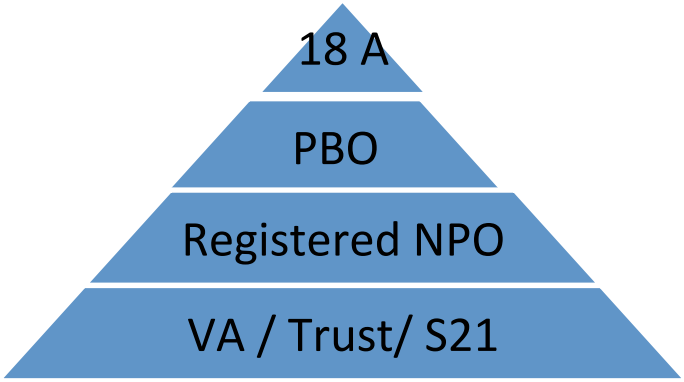




Concurrent Session 1:Governance Workshop Facilitator: Ricardo Wyngaardt



Establishment and Registration
A diagram to show the different types of organisations and registrations:



Ten Responsibilities of Board Members
• Determine Mission and Purpose
• Select the Executive Director
• Support and review performance of CEO
• Ensure Effective Organisational Planning
• Ensure Adequate Resources
• Manage Resources Effectively
• Determine and Monitor Organisation's Goals
• Enhance the Organisation's Public Image
• Serve as a Court of Appeal
• Assess Its Own Performance

Key Questions to be answered by prospected Board Members:
• Why am I here?
• What can I contribute?
• What are my duties?



Risk Management (RM)
RM is anything that may have an impact on the ability to achieve the vision of the organisation.
Any incident that may:

- Harm the reputation of the organisation
- Cause financial loss
- Cause loss of resources
- Derail organisation's activities

Risk Management:

- Board must take the lead
- Whole organisation should embrace
- Process not single event
- Proximity of risks may change

How do you dealing with Risk?

- Avoid
- Transfer
- Accept
- Reduce

Risk Management:-

- Board must take the lead
- Whole organisation should embrace
- Process not single event
- Proximity of risks may change

Key take-away message for future action:

It was exciting to be part of the conference. I have been asked to provide input on NPO governance and Law. This topic is becoming increasingly important for the non-profit sector and I am glad that WCCF has decided to include it in the conference programme. The delegates were keen to learn more about the topic at hand and even though the sessions were short, all delegates were exposed to all the different sessions at the conference. I am excited to see that WCCF is investing in further building the capacity of its partners in the West Coast - the organisation will reap the results over time.





Concurrent Session 2: Seminar on fundraising strategies for non-profits in a time of financial crisis
Workshop Facilitator:
Frank Julie

Overview of Trends:
The facilitator started off with an overview of current trends within the non-profit sector. He first pointed out that there are 3 types of non-profits operating today namely the ones who became the victims of the crisis, the ones managing and trying to mitigate the negative effects of the crisis and those who anticipated the crisis and managed to avoid it.
Some of the trends he pointed out are the accelerated exiting of international donors, the number of non-profits that have been de-registered in 2010 as reflected in the annual report of the NPO Directorate, the reprioritization of development aids budgets in Europe and America, the increasing focus on funding of bigger NGOs instead of smaller community based ones, the stagnation of corporate funding in South Africa, the cutting of funds to government departments by the treasury, etc.

What is to be done?
The facilitator shared a continuum of effective intervention with participants namely to;

1. First understand what you are doing and why you exist as organisation; have a view of the bigger picture even if you are very small organisation
2. Learn to move from intentions to actual implementation, i.e. build integrity
3. Deepen credibility by putting relevant structures in place to ensure achievement of objectives
4. Expand your influence; stop duplicating by focusing on collaboration and partnership building
5. Take effective action i.e. mobilization of resources to ensure adequate capacity to make impact

The second form of intervention was focused on **managing external donors** at various levels namely:

1. Current donors – keep them for as long as possible
2. Previous donors – recruit them again
3. Potential donors – cultivate them more to make them current donors
4. Unknown donors – develop a marketing strategy to create visibility to turn them into potential donors

A model was presented to participants to show them how the various donors relate to each other. The majority of participants admitted that they do not have a marketing strategy and hence they are unable to market to unknown donors and turn them into potential ones.



The third form of intervention was **focused on the internal operations** of the organisation. Some of the ideas shared were:

1. Cost containment policies – how to eliminate wastage in the organization
2. Staff containment – strategic deployment of staff to cut costs
3. Negotiating discounts e.g. bank fees, insurance fees, audit fees, etc. Participants were advised to meet with their bank and be firm in requesting that bank fees be scrapped or drastically reduced.
4. Sharing of bookkeepers and fundraisers – i.e. various organisations coming together to fund the salary of one person to maximize impact.
5. Networking – this was emphasized as an alternative form of fundraising in a time of crisis
6. A focus on donations in kind and not just focusing on money
7. Staff contributions was also highlighted
8. The development of a reserve fund

The fourth form of intervention was **organizational development** in nature. Some of this included:

1. A focus on training and sensitizing all staff, board and volunteers to the fundraising process and not just one or two people.
2. The importance of a fundraising strategy to be in place
3. The launch of a campaign room to coordinate fundraising activities
4. Training in networking for all staff, volunteers and board members
5. Adopting a team approach instead of working in silos
6. Observing elements of best donor recipient practice
7. Build and deepen relationships, be in your donor's face and to stop the over-reliance on social media
8. Participants were also encouraged to take pride in their work; understand why they joined the non-profit sector and stop being always negative but to see the opportunity in a crisis.

Due to time constraints participants were only informed of the donor contacts available. During the plenary session participants were given time to ask questions.



Key take-away message for future action:
The facilitator expresses his gratitude for a successfully organised conference and the way it was structured. Although the one hour per session was limited, the group plenary at the end of the day gave enough time to ask questions, to evaluate the sessions and to conclude the concurrent sessions. A recommendation by the facilitator is that a plan for the follow-up and mentoring needs to be drafted together with the designing of the sessions and he would like to have the attendance registers to ensure that the participants receive the necessary after care support.



Concurrent Session 3: South African Labour Law
Workshop Facilitators:
Freda Camphor, Debra Wingrove, Thengi Mbulawa, John Constable

The Department of Labour offereddifferent services to the public and it is aimed at proactively identifying, responding to, and influencing supply and demand in the Labour Market, through various policies and programmes. In addition, it facilitates market-related transactions between suppliers and providers of labour through active and passive labour market interventions.

EMPLOYMENT SERVICE OFFERINGS:

1. **Registration Services**includes the registration of individuals, employers, opportunities and training providers. The registration of individuals includes the development of a skills profile where the person's qualifications and experience are recorded according to the Organizing Framework of Occupation (OFO)
2. **Recruitment and Selection Services** include the proactive identification of opportunities through networking with stakeholders, the matching of individuals to opportunities, recruitment and selection for a particular opportunity, and placement.
3. **Career Information and Guidance (employment counseling) Services** includes providing career, labour marketand scarce and critical skills information and guidance on accessing placement opportunities.
4. **Information Services** include producing information brochures/pamphlets and packages and advocacy on accessing employment and skills development services.
5. **Special Services** include services provided for designated/vulnerable groups, including services for people with disabilities, youth, retrenched employees and ex-offenders, women, injured, war veterans.
6. **Training Lay-off Scheme:**
   Companies in distress
   Work Permits
   Employer Services
   Private Employment Agencies

INSPECTION AND ENFORCEMENT SERVICES
Purpose:
Inspection and Enforcement services are aimed at ensuring a fair and equitable labour market where all the role players adhere to the requirements and provisions of the law.

Strategic Goal:
Improving the working environment and relations, establishing safe and healthy conditions of work and stimulating social dialogue

Key Responsibilities and Functions:
To achieve effectiveness of workplace inspections and audits, incident investigations to minimize labour disputes and sustain employer-employee harmony in an environment of safe and decent work through:

- Advocacy
- Management and prevention of Labour disputes
- Labour Market Information collection and dissemination;
- Integrated workplace inspections and self-assessments
- Auditing of accredited Inspection Agencies /Authorities
- Provision of technical information and advice, and support services

to workers, employers and stakeholders
- Investigation of workplace incidents

SOCIAL SECURITY SERVICES

Social security services are intended to provide short-term relief to those who were formerly employed in case of job loss, occupational injuries, diseases, maternity benefits or pension in the case of fatal accidents on duty, to the dependents of the deceased.

The Department has two well established funds that play a major role in providing these interim relief services, namely:

- Unemployment Insurance Fund; and
- Compensation Fund

Beneficiaries of the two funds, if properly linked to the active labour market interventions, will ensure facilitation of their re-entry into the labour market. The benefits could also be extended in those instances where re-entry into the labour market is likely to be impossible due to the severity of the injury or aging, by establishing linkages with other social services, pension schemes etc.

SUPPLY CHAIN MANAGEMENT

All their procurement processes meet all applicable legal and policy requirements to ensure transparency, fair and equitable treatment of all service providers. All their creditors are paid within 30 days from date of receipt of official invoice.All the assets of State are registered and properly maintained and accounted for.

HUMAN RESOURCES MANAGEMENT:

Ensure that all applicants for vacant posts will receive fair and non-discriminatory treatment in line with all requirements of South Africa's Labour laws. Ensure that all interviewees receive the outcome within 7 days after the interview.

LABOUR MARKET INFORMATION, STATISTICS AND PLANNING

The provision and assessment of labour market information and services and there are also technical advisory services on labour market trends.

The Department of Labour disseminates accurate and relevant demographic and industrial action information on monthly and quarterly basis. Provide accurate, relevant impact assessment reports quarterly on labour legislation, policies and practices. Ensure that Resource Centres are established and fully resourced at all times in the Provinces to house accurate primary and secondary data. Provide an accurate and timely advisory service.



OVERVIEW OF THE BASIC CONDITIONS OF EMPLOYMENT ACT – Chapters 1 – 5

APPLICATION OF THE ACT

- As from 1 December 1998
- Covers all workers, except members of the National Defence Force, National Intelligence Services and unpaid voluntary workers. (NGO's)
- Covers persons doing Vocational Training, except to the extent that any condition of their employment is regulated by the provisions of any other law.
- Except for the payment of severance pay, the Act does not apply to persons employed on vessels at sea in respect of which the Merchant Shipping Act, 1951 applies - until they are provided for in a Sectoral Determination.

Chapter 2 - REGULATION OF WORKING TIME

This chapter does not apply to:

- Senior Managerial Employees (Defined S.1)
- Sales Staff who travel and regulate their own hours of work
- Employees who work less than 24 hours per month for an employer
- Employees earning in excess of R149, 736 p.a. (R12478 p.m.)
- Ordinary Hours of Work - Overtime Limitations - Meal Interval - Daily and
- Weekly Rest Periods - Agreement on Night Work and Work on Public Holidays

Ordinary Hours of Work (S.9)

Not more than:-

- ✓ 45 hours in any week
- ✓ 9 hours in any day - 5 or less days a week
- ✓ 8 hours in any day - more than 5 days a week

Overtime (S.10)

- ✓ May only be worked in accordance with an agreement
- ✓ An employer may not require or permit an employee to work more than10 hours per week
- ✓ An agreement may not require or permit an employee to work more than 12 hours on any day
- ✓ Collective agreement – 15 hours per week
- ✓ May not apply for more than two months in any period of 12 months
- ✓ Must be paid at a rate of 1½ times the hourly wage
- ✓ or by agreement, can be compensated by time off at 1½ times

Averaging of Hours of Work (S.12)

By collective (union) agreement, ordinary hours of work and overtime may be averaged up to 4 months provided not more than-

- ✓ an average of 45 ordinary hours per week
- ✓ an average of 5 hours overtime per week

Meal Intervals (S.14)

- ✓ One hour after 5 hours work
- ✓ Employee may be required or permitted to perform duties that cannot be left unattended and cannot be performed by another employee during a meal interval
- ✓ Employee must be paid for a meal interval in which he is required to work or is required to be available for work
- ✓ By agreement, the meal interval may be reduced to not less than 30 minutes
- ✓ The meal interval may be done away with if an employee works fewer than 6 hours

Daily and Weekly Rest Periods (S.15)

- ✓ Daily rest period of at least 12 consecutive hours
- ✓ Weekly rest period of 36 consecutive hours (1½ days) which, unless otherwise agreed, must include a Sunday - can be changed by agreement to 60 hours (2½ days) every two weeks

Pay for Work on Sundays (S.16)

- ✓ Employee must be paid
  - o time and one-half when Sunday is part of ordinary hours
  - o double time for occasional work on a Sunday
  - o by agreement an employee can be compensated by time off within one month (A written agreement can increase this period to 12 months)
- ✓ Employee must be paid at least his ordinary daily wage
- ✓ For an employee who does not ordinarily work on Sundays- time worked on Sundays is regarded as overtime worked for the purposes of the overtime limitations but does not form part of the ordinary hours of work

Night Work (S.17)

- ✓ Is work between 18:00 - 06:00
- ✓ Can only be worked by agreement
- ✓ Employee must be paid an allowance (not prescribed) or hours must be reduced
- ✓ Transport must be available at commencement and conclusion of shift
- ✓ There are further special provisions relating to health and safety hazards and medical examinations for employees who perform night work on a regular basis after 23:00 and before 06:00 the next day

Public Holidays (S.18)

- ✓ Work on public holidays must be by agreement
- ✓ Public holidays can be exchanged by agreement in terms of the Public Holidays Act, 1994
- ✓ No must receiveÖWork - Public holiday which falls on ordinary working day ordinary daily wage (normal pay)
- ✓ Works must receive doubleÖ- Public holiday which falls on ordinary working day ordinary daily wage (an extra days pay)
- ✓ Shift which falls on a Public Holiday and another day - If greater portion falls on other day, whole shift is deemed to have been worked on this day

Chapter 3 - LEAVE

This chapter does not apply to an employee who works less than 24 hours a month or who is on leave in excess of entitlement, unless otherwise agreed.

Annual Leave

- ✓ 21 Consecutive days i.r.o. each leave cycle, or by agreement
- ✓ 1 Day for every 17 days worked
- ✓ 1 Hour for every 17 hours worked
- ✓ Leave must be granted at a time determined by the employer unless otherwise agreed, but not later than 6 months after end of the leave cycle and an employee may not work during leave
- ✓ Leave may not be taken during any other period of leave to which the employee is entitled or during any period of notice
- ✓ Occasional leave granted on full pay at employee's request can be deducted
- ✓ Leave must be extended by one days paid leave if a public holiday falls on an ordinary working day during leave
- ✓ Employers cannot pay employees in exchange for annual leave except on termination

Sick Leave

- ✓ In a cycle of 3 years, entitled to paid sick leave equal to no. of days normally worked in a 6 week period I.e. an employee who works -
  - o 1 day/week = 6 days paid sick leave
  - o 2 days/week = 12 days paid sick leave
  - o 3 days/week = 18 days paid sick leave
  - o 4 days/week = 24 days paid sick leave
  - o 5 days/week = 30 days paid sick leave
  - o 6 days/week = 36 days paid sick leave in a cycle of 3 years (will commence when employee starts

work or on completion of prior sick leave cycle)
- During first 6 months of employment, entitled to one day for every 26 days worked.
- Medical certificate must be produced after absence from work for more than 2 consecutive work days(as from the first day)not more than twice in 8 week period
- Certificate must be signed by a medical practitioner or any other registered person who is certified to diagnose and treat patients.
- Sick leave provisions do not apply to I.O.D.

Maternity Leave

- ✓ Employees entitled to 4 consecutive months which may commence :
- at any time from 4 weeks before confinement, unless otherwise agreed; or
- on a date certified by a medical practitioner
- ✓ Work prohibited for 6 weeks after birth unless certified by a medical practitioner
- ✓ A mother who has a miscarriage during last 3 months or a stillborn child is entitled to 6 weeks maternity leave
- ✓ Payment of maternity benefits to be determined by the Minister subject to UIF Act

Family Responsibility Leave

- ✓ Total of 3 days paid a year which can be taken when
- the employee's child is born
- the employee's child is sick, or
- in the event of the death of the employee's spouse or life partner, or the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling.
- ✓ Before paying, an employer may require reasonable proof
- ✓ Unused entitlement lapses after the annual leave cycle but entitlement starts immediately on commencement of the Act
- ✓ Applies to an employee who has worked for longer than 4 months and who works at least 4 days a week

Chapter 4 - PARTICULARS OF EMPLOYMENT AND REMUNERATION

This chapter does not apply to an employee who works less than 24 hours a month and sections 30, 31 and 33 do not apply to a small business (<5) and domestic workers.

Written Particulars of Employment (Section 29)

- ✓ When an employee commences employment, he/she must be supplied with the prescribed particulars of employment [Section 29(1)]

If an employee cannot understand the particulars, the employer must ensure that they are explained in a language and manner that is understood.

Particulars must be kept by the employer for a period of 3 years after termination.

Informing Employees of their Rights (Section 30)

DOES NOT APPLY TO SMALL EMPLOYERS (<5).

- ✓ An employer must display the prescribed form containing the employees' rights under the Act at the Workplace.

Keeping of Records (Section 31)

DOES NOT APPLY TO SMALL EMPLOYERS (<5).

- ✓ Every employer must keep attendance and wage records as prescribed for a period of at least 3 years.

Payment of and Information about Remuneration (Section 32 &33)

- ✓ An employer must pay an employee in rands:
- daily, weekly, fortnightly or monthly,
- in cash, by cheque or direct deposit
- ✓ Remuneration must be paid:
- at the workplace or place agreed
- during working hours or within 15 minutes of conclusion. Must be accompanied by a payment advice

in writing containing the information as prescribed. (PAYSLIP DOES NOT APPLY TO SMALL EMPLOYERS (<5).
- in a sealed envelope
- not later than 7 days after completion of relevant period or termination of contract (this does not apply to the payment of pension or provident fund monies which is made in terms of the rules of the fund)

Deductions

- ✓ An employer can only make deductions by written agreement in respect of a debt or if required in terms of law or a collective (union) agreement.
- ✓ Deductions for loss or damage must be made in terms of the provisions of this Act [Section 34(2)]
- ✓ Employers may not require or permit an employee to repay any remuneration except for overpayments resulting from admin errors.

Calculation of Remuneration and Wages

- ✓ An employee's wage is calculated according to the number of hours worked (45 or less excluding time taken up by meal intervals)
- ✓ Monthly Wage = Weekly Wage x 4 and one-third (x13÷3)
- ✓ Weekly Wage = Monthly Wage ÷ 4 and one third (x3 ÷13)
- ✓ Hourly Wage = Weekly Wage ÷ No. of hours ordinarily worked in a week
- ✓ Daily Wage = Hourly Wage x No. of hours ordinarily worked in a day

Chapter 5 - TERMINATION OF EMPLOYMENT

This Chapter does not apply to an employee who works less than 24 hours in a month for an employer.

Notice

- ✓ Not less than :
  - One week, if employed for 6 MONTHS or less
  - Two weeks, if employed for longer than for 6 MONTHS but less than one year
  - Four weeks, if employed for one year or more
  - A collective agreement (Union) may not permit a shorter notice period except when an employee has been employed for one year or more the period may be reduced to not less than two weeks.
  - Notice must be given in writing except when given by an illiterate employee
  - Notice cannot be given during annual leave, sick leave, maternity leave and family responsibility leave
  - Sick leave can be taken and granted during the notice period

Payment instead of Notice

- ✓ An employer may pay an employee in lieu of notice
- ✓ If an employee gives notice and the employer waives the notice, the employee must be paid, unless otherwise agreed

Payments on Termination

- ✓ On termination an employee must be paid -
  - for any paid time off not taken in lieu of overtime and time worked on Sundays
  - for annual leave not taken, and
  - for pro-rata leave if in employment longer than 4 months at a rate of 1 day for every 17 days on which the employee worked or was entitled to be paid; or

Severance Pay

- ✓ An employee who is dismissed for operational requirements or because of the Insolvency Act must be paid at least one week's wages for each completed year of service
- ✓ An employee who unreasonably refuses to accept alternative employment is not entitled to severance pay

- ✓ If there is a dispute about severance pay the employee may refer the dispute to a Bargaining Council or the CCMA for conciliation or arbitration.

Certificate of Service

- ✓ On termination an employee is entitled to a certificate of service as prescribed by the Act (Section 42).

Key take-away message for future action:
The main facilitator, Freda Camphor, proposed that facilitators present only once to the whole group and then break up into smaller groups for further deliberation and discussion. We can then return to the plenary session where members of the group will raise critical issues that need further clarity. In this way all participants have the opportunity to participate and have a meaningful response from the facilitators before they leave the workshop.

The time allocated was not enough because this was not a brainstorming session, but a workshop where everyone needs to learn something. The learning and perception skills vary from group to group and therefore the time was not enough to ensure that the needs of the group have been met.

Overall, I think it was a great idea and wonderfully organised. Should you ever need our assistance again please do not hesitate to contact me.



Plenary Session
The concurrent sessions ended with a plenary session with the different facilitators as the panel to address more issues and questions. This session was conducted by another signed up Change Maker of WCCF, Ruth Johnson, as a Human Resource specialist, provides advice and training to the staff of WCCF voluntarily.

The participants commented that the sessions were informative enough and they do not have more questions to be answered. Ms Johnson left the participants with two thoughts to ponder over and implement when they are back at their different organisations:-

- With all the knowledge that was gained, what opportunities can you identify to be implemented?
- How hunger are you to seize that opportunities?

The first day ended with a round of closing remarks and comments from the participants and they answered the following questions:

Question 1: What was a highlight of the day?	Question 2: What opportunity will you definitely seize?
• Frank Julie! • Information was relevant • Collaboration to achieve goals • Learn new things • Realized the need for risk management • Awareness of change • The sessions highlighted the situations within NGO sector • Government must work closer with NGO's	• Will buy a blackberry to keep up with latest developments • To register with Department of Labour to be on their database as a workseeker and to give access to other NGO's • Want to apply for the Training Lay – Off Scheme from the Dept. of Labour • Will take the message to others

Day 2: The second and last day started with an opening prayer by one of the participants, Mr. John van Graan and Ilze Rautenbach, financial officer of WCCF, gave everyone a heartfelt welcome.

Graduation Ceremony of AgriSETA Learners
This day was a day of celebration as 10 students of an AgriSETA Learnership received their certificates of competency in a National Certificate in Landcare Facilitation, facilitated by Tommy Phillips, Ekhozi Rural Development Services. Only four students were able to attend the ceremony, while the other six were absent. The students that passed the course and obtained the certificates were:
Nomfundi Kowa
Sunell van Rhyn
Marianne Jacobs
Nomfusi Ngwexana
Xolani Nyongande
Olwethu Zicina
Samkelo Tsholoba
Emmauel Teboho Shala
Novangeli Qaba
Odwa Mbengo



Five of the ten students were fortunate enough to obtain an internship for 12 months also from AgriSETA and they were place with different employers such as WCCF, Department of Social Development and Swartland Municipality. The candidates undergo a formal interview session and were placed based on capabilities. The service provider, Tommy Phillips awarded the certificates and he encouraged and motivated them to use this opportunity to grow and further develop their skills in order to obtain permanent employment.



West Coast COMMUNITY FOUNDATION

TECHNICAL SUPPORT DEVELOPMENT PROGRAMME (TSDP)
facilitated by CS Mott Foundation

TSDP Report 1 March 2011 - 29 Febuary 2012



Technical Support Development Programme (TSDP) facilitated by CS Mott Foundation

1. Introduction

The full-day meeting held with staff at the West Coast Community Foundation on the 11 April 2011 refers. This meeting was a follow up to the official CS Mott site visit meeting that was held early in March 20122 where the request for TSDP support was lodged.

This document covers some of the outcomes of the 11 April meeting.

2. Brief description of the work of the foundation

The foundation has a staff complement of seven staff members based in Malmesbury, outside of Cape Town. It has a portfolio of 95 grantees that receive funds to the values of 1,000; 5,000 and 10,000 ZAR depending on the capabilities of grantees. These grantees are community-based organizations that have to comply with minimum organizational standards in order to receive funds such as a constitution, governing body, bank account and staff to do the work. The grantees get the benefit of capacity development services (Jeremy Maarman) that is an added value to the grant management function led by Margaret Maans. Lesline Timotheus covers the marketing and communications functions; and Johanna Hendricks is the primary accounting officer and leader of the foundation.

The 85 grantees work in a number of communities and collectively represent the following key thematic areas:

- ✓ Income generation
- ✓ ECD and skills development
- ✓ Youth development – mainly through sport
- ✓ Women empowerment
- ✓ Health – specific emphasis on HIV and AIDS
- ✓ Environmental management and tourism

3. Development practice of the Foundation

The development practices of the Foundation are primarily driven by its grant making. The classic administrative grant making processes are employed to move money to community-based organizations that comply with the minimum requirements. These key business processes are the following:

- ✓ Initial scoping and assessment
- ✓ Contracting
- ✓ Payments / disbursements
- ✓ Monitoring site visits
- ✓ Managing all the reporting

Where a potential grantee has the potential but does not comply with minimum standards, support will be offered through capacity development and support processes to allow the potential grantee to achieve the minimum requirements so that it gets the benefit of a grant. Practically, this includes assistance offered with the development of the constitution, opening of bank accounts, and setting up steering committees as oversight bodies.

Capacity development is made available largely through joint learning (training workshops involving a number of grantees) to all existing grantees in the portfolio.

A key approach used by the Foundation is asset based community development. The learning about this approach happened through the COADY training processes in Canada but the approach itself, as applied to the contextual realities the Foundation works within, has evolved. However, it remains a key approach to the work of the Foundation and is constantly evolving in the face of challenges such as mediating community dynamics and politics, needing to secure wide-spread benefit to communities, maintaining the balance of communities needing to hold government accountable for its obligations while using their assets for their own development, etc.

4. Challenges confronting the Foundation

The Foundation is at the point where it needs to review its strategy and ensure the optimal use of its human resource capacities to achieve better results. The request for support by the TSDP includes an OD process to help the foundation optimize its resources, especially human resources. The second is about the impact assessment of its work and the ABCD approaches that it has employed but in the context of being a community development foundation. However, through engagement with staff, these requests have evolved into the need for the foundation to rather focus on refining its value proposition as a community development foundation; and to rethink its grant making practices for the sake of achieving results – changes at the level of the beneficiaries.

Some of the key elements of enquiry that surfaced:

4.1 **The grant making portfolio is too large with 95 grantees** and lacks a graduation programme that must see grantees become fully independent of the foundation. This is one key measure of success. The intent is to ensure a site visit every quarter of the year but with one staff member responsible for grant making, the timing available for consistent and qualitative support becomes questionable. For example, when estimating timing, the following is apparent:

- Over 60% of time will need to be spent on site visits mainly for the existing grantees but also to support the new grantees with compliance support processes. An average of three person days is needed per new grantee to achieve the minimum requirements. This 60% + is derived from a rough calculation that indicates that 43 days of a total 72 working days per quarter in the year is needed for site visits.
- Other areas of work that need to be done with the balance of time:
    - Administration of grant making – takes up 30% of time
    - Internal foundation processes such as staff meetings, etc. – up to 10% of time
    - Fundraising for the grant making – up to 40% of time

It is clear that well over a 100% of time is needed to manage the work optimally. It could be that another staff member be employed to ease the workload but this from a funding point of view, remains a challenge. The easiest is to reduce the grantee portfolio to a number of grantees commensurate with the capabilities of the Foundation. However, intelligence is needed on the grantees themselves to help with the process critically reviewing the portfolio such as the following:

- Grantee name
- Size (number of staff, etc)
- Governing bodies
- Scope and focus of work
- Geographic location of work
- Key competences of the grantee
- How long supported by the foundation

- What amounts given
- Which category of funding (1,000 / 5,000 / 10,000)
- How many in position to join graduation programme (see below)
- Gender composition of board and staff
- Which thematic areas they focus on
- What capacity development support did they get
- Etc

4.2 **A graduation programme is absent**. Without a clearly defined graduation programme, the grant making does not define an exit point for organizations that should be in a position to operate fully on their own. All organizations that fall into the 10,000 ZAR categories should form part of a graduation process that must see them finally exit from the Foundation. Once they have exited, they can then form part of alumni of organizations that remains associated with the foundation and that can offer benefits to the continuing work of the foundation. The 10,000 ZAR must be the parting gift where the organization is helped to draft a strategy and plan as how they will use the funds to leverage other opportunities; and must have been part of a capacity development process geared towards developing organizational resilience (toughness, streetwise). Once on the alumni programme, other forms of support can be negotiated but this time the support has to be mutual – for example, what networking opportunities can the foundation and alumni organization make possible for each other? This implies that beyond the graduation programme, an alumni / or friends of the foundation programme needs to be more fully established.

4.3 The **theory of change** is not apparent within the Foundation. Implicit within the six thematic areas and using the asset-based approaches are changes that need to happen at community level. These changes or results are normally informed by certain beliefs in particular strategies that lead to change. The theory of change within the foundation needs to be clearly debated and articulated in the organization that for the moment seems to be a combination of the asset based approaches (if communities realize their own assets and power then this can be harnessed and nurtured for their own local development); and other more classic community development strategies such as capacity development. By giving a community based organization a grant to do work is important in itself but it also means that grant making is not extended directly to community initiatives. This raises the question as to whether the community-based organization (CBO) is the only agent of change and of access at community level. If so for the foundation then the approach is to build organizations at local level that make change happen and that all development is driven through agency (through organizations that in turn help to facilitate development). These issues need to be further debated.

4.4 **Capacity development** is critical as a support to grantees but what is needed is a capacity development strategy to build organizational resilience. How do we make grantees tough and streetwise as a way of life through their journeys of ups and downs? Capacity development should introduce different methodologies but must also form a key part of the theory of change and value proposition. For example, by the time the grantee reaches the graduation programme, certain defined capabilities need to be in place, there has to be evidence of some resilience to contextual stresses and strains and grantees need to be confident and ready to move on with their lives.

4.5 This leads to the more specific question of what is the **grant making practice** of the foundation as this intervention response seems to form the basis of the foundation. It is clear that the foundation is not just about grant making (in the classical administrative sense) but has expanded its added value to capacity development, it facilitates development processes and mediates where necessary, engages in handholding processes with grantees that do not comply and does

fundraising. There is evidence of developmental elements linked to the grant making processes and this needs to be explored more.

4.6 There is the absence of a clear **value proposition** that speaks to the results / changes the foundation wishes to see as a result of its development practices, as a result of how it positions itself, its theory of change, approaches and what it will essentially count as measures of its success. Without the value proposition, any strategy development process is compromised or may be misguided. There is need for the development of the value proposition. Also linked to the value proposition are the social returns on investment (SROI) argument that should be refined especially for corporate donors.

4.7 **Marketing and communications**. This area is relevant to the organization as a whole but also specific to the development practices of the foundation. Some of these practices need to represent the following:

- ✓ The knowledge capital of the foundation and the need to add to knowledge – how does the foundation build on its own experiences and share these through the social media?
- ✓ How does the foundation initiate key conversations on asset based approaches, how it is evolving as a community development foundation, failures and successes, etc. Both starting these conversations but also sustaining dialogue
- ✓ How do we effectively use social media to profile all the staff members
- ✓ What communication mechanisms do we strategically employ when communicating to constituencies, grantees, suppliers, markets, the board, staff and other
- ✓ What IT technology do we use to help improve the productivity of staff such as use of a master Google calendar for all to use, online task management system, etc
- ✓ How do we allow the marketing and communications function to evolve as a support to grantees as well – especially during the graduation phase

These and other questions will need to be answered through the support process requested by the foundation.

Conclusion:

The agreement is that TSDP Team will engage in an institutional mentorship process, technically supported over the next six months. The team will facilitate a session with the Board during WCCF's next strategic session in 2012 in order to craft these recommendations in the next 3 – 5 year strategic plan.

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