



MINUTES

SOUTHERN AFRICAN COMMUNITY GRANTMAKERS LEADERSHIP COOPERATIVE ANNUAL RETREAT

19 – 21 November 2009

DIEMERSFONTEIN ESTATE, WELLINGTON

Theme: Deepening our practice: Renewal, retooling and re-energising of leaders

Key Objectives of the Retreat:

- Report back on working groups and co-ordination
- Consider proposals and options for future of Coop
- Mandate working groups and agree on programme for 2010
- Learn and experience practices for reflection; renewal and re-energising collectively and individually
- Engage in real-time consulting to address current challenges and give direction

Anticipated Outcomes of the Retreat:

- Members were informed about Coop working group activities and coordination
- Members considered options for the future of the Coop
- Members agreed on a programme for 2010; working groups received mandates for engage in Coop activities
- Participants learned about reflective practices for personal renewal and re-energising as leaders
- Participants addressed current leadership and organisational challenges through real-time consulting and peer learning
- Minutes of the Co-op business meeting and agreed action plan is documented.

Chairperson: Getti Mercorio

Attendance¹: Christine Delport, Beulah Fredericks, Johanna Hendricks, Erika Joubert, Stephen Lebere, Chris Mkhize, Inviolatta Moyo, Donné Nicol, Adele Wildschut, Taki Dube, Beva Runciman, Simphiwe Mbatha, Lulekwa Gqiba, Acia Marisa Salles, Eunica Adriano, Sue Howell, Barry Smith

Apologies: Lucilla Buonaguro, Jonathan Campbell, Bernie Dolley, Ronnie Dempers, Langa Mtshali, Joanne Harding, Glenda Glover (attended on Friday), Greg Erasmus, Tish Haynes (attended on Friday and Saturday), Macame Macame, Tina Thiart, Themba Mola, Puleng Moshe, Hilda Gertze and Lungisa Huna (attended on Friday and Saturday).

Minutes: Erika Joubert

NOTE: The minutes also has an Appendix section with additional and supporting documentation including the results from the Retreat evaluation and a section with notes from the real-time consulting session discussions as held on the morning of Day 3 (Saturday, 21 November 2009).

DAY 1 Session 1

¹ See attendance list in Appendix.

AGENDA for Business Meeting

1. Adoption of business meeting agenda
2. Appointment of chair
3. Welcome, attendance, apologies
4. Adoption of minutes of 23 July
5. Working group report backs:
 - 5.1 Publications
 - 5.2 External relationships
 - 5.3 International relations
6. Anti-poverty strategy
7. Coordinator's report (incl. Coop financial report)
8. Members: information and report back
9. Selection of next Convening Group
COMFORT BREAK
10. Internal evaluation and strategy report and discussion
11. Close – Retreat programme review

DAY ONE

THURSDAY, 19 November 2009

Opening of business meeting

Getti requested Barry to officially open the proceedings. The meeting officially started at 15:30.

Barry opened the event by welcoming everybody, stating that it was a pleasure to have everyone at the Retreat. He explained that this Retreat will attempt to combine Co-op business as well as attend to the collective and personal leadership growth of the membership. He commended the convening committee that this will be happening at a beautiful place such as Diemersfontein.

Barry informed the group that he would have to take some urgent business calls during the span of the meeting and apologised in advance for his absence and any inconvenience it might cause.

1. Adoption of business meeting agenda

Getti went through the business meeting agenda and reminded the group that there is quite a bit of business to get through and that there is a need to focus on the Co-op options for the future, as agreed on at the July Learning Event. He also explained that others will join the group; including Co-op members who could not attend on Day 1, as well as WINGS guests² who would join the group to participate in the dialogue sessions at supper that evening as well as for peer consulting session on Day 3 (Ms Marissa Camacho-Reyes).

The agenda was adopted by the group.

2. Appointment of chairperson

Getti was suggested as chairperson for the day; all in favour.

3. Welcome, attendance, apologies

Getti welcomed everyone, especially the new people who are attending for the first time, i.e. Simphiwe Mbatha (Uthungulu CF, KZN) and Eunica Adriano (FDC, Mozambique). Lulekwa shared the apologies rendered by Co-op members who could not attend the event. Getti offered a word of thanks to Lulekwa for all the logistical and secretariat arrangements.

4. Adoption of minutes, Learning Event 23 July 2009

As agreed at the previous Co-op event, adoption of the previous minutes was added as a business meeting agenda point. The minutes were circulated prior to the Retreat, with a hard copy also placed in the conference pack.

The minutes were adopted.

5. Working group report backs

5.1 2nd Publications Group – Adele

The group members: Chris, Lungisa and Tina, supported by Erika & Adele.

The task for the group was to come up with TORs and to start working on the 2nd phase publication. The group wanted to have a draft ready at this Retreat, but this was an ambitious idea, since realised at the initial meeting that the group would be over-extended, especially given that the members were very busy with own work, some were travelling and others also involved in other working groups. The group decided to continue meeting, but to aim for completion of a publication in the first quarter of next year. A hard copy of the TORs were circulated and comments invited, but not necessarily at this meeting

TO DO:

Getti invited members to get in contact with Adele / the group. He reminded the meeting that with the last publication there were some last minute hitches and glitches which should be avoided WINGS.

² The Executive Director of WINGS, Ms Marissa Socorro Camacho-Reyes (also participated as a peer consulting facilitator on Day 3), Mr Barry Gaberman who was the vice-president of the Ford Foundation and currently serves as the Chair Emeritus of WINGS and Mr Fernando Rossetti, executive director of the Group of Institutes, Foundations & Enterprises (GIFE).

only, also beyond. The group plans to use existing information about the Co-op members; members are invited to check correctness and give feedback. The idea is to not collect information that is already available. Members to expect communication from the group in the 1st term.

5.2 External relationships

It was decided to stand this report back over to when Glenda would join the Retreat.

Adele shared that she has heard informally that the South African Department of Social Development (DSD) will review the NDA's operations and processes. Barry confirmed that it is a definite action that will take place. He suggested that the Co-op members look at this and encourage changes which can result in greater effectiveness of the NDA.

Johanna confirmed that the process has indeed started; she was contacted last week to ask about issues pertaining to her organisation's interactions with the NDA.

TO DO:

Getti: Co-op to make its presence felt with possible changes to legislation, public hearings and other process related to this reflection by the NDA; need to think about contributions by Co-op.

5.3 International relations

Tina drafted a document with dates for upcoming international events; this was circulated to Co-op members prior to the Retreat. A hard copy was also placed in the conference pack.

Chris: in addition to the international dates, suggested a calendar to avoid date clashes, and to know about events from partners; add Co-op and SACOFA events as well. Further, that apart from events on an international level, the Co-op should also want to be role-players in national issues. He also pointed out that the international calendar of dates does not cover information on what to do in preparation to attend etc.

TO DO:

Co-op (and SACOFA reps) to share information about planned events and send to Tina and/or Erika and Chris for distribution in a calendar³.

Getti thanked Tina in her absence for pulling the dates together.

6. Anti-poverty strategy (South Africa) report back - Christine Delpont

Christine reported that all the provincial APS meetings took place. She provided information about the Co-op to the APS working committee. The process followed was that the Working Committee allocated provinces to people where there were no representatives present; Christine and Tish took responsibility for the Northern Cape. There was a feedback meeting after the provincial workshops: report circulated by Christine.

TO DO:

Christine to send contact details to Erika for dissemination to Co-op members.

TO DO:

Check with ... to be on invitation list.

Suggestion was made that the meetings on the 8th and 9th December 2009 should be for civil society and the one on the 10th to be for interaction with the deputy president. It was a slow process to get to the workshops. Christine has details for contact people for each province. Feel that there should be more Co-op members in the delegation for the broader civil society meeting.

Beulah: reported that she attended W-Cape meeting. She found it very disappointing; especially given the range of representatives invited to participate in this very important briefing meeting. People were bussed in from areas such as Beaufort West and the Winelands, but no people from West Coast and very few from the Cape Town Metropole, only one or two people attended; people who were supposed to be there were not. She was troubled by the absence of many; the level of discussion and the overall facilitation of the proceedings. Feedback afterwards was very negative. As a participant at the meeting she felt "pushed". Stated that it is important as the Co-op to re-position ourselves in this process.

Christine continued that all the provincial reports have been submitted except for one. Suggested that the Co-op should look at the reports. The SANGOCO anti-poverty strategy from way back was used as a foundation, though not all provinces spoke to that initial document. Also, selective invitations seemed to have been sent out. Dates for the meetings were changed; realised afterwards that SANGOCO distributed the first (and not final) calendar for the meetings – it contained no details and the wrong date list. The main issue however: there is still time for submissions for the meetings on the 8th and 9th. Suggested making a submission to get "our voice in".

Chris: agreed that it is an important process, but that it started off wrong. He is concerned about people's credentials and ability to mobilise community organisations – those seem to not to be involved. He felt it would be much better if people with a proven track record were invited. He further felt that SANGOCO has been out of it for a while. There is a need to look at a way to involve other people in this process – those who are engaged in community work.

³ This is already been identified to be a feature on the Co-op web site.

Christine re-capped briefly and explained that the process has been going on for a long time, and the current model has failed. The invitation to the first meeting at the President's office (as reported on at the July 2009 Learning Event) came because Neville Gabriel facilitated it (when they all met at the launch of the African Grantmakers Network). At that time, there was already a concern that the wrong people would be at the table. In a matter of the few days that the meeting was going to take place, someone had to be identified urgently to attend on behalf of the Co-op; that person was Christine. During that meeting at the President's office, 35 civil society people from all over country attended; but no clarity on how they were selected/invited. A recommendation that came from that meeting was for a working committee to take the strategy forward including re-visiting it; people were nominated to serve on the committee, including Christine. The working committee then got a mandate to look at the strategy again and to suggest next steps. It was then that it was suggested that civil society's voice should be heard and the provincial meetings were devised. Funding was however not sufficient and only one meeting per province could be called. As a way of organising the provincial meetings, they looked at who was there from which provinces – SANGOCO co-ordinated it all – only North West was not represented and therefore Christine (by virtue of being based in that province even though not attending as a representative) offered to facilitate the meeting for that province (she invited a cross-sector of organisations and found it to be a very meaningful meeting), as was the one in the Northern Cape. But in general, the reports that came from the meetings were poor with huge gaps having been identified. Umhlabi has been appointed as facilitators. Now, current funds can only cover 3 reps / province. Christine will attend from North West as a working group member and 3 others reps from her province will also attend. Her suggestion for one way for the Co-op to have an input was to make written submission which would then have to be taken into consideration since that is how the process works.

Chris: accepted that the Co-op should participate and suggested to look at the provinces and submit names of people we know who have credentials.

Taki: reported that she attended the KZN one and felt it was just a formalisation process for something that was already in place. Facilitation was conducted by a lady who is a member of a task team within the presidency which also created the first document, with no input from stakeholders. And she would work on behalf of the task team. Taki suggested we contact the regional co-ordinators. The invitations in KZN were from SANGOCO and were mainly to their members. Need to state that we want to be one of the 3 delegates.

TO DO: 2 suggestions

Suggestion 1: get names from Christine and circulate – then, contact the co-ordinator to make sure will form part of the delegation of 3.

Suggestion 2: make a written submission. Adele further suggested that those who attended those workshops should during the retreat get together and talk about a short 2 page submission. Work on it while here, since not much time left.

7. Co-ordinator's report (incl. Co-op financial report) - Erika

NOTE: The comments and additions made by Co-op members are also added here.

By introduction, a significant portion of the co-ordinator's time was spent on the two Reference Groups, namely the 2nd Publication Group and the Internal Evaluation & Strategy Group as well as with the Retreat Convening Committee. This entailed the co-ordination of tele-meetings, documenting of discussions, as well as completing various tasks.

7.1 WINGS Institutional Philanthropy: A Global Status Report Survey Questionnaire

The questionnaire was completed for the Co-op, but only partially. It was noted that the type of information requested, required in-depth research and co-ordination. Unfortunately this was not possible mainly due to lack of time and some information not being available.

COMMENTS:

- Members shared similar experiences with the survey; including a frustration with questions that required the same type of information to be collected. Some WINGS / Co-op members stated that they did not even manage to complete it half-way.
- Acceptance of the value of the survey and the information it makes available; for example where the survey is stored on the WINGS web site is the most used part of the web site (can raise own organisation's profile). Survey also signals what type of information is important to collect; it could contribute to building own organisation's learning perspective.
- Suggestions:
 - On the question of who can complete the survey: need to be a member of WINGS, can become member of WINGS – it is free. Also, access information on their web site. www.wingsweb.org
 - Database for Co-op members to inform the report; use current snap survey as basis and expand on it with newly collected information as based on survey questions.
 - A means to allow for updating of own organisation's information on Co-op web site to keep information for Global Survey recent.

7.2 Communication with membership of CGLC

Sharing of information continued as usual with information provided via e-mail by the co-ordinator to the CGLC members and Co-op members submitting information about a variety of issues including funding possibilities, upcoming events etc. for sharing with other members. The main form of communication with CGLC members remains e-mail; seems no communication hick-ups experienced since July 2009 Learning Event. No physical visits to members by Adele Wildschut and Erika Joubert conducted between July Learning Event and now.

COMMENTS:
None.

7.3 CGLC website

Have collated information and submitted to JT Tomlinson from the Synergos New York office who developed a mock-up web site.

The main objectives of the web site:

- to inform others about the Co-op and the sector
- to provide a space for communication among Co-op members (to post notifications, share calendars, post reports and other documentation etc.)

Members indicated that they do not want to be contacted by people / organisations seeking funding.

Demonstration of web site: <http://www.people2people.org/coop/>

Web site name: JT thinks the Co-op should consider having some meaningful words in the domain name rather than the "SACGLC". Even if it is a longer name, the following might be easier to type and are more memorable for potential users. His three top contenders are:

www.sacglc.org

www.communitygrantmakers.org

www.leadershipcoop.org

Technical services still to be added:

- Notifications / Alerts for Members: technology there that can send out notifications / alerts to registered members for the following: whenever a member posts something on the site (for access by members only) and / or when anything new is added to web site.
- Areas for internal communication / posting of comments
- Links to other relevant organisations? E.g. MOTT Foundation, Ford Foundation, CFC etc. (need more links from members that they use.)
- Document centre

COMMENTS:

- Good to have made the start on the web site; will facilitate the process of having a final web site.
- Time frame: final web site to be up and running by end of April 2010.
- Incorrect contact detail on current mock-up web site for some members; all members to take responsibility to update information.
- Flashing pictures still to be added; members were reminded of the request for project photo's to be submitted following the guidelines already disseminated.
- Investigate the option of how to set up web site name and contents to come out on top of the list when e.g. a Google search is conducted.
- Forewarning against not clogging up the web site with interactiveness – consider tools such as NING (www.NING.com).

TO DO: Erika to inform JT at Synergos New York office.

7.4 CGLC brochure

The status has remained the same since July 2009 Learning Event⁴.

COMMENTS:
None.

7.5 Organisational options for the Co-op - Internal Evaluation & Strategy Group

At the July 2009 Learning Event, the current Internal Evaluation group was expanded to form the Internal Evaluation & Strategy Group and given a mandate to explore certain organisational and legal options for the Co-op. The expanded group consisted of: Bernie Dolley, Macame Bruno Macame, Beulah Fredericks, Tina Thiart, Inviolatta Moyo, Ronny Dempers, Adele Wildschut and Erika Joubert (Synergos office).

A summary of the group's operation and activities is contained in Appendix. Details also to be covered in separate presentation by Beulah Frederick and Adele Wildschut as the last point on the agenda; the organisational options for the Co-op were presented by Adele Wildschut and the legal framework by Beulah Fredericks.

COMMENTS:

⁴ The **CGLC brochure** is still in its current format and new information has not yet been added; a final version still needs to be printed and distributed. **Invoices** for the brochure had been issued, and some members had paid.

None.

7.6 MOTT Foundation & Inyathelo and capacity building of community foundations

Request for a future time slot:

Vuyiswa Sidzumo informed the office that the Mott Foundation in South Africa is trying to devise various means through which it can effectively support its grantees beyond grant funding. To this end, they are conceptualizing a Technical Support Facility (TSF), which will be a demand-driven initiative aimed at providing institutional development support to grantees. Whilst the facility is aimed at being demand-driven, they are also conscious of the needs of many of our grantees, and believe it may be a good idea to explore how to also proactively offer support in some ways. As the Leadership Cooperative facilitated by Synergos is a cohesive group of organizations, which several Mott grantees are members of, they want to explore, with the group, if and how the facility could be of support to either the group or the various organizations. We are also in discussions with Inyathelo to explore how they can provide support through the facility, where needed, on issues related to advancement and sustainability. We believe that the Inyathelo model may be attractive to some of the members of the Coop, and request a time slot in a future Coop meeting to present the Inyathelo model, to explore whether the group or individual organizations within the group would be interested to receive support from Inyathelo. The group would be under no obligation to accept the assistance, and our intention is only to expose them to possibilities, in the event that any of them would be interested. They want to know if this is possible, and Shaun Samuels, who will manage the TSF, would then develop, with Inyathelo, a draft program for the presentation to the group. Shaun would also lead the discussions, while they envisage that Inyathelo would then make a more specific input.

COMMENTS:

All accepted that a slot be awarded at upcoming April 2010 learning event.

7.7 Financial report & Co-op Budget - Adele

As compiled by Hilda. See copy in appendix – hard copy also in conference pack.

COMMENTS / ADDITIONS / RESPONSES TO QUESTIONS:

- The final report covers the period from January 2009.
- The grants from respectively The Open Society Foundation and The Ford Foundation funds the Co-op.

- An allocation from the MOTT funds for the Co-op.
- Batho Bonke is part ABSA BEE funding.
- Most of the salary expenses are for the co-ordinator.
- Not shown: time of Lulekwa, Hilda and Adele spent on Co-op events.
- Cost for the web site is supported by Synergos.
- Managed to cover what was required at less cost; was therefore effective in spending on learning events and retreats.
- Hidden costs: not shown here.
- The currency used: South African Rands.
- Amounts for the grants: is it one for each year or carried forward? Co-op financial year is from March to March: balance carried over which will carry us into February 2010. Not multi-year grants.
- This is the last of the Ford Foundation (FF) grant – no longer funding philanthropic organisations.
- If no more FF funding, what are the expectations and needs for the budget for planned 2010 events? Currently a big budgeting process underway within Synergos.
- A request for the next cycle with budgeting workplan attached.

TO DO:

Show hidden cost in CGLC financial report.

TO DO:

Adele will follow up with Hilda about the last 2 points.

Comments in general about co-ordinator's report:

- On technical aspects of report and minutes:

Beulah: matters arising from the minutes – need a report back on it for continuation. Need to know what was followed up on and what not. This includes actions that needed to be taken from last event – if tasks were assigned, need to report back on it. What happened to those discussions?

Beva: the way the agenda is printed, makes it difficult for matters arising. Need a separate printed document for the agenda. Need an item on matters arising. Will help with setting it up, reading it through.

Adele: yes, this is helpful – is a joint responsibility. Convening Committee overlooked this – need to consider also as part of future for Co-op – the responsibility for it within the Co-op.

Beulah: we as members should forward the information; we must take that responsibility.

Beva: this is a technical task – offer to help with this. And to number the documents as in the folder for easier reference.

8. Members: information and report back - All

8.1 WINGS partnership meeting – Inviolatta
(Reporting back on behalf of Tina)

A Global Dialogue On Philanthropy And Social Change. Wednesday, 18 November 2009, BP Waterfront Corporate Offices, V&A Waterfront, Cape Town. Presented by Synergos Southern Africa in partnership with Grant.net (Western Cape Grantmakers Network) and the Global Fund for Community Foundations. Hosted and sponsored by BP Africa.

2 events:

- *Corporate Social Investment Roundtable with inputs by Mr Fernando Rossetti, executive director of the Group of Institutes, Foundations & Enterprises (GIFE), Brazil and Mathew Nelson (Council of Foundations in the USA).*
- *Global Dialogue on Philanthropy and Social Change with Panellists: Barry Gaberman, Chair Emeritus of Worldwide Initiatives for Grantmaker Support (WINGS), former Senior Vice President of the Ford Foundation, Monica Patten, President & CEO, Community Foundations of Canada (Synergos Senior Fellow) and Fernando Rossetti, Chair of WINGS and Executive Director, Grupo de Institutos, Fundações e Empresas, Brazil (Synergos Senior Fellow).*

Inviolatta attended the WINGS partnership meeting yesterday (18th). It was held at the BP offices which, it was explained, is the most energy efficient building in Africa. She commended Lulekwa and Tina on a very good job done with the logistics and arrangements. She shared how Barry said in his opening that “today we are spoilt by success”, since the response was so huge, the venue even ran out of chairs. She felt disappointed that even though Co-op members were invited, only a few were able to attend. Except though that people are busy this time of the year. The discussions focussed on CSIs with various inputs by Mr Fernando Rossetti and Mathew Nelson (Council of Foundations in the USA). What stuck in her mind was the point made about the need to create better collaboration in order to bring about better social investment between civil society, government and business. The other thing: CSI + corporate social intelligence = sustainability. These were the two key things that stood out for her. The next panel discussion (which consisted of Barry Gaberman, Monica Patten and Fernando Rossetti) focussed on the topic of philanthropy and social change. New ideas which came out included: that philanthropy is not just about money; it is also about how we relate, the human aspect – it is about us bringing about philanthropy and social justice. Also emphasised was the need not to do for, but with; humility as a basic principle in philanthropy and the need to give up our sovereignty and give up who we are and work in partnership. It was also noted that we are so keen to study what has failed, but should rather look at what succeeded. And learned that donors sometimes tend to put in resources under the phrase “spray and pray”. Just throw in money, and hope the best will happen as was planned – “this is what should be achieved and hope it will happen”. But need to also take into account cultural issues, need to know how to work with human beings.

8.2 DOCKDA activities: Beva

DOCKDA works in the Northern-Cape, right up past Kuruman and in addition to the office in Cape Town, also has one in Kimberley. Work in very poor villages characterised by AIDS, alcoholism, unemployment etc. For the Board meeting this year, we did something different. Some board members are from Kimberley and some from Cape Town and so some always have to fly up for the board meetings. This year we tried tele-conferences which worked very well; and as part of the organisational planning process, took everyone to see the projects. Board members met the committee members of the village organisations and learned first-hand what the projects are all about; it came alive for the board members. After doing that for 3 days, we moved to a place south of Kimberley to do the strategic thinking and planning. It was a stunning success. It was also cost effective because it costs R5000 for return flights to Kimberley. This trip “made” the group and the team work on strategy for the next two years was fantastic.

8.2.1 On REAP: REAP is a national educational organisation which works with black, poor and rural communities where the Matric pass rate is usually very low. Glenda organised and planned a very important research project; research on the pass rate of those who start university and those who finish / graduate. When the throughput rates were published in the Mail & Guardian for the first time in 2007 they caused quite a fluttering in the dovecots in some Institutions of Higher Education. The final research document has caused a furore. Universities are now focussing their attention on the research. This was Glenda’s initiative - she got it going and needs to be applauded for it; though she did not do the research herself, she set up a team of acknowledged academics to carry it through. The dust is still settling.

8.3 Greater Rustenburg Community Foundation - Christine

She stated that for all of us sitting here, technology is something that we are all well conversed in. For the annual CBO / NGO conference this year (which is the culmination of the year's work, outreach) their organisation wanted to expand the community mapping, the work that Susan did with them. This year, fortunately during the time of the conference (had 300 organisations there), there was going to be a training course on community asset-based management at the Coady Institute and their chairperson, Sebastian Mathews, volunteered to attend. Decided to introduce the community asset-based management concept to the community organisations in a manner that would be practical and active. Organised with the board and Sebastian to do a Skype training session and it was amazing. He got up at 3am, set up Skype with the board for initially up to our lunch time, but volunteered to stay on even after lunch. It was an interactive training session with our delegates: hands, heart and head. It focussed on the needs and the assets available. People from isolated villages participated in this. People asked him questions directly via Skype and he answered – had good sound and visuals. Now have enquiries from very deep rural communities, saying that this is exactly what we have been doing, just never realised it and they see how rich they are actually as communities, even if not rich in money. Now there is ownership of 3 do-able projects without external help with only the resources around them; they just never knew about it. Rustenburg CF will go and visit; challenge grant for own community fund which they will manage for them. This is about the link between technology and outreach.

8.4 Uthungulu Community Foundation: Chris

Have been communicating with business sector and government. They are looking for people to teach them about partnerships. He discovered they need people who can guide them towards sustainable partnerships. Advised the organisations at the retreat to start preparing a document on partnerships to share with other people. There are lots of things they have done which did not succeed. Business and government are not in the habit of working together; but now they want to work closer with civil society. But business will need to see that you have been operating, and that you have a track record – and you have something of value to share with them. There is a lot this sector can share with the business sector.

8.5 WHEAT: Sue

WHEAT Trust is now known as the WHEAT Women's Fund.

8.6 FDC: Acia

Had good and bad news to share. The good news is that FDC has been chosen to lead and manage the grants in Mozambique on behalf of the Global Fund in the HIV/AIDS sector, as well as to facilitate the grant making process. This information was received last week; the total amount of US\$50 million will flow through FDC to civil society in Mozambique. Attached to that is a lot of organisational structures and required processes and systems! The down-side is that once one starts thinking about the implications for your organisations, there are many questions. Does it for example mean an organisation has to forget about what it is busy with currently? In addition, they applied as a group of civil society organisations and now some of those are accusing them of taking all the money. FDC wants to see if there have been similar experiences by other organisations here. They have numerous questions such as do they create a new organisation just to co-ordinate the Global Fund money? This work needs to start next week. It was good news for civil society, but not necessarily for FDC. Also, it will make them one of the biggest funders in the country – but the challenges are huge.

Adele notes that this is a question for real-time consulting. She also proposed that Marissa (executive director of WINGS) lead a discussion on this tomorrow with the relevant group. Getti asked people to sign up for real-time consulting.

Eunica Adriano added that FDC is presently, apart from being a foundation, also implementers of projects. The challenge is having the funds now. Also the challenge of having been evaluated by The Global Fund prior to being given the money; now being asked if can fulfil the evaluation: are systems in place etc. But at least get training beforehand. The challenge now is the process of trying to become a foundation. She stated that it is a big experience for her and hopes that many people here will share their experiences.

Inviolatta responded to Acia's account by sharing that at Community Foundation for the Western Region of Zimbabwe they had a similar experience. They received money to administer on behalf of inexperienced CBOs and found it to be a big challenge for various reasons. The organisations would bring their proposals to the organisation which would then need to be consolidated with questions of clarity and follow ups going back and forth. What however made it even more complex (a total of 225 000 Euros) was that donors do not want to put their money in Zimbabwean banks, and therefore had to open an account off-shore; a very tedious process, but they managed it in the end. It meant however, (keeping in mind that the organisation had to meet timeframes for reporting with the donor) that the CBOs would call for the money, submit activity plans – but then did not meet the timeframes and the donor was waiting for the reports. Inviolatta undertook to share more about her experiences with Acia and Eunica.

Chris congratulated FCD and stated that they would need a plan by which to issue the grants.

9. Selection of next Convening Group

It was decided to let the selection of this and other groups stand over until Saturday morning; other groups include the Transition Working Group and the Resource Mobilisation Group.

10. Internal evaluation and strategy group report and discussion – Beulah & Adele

After a comfort break, Beulah continued with the presentation after Christine's input. She reminded the Co-op members that it was agreed at the last learning event in July, that this group would give feedback on the work done regarding options for the Co-op's future. The purpose of this presentation is to clarify the possible options for the Co-op and to allow for questions of clarification, as well as corrections to current data collected. The documents were circulated via e-mail prior to the Retreat and a hard copy was also placed in the conference pack. At the next learning event in 2010, the work will be done to finalise the future for the Co-op. She further reminded the meeting that the whole process started from the internal evaluation of the Co-op, the findings of which were presented at the July learning event.

Christine: as a member of the group she informed the meeting that this is the draft document as based on the work within the group; it is not final and the purpose of this presentation at the Retreat is not to make a final decision about an option for the Co-op. This is about carrying forward what was discussed at the last meeting; it will be the main topic for the first meeting of the Co-op in the New Year.

Beulah's presentation focused on the following:

- The group

The members (were representative of Southern Africa) and how it operated. Refer to Appendix for detail.

TO DO:

Beulah urged the members to study the documents and to start thinking about the possible options as presented and to be prepared for the learning event.

- The legal framework: Refer to Appendix for detail.

Beulah stated that before looking at the options; need to know what happens in other countries in terms of the legal framework within which civil society operates. Will need a much more detailed document by the next learning event in 2010 – comments and information required from all. Inviolatta and Acia for example have already noted gaps in the information and will submit the additional information and corrections. The framework as contained in the Appendix is the one presented at the Business Meeting. The final one with corrections and new information will be circulated separately once the group has met again and updated the document early in 2010.

TO DO:

All members to check the information contained in the document and country representatives to check the correctness of it for their respective countries and add / correct where necessary.

Q & A session / discussion / comments:

- Need to note the huge difference between NPOs and trusts.
- The abbreviation CGT stands for capital gains tax
- Is a great comparison between the countries; there can also be some other options however. Was anything researched in terms of getting funding if Co-op should register in SA or Mozambique etc.? And about cost of transfers of money to the different countries?
- Reporting requirements from the different acts that govern the sector?
- Type of donors? Who is funding mainly in those countries?
- Some donors favour funding a region – check which funders favours funding the region.
- **Adele on Co-op organisational options – see Appendix for detail**

TO DO:

The group will update the current document and disseminate to Co-op members as based on the comments lodged at the Business Meeting as well as received from members after the Retreat.

Adele explained that these options are the first ones – there might be more.

Discussion / comments:

- Some members found options A and B specifically attractive. But wanted to know about an option D; regionally based, but still be a learning leadership forum.
- Adele responded that once the purpose and identify of the Co-op are clear, then the other things will fall in place. Further, it should not simply be to combine the different options. This will be the focus of the work for the group in 2010.
- With reference to challenges and weaknesses: one of the strengths was that Synergos did a lot of the work for the members. What is not presented here as part of the options is the kind of work expected under the different options. Adele referred the members to look at the section on finances, secretariat etc.
- Should however add information on staffing for the different options.
- A question about whether this is a proposal to start new organisation was clarified by Adele that no, these are only the options since the Co-op wanted different options; mandated the group to come up with this. Adele also clarified that currently, there is no institution.

- Adele reminded the members of the one decision that was made in July, namely to give ourselves a transition period until the end of 2011. Further, Synergos will accept whatever the Co-op members propose.
- Need to enhance regionality within the Co-op with whatever option is chosen.
- Issue of registering as a Southern African organisation
- Question about whether Synergos is registered as regional organisation? Adele responded that it is a section 21 organisation and registered in SA.
- Southern African Trust (SAT) is registered as a regional organisation.
- With the writing of the constitution, the detail about whether it will be regional will come out.
- Easy to register in Mozambique.

The way forward:

A transition group will take this work forward; the group will consist of whichever current members are interested to remain and new members are also sought.

Closure

Getti congratulated the members on good work done and closed the business meeting with a reminder to sign up for the peer consulting sessions on Friday⁵. He reviewed the Retreat programme for Friday and Saturday and reminded the members of the evening's dinner with the guests from WINGS.

NOTE: Added to these minutes are the business meeting agenda points that stood over until Saturday – see next page.

⁵ The following members signed up and the discussions are contained as case studies in the Appendix section of these minutes: Stephen (facilitated by Barry), Acia (facilitated by Marissa) and Taki (facilitated by Beulah).

Additional Business meeting discussions on Day 3, Saturday, 21 November 2009:

1. Election of a new Convening Committee
2. Election of a Transition Working Group (expansion of current Internal Evaluation & Strategy Group)
3. Confirmation of members of Sustainability & Resource Mobilisation Group
4. Confirmation of members of International Relations Group
5. Confirmation of members of 2nd Publication Group
6. Report back: External Relations Group and confirmation of members
7. Beva's offer of assistance
8. Calendar & dates

1. Election of a new Convening Committee

Beulah will remain on as the member from the current committee. New members: Sue Howell, Tish Haynes, Eunica Adriano.

2. Election of a Transition Working Group (expansion of current Internal Evaluation & Strategy Group)

This group morphed from the Internal Evaluation Group into the Internal Evaluation & Strategy Group to what will now be called the Transition Working Group. The mandate of this group is to work with the information generated thus far and reported on at this Retreat regarding the options for the Co-op. This group to report back at the next Learning Event of which the focus will be on the finalisation of the options for the Co-op. Again, a regional representivity in the group is required. The term for this group is until the end of March 2010.

The methodology for the group will remain the same, i.e. tele-meetings and tasks for pairs and individuals with report backs also in-between meetings.

Members: Beulah, Inviolatta, Tina, Ronny, Macame (to alternate with Acia). The only new member is Acia.

NOTE: Bernie has since the Retreat indicated that she will unfortunately no longer be able to serve on the working group. Her valuable inputs are hereby acknowledged.

3. Sustainability & Resource Mobilisation Group

The purpose of this newly formed group will be to, in co-ordination with the Transition Working Group, research ways in which the Co-op can remain sustainable as well as identify opportunities and strategies for resource mobilisation.

Barry informed the group that there have been discussions about budgets, including for the Co-op and that by next week, Hilda would be able to develop a final budget with notes.

Members: Sue, Acia with support from Donné and Lungisa.

4. International Relations Group

Members: Tina, Chris, Christine and Jon.

5. 2nd Publication Group

Members: Lungisa, Tina, Chris with Taki and Johanna joining as new members.

6. External Relations Working Group

Members: Glenda, Joanne and Chris.

Report back by Glenda Glover.

She reported that the Cape Town-based group (members include SCAT, REAP, Inyathelo and CDRA) is continuing with its work on the Lotto and the NDA. They were going to interview 2 candidates for position of researcher who will start with work in January 2010. The group was contacted by the NDA upon the release of a press statement announcing the project. An NDA delegation came to Cape Town to meet with the group. The group's approach is one of building a thorough understanding of these two organisations and their practice to inform advocacy for good funding practice. Currently this is a one year project but a multi-year project investigating funding practice more generally is envisaged, for the promotion of the well being of civil society organizations in South Africa. The group also has links with a Johannesburg-based advocacy group addressing the Lottery.

NOTE: Glenda Glover informed the group that she would need to step down from her involvement in the Co-op due to increasing activity within her own organisation & sector. She undertook to remain in contact with the Co-op, also in sharing information about the Cape-based group that is working on the Lotto & NDA.

7. Beva's offer of assistance

Getti reminded the group of Beva's offer of assistance to Erika with organising of the business meeting minutes for upcoming Co-op events.

8. Calendar & dates

Getti also reminded the group of Chris' request during the business meeting to apart from the calendar for international events as compiled by Tina (already circulated to all Co-op members and also in conference pack), there should also be one for Co-op events with the dual purpose of informing Co-op members, as well as to facilitate co-ordination especially with SACOFA activities.

Adele stated that with the Soccer World Cup running from 11 June to 11 July 2010, it will affect⁶ the planning of all upcoming Co-op events for 2010. It was therefore decided to not hold any events during that period nor in the month immediately preceding it. Therefore there will be only two Co-op events in 2010; the learning event and the Retreat. Although there will only be two physical events, other events can also be arranged via the internet or a webinar. The possibilities will be researched and discussed with members.

Agreed date: the first and only learning event for 2010 will be held from 15 – 17 April.

Barry informed the group that nothing prohibits Co-op members from arranging their own Co-op events in the New Year, especially given that the Co-op is now on the path to self-reliance.

Getti declared the discussion on additional points for the business meeting closed at 12:30.

⁶ Increase in flights and venue cost, availability etc.

Appendix

1. **Financial report: SACGLC**
2. **Information on the Internal Evaluation & Strategy Group**
3. **Organisational Options for the Southern African Community Grantmakers Leadership Cooperative - Draft discussion document**
4. **Overview of legal regime for Non-Profits in each member country**
5. **Options for Future of the Coop**
6. **Real-time Consulting sessions - Case Studies**
7. **SACGLC Retreat Participant Evaluation**
8. **Attendance List**

1. **Financial report: CGLC**

FINANCIAL REPORT TO THE MEMBERS OF THE CGLC

Report for the period ended October 2009

	Amounts	Subtotals
1 Income	930,131	
Grant Open Society Foundation	150,000	
Grant Ford Foundation	525,500	
Alloc Batho Bonke	159,115	
Alloc CS Mott	48,581	
Alloc Kellogg	46,935	
2 Expenses	583,767	
2.1 Staff Salaries	203,077	
2.2 Events		<u>328,869</u>
Learning Event 1	162,322	
Learning Event 2	122,222	
Retreat Expenses (current year)	21,533	
Retreat Expenses (prior year)	10,000	
Other Events (working groups; incl prior year ARC events)	12,793	
2.3 Staff Travel	26,374	
2.4 Overheads		<u>25,447</u>
Rent & Utilities	8,000	
Photocopier Rental	1,721	
Telephone, Fax, ADSL	9,153	
Internet Services	1,872	
Postage & Courier	275	
Outside Photocopying	20	
Stationery & Office Supplies	2,174	
IT Support	660	
Books & Resources (events)	973	
Bank Charges	600	
Balance carried forward	346,363	

Notes

- 1 Some October transactions not yet posted
- 2 Bulk of Retreat Expenses due November & December

2. Information on the Internal Evaluation & Strategy Group

- How the group operated

At the July 2009 Learning Event, the current Internal Evaluation group was expanded to form the Internal Evaluation & Strategy Group and given a mandate to explore certain organisational and legal options for the Co-op.

The group met via tele-meetings (4 were held) for which minutes were drafted and disseminated to the group for comments. At each meeting, the various tasks as assigned to group members were reported on and discussed. Where necessary, additional work was done and a final product would be agreed on as the first draft to be shared with Co-op members. Any follow-up actions were also agreed on.

- Discussions held

The group had 4 tele-meetings during which tasks were assigned to pairs and / or individuals. The tasks focussed on the following:

- The legal framework for civil society organisations in Mozambique, Zimbabwe, Namibia and South Africa
- Organisational options for the Co-op
- Terminology / glossary for the Co-op
- Values & principles for the Co-op

At each tele-meeting, the members would report back. Information on the tasks was also shared in-between meetings.

- Gathering of information

The tasks required a study of current Co-op documentation (the first draft report on the Co-op Internal Evaluation, Rules of Engagement, Code of Commitment, Learning Event & Retreat reports, reports to funders etc.) , as well as a desk based study of other relevant materials from all the member countries.⁷ Inviolatta provided a document on the type of civil society organisations and the legal framework in Zimbabwe; Ronny and Adele submitted the same type of information respectively for Namibia and South Africa. Bernie consulted publications from Alan Fowler and Tina shared specific information about terminology for the sector. Beulah and Erika worked on the values and principles task. Macame shared some information on Mozambique, though more information is required.

Adele drafted a first draft on Organisational options for the Co-op. This was disseminated to the Co-op members and will also be discussed at the November 2009 Retreat.

The terminology documents, as well as the one on Co-op values and Principles, were disseminated to Co-op members for comment. These are all works in progress and need to be commented on by the Co-op members; together with the Organisational options for the Co-op, the two documents will be presented at the November 2009 Retreat business meeting.

⁷ A sample of the documents consulted is on the CD disseminated at the November 2009 Retreat.

3. Organisational options for the Southern African Community Grantmakers Leadership Cooperative - Draft discussion document, November 2009

As presented by Adele

Introduction

During April and July 2009, the CGLC conducted an internal evaluation. The purpose of the evaluation was to assess the extent to which the original objectives and projected outcomes for the Cooperative have been met at individual, organisation and network levels, and to clarify the key issues to be addressed by the Coop as it enters the next phase of its development.

The findings of the evaluation were discussed at the July learning event, where it was decided that the mandate and membership of the Evaluation Reference group be extended to include a strategy on the next phase of the Coop taking into account the discussion, feedback and concerns raised by members, as well as any additional information gathered by members of the group.

Background

The Southern African Community Grantmakers' Leadership Cooperative (SACGLC) was established in 2005 to bring together leaders of Southern African community grantmaker organisations in a knowledge-sharing and peer-learning network to enhance the growth and sustainability of the independent development funding sector in the region.

The inaugural meeting of the Coop was attended by leaders of 22 community grantmaker organisations from Zimbabwe, Mozambique and South Africa. After 12 meetings over 3 and a half years, the Coop has experienced dynamic growth with a committed core of members joined by new member organisations, as well as new leaders from existing member organisations.

Considerations

At the July learning event the members present discussed the evaluation and the questions that arose on the future of the Coop.

The following themes emerged for consideration:

- actively and intentionally regional
- create a voice
- build visibility for the sector
- advocacy for the sector
- knowledge generation and learning should feature strongly

The working group has drawn attention to various organisational development challenges in each of the options such as strategic leadership; commitment; decision-making and sustainability.

Strategic considerations when reviewing the options

Strengths: current Coop provides a good foundation for all three options. Existing relationships, presence in 4 countries in the region; well-documented peer learning practice; Overall favourable global environment for community grantmaking e.g. WINGS; Global Fund, etc; growth of community foundations in Africa; nascent networks in Mozambique and Namibia; existing donor relationships (Mott; OSFSA; Kellogg); good international links – member of WINGS; good relationship with AGAG; etc; programme owned by members; member in kind contributions

Opportunities: Mott piloting Technical Support Facility signalling change in donor trends; Southern Africa Trust – needs link to grassroots development practice at SADEC level; African Grantmakers Association

Challenges & weaknesses: domination by South African grant makers and agenda; reliance on Synergos for secretariat and fundraising; lack of financial member contributions