



**SOUTHERN AFRICAN COMMUNITY GRANTMAKERS
LEADERSHIP COOPERATIVE**

ANNUAL RETREAT REPORT¹

25 – 27 November 2010

CLARA ANNA FONTEIN, DURBANVILLE

Theme: Dealing with Change

Convening Committee for the Retreat:

Tish Haynes
Stephen Lebere
Sue Howell
Adele Wildschut and Erika Joubert (Synergos Institute)

Facilitator:	Rebecca Freeth
Documentation:	Erika Joubert & Adele Wildschut, Synergos
Event Liaison:	Lulekwa Gqiba, Synergos
Resource person:	Ricardo Wyngaardt
Guest:	John Harvey (Executive Director & Founder for Grantmakers without Borders, USA)

Key Objectives: Final event of the SACGLC and Launch of new organisation

- The working groups and SACGLC co-ordinator deliver their final reports.
- Members report on and give feedback on events attended, upcoming events etc.
- Synergos presents a financial report.
- The Steering Committee on the SACGLC institutional process presents a report.
- Members agree on the institutional future of the Coop, the constitution and the action steps.
- Coop members engage with their own and Coop current leadership and organisational issues of change.
- To minute the Coop business meeting and document all discussions incl. future steps / action plan.

Anticipated Outcomes:

- The final reports of the Coop working groups were delivered.

¹ Compiled by Erika Joubert.

- The final Coordinator's report was delivered.
- Members reported on events attended, upcoming events etc.
- The financial report was delivered and accepted.
- A decision was taken on the new institution and the constitution.
- All processes completed for formalization of the new institution and members have outlined next steps.
- Participants addressed their own and Coop current leadership and organisational issues of change.
- Minutes of the Co-op business meeting and all discussions are documented.

SACGLC Business Meeting

DAY ONE THURSDAY 25 November 2010

Chairperson: Barry Smith

Business Meeting Agenda

1. Presentation of agenda
2. Adoption of agenda
3. Welcome, attendance, apologies
4. Adoption of minutes of 15 April 2010
5. Working group report back
 - 5.1 Publication
 - 5.2 External relationships
 - 5.3 International relations
 - 5.4 Anti-poverty strategy
 - 5.5 Steering Committee
 - 5.6 Resource mobilisation group
6. Co-ordinator's report
7. Financial report
8. Members: information and report back
9. Close - Retreat programme review

1. Presentation of agenda

Agenda presented.

2. Adoption of agenda

Agenda adopted. Barry noted that the agenda allows for matters arising from the last meeting and if there is time, he will allow for AOB at the end of the proceedings.

3. Welcome, attendance, apologies

Barry welcomed everyone to the meeting, commenting on the historical nature of the event given that it is the last Synergos-partnered Coop annual retreat. He requested that everyone introduce themselves since there were a few new faces. (See attendance list in the appendix.) The presence of Luyanda and Stewart were specifically noted since it was Luyanda's first Coop event (representing Uthungulu)

and Stewart has not been at an event since the Hout Bay process and now represents Inviolatta's previous organisation as the acting executive director of Community Foundation for the Western Region of Zimbabwe

Apologies: Chris Mkhize, Lungisa Huna, Donné Nicol, Bernie Dolley, Langa Mtshali, Stephen Lebere, Jon Campbell, Themba Moyo, Simphiwe Mbatha, Sue Howell.

4. Adoption of minutes of 15 April 2010

Comments: No comments; no amendments.

Motion to adopt: Inviolatta; seconded by Beulah.

Matters arising: will be covered in reports.

5. Working group report backs

5.1 2nd Publication - Adele Wildschut

Members of the publication group: Lungisa, Chris, Tina, Adele and Erika.

The group met in July; reviewed the Terms of Reference previously drafted; debated whether it should be done given the institutional changes taking place within the Coop. Agreed it was important to reflect on the past five years; but to keep it low cost; i.e. produce a pdf version that could be downloaded and a limited print run. Sent out TOR to service providers; quotes and proposals reviewed and appointed Gabriel Innovative. Accepted proposal – CD Rom – publication and web interface and additional Coop material: As part of cost saving, Adele to draft the text; service provider to edit.

Adele planned to do the writing in August, but started feeling ill and deadlines were extended. In September started investigating cause of illness – spent last 3 months on various test resulting in re-negotiating the time-frames with service providers; will complete in January/February 2011. Now being edited – will be asking members for photographs reflecting their work for example grant award ceremonies; community mobilisation processes; grantees projects etc.

5.2 External relationships - Joanne Harding

Joanne reported on the ongoing research being done by the collective (the 4 organisations now being called the Funding Practice Alliance). The National Lotteries Board (NLB) research is almost done and the collective produced Fact Sheets based on the initial findings. **NOTE:** These have since been e-mailed to the members - not for public distribution though. Some of the findings indicate that the NDA spends 60% of money on itself that the Lotteries distribution in relation to income has gone into decline over the years etc.

Interesting findings:

- The participation of the Lotteries and NDA in the research: the NLB was very open; participation by its board members, CEO, Chief Operating Officer (COO) who were all fairly open to disclose the problems and finding possible solutions. This is a good indication of their willingness to engage and seek a solution.
- Achievement: inclusion of conduits and trusts as recipients; one year audit; as a result of engagement; at the last Cape Town road show Sershan Naidoo did not know this - disturbing speculations that the NDA can apply to the Lotto.
- No cooperation from the NDA in the research; the Board took a formal decision not to participate. Will probably have to litigate.

- Other speculation that there is a plan to put all the money into the fiskus, instead of making money available to civil society. Recommendations: to merge the lotteries and NDA then there will be no NDA.

The research will be finalised at the end of this year; there will be a launch and as Civil Society will decide what to do with the findings. Similar group working on this in Johannesburg - had meetings with them. Agreed to launch reports together and look at joint / collective action around it.

Matters arising:

- Research by the two groups was similar with some variations (methodology and focus areas). Results are now being merged. Overall great dissatisfaction with services being provided to civil society.
- Barry mentioned the newly appointed CEO Vuyelwa Nhlapo; she is a former DSD Chief Director and former LINC fellow – could assist in setting up meetings, improve the relationship.
- **NOTE:** Lotteries Cape Town Road Show – 7th December 2010 (notice disseminated to all).

5.3 International relations - Tina Thiar

Global Fund for Community Foundations meeting

Tina, Joanne, Beulah and Inviolatta attended the Global Fund for Community Foundations meeting; a peer learning and sharing event. Participants consisted of Global Fund grantees and resource people. There were discussions about the foundation, break-away group sessions and one session on role-play where participants had to defend development aid. Beulah reflected on the small group session where she realised one keeps on saying “we” must do this - but who is the “we”? Grant makers? Philanthropists? At community level? This is a question that needs to be reflected on and documented. Beulah appreciates the fact that the Forum does document processes. Feels however that what we do here as the forum is a bit in insulation, but there is a connection between the work of the Forum and what happens at e.g. the Mott foundation, Synergos Senior Fellows etc. This year was not business as usual - not for the forum and not for grant makers and therefore we said it was “business unusual” meaning that we have to change what we are doing - and look at links with what happened in Nairobi a few days ago.

Launch of African Grantmakers Network

Those who attended all agreed that it was well organised with high quality inputs and a very inspiring event. The only challenge was the timing of the actual launch and the AGM (both on the same morning and the AGM starting at 07:15am with some locals caught up in traffic) and confusion on whether one could attend / have voting rights at the AGM if not yet a paid-up member. Eight resolutions were taken: mission, vision, values, strategic objectives, membership plan and fees, steering committee as inaugural board; funding strategies.

Barry commented that it was an inspiring, as well as historic event, with 250 delegates, 100 organisations and 20 countries represented including of international friends and others. It felt like “our space”; it was the first time it was run by the sector. The significance of all this is great for the Forum; there is now a framework for Pan-Africanist grant making. Forum can decide in future if it wants to affiliate and if it has the resources to do it, but communication and links already exist. Suggests that the earlier that conversation starts, the better and that the Forum obtains the documents from the launch for the network. This network provides another level of support for what this forum can do and say - across Africa. Strongly recommend this group to connect with AGN. Regional caucusing is important. Tina will take it forward.

There were also concerns about membership fees (at risk of creating another executive club of people with very high incomes? The annual membership fees were calculated as follows: those who have an annual income budget of US\$50 000 and below will pay US\$250 / year. US\$100 000 – 500 000: US\$500 and associates and friends to pay \$2000 annually.

Joanne commented on the “Africaness” of the meeting; owning it, not feeling subservient - feeling incredibly proud and commend the steering committee for pulling it off.

The next AGM will be in South Africa in 2012; and opportunity to be noted by the Forum.

Matters arising:

- This group to convey hearty congratulations to the steering committee who organised the Launch of African Grantmakers Network.
- Need to keep the momentum going: bridge building between this and that structure - organise low cost consultations and convenings. A milestone in 2 years is the 2012 meeting that will be held in SA (relationship should be built before the event). Beulah suggests that this be parked to be discussed as part of process of electing executive committee and working groups.
- Those who attended should put something in writing about how inspired and impressed they were - feedback about what was inspiring about the process, the contents, what specifically - 2 pages.

2010 Donor conference hosted by Inyathelo “Our World, Our Responsibility”

Joanne attended the donor conference last week as a speaker and sees it as not being in isolation from this Forum process. The conference was attended by South African and international philanthropists, trusts and foundations. It was decided to

Coop members on Steering committee of African Grant Makers:
Tina re-iterated the role of the delegates of this Coop and that Christine and Neville worked very hard on the committee and must be congratulated.

set up some kind of a collective - the organisations have mandated Inyathelo to facilitate the process. Joanne finds it worrying that this sector was excluded. Tina mentioned that she referred the Coop and it was supposed to have been sent an invitation; Tina could not attend. No invitation was received.

WINGS Global Forum 2010: 10 delegates from Africa attended the conference in Como, Italy from 18-20 November. The topic was “Innovation and Impact: The Role of Grantmaker Associations in Changing Society”. Tina found it to be a great conference, in a great environment. All the session she attended was well researched and provided excellent information; all of which will be placed on the web site. She was very excited about the “Glass buckets” as a tool (references were e-mailed to members). She also referred to the 2 reports that were tabled and which delegates engaged with: “Global Status Report on Community Foundations²” and “Global Institutional Philanthropy - A Preliminary status Report” (both are web based reports). Tina encouraged all to read the reports; also suggested the members put the web site addresses of the 2 reports in their e-mails.

WINGS was finally incorporated - registered in USA. Tina suggested all to look at the legal notes, very useful. Lastly, Tina was very happy that the delegates from Africa raised their own money to attend.

² www.wings-community-foundations-report.com

Matters arising:

- Barry congratulated Tina who was appointed as first official secretary of WINGS.
- Philanthropy: International Conferences (as supplied by Tina)
- Council of Foundations
 - Date: 10-12 April
 - Venue: Philadelphia
 - Contact: www.cof.org
- European Foundation Centre
 - Date: 26-29 May 2011
 - Venue: Portugal
 - Contact: aga@efc.be www.efc.be
- Community Foundation Conference
 - Date: 12 -14 May 2011
 - Venue: Vancouver Canada
 - Contact: www.cfconference.wordpress.com
- Grantmakers without Borders
 - Date: 13-14 June
 - Venue: New York
 - Contact: www.gwob.net
- African Grantmakers Network
 - Date: 2012
 - Contact: www.africangrantmakersnetwork.org

2010 Fall Conference for Community Foundations, Charlotte

Beulah attended the conference in September in Charlotte. Also discussed recent report by the GFCF³, "More than the poor cousin? The emergence of community foundations as a new development paradigm". Talked about philanthropy in a much broader context, worked on a broader definition for community foundations.

5.4 Anti-poverty strategy

Christine is the key person on this and no further information has been received. It was hoped that George Matusz might have information to share, but he has not yet arrived. Erika then briefly shared that Stephen Lebere informed the Convening Committee about attending an Anti-poverty Strategy meeting in mid-November at Sun City and a paper titled War on poverty, which was presented by the Director General in the Deputy President office. (PowerPoint presentation on CD as distributed at Retreat.) No other Coop members have heard anything else about this process and no new information could be shared. No one at the meeting knows anything else, nor have they received any new information or read anything about it.

5.5 Steering Committee - Beulah Fredericks & Inviolatta Moyo

Beulah and Inviolatta presented the constitution-making process that the steering committee (with support from Erika, Adele and Ricardo) followed between April and November. Also reminded the meeting of the mandate given to the committee and that all information was circulated to Coop members and there should therefore not be any surprises. Documents were disseminated and should have been read.

³ Global Fund for Community Foundations.

Most important question to ask is: how did we get here? First, there was the mandate from the April meeting, 3 tele-meetings and in-between, there was also one face to face meeting in Cape Town and there were the e-mails. Therefore, quite an engaging process with still the World Cup in-between. Ricardo was present at all the meetings; a very important technical support to the committee. Beulah and Tina also part of resource mobilisation working group.

The committee considered the structure, the regional character, NPO / tax status. To find a balance between the learning agenda, an advocacy role - it was a potpourri of issues.

The 3 key issues:

- 1. The name**
- 2. Membership**
- 3. Governance**

5.6.1 The name

Recommendation for a new name: Southern African Community Grantmakers Leadership **Forum**. Discussed other terms such as network, association etc. See document for detail.

Ultimately settled for “forum” and Beulah explained the motivation for the name refer to the document on Key points discussed by the Steering Committee (in Appendix).

Issue was raised about regionality: The response was that it is not based on political lines, but geographical. Not SADEC based. See the draft constitution; the countries listed, but not limited to those countries.

5.6.2 Membership

What is presented by the committee is based on comments sent in by those members who responded.

Key points discussed by the committee:

The AGM / members are the decision-making body. Members should be organizations, not individuals who belong.

Definition of community grantmakers - see page 3 of constitution, section 1.1.

Regional representativity: regional focus and members should be from the region.

A policy document still needs to be drawn up about membership - a task for the new structure. Who is a member? Ricardo reminded the meeting that the constitution is not a lengthy document; it is a guide and is user friendly. But there are many other matters that are constitutional, but it is around the policy - how the institution functions. And that is where a lot of work still needs to be done incl. on membership criteria / categories, fees, voting rights etc. We agreed that 60% should be community grant makers and the other can be grant makers. Ethos as a consideration: locally rooted, and define community grant maker.

We will still have a range of policies - still work in progress to be taken forward by the new structure.

The AGM is where the members are; it is the highest decision making body. Should it be a voting members who are active members? Paid up? These details to be discussed as part of the policy.

5.6.3 Governance

As part of the discussion on governance, it was considered that there should be a board or committee and it was decided on a committee. This is about peers on the committee; the committee will be elected at the AGM. A minimum of 5 on the committee with a quorum of 3 and should have a regional spread, but does not mean the committee member represent his / her country. Term to be no longer than 3 years. Committee members as will be elected: must be employed by the institution. The AGM makes provision for sub-committees - not part of the governing / operational committee, but working committees. Working committees are accountable to the membership.

Any future committee should refer to the documentation that already exists, a lot of work has been done and the whole process has been documented - all will be made available. Though feedback from members on e-mails sent out was not very good.

Comments and questions of clarification revolved around the term “committee” and legal status of governing body:

Barry: Whether organisations agree to proceed with any new structure, is a decision for the members’ individual boards. This is an in-principle decision about going ahead with this legal institution which can exist with 3 members or 50 members and it is about establishing the legal entity.

Matters arising:

Macame proposed that it rather be called an “Executive Committee”. Joanne moved and Macame seconded and the motion carried; the amendment to be made to the draft constitution.

After the discussion and agreements reached, the report of the steering committee was adopted - this meeting ratifies the proposals from the committee. Barry puts it to the floor that we move on. Acia moves for adoption of report and seconded by Macame and acceptance confirmed by affirmation. This is an important decision that was taken and Barry thanks the members of the steering committee and Erika who has done so much work to support others and Adele.

5.6 Resource Mobilisation Group: Tina Thiar

A written report was tabled - please refer to the report for detail in the Appendix.

Issues raised from the report and discussions:

- Richer organisations to carry the smaller ones?
- Annual membership fees.
- Actual administration costs.
- Membership should be all equal.
- A voluntary sponsorship for something by every member (instead of cash).
- Members taking on certain functions e.g. hosting, take on printing costs etc.
- Voluntary financial contributions.

No matters arising.

6. Coordinator’s report: Erika Joubert

A written report was tabled - please refer to the report in the Appendix for detail.

No questions asked and report accepted.

7. Financial report: Hilda Gertze

A written report was tabled - please refer to the attachment sent with this report.

Points raised:

Hilda shared that there is no new income, roll-over mainly. Report indicates funding received from Charles Stewart Mott Foundation, Mvelapanda etc. Everything is within budget and where possible, tried to come under budget and explained the areas where it was not possible to stay within budget, i.e. the audit fees. Changed auditors and two audits were done this year; making it much more expensive. "Legal fees" expense was payment for Ricardo's services. Had the ledger on hand for any specific questions. Shortfall indicated at the bottom is a bookkeeping practice - represents part for the overall contribution to the Coop and cost coming from Synergos unrestricted funds.

8. Members: information and report back

Tina took the opportunity to thank Barry for having the vision to initiate the SACGLC. She appreciates his bravery in the process, as well as that of the Coop, and also Barry's friendship with all the members and emphasised the fact that he is a visionary.

Barry responded by stating that he cannot take credit for everything, and it was not only his vision. It was also Adele's, Hilda's and Lulekwa's - a collective vision. He appreciates the kind of commitment and enthusiasm generated among the Synergos staff and that it is exceptional. He views the Coop as one of the shiniest lights and is happy to accept the kind words but would reflect the back to people who make things happen on a daily basis.

Ronny shared about the Namibian civil society foundation, the NANGOF⁴ which is currently going through a thinking process to set up a civil society foundation; a vehicle to facilitate grant making processes in the country. It is similar to what the Coop is doing now - document for a trust etc. And looking at what is happening in Namibia, and being part of regional network, has been useful to this process. His challenge now is to strengthen at country level - sharing and learning platform. He views this Forum as being in a position to assist the Namibian process.

Joanne shared that she is leaving SCAT and felt privileged to have been on this journey with everyone, and sad that she will not be part of it going forward. But excited about what she might find out about herself. Thanked everyone for being great colleagues and friends as well as a support system.

Acia suggested to the steering committee to think about many similar initiatives around membership of forums and that there is a need to look at inviting friends who used to be part of us to participate. Institutional vs individual membership.

Barry thanked Joanne for what she has done in the Coop and in the community. She has been a stalwart. He then also shared about his exit from Synergos. That after 8 years this month, and opening the first Synergos office in Africa, he will be moving on from the organisation at the end of January. He explained the process that evolved; please refer to the e-mail that was sent to everyone for the detail. He stressed that he not leave the group, but will still remain committed to this nascent association that was born. He gave thanks to all, also for being such good friends and such good role players. He stated that 8 years later, from no staff, now have 15 full time staff in Africa. And part-time staff like Erika who works on a contract basis. He said that he has been buoyed up and held up by all and that it has been a pleasure.

Barry also explained that the LINC project has been assimilated into Synergos and Synergos now has an office in Johannesburg.

Close – Retreat programme review

Rebecca & Adele

⁴ Namibian NGO Forum Trust

Rebecca stated that this is clearly an affirming place to be and that is precisely the point of an event like this; it is a Retreat. But it is different from previous ones since it is book ended by this meeting (to dissolve the Coop) and the meeting on Saturday to start a new Forum. She reminded the group of the theme for the retreat, "Dealing with change".

Change is a perpetual thing and is what we will be working with for the next few days. Tomorrow is dedicated to personal experiences of change the past year; to reflect on it, learning and what you are thinking about. Also on institutional level. And change from one institutional form to another - what does it look like and the implications for you. A day of thinking about and reflecting and getting kernels of wisdom about what changes life.

Tonight: John Harvey. An informal dialogue and dinner.

DAY TWO FRIDAY 26 November 2010

Facilitator: Rebecca Freeth

The day started at 08:30.

The day started with a checking in session.

Session 1

Focus on change at the individual level. Individual and pair work exploring change at individual level, sharing experience and lessons learned.

Outline for Session 1:

"Individual Change"

- Dialogue Walk
- Reading & Writing
- World Café
- Pulling it all together

- Dialogue Walk

Task for pairs:

Question: "What is the one change that you are going through or facing now?" Share it with your partner, then listen and walk for 20 minutes. Swop in 20 minutes.

The purpose of the exercise: it is an opportunity to think and walk through an issue with one person listening closely to you.

Total duration: 40 minutes.

- Reading and writing

After the dialogue walk, members had the opportunity to either have further discussions in pairs of 2 or 3, or to read the variety of articles on change as supplied by Rebecca (hard copies were handed out). Rebecca explained that in the planning for the Retreat, she learned that when change in the Coop was discussed, one, two people mentioned fear; she therefore included an article which discusses fear and encouragement.

Titles of the articles:

"Have we learned nothing about managing change?" by Carol Kinsey Goman.

"Can I be fearless" by Margaret Wheatley.

"Striding into the sea: five steps to addressing tough social challenges" by Adam Kahane.

- World Café

World Cafe: is a way of hearing what other people are thinking and making sense of it. What are the insights that we get when we bring our reflections back to the group from our small groups?



Resource: Mapping Dialogue⁵. Taos institute. www.taosinstitute.net

The World Cafe tool is useful under the following conditions:

- Creates a living network of conversations, around questions that matter.
- Insights, new ideas or new questions, undoing collective intelligence to evolve through a group
- Assumes that the knowledge and wisdom we need is already present and accessible.

Rebecca noted that it works particularly well after an Open Space session.

World Cafe etiquette:

- Focus on what matters
- Contribute your thinking and experience
- Speak from the heart
- Listen to understand
- Link and connect ideas
- Listen together for deeper themes insights and questions
- Play, doodle, and draw.

After a plenary discussion and contributions of various questions, the members agreed on the following question on which the World Café conversations would be based: **“What tools do I need to be resilient and fearless in the face of change?”** Rebecca reminded the members to focus on the individual, since organizational change will come later.



World Café process:

Rebecca divided the members into 4 groups. Each member assigned a number to self. For the first round, 10 minutes to discuss and put the message to the flipchart using pictures, graphics etc. (See photo on the left for example from one of the tables.) At each table, the person with the number 2, was instructed to stay behind and others to join the other tables and be informed by number 2 of what was discussed at that table and the ‘visitors’ to add more thoughts.

- Pulling it all together

In order to pull it all together, Rebecca asked: “What are we hearing, what are we learning?” “What from what was discussed at each table, stood out most for each person?”

These responses were listed on flipchart - see flipchart in photo.



⁵ Marianne 'Mille' Bojer, Heiko Roehl, Marianne Knuth, Colleen Magner. ISBN 978-0-9712312-8-3.

Session 2

After lunch; the focus shifted to organizational change.

Exploring change at an organisational level; sharing experiences; insights; tools and lessons learned; role of leaders in organisational change.

Rebecca introduced the session with two words, namely “resilience” and “sustainability”. The definitions were placed on flipchart:

“Resilience”:

... the capacity to buffer perturbations, self-organise and adapt. When massive transformations occur, resilient systems contain the experience, the diversity of options needed for renewal and re-development. (Resilience Alliance, Folke et al: 2002)

“Sustainability”:

... dynamic preservation of the essential identity of the system amidst permanent change. ... the point is not to eliminate change but to avoid the destruction of the sources of renewal. (According to Gallopin, a Chilean writer.)

Members shared in plenary what about the definitions resonated with them:

- the essence, the agenda, the focus of the Coop now that it is changing into the Forum, identity, fear can be about losing the essential identity (need to address that fear and factors of resistance), like the acknowledgement of constant flux in the environment (like the sea - always waving, sustaining itself); you can never assume a static environment.

Exercise:

What does this mean for the Coop? What is the essential identify, how are we thinking about it as the Coop transforms into the Forum?

Task:

The first part:

In 10 minutes, individually, represent the Coop, as you have experienced it, in either clay or Lego blocks, or the cubes.

The second part (follow up exercise):

Change your existing model to represent the Forum (imagine / anticipate).

The first part of the exercise raised the following key points about the Coop as it is now:

- Safe space
- Diversity
- Layers symbolising experience, learning
- Small start initially that provided roots to balance the Coop; now standing on strong pillars
- Firm foundation despite a rocky start

The second part of the exercise raised the following issues about an envisaged Forum:

- More unified
- More depth
- More growth
- More innovation
- Openness
- Collaboration
- More creative
- More inclusivity
- Would like it to be less complicated



Session 3

*Seminar: Resource mobilisation for scholarships and capacity building for grant makers.
John Harvey & Barry Smith*

Barry explained that the seminar is not going to be about giving tips, but to rather mine the knowledge and experience that is in the room. The questions are:

“How do we more effectively secure the kind of resources needed to build these kinds of networks?”

“To build connectivity with leaders in the sector in the region and beyond?”

“How do we position our organisations so that they are connected and located within a web of relationships and increasing reputations and trust that will serve both individual organisations and this network?”

Part 1:

Barry Smith

The first question to put first to the group is: “From your experience to date, what are your stories of success in mobilizing resources that will carry forward some of this that we can regard as “infrastructural needs”? “.....the glue and the processes that builds our networks into more coherent movements?”

The following experiences and stories were shared:

George - Greater Rustenburg Community Foundation

His contribution focussed on fundraising and that it takes place on two levels, namely nationally and internationally. His story focused on the national level, namely the South African Lottery. Their foundation managed to access funds from the Lottery that was made available for entertainment related to the World Cup (Rustenburg hosted games and practice fields for World Cup teams). The Foundation applied for and received funds to put 21 performing groups (traditional music) on stage (the fan park which was not far from their offices). Received an amount of R8 million and in 2 phases. The process was not easy; had to complete more than 52 documents incl. motivation for why Lotteries as the only funder, design the reporting mechanisms, supply 3 previous financial report statements, as well as individual reports on the CEO, 3 other board members, proof of how the groups that will participate will benefit, duration for keeping the funding (the foundation opted for a year and will provide quarterly reports). The groups were not professional groups and would be mentored - a professional was identified for that purpose. After submitting all the documents, also had to undergo an interview. The groups performed and the Foundation supplied weekly reports (after every performance). Also forged relationships with Unisa on cultural groups. The other part of the funding was to make sure agriculture is established by the young to alleviate poverty. The Department Of Agriculture and municipality were drawn in or this purpose.

Barry noted that this was about fundraising combined with raising the profile of an organisation during a significant event.

Inviolatta - Uluntu Foundation

She was invited to attend the Conference on AIDS and Sexually Transmitted Infections in Africa (ICASA), under the international children development programmes of the Norwegian People's Aid. We were asked to submit concept papers and where we would usually not do it and rather not go, realised that one has to do it and need to respond positively to the request (also offered a scholarship to attend). This was strengthened by the realisation that they work on the ground; already running HIV/Aids and child development programmes and have evidence and reaching out on a daily basis to the community. Find value at conferences: networking and learning. Barry noted that attending conferences can be purposeful and strategic; should realise that invitations come to you and your organisation because of your organisation's abilities and reputation and that you will be able to offer and

plan a structured contribution to the conferences. Also observed that sometimes the focus is on asking for the grant to attend events, and not proactively stating that you have something to contribute. Also do not always look at whilst at or planning to be at events, identify which other parts of our agenda we can take forward while at the event, e.g. in Kenya. For example, Johanna organized a structured visit with CFs' in the Como region (Italy); she organized that beforehand. He stressed that this is not about selling yourself, but being intentional - what gains are to be made, but also, what I can contribute.

Acia - FDC

Received funding for participation in networks and conference. Experience shows that receiving such funds is not only about making a good case for your request, but has more to do with the type of organisation, your representativity and global trends (e.g. a focus on gender). It also depends on funders' priorities. And even with a good reputation it can be difficult; will however always find donors to fund attendance of conferences on climate change, technology etc. Of importance now is the bridge between north and south: the focus now is more on how you can participate in your own region (build the south-south bridges); funding for that is more readily available. It might be because of costs. Also, the global trend is to fortify regional networks.

Further, there are two sides of the coin: you get invited (representativity) and secondly, you approach funders to fund your participation - but then you need to understand the trends - it is not only about the money).

Beulah - Community Development Foundation Western Cape

She shared that she has never paid in full for anything that she has attended. Very aware that it is always the same people who go to certain conferences and are part of networks and also a number of people who never attend. If you are invited, it can happen that your costs get carried or part of it. There is a need for a skills audit: who can do what, what is whose passion etc.? Another question to answer is "who represents the group"? We have all these new bodies; they always look like speakers, panel members etc. We should go for the opportunities.

Key issues emerging

Summarised by Barry

- Connecting with the issue involved: is it sufficiently compelling for your organisation to want to participate in networks and events?
- Feasibility of raising funds to participate in events increases if you are making a contribution; to not just go anywhere because someone is paying. There is more likelihood of a motivated person being sponsored.
- Identify how you can add value to the opportunity. The Forum can check for "additional value events"; for example dialogues that it can piggy back on?
- One of the things is to be available, be less shy as a speaker - particularly as a leader. If you are there, and sponsored, you should be working.
- Who should attend and capacity building; there is great value in development of ourselves as well as our colleagues in attending these events.
- From a personal point of view: if committed to creating a purposeful, high value network (activist community in this case), then that is part of the core business and should be built into the core budget. But need to motivate why and show how will measure the outcomes of it. The question is "How do we make the case?" Should not have to grovel for bits and pieces of funding.

Part 2:

John Harvey

The focus is to come up with practical tools. John explained that the members will break into small groups and discuss the top ten reasons why one should fund participating in this network or attend a conference. The aim is to come up with compelling statements that everyone can take back and use in the future.

John shared that when his organisation started out he went to a conference once a month with the aim to get their name out and to recruit members. He set goals for himself in attending a specific conference; checked the registration list and ticked who he wanted to know and looked them up at the conference. And at every single workshop or plenary, he would raise his hand first or second and stand up and introduce himself and the organisation - he emphasised that one has to be purposeful in why you attend conferences and events.

Points raised in plenary discussion on motivation:

- Being invited to a conference or to join a network.
- The topic, theme being in line with my work; my strategic objectives.
- I can contribute - add value to the event.
- Show what you can plough back - beyond your organization. Sharing knowledge at the conference.
- If a donor is pro the sector, they will be willing to fund.
- If we want to attend conferences as the Forum, the motivation will be that only one person can go and s/he is representing the Forum and will present case studies there. Have something to offer as a collective - share our experience. Not going as an individual organization, but the Forum which consist of x number of members.

Group work question: “Making the case for funding to attend conferences and/or participate in networks.”

Why are you there (at a conference), what is your goal? What is the case you want to make to attend a conference or to belong to this network or others?

- To learn more about different grant making models and practices.
- State the case i.t.o. the topic / theme addressing a weakness / problem the organisation is grappling with.
- State the case i.t.o. the topic / theme being something the organisation (or Forum) has experience in and offer a case study, a paper, a panel discussion to promote better practice.
- Example of CFC Canada where the Coop offered 2 learning opportunities to the conference and how empowering that was.
- We want to learn about donor practices in Southern Africa.
- The African solutions for African challenges lies in the Forum of these grant makers.
- Face to face engagement is important for building trust and relationships which can lead to joint action on something we all care about.
- Capacity building and mutual learning with other.
- Shall be part of organisation’s purpose e.g. external relations.
- To get new tools from like-minded organisations to be effective leaders.
- Add value on both sides.
- Identify your niche and the contribution you can bring to a larger cause e.g. community grant making.
- Changing perceptions about Africa - more nuanced.
- Linking up with other practitioners for support, peer consulting and information sharing.
- Choose the right person to profile the organisation and why that person (their profile) is important.
- Feedback to the organisation.
- We have case studies and stories to share. Real-time consulting.
- Create platform for collaboration and partnerships among members.
- Amplify the voices of community grant makers in Sothern Africa.
- Our participation will strengthen this Forum that plays an important role in African philanthropy.

Reminder from John: do the follow up shortly after attending the conference - make a note to jog memory of who that person was.

Session 4
Reflection

Rebecca Freeth

Individual reflection:

2 questions

- As I head into 2011, what is the one change I need to adapt to? And one change I want to influence?

OR

- What are my sources of renewal? What are my organisation's sources of renewal? What are the Forum's sources of renewal?

DAY THREE SATURDAY 27 November 2010

Facilitator: Rebecca Freeth

Day 3:

Chairperson for the meeting: Ronnie Dempers

Ronny asked those who were at the first meeting to stand up. He explained the role of Rebecca and Ricardo. Ricardo for technical support and Rebecca to provide facilitation support.

Agreement was reached on the preparation for the founders meeting / AGM.

Launch and founders meeting.

Agenda drafted by members.

AGENDA:

1. Declaration: our identity & purpose
2. Constitution: adoption
3. Founding membership and attendance
4. Election of Executive Committee
5. Business: Action plan
 Dates in 2011
 Finances (signatories)
 Working committees
 Synergos handover
6. Next meeting

Chairperson for the meeting: Ronnie Dempers

Minutes: Erika Joubert, Synergos

Agenda: adoption moved by George seconded by Tish.

Apologies received for Day 3:

Joanne Harding - SCAT (she attended the previous 2 days, but could not attend Day 3).

1. Declaration: our identity and purpose

Tina suggested Clause 3 “Objective” in the current draft Constitution as a starting point for formulating a statement pertaining to identity. To make a declaration that the SACGLF (the Forum) is a ... (see below)

... The Forum is a non-profit organisation established for the public benefit objective of advancing, building and strengthening social justice philanthropy and community development in Southern Africa. Without limiting the general nature thereof, this objective shall include:

- Promoting capacity building, learning and development amongst grantmaking organisations that are focused on community development,
- Exchanging knowledge, information, strategies and tools aimed at building organisational sustainability in support of community development, and
- Advocating for appropriate legislation, practices, policies and other interventions that will enhance grantmaking practices that will benefit community development.

Agreed that hereby formally it will be known as the Forum.

2. Constitution: Adoption

Amendment to draft constitution - Clause 8:

Committee to be known as the “executive committee”. The amendment was unanimously accepted.

All clapped since forum is now formally in existence.

George suggests a photo of the founding members (see end of Retreat report).

3. Founding membership and attendance

Barry referred to the form that was supposed to have been signed by members who got mandate from their organisations to accept the constitution. Note: Ricardo will have to give guidance of adding the other members who give support.

For the record, the following members submitted signed forms⁶:

- Inviolatta Moyo, Uluntu Foundation NOTE: yes, definitely submitted - seems is with Lulekwa
- Tish Haynes, DOCKDA
- George Mathuse, Greater Rustenburg Community Foundation
- Acia Salles, Foundation for Community Development
- Ronnie Dempers, Namibia Development Trust
- Bernie Dolley, Ikhala Trust
- Stewart Mantula, Community Foundation for the Western Region of Zimbabwe

Those who indicated support via e-mail and personal messages:

- Sue Howell, WHEAT

There was a discussion about those organisations that did not submit signed forms (present and not present). There are 11 organizations present that are potential members. Article 9, “Membership” referred. The final outcome of discussion was that even if do not have the

⁶ Please inform Erika if you submitted a signed form at the Retreat and your name and organization’s name is not listed here. Apologies for any omissions.

signed form here, can still sign Schedule A (as in constitution) and be seen as a founding member. Attendance list also being completed and is separate from Schedule A. (See scanned attendance list for Day 3 in the Appendix.)

Ronnie stated that all agree that the 11 organizations present here and signs the attendance sheet become the founding members and can therefore participate in the decisions.

Agreed: Inviolatta propose that it be accepted that everyone who is here is a founding member. Seconded by all - unanimously accepted.

Agreed: If there are potential other members, from now until the first committee meeting, period for people to still come on board as founding members

Agreed: On the schedule A as a record for the organisations' names listed And Attendance List is for organisation to show its presence here.

Agreed: All present here is accepted as a founding member - key decision that was made. Irrespective of whether resolution was signed and submitted.

Those who are not here, but interested in the entity, we can decide if should be included as founding members- but allow rather for a time period between now and first executive committee meeting and can then be considered by the legal entity to be viewed as founding members. Accepted By All.

4. Election of executive committee

Overseen by Ronny Dempers

Clause 8 of draft constitution refers.

Minimum 5 members - office bearers:

- Chairperson
- Vice chairperson
- Secretary
- 2 additional members

Accepted that all must be employees of member organisations of the forum.

6 months after the end of financial year - will have first AGM. 1st March is end of the financial year.

Agreed process:

Membership present to agree on chairperson as a collective and the executive committee can decide on their positions / portfolios. Proposal made by Acia and no counter proposal. George moves to second it and Macame seconds it.

Nominations for the committee members:

George proposes **Johanna** and she agrees and Tina seconds.

Macame proposes **Acia** and she accepts and seconded by Johanna.

Inviolatta by Beulah and seconded by Tish.

George by Macame and seconded by Inviolatta.

Beulah proposed by Tish and seconded by Inviolatta, Macame, Tina and others.

Chairperson elected by the membership present: Beulah Fredericks.



Beulah exchanged seats with Ronny, taking over as chairperson and addressed the membership. She noted that this is a very special moment and, comparing the Forum with a

ship, she expressed the belief and trust that the members will steer the ship. Her sentiments were echoed by Inviolatta. Beulah further stated that there is no turning back; and that a very important decision has been taken as well as important steps. She reminded all that the building of the foundation of this structure has been 5 years in the making and that a lot of work went into drafting the building document, i.e. the constitution. Prior to this process, there was also the internal evaluation; she emphasised "there is no turning back". She expressed thanks to Synergos and particularly for Barry's vision - no one was initially sure where the ship was heading. She referred to the previous evening when they joked and laughed about the first gathering and how Barry had to do damage control and did it because he believed and had the vision - and also believed in the members.

She said that she knows Barry will never leave us and that he will always just be a phone call away. She also thanked the team: Adele, Erika, Hilda and Lulekwa without whom none of this would have happened. She said that she has been with other organisations and it is not easy to build an institution. What made this network is that it had the support. Not only funding - but the support behind the scenes. But now up to the members to take it forward. Not the role of Synergos to do that, not the chair either - but the members. She thanked Ricardo for his support to the steering committee and for having learnt much from him; especially for his support during the proceedings this morning which turned out to have not been so straightforward. She noted that Constitutions are live documents and one needs to own the process and the steering committee was supported by Ricardo to have it experienced it as a live doc. She finally expressed thanks to the members of steering committee. She ended by saying that she did not have a speech prepared, but spoke from the heart.

5. Business

The 5 members of the executive committee have been elected. They will elect the other office bearers - accepted by all - seconded by Johanna. Therefore, the first executive committee meeting needs to take place. It was decided it will be a tele-conference and should take place before the close of the year to at least plan certain things for 2011.

Signatories will still come. And at AGM, deal with legal aspects.

Ricardo reminded the group that auditors of the first period needs to be appointed at the first executive committee meeting - the period from now until end of February 2011. And have the AGM next year but it can be electronically. At AGM re-appointment of auditors. We still need to open a bank account. And from among the 5 appoint signatories: any 2 out of 3 to sign.

Action Plan:

Issues:

- Follow up on AGN - start building bridges and what from the conference impressed and inspired as a learning for this forum.
- "The more of"⁷ part of the model building exercise on Day 2: what came from that exercise require some thinking - what are the priorities from that and what actions to achieve those priorities.(Refer to Day 2, Session 2 of Retreat Report for an explanation of the first and second part of the exercise, as well as the ideas generated.)
- Advance planning for participating in 2011 conferences, events.
- Skills audit.
- What Synergos office can do in the period unto end of February - transition period.

⁷ The second part of the exercise.

- Record a vote of thanks to the donors for support over the years: CS Mott, Ford Foundation, Open society foundation and Mvelaphanda Group and ABSA foundation.
- NOTE: CS Mott expressed ongoing interest in development of the Forum. Therefore, action: discussions with them soon in the New Year.
- Also to convene informal discussions on how Southern African leadership grant makers can think to sustain the AGN launch and establishment of this forum. (Reminder: next AGN meeting to be in SA, 2012 - use that opportunity).
- Also need to inform WINGS, EFC etc. about the new structure.
- Formal media release.
- Ricardo will do: NPO number & registration - need it to open a bank account.
- First learning event to be in the next 6 months.

Other issues discussed:

- Synergos as possible fiscal sponsor. Put forward by Tina and seconded by / accepted by all Ronnie and Tish.
- Decide on what committees are required; as soon as possible and have broad representation of members on them and drivers for each committee to set up meetings and ensure tasks are done.

Barry stated that he is mandated to give full support from Synergos for this forum. And appreciation from Africa board in the bold step taken by this group. Funding come to conclusion end of February, but still count us as a friend of the new forum.

Committees:

What is the structure that the Forum will take? Events? Maintain the Coop way? A discussion followed. It was agreed that will maintain the current committees to ensure all members are involved in decision-making and not a board doing all the work - propose to maintain that system (Tina).

Tina: Decide on what committees we need - as soon as possible and have broad representation of members on them and drivers for each committee to set up meetings and ensure tasks are done.

- Committee on legal issues:

Tina: Also need policies and by laws in place for which a committee need to be set up with (new) membership:

Members: Macame, Ronnie, Tish, Johanna, Lungisa (even if not present).

- Committee for learning (as now known as) and previously the Convening Committee: Members: Tish, Stewart & Bernie (even if not present).

- International engagement: Tina, Chris (current members).
- Resource mobilisation: Tina and who else - to set up membership still.
- Publications: set up new membership still.

Other committees can be formed, but agreed that these are the critical ones for now.

Note: John volunteers his services since in SA until end of January.

6. Date for next executive committee meeting: tele-meeting

All the members no longer present at this point of the proceedings⁸ and it was agreed that the executive committee will look at their diaries and decide on a date after this meeting. Beulah to facilitate.

Challenge: first learning event to be in the next 6 months. AGM will be a year from now.

Beulah wished each over a safe trip home and to rest over the festive period and to come back rejuvenated.

Meeting ended at 12:05.



⁸ Some colleagues had flights to catch.

Appendix

Key points discussed by the Steering Committee

Part of document e-mailed to all members on 7 September 2010 titled 'CGLC institutional process INPUT REQUIRED'.

The following points formed the core of the discussions:

Issue	Comment
Name: Southern African Community Grantmakers Leadership Forum.	The committee was advised to drop "Co-op" as part of the name, since it has for-profit implications. It was decided to call it a forum. The reasoning was as follows: Association implies a loose relationship in especially Mozambique and Zimbabwe. The committee agreed on: "Forum, since our work and capacity is about leadership - not solely about community grant making. The investment is in the leadership. Not only grant making capabilities. Having "forum" in the name signals the advocacy element of the group. A forum is where you get together, exchange ideas etc. A Network however places more emphasis on what we can do for each other, not out there. Further, have to distinguish this leadership forum from other leadership forums. Other suggestions for the name that were discussed: Centre, Institute, Network.
Objectives	Ricardo explained that one of key issues when looking at the Nature & Objectives revolves around tax benefits, especially if one considers local fundraising. There is a list of public benefit activities that qualify and we need to use wording that is similar to what is on that list. The committee was in agreement about the objectives, since all three objectives in the draft Constitution cover the objectives as discussed previously within the Co-op and from earlier Co-op documents. Key theme coming out of this: community development and CBOs. The objectives would be wide. Also agreed that will use a glossary (as already developed) with the Constitution for e.g. new members to understand.
Chairperson and separation of powers	The committee agreed that for the formative year, will have one chairperson - to be discussed by members. And not rotational - must be for a one year term. Further agreed that the basic starting point is that this is a 2 tier structure and members make up the highest decision making power. The point was also made that having a chairperson and office-bearers will already be a new concept for this group.
Membership discussion	Membership is open. And it will be institutional membership, not individual. And there should regional representativity in membership. Section 8.2 Category of membership: agree on 60% should be community grantmakers. Only community grantmakers will be voting members. An important ethos is that membership should be "locally rooted" and that it should be made part of the definition. Linked to this: it will be members at AGM who decides on membership. And this concept should apply to all decision-making processes, not be driven by Committee. There will be a separate document on conditions and membership criteria.
Committee	The Steering Committee agreed to the term "committee", not Board. Agreed that need a body to carry the legal responsibility. And therefore, it will need sufficient meeting time. The importance of regional representation was also agreed on. Further, agree on minimum number of members: 5 with min. 3 members (quorum is 3). And that as organisation grows, number can increase. Term of office: agree on annual elections. But not be elected for more than 3 terms. And that for vacancies on the committee, there should be consideration for regional representation. It was also felt that If a person is no longer an employee of the grant maker member organisation, then has to vacate position and membership. And only leadership person can sit on the committee. But members' board members cannot sit on this committee.

Resource mobilisation group report

SOUTHERN AFRICA COMMUNITY GRANTMAKERS LEADERSHIP COOPERATIVE

DEVELOPED BY THE SOUTHERN AFRICA COMMUNITY GRANTMAKER LEADERSHIP COOPERATIVE, SUSTAINABILITY WORKING GROUP 2010

Southern Africa Community Grantmakers Leadership Cooperative (SACGLC) is a unique Co-opt of 20 independent development trusts and foundations – with strong poverty eradication and social justice agenda – form an important emerging sector in the region. In a socio-economic context marked by massive poverty and inequality, the sector plays a critical bridging role between the civil society development organisations, development donors, governments and business.

Southern Africa Community Grantmakers Leadership Cooperative, Working with other sectors, bring unique added value in their capacity to channel resources effectively to community-driven development at local level. As well as financial resources, community grantmakers contribute important organisation-building, convening, policy formulation and knowledge-sharing capacities to community development processes.

Key comparative advantages of the sector are:

- Southern Africa Community Grantmakers Leadership Cooperative are values-driven organisations, who can pioneer community-driven, people-centred models of development and social change;
- Southern Africa Community Grantmakers Leadership Cooperative play a powerful role in expanding awareness, convening dialogue and promoting debate around issues of development, poverty and exclusion;
- Southern Africa Community Grantmakers Leadership Cooperative manage grants to community based organisations (CBO) in a way that is often difficult or impossible for larger donor institutions;
- As 'learning organisations' Southern Africa Community Grantmakers Leadership Cooperative design and implement effective, participatory monitoring and evaluation systems, designed to grow the body of knowledge on complex development issues;
- Southern Africa Community Grantmakers Leadership Cooperative has an in-depth knowledge and experience of the communities we serve.

Sustainability of the Southern Africa Community Grantmakers Leadership Cooperative

a) **Sustainability Working Group – Report**

During the last SACGLC members confirmed a sustainability / resource mobilisation working group. The members of the group are Tina, Jon, Donne, Sue, Arcia and Beulah. It was agreed that the group would meet individually, because of distance and via conference calls one on one and discuss a proposed suggested questionnaire. All members had the opportunity to make presentations and all members but Arcia participated. Unfortunately we are still waiting for Arcia input. Most members were in agreement that it is not a good time to fundraise for start-up a new organisation because of the economic down turn but the cost of maintaining the present status of the SACGLC is also not possible as not many members are able to contribute R40,000 per annum. We therefore need to look at various options to sustain the organisation.

All members felt that the organisation is important is that we need to make an effort to sustain SACGLC.

b) **Overview of the fundraising challenges of Support Organisations**

From our networks we realise that funding for support organisations are not as available as before. The world economy is in the second phase of economic down turn with Europe officially now in recession. Although there are signs of economic up turn in USA it is still not a full recovery and there are signs of a second down turn being expected. Economy has not fully recovered and income on endowments and investments has not fully recovered. Funders are still cutting on their support to NPO in the Global South.

The Council of Foundation (COF) report and economy watch on foundation centre report no increase in international funding besides the increase in funding from Bill and Melinda Gates (Health and agriculture). Most grantmakers did not entertain new grantee partnerships, most grantmakers also stop funding some of the project and some funding to philanthropic support organisations has been terminated. Very little funding for conferences and scholarships are available. Most Foundations are still not increasing their own operations.

In South Africa both C S Mott Foundation and Ford foundations has changed their focus and are not really funding philanthropic support organisations. Both are reconsidering their funding to support organisations but both do invest in capacity building of grantee partners.

c) Proposal 1: Membership Fees to sustain the organisation

All members agreed that the SACGLC members should pay a membership fee. The membership fees are important to show the support of the members and to leverage more support for the Network. The members suggested that the fee should be an annual fee.

The following ideas were tabled:

- i) membership fees should cover all the cost of the SACGLC
- ii) membership fees should cover the administrative cost of the SACGLC
- iii) membership should be for each member organisation
- iv) membership should be for each member of the organisations
- v) membership fees should be on a sliding scale % of annual income
- vi) membership should be fixed
- vii) members should be encouraged to pay voluntary fees
- viii) members should be encouraged to also contribute services

Proposal: member organisations should all pay a basic membership fee to cover the administrative cost of the SACGLC and all members should be encouraged to make voluntary contributions. All members should contribute services (organise events, provide services) and provide for the well-being of the SACGLC

Fees should be revised annually at the General meeting.

Members who cannot contribute will remain members but.....must pay in kind.... (Services, organisation of events, documentation, scribe, minute taking)

d) Proposal 2: Voluntary Contributions by members

All members will be requested to make voluntary contributions toward the SACGLC, it is also suggested if the SACGLC pilot a new product that the funds are mobilised from the membership. Members will also be encouraged to make funding available for collaboration and joint work (partnerships).

Opportunities for voluntary contribution by members:

- a) Funding for the retreat / peer learning events
- b) Funding for new initiatives
- c) Funding for collaborations
- d) Funding for visibility building
- e) Funding for travel to International Meetings
- f) Funding for knowledge generation and documentation
- g) Funding for annual reports and publications

e) Proposal 3: Fundraising for programs / peer learning and retreat

There is still some evidence that some international funders and some bi-lateral organisations still have funding available for peer-to-peer learning and capacity building.

The suggestion is that the working group and all members have to diligently watch all the funding streams and inform the working group of the opportunities. The members need to submit proposals for funding and try to secure more funding for the SACGLC peer learning events.

It is also imperative that the biennial work plan and agreement on the programmes for the two years be decided on for the working group to mobilise the necessary funding. It is also important to notice that all the members are also fundraisers and that they all have some degree of capacity building as their own programs and we as a working committee need the support of a staff member who will have the key responsibility to submit proposals for funding and to meet the donors. Members can support this function but cannot be solely responsible for this function.

There also exist the opportunity to engage with existing donors and to enter into partnerships to provide the service that they need. Many of the donors are always looking at new ways to provide capacity building to their grantee partners.

Do we have a product?????? Is this marketable?

f) Proposal 4: Services to the SACGLC

The following services are important to the well-being of the SACGLC and the recommendation is that members share the responsibility to provide the following:

1. Report writing
2. Scribe and minute taking
3. Coordination of the Network
4. Fiscal sponsorship and bookkeeping
5. Event management
6. Accommodation / meeting venues
7. Flights and air miles
8. Documentation, Publications and knowledge management
9. Web site management, hosting and e-newsletters
10. Printing and duplication
11. Presentations and learning tools
12. Representation at strategic events

g) Proposal 5: Scholarship / Network / Stipends for International Marketing and Visibility

Although the working group acknowledge the lack of funding available to organisations for International travel, we have notice an increase in funds available to organisations for scholarship to capacity building events, funds for networking and stipends for peer-to-peer visits.

The working group recognised the possibility that members should all apply for the available funding and should be trying to mobilise funding to attend the events and retreat.

The working group suggested that we have a workshop on fundraising for scholarships, networks and capacity building.

The working group also suggested that we have a list and blog where members can get information on opportunities and access to proposals and letters that will enable them to mobilise resources for the participation at the SACGLC.

Thank you

Tina Thiar



Coordinator's report: CGLC business meeting 25 November 2010
Final co-ordinators report for the SACGLC by Erika Joubert, co-ordinator.

By introduction, a significant portion of the co-ordinator's time since the April 2010 Learning Event was spent on the Coop Steering Committee and preparation for the finalisation of the Institutional Arrangements for the Coop, as well as with the 2nd Publications Group. Both of these entailed the co-ordination of tele-meetings, documentation and analysis of discussions, as well as the completion of various tasks. The number of days / month for the co-ordinator were reduced from 8 to 5 for the months June - September given the advent of the Soccer World Cup and there being no learning event in July.

Matters arising are contained in the report.

1. WINGS Member Profile and relevance for Coop database

The original Coop profile was updated and submitted to WINGS in May 2010 - see the CD-Rom for updated version.

Matters arising: In relation to the above, a reminder that the Coop members agreed at the November 2009 Retreat that the type of information requested for the WINGS Global Status Report Survey Questionnaire is valuable to determine the type of the detail to go into a **Coop database** and to keep such information about the Coop updated on the final **Coop web site**. Also relevant for **2nd publication**.

UPDATE: No database as yet developed - only the current updated membership list. Some information has already been collected at previous events. To be followed up as part of a final web site and the current 2nd publication - any new structure to take it forward.

2. Communication with membership of CGLC (and a reference to membership and changes in contact detail)

Sharing of information continued as usual with information provided via e-mail by the co-ordinator to the CGLC members and Coop members submitting information about a variety of issues including publications, funding possibilities, upcoming events etc. for sharing with other members. The main form of communication with CGLC members remains e-mail; no communication hick-ups experienced since April 2010 Learning Event - only the occasional telephone problems with members in countries such as Zimbabwe and Mozambique. The most updated membership list was included on the CD-Rom for the April 2010 Learning Event and members were urged to check their details, but no feedback was received nor any changes in contact detail. An updated list is once again included in the CD-Rom.

A visit to REAP was planned to determine whether the director⁹ of the organisation would like to continue as an organisational member of the Coop, but this did not transpire. Issue of membership and continuation of an organisation's continued membership once the individual members withdraws to be considered as part of discussions of membership under a new structure as part of the new institutional arrangements for the Coop.

Members were once again informed of information sites such as fundsforngos.org¹⁰ and LWATI, the SANGONeT e-Newsletter and the NGO-Pulse and were encouraged to sign up.

⁹ REAP has a new Director, Russel Davies.

¹⁰ As shared by Tina Thiart with various other types of information and upcoming events which were also circulated.

Other communications included notifying members of the Lottery and NDA directive issued by the Minister about the fact that the NLDTF did not want to consider funding applications from grant makers - the argument being that grant makers are gatekeepers. However, the minister has now amended the regulations and under 3.1.1 and conduit organizations and trusts have been included as eligible organisations. Congratulations to this pressure group for their perseverance and a successful outcome.

No matters arising from April 2010 Learning Event.

3. CGLC website

UPDATE: There is as yet not a final web site, only in its current format. And it is seen as a task that could be taken forward by the new steering committee for any new "Coop" structure. The 2nd publication will also inform the contents of the web site - the publication will be finalised by February 2011. The 2nd publications group has reported on this. A checklist of what should be included on the website was circulated to members on an earlier occasion and a new e-mail was drafted in June 2010, but not mailed. The e-mail and checklist is available on the CD-Rom provided at the November 2010 Retreat.

It was agreed at the April 2010 Learning Event that the WINGS database outline will be useful for a final Coop website, as well as for the 2nd publication - this is a consideration for any new "Coop" structure.

Matters arising: *Timeframe to have web site up and running moved to the period between April Learning Event (June, July, August) to accommodate work that had to be done on Institutional Arrangements for the Coop and the Learning Event. Motivation is to have the work coincide with the changed timeframe for 2nd publication and in what would be a quieter period for the Coop due to not having a 2nd learning event taking place.*

4. CGLC brochure

The status has remained the same since November 2009 Retreat¹¹.

No matters arising from April 2010 Learning Event.

5. Organisational options for the Coop - Coop Steering Committee

At the November 2009 Retreat, the Internal Evaluation & Strategy Group evolved into the Transition Working Group. And at the April 2010 Learning Event, the group continued with its mandate under the title "**Coop Steering Committee**". The coordinator supported the process and work of the committee and this took up the majority of her work since the April event. The committee will report back on its work.

The Steering Committee consisted of: Beulah Fredericks, Tina Thiart, Inviolatta Moyo, Macame Bruno Macame (rotating with Acia Salles), Ronny Dempers, Adele Wildschut and Erika Joubert (Synergos office). Bernie Dolley had to resign due to work pressure, but always provided written feedback and comments.

Individual and organisational change will be the main focus point of this Retreat.

6. MOTT Foundation & Inyathelo and capacity building of community foundations

Nothing new to report.

7. F.Y.I. Other Cape-based venues

At the last event Clara Anna Fontein and Mont Fleur were reported on as possible venues for the Retreat: should any new Coop structure want contact details of any other possible venues for future events, they are welcome to contact the Synergos office for details.

8. Report writing

No reports for funders were drafted in the period since the April 2010 Learning Event.

9. On "matters arising" and other technical aspects of the report (coordinator's and business meeting minutes)

¹¹ 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.

This is being dealt with in the report as agreed at previous events.

10. Coop documentation

Given that the Coop in its current form is coming to an end by the end of February 2011, Synergos office will make available all documentation generated throughout the life of the Coop and the new structure should decide on how to approach the archiving of the documents, publications, correspondence etc.

Other matters arising:

In addition, the following tasks were performed as based on the action points arising from the April 2010 Learning Event - refer to the Appendix.

11. Thank you letter to Getti

As was discussed at the April 2010 Learning Event, a thank you card was sent to Getti on behalf of the Coop members - see scan of card and message on CD-Rom.

12. Coop member reporting back from officially representing the Coop

It was agreed at the April Learning Event to make it obligatory to report back (verbally or in writing); using the current template. Template available on CD-Rom.

13. External relationships group

The Coop submitted a formal letter of support for the research into the Lottery.

14. 2nd Publication reference group

Although members were alerted to the fact that they might be contacted by the members of the 2nd Publications Group, there were no specific requests to members, only to re-submit photo's (as requested per the Logistics Letter for the Retreat).

15. Issues raised and flagged which can be considered for action by any new "Coop" structure

- The Coop needs to give members a clear mandate when representing them at various levels, e.g. case in point.
- The vision of the Coop needs to be re-visited. NOTE, Nov. 2010: See draft Constitution.
- Reminder of an issue that was parked: Having a travel fund for members to attend local, regional and international meetings/ conferences.

APPENDIX

From the April 2010 Learning Event Report

Point 10. Summary of action points arising from the Learning Event (April 2010)

Business Meeting

Adoption of minutes

- Report back on the anti-poverty strategy report (for next meeting).
- Make it standard practice that when a member represents the Coop, it is obligatory to report back – verbally or in writing; use the current template.

Coordinator's report

- The type of information requested for the WINGS Global Status Report Survey Questionnaire is valuable to determine the type of the detail to go into a Coop database and to keep such information about the Coop updated on the final Coop website. It is also relevant for 2nd publication.
- Members to inform the office if their contact details change.
- A visit to REAP is planned to determine whether the director of the organisation would like to continue as an organisational member of the Coop since Glenda Glover's withdrawal as an active individual member.
- Erika said there needs to be clarity about the membership of those organisations where the individual member has left the organisation and or joined / formed a new organisation.
- Members to check their information on the temporary SACGLC website.
<http://www.people2people.org/coop/>
- Erika to re-send the checklist of what should be included on the website check with members. This information should be added to the TORs of the Publication Reference group.
- A grantmaking organisation called Global Change plans to launch their first grant in South Africa. Members can contact them directly for more information: Buck Allen, Email. buck@globalchange.me, website: www.globalchange.me
- What would members like to see in the financial report in order to understand it? This information will be passed on to Synergos. (Adele will inform Hilda about the discussion around the financial report.)

International working group

- Tina will send members the report coming from the Council on Foundations Annual Conference (in America).
- Issue that was parked: Having a travel fund for members to attend local, regional and international meetings/ conferences.

External relationships group

- The Coop will formally support the research into Lottery and will put in the necessary advocacy to support it. Coop to issue a media statement to show support for the initiative.
- The Coop needs to give members a clear mandate when representing them at various levels, e.g. case in point: there was no mandate for the Coop support in the Lottery research.
- The vision of the Coop needs to be re-visited.

2nd Publication reference group

- There will be a request for information; members should please respond.
- Information should be sent, as per request, e.g. logos.
- Erika will, once they have been appointed, introduce members to the copywriter and designer for the second publication.

Financial report (refer to Adele's amended report)

- According to the report, the Coop needs to raise R260,000. This does not take into account recently received funds - Synergos got a return from Imapanda and it is yet to be allocation to various projects.
- Members are going to need further clarification to find out what funds need to be raised for the rest of the year, as this does not consider new income.
- If members are foreseeing shortfalls, the committee can work to secure funds.

Discussion on the future of the Coop

- There has to be real robust discussion about the Coop's vision.
- The spirit of giving and volunteerism should not be lost when the Coop moves into a legal framework / more formal structure.
- Synergos would like to retain a fraternal relationship with the Coop if it decides to formalise.

- There is a disconnect between the various Coop events; not everybody attended all the events – discussions held, decisions taken are not carried over – important that Coop members read all the reports and communications and that those who attend, report back to colleagues.
- A member felt that the essence of the Coop has been lost and she needs something to help guide her board so that they can make a meaningful resolution, so that if she leaves, the next person knows the value the organisation puts to the body.
- Synergos was committed until February 2011. In future, the group had to be responsible for all that Synergos has been doing. There are lots of practical things to be done; they needed a designated role to hold it. Some members would consider contributing towards it.
- There were no assumptions that people that were not present will continue in their assigned/ elected groups. Membership of various groups to be followed up.

Overview of US Philanthropy (source: Giving USA)

- Overall dollars
 - In 2009, Americans donated just under US\$304 billion
 - This is a drop of 3.2 % (adjusted for inflation) from 2008
 - Foundation giving fell by 8.6% (adjusted for inflation)
 - Total giving as a percentage of gross domestic product in 2009: 2.1%; this is the same as it was in 1969 (high: 2.3% in 2000, 2001 and 2005; low: 1.7% through most of period from 1975 to 1995, when giving began to grow)
 - Side note: There are over 1.2 million non-profits registered with the IRS
- Breakdown by category of giver
 - Individuals: 75% (\$228 billion)
 - Foundations: 13% (\$38 billion)
 - Bequests: 8% (\$24 billion)
 - Corporations: 4% (\$14 billion)
- Breakdown by (selected) issue
 - Religion: 33% (\$100 billion)
 - Education: 13% (\$40 billion)
 - Gifts to grantmaking foundations: 10% (\$31 billion)
 - Human services: 9% (\$27 billion)
 - Health: 7% (\$22 billion)
 - International affairs: 3% (\$8.89 billion)
 - One of the few areas to see an increase in 2009, by 6.6% (adjusted for inflation)
 - NB: This includes ALL of the following:
 - Grants to US-based INGOs
 - Grants to Israel, France, the UK...
 - Grants for scholarships for rich kids to study in the US
 - Grants to overseas groups of all kinds (and none of this from individuals)
- Foundation giving, percentage to international (source: Foundation Center, 2008)
 - Scope of study: All grants of \$10,000 or more awarded by a sample of 1,490 larger foundations, representing half of total giving by US foundations, between October 2008 and September 2009; includes independent, corporate, community and operating foundations
 - Confusing study, but here goes...
 - Total foundation giving during the period was approx. \$47 billion
 - Total in the study sample was about \$25 billion
 - "International giving" totaled approx \$6 billion, or roughly a quarter of foundation giving in the sample
 - This compares to approx. \$26 billion in US overseas development assistance
 - This is a record: in prior years total international giving by foundations has hovered around 15-18%
 - Of this (here's part of the confusion):
 - 75% was for "domestic"
 - 16% was for "international: US-based recipients"
 - 8% was for "international: overseas recipients"
 - In 2009, foundation giving dropped 8.4%, or approx. \$4 billion
 - Numbers and assets of foundations in 2008
 - Total: 75,595 foundations; \$565 billion in assets (down from \$682 billion in 2007)
 - Independent: 67,379; \$456 billion (down from \$564 billion)
 - Corporate: 2,745; \$20 billion (down from \$22 billion)

- Community: 709; \$50 billion (down from \$57 billion)
 - Operating: 4,762; \$39 billion (more or less even)
- Large foundations represent 86% of all international giving by foundations
- Giving by foundations to international causes, 2008 (see attachment)
- Overseas giving by major region, 2008 (see attachment)
- By issue area, 2008 (see attachment)
- Not measured in this: grantmaking public charities (Global Fund for Women, IDEX, Grassroots International, Global Greengrants Fund...) Small but important for social justice groups.

Social Justice Grantmaking

- Foundation Center study of “social justice philanthropy”
 - Claims that about 15% of all foundation dollars went to “social justice” in 2008
 - This is up from about 12%, where it has hovered for many years
 - Why? Because of the entry of the Bill and Melinda Gates Foundation, which, according to the Foundation Center, is now the country’s “top social justice funder”
 - The Foundation Center defines social justice philanthropy as “granting of philanthropic contributions...in order to increase the opportunity of those who are least well off politically, economically and socially”
- Several academic studies that start with a more appropriate definition puts the figure at 3%-5%
- Grantmakers Without Borders’ definition:
 - Social change philanthropy is grantmaking rooted in the ideals of justice, equity, peace, democracy, and respect for the natural environment.
 - It is based upon a critical analysis of political, economic, and social systems as a starting point for determining strategy.
 - It seeks to address fundamental causes of social ills and bring about systemic change.
 - It values and respects the wisdom and experience of local communities in all their diversity and affirms their power to unite and build social movements for change.
 - It serves those most acutely affected by injustice: low-income communities, women, children, Indigenous peoples, sexual minorities, and other traditionally marginalized groups.
 - It seeks to give voice to the unheard, and power to the powerless.
 - It employs grantmaking practices that are accountable, transparent and inclusive and which are highly responsive to the cultures, capacities and aspirations of grantees.

Overview of the philanthropic support infrastructure

- Council on Foundations
 - 2,000 members
 - Mainstream, fairly conservative, disinclined to challenge its members
- Philanthropy Roundtable
 - 550 members
 - Very conservative: “to help donors advance liberty, opportunity and personal responsibility in America and abroad”
- Regional Associations of Grantmakers
- Funder Affinity Groups
- Watchdogs: National Committee for Responsive Philanthropy, some MSM newspapers, some politicians, Pablo Eisenberg (see Wall Street Journal, 9 November 2009, at <http://online.wsj.com/article/SB10001424052748704500604574481773446591750.html>)
- Research: Foundation Center, University of Indiana
- Where international donors network and learn: Grantmakers Without Borders, Africa Grantmakers Affinity Group, Funders Network on Transforming the Global Economy, International Funders for Indigenous Peoples, Peace and Security Funders Network; Global Philanthropy Forum and Clinton Global Initiative

Trends

- Shift in the center of gravity from the Northeast/Midwest, i.e. Ford, Rockefeller, CS Mott, Kellogg, Carnegie, MacArthur... to West Coast (Silicon Valley and Seattle), i.e. Hewlett, Packard, Gates, Moore (traditional) and Skoll, Omidyar, Humanity United (non-traditional, so-called “new philanthropy”)
- Media bandwidth goes to Gates and the new philanthropy, even though the more traditional funders are still quite significant
- New theories of change and approaches to grantmaking:
 - Individual as agent of change (the “social entrepreneur”)
 - Market as solution, not problem (“Omidyar Network is a philanthropic investment firm. We create opportunity for people to improve their lives by investing in market-based efforts that catalyze economic, social and political change”; three main areas: microfinance, entrepreneurship, and property rights)
 - Business-like approach to everything (“investments” versus “funding” or “grants”)
 - Short-term horizon (akin to quarterly returns)
 - Fixation with measurement and deliverables.

Problematics

- Obsession with microfinance
 - From Omidyar: “Billions of people worldwide are trapped in a cycle of poverty, **because they lack access to the financial services that would allow them to secure a loan and invest in their future.**” (emphasis added)
- Philanthro-capitalism
 - Exemplified by Matthew Bishop and Michael Green’s book, “Philanthrocapitalism: How the Rich Can Save the World” (apparently re-titled to “How Giving Can Save the World”)
 - Critique: Michael Edwards, “Small Change: Why Business Won’t Save the World”: “It’s time to turn away from the false promise of the market model and reassert the independence of global citizen action.”
- Fetish with the social entrepreneur
 - Exemplified by Ashoka Foundation (not actually a foundation by US definition)
 - “Social entrepreneurs are individuals with innovative solutions to society’s most pressing social problems. They are ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps.... Each social entrepreneur presents ideas that are user-friendly, understandable, ethical, and engage widespread support in order to maximize the number of local people that will stand up, seize their idea, and implement with it. In other words, every leading social entrepreneur is a mass recruiter of local changemakers—a role model proving that citizens who channel their passion into action can do almost anything. Over the past two decades, the citizen sector has discovered what the business sector learned long ago: There is nothing as powerful as a new idea in the hands of a first-class entrepreneur. ...Just as entrepreneurs change the face of business, social entrepreneurs act as the change agents for society, seizing opportunities others miss and improving systems, inventing new approaches, and creating solutions to change society for the better. While a business entrepreneur might create entirely new industries, a social entrepreneur comes up with new solutions to social problems and then implements them on a large scale.”
 - Examples of Ashoka Fellows from South Africa (total of 90 Ashoka fellows since the early 1990s): Janice Webster (The ComaCARE Trust), Mitchell Besser (Mothers2Mothers), William Bird (Empowering Children and the Media), Garth Japhet (Soul City/Heartlines), Kavin Naidoo (International Center for Eyecare Education), Margaret Owen-Smith (Home Language Project), Tamzin Ractliffe (Greater Good South Africa Trust), Munyaradzi Saruchera (Seeding Food Security, Sovereignty and Culture), Craig Slevin (Vuvuzela)
- Techno-fixes (especially Gates)

- Gates claims 15 principles, only one of which relates to a theory of change: “Guiding Principle #3: Science and technology have great potential to improve lives around the world”
- Obsession with “effectiveness” (shift from donor who puts trust in grantee to grantee as implementer of foundation priorities)
- 95% locked in an endowment/invested/5% payout (both grants and administration)
- Accountability
- Travel philanthropy
- Gates Foundation
 - From the Lancet, 9 May 2009: “Gates Foundation is a major contributor to global health with enormous financial power and policy leverage. Its decisions can have a substantial influence on other organisations. The foundation’s emphasis on technology, however, can detract attention from the social determinants of health while promoting an approach to health improvement that is heavily dependent on clinical technologies. The support of vertical, disease-based programmes can undermine coherent and long-term development of health systems, and its sponsorship of global health policy networks and think tanks can diminish the capabilities of Ministries of Health in low-income and middle-income countries. Additionally, the foundation’s generous funding of organisations in the UK and USA accentuates existing disparities between developed and developing countries while neglecting support for the civic and public institutional capacities of low-income and middle-income countries.”
- Perception vs. reality

From “The Global Role of US Foundations”, Joan E. Spero, Foundation Center, 2010: “This study describes the attributes of foundations that enable them to play a significant role in addressing global challenges: financial independence, which enables foundations to take political and economic risks; the ability to move quickly or, conversely, to take the long view and provide patient capital; and the possibility of engaging directly with foreign societies and politics.”

Financial report

Hilda Gertze

FINANCIAL REPORT - Southern Africa Community Grantmaker Leadership Cooperative, January to October 2010

<u>Description</u>	<u>Budget</u>	<u>Actual</u>	<u>Notes</u>
-			
<u>Funds Available</u>			
Batho Bonke Roll-over	R 54,400	R 54,400	
Ford Foundation Roll-over	R 152,579	R 152,579	
OSF Roll-over	R 46,492	R 46,492	
CS Mott Foundation	R 50,000	R 50,000	
<u>Subtotal</u>	<u>R 303,471</u>	<u>R 303,471</u>	
-			
Staffing			
Part-time Coordinator	R 144,000	R 120,690	
Administrator	R 24,000	R 19,622	
<u>Subtotal</u>	<u>R 168,000</u>	<u>R 140,312</u>	
Resource Development			
Materials writer/editor	R 30,000	R 0	
Designer	R 8,000	R 0	
Printing/Copying	R 16,000	R 0	
<u>Subtotal</u>	<u>R 54,000</u>	<u>R 0</u>	
-			
Member Activities			
Working Group Meetings	R 10,000	R 7,246	
1 Learning Event	R 191,050	R 132,954	detailed breakdown below
Optional Year-end Retreat	R 116,200	R 21,772	
<u>Subtotal</u>	<u>R 317,250</u>	<u>R 161,972</u>	
Staff Programme Travel			
Synergos staff travel & consultant travel	R 35,000	R 33,828	
<u>Subtotal</u>	<u>R 35,000</u>	<u>R 33,828</u>	
-			

Operating Costs	Bank Charges	R 1,200	R 592	
	Courier Charges	R 3,600	R 2,183	
	Equipment Maintenance	R 1,200	R 0	
	Internet & Online Services	R 2,837	R 1,818	
	Janitorial Services	R 1,548	R 1,007	
	Miscellaneous	R 1,200	R 524	
	Office Rent & Utilities	R 24,000	R 10,060	
	Office Supplies	R 1,920	R 1,437	
	Photocopier Rental & Charges	R 9,000	R 5,125	
	Postage	R 108	R 0	
	Telephone Equip Rental	R 1,690	R 626	
	Telephone, Fax, Adsl	R 6,000	R 2,766	
	<u>Subtotal</u>	<u>R 54,302</u>	<u>R 26,136</u>	
	Other operating costs	Accounting Services incl payroll	R 6,000	R 565
Audit Fees		R 12,400	R 26,980	audit fees for 08 and 09
Insurance (Office)		R 3,000	R 2,025	
IT Services		R 3,000	R 1,521	
Legal Fees		R 4,596	R 9,292	
Software Renewals & Licensing		R 2,000	R 1,920	
<u>Subtotal</u>		<u>R 30,996</u>	<u>R 42,302</u>	
Management and Implementation Support Costs @ 15% (Synergos Staff Costs)	<u>R 95,332</u>	<u>R 79,444</u>		
<u>TOTAL</u>	<u>R 754,881</u>	<u>R 483,994</u>		

	Net			Shortfall is funded by Synergos Unrestricted Funds
		-R 451,410	-R 180,523	

Notes

Breakdown of Learning Event Expenses

Travel & Transportation	61,510.43
Accommodation & Catering	46,844.80
Contractors & Facilitator Fees	23,331.06
Supplies	1,268.03
Total	132,954.32



**SOUTHERN AFRICAN COMMUNITY GRANTMAKERS LEADERSHIP
COOPERATIVE
FINAL ANNUAL RETREAT**

25 – 27 November 2010

CLARA ANNA FONTEIN, DURBANVILLE

Theme: Dealing with Change

PROGRAMME

Convening Committee:

Tish Haynes
Stephen Lebere
Sue Howell
Adele Wildschut and Erika Joubert (Synergos Institute)

Facilitator:

Rebecca Freeth

Documentation:

Erika Joubert & Adele Wildschut, Synergos

Event Liaison:

Lulekwa Gqiba, Synergos (083 772 0958)

Resource person:

Ricardo Wyngaardt

Guest:

John Harvey, Executive Director and Founder of Grantmakers
without Borders, USA.

Key Objectives: Final event of the SACGLC and Launch of new organisation

- The working groups and SACGLC co-ordinator deliver their final reports
- Members report on and give feedback on events attended, upcoming events etc.
- Synergos presents a financial report.

- The Steering Committee on the SACGLC institutional process presents a report.
- Members agree on the institutional future of the Coop, the constitution and the action steps.
- Coop members engage with their own and Coop current leadership and organisational issues of change.
- To minute the Coop business meeting and document all discussions incl. future steps / action plan.

Anticipated Outcomes:

- The final reports of the Coop working groups were delivered.
- The final Coordinator's report was delivered.
- Members reported on events attended, upcoming events etc.
- The financial report was delivered and accepted.
- A decision was taken on the new institution and the constitution.
- All processes completed for formalization of the new institution and members have outlined next steps.
- Participants addressed their own and Coop current leadership and organisational issues of change.
- Minutes of the Co-op business meeting and all discussions are documented.

DAY ONE THURSDAY 25 November 2010	
TIME	
14h00	Arrivals and check in refreshments
15h00	Coop members business meeting: <ul style="list-style-type: none"> • Agenda • Adoption of business meeting agenda • Welcome, attendance, apologies • Adoption of minutes of 15 April 2010 • <u>Working group report backs:</u> <ul style="list-style-type: none"> ○ 2nd Publication ○ External relationships ○ International relations ○ Anti-poverty ○ Steering Committee ○ Resource Mobilisation Group • Coordinator's report • Financial report • Members: information and report back • Close – Retreat programme review
19h30 – 22h00	Dinner and Dialogue with John Harvey, Executive Director of Grantmakers without Borders.
DAY TWO FRIDAY 26 November 2010	
TIME	
07h30 - 08h30	Breakfast
08h30 – 09h00	Check in

Session 1 09h00 – 11h00	Focus on change at the individual level Individual and pair work exploring change at individual level, sharing experience and lessons learned
11h00 – 11h30 TEA BREAK	
Session 2 11h30 – 13h00	Exploring change at an organisational level; sharing experiences; insights; tools and lessons learned; role of leaders in organisational change.
13h00 – 14h00 LUNCH	
Session 3 14h00 – 15h30	Building on morning sessions, exploring the institutional change from Coop to Forum; challenges and opportunities.
15h30 – 16h00 Refreshment Break	
Session 4 16h00 -17h00	Seminar: Resource mobilisation for scholarships and capacity building for grant makers
17h00 – 19h00	Reflection time
19h30 – 22h00	Social – braai and fun time
DAY THREE SATURDAY 27 November 2010	
TIME	DETAILS
08h00 – 09h30	Breakfast
Session 5 09h30 – 10h30	Preparation meeting for launch of new body If there is sufficient support for the new body to be launched – time allocated for founder members to prepare for the launch Alternative: real time consulting
Refreshment break	
Session 6 11h00 – 12h30	Launch and founders meeting – see above Alternative: feedback of real-time consulting Way forward and closing

12h30- 13h30 LUNCH	
	Transportation to Airport

**Southern African Community Grantmakers Leadership Cooperative
Participants List
25-27 November 2010 - Clara Anna Fontein Country Lodge
Western Cape, South Africa**

NO.	Last Name	First Name	Designation	Organisation	Address	E-mail	Contact Numbers
6	Adriano	Eunica	Institutional Dev, Director	FDC	Av. 25 de Setembro Edifício Times Square, Bloco 2, 2° andar C.P - 4206, Maputo, MOZAMBIQUE	eunica@fdc.org.mz	T: +258-21-355356; T: +258 82 301 9940; F: +258 21 355 355
18	Dempers	Ronny	Director	Namibia Development Trust	P.O. Box 8226, Bachbrecht, Windhoek, NAMIBIA	ronny@ndt.org.na ; sandra@ndt.org.na	T: +264 61 238 002, F: +264 61 233 261
4	Fredericks	Beulah	Director	Community Dev. Foundation Western Cape	P O Box 89, Landsdowne, 7779, SOUTH AFRICA	beulah@cdfwcape.org.za	T: +27 21 715 0525, C: +27 82 20 5823, F: +27 21 715 0325
16	Freeth	Rebecca	Facilitator	Strategy Works		rfreeth@xsinet.co.za	
8	Gertze	Hilda	Senior Coordinator	The Synergos Institute	P O Box 8047, Roggebaai, 8012, SOUTH AFRICA	admin@synergos.org.za	T: +27 21 421 9788, C: +27 83 975 2553, F: +27 21 425 0413
13	Gqiba	Lulekwa	Coordinator	The Synergos Institute	P O Box 8047, Roggebaai, 8012, SOUTH AFRICA	lgqiba@synergos.org.za	T: +27 21 421 9788, C: +27 83 772 0958, F: +27 21 425 0413
10	Harding	Joanne	Executive Director	Social Change Assistance Trust	3rd Floor, Barry Streek House, 19 Loop Street, Cape Town, 8001, SOUTH AFRICA	joanne@scat.org.za	T: +27 21 418 2575, F: +27 21 418 6850
12	Harvey	John	Resource Person			JohnHarveyinAfrica@gmail.com	
21	Haynes	Tish	Director	Dockda Rural Development Agency	37 A Main Road, Mowbray, 7700, SOUTH AFRICA	tish@dockda.org.za	T: +27 21 689 4880, C: +27 82 960 2429, F: +27 21 685 7199

11	Hendricks	Johanna	CEO	West Coast Community Foundation	P O Box 924, Malmesbury, 7299, SOUTH AFRICA	johanna@wccf.org.za	T: +27 22 482 1993, F: +27 22 482 1994
5	Joubert	Erika	CGLC - Coordinator	The Synergos Institute - CGLC	P O Box 8047, Roggebaai, 8012, SOUTH AFRICA	erie@erikajoubert.co.za	T: +27 21 421 9788, C: +28 74 113 4810, F: +27 21 425 0413
15	Macame	Macame B	Executive Director	Maria de Lurdes Mutola Foundation	Time Square Building, Bloco 2, Av 25 de Setembro, Maputo, MOZAMBIQUE	mmacame@flmutola.org.mz	T: +258-21-48 7717, C: +258 82 303 4004, F: +258 21 48 7717
19	Mantula	Stewart	Acting Executive Director	Community Foundation for the Western Region of Zimbabwe	21 Walter Howard Road, North End, Bulawayo, ZIMBABWE	westfund@mweb.co.zw	T: +263 9 209 617, T: +263 9 200 078, F: +263-9-209 617
7	Mathuse	George	COO	Greater Rustenburg Community Foundation	P O Box 21553, Protea Park 0305	george@grcf.co.za	T: +27 14 592 1525; F: +27 14 592 1506
14	Mngomezulu	Luyanda		Uthungulu Community Foundation	P O Box 1748, Richards Bay 3900, SOUTH AFRICA	luyanda.mngomezulu@ucf.org.za	T: +27 35 797 1882, F: +27 35 797 3134
9	Moyo	Inviolatta	Executive Director	Uluntu Community Foundation		uluntufoundation@gmail.com	T: +263 11 424 776, T: +263 9 243 029
1	Salles	Acia	Program Director	FDC	Av. 25 de Setembro Edifício Times Square, Bloco 2, 2º andar C.P - 4206, Maputo, MOZAMBIQUE	acia.marisa@gmail.com	T: +258-21-355-371; T: +258 82 536 7818; F: +258 21 355 355
3	Smith	Barry	Senior Director	The Synergos Institute	P O Box 8047, Roggebaai, 8012, SOUTH AFRICA	bsmith@synergos.org.za	T: +27 21 421 9788, F: +27 21 425 0413

20	Thiart	Tina	Executive Director	South African Women's Funds	P O Box 538, Simon's Town, 7995, SOUTH AFRICA	thiart@worldonline.co.za	T: +27 21 783 5953, F: +27 86 689 3129
2	Wildschut	Adele	Senior Manager	The Synergos Institute	P O Box 8047, Roggebaai, 8012, SOUTH AFRICA	awildschut@synergos.org.za	T: +27 21 421 9788, F: +27 21 425 0413
17	Wyngaard	Ricardo	Resource Person		P.O. Box 214, Eerste River, 7103	ricardo@nonprofitlawyer.co.za	T: +27 21 843 3588, F: +27 86 538 8435

SOUTHERN AFRICAN COMMUNITY
GRANTMAKERS LEADERSHIP FORUM
Launch Meeting 27 Nov. 2010
ATTENDANCE LIST

CLARA ANNA FUNTEIN

NAME + SURNAME	ORGANISATION
1. AUA MARISA SALLES	FDC
2. Luyanda Mngomezulu	UCF
3. GEORGE Tause - Mause	GRCF.
4. Tina Thon	WFA
5. Hilda Gertze	Synergos
6. TISH HAYNES	DOCKDA
7. Beulah Jean	CAF W Cape <i>BJ</i>
8. Johanna Hendricks	WCCF <i>JH</i>
9. STEWART M. MANTULA	CFWRZ
10. Invidatta Moya	Ukhulu Community Foundation
11. MACAME B. MACAME	FLM . FLM
12. Ronny Dempers	NANUOF TRUST NAMIBIA Development Trust