



16th Southern African Community Grantmakers leadership  
Peer-Learning Opportunity

Fourth (4<sup>th</sup>) Southern African Community Grantmakers  
Leadership Forum General Meeting

**RESILIENCE OF COMMUNITY FOUNDATIONS**

Date: 28<sup>th</sup> – 29<sup>th</sup> October 2012  
Venue: Johannesburg, South Africa

## **Acronyms**

BBBEE	Broad-based Black Economic Empowerment
CBO	Community-based organisation
CSI	Corporate Social Investment
DSD	Department of Social Development
M&E	Monitoring and evaluation
MOU	Memorandum of understanding
NGO	Non-governmental organisation
NPO	Non-profit organisation
SACGLF	The Southern African Community Grantmakers Leadership Forum
SADC	Southern African Development Community
SCAT	Social Change Assistance Trust
TSDP	Technical Support and Dialogue Platform

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## 1. Introduction

The Southern African Community Grantmakers Leadership Forum (SACGLF) is a dynamic network of 23 independent development trusts and community grantmakers in the region. The forum was launched in 2005 to advance, build and strengthen sustainable community-based development in Southern Africa and has been steadily growing under the leadership of a vibrant executive committee. Currently the list of SACGLF members include:

- Adopt A School Foundation
- Breadline Africa
- Catholic Welfare & Development
- Centre for Early Childhood Development
- Community Chest
- Community Development Foundation Western Cape
- Community Foundation for Western Region of Zimbabwe
- Community Law and Rural Development Centre
- Dockda Rural Development Agency
- eThekweni Community Foundation
- FDC
- Foundation for Human Rights
- Gorongosa National Park Restoration Project
- Greater Rustenburg Community Foundation
- Joint Gender Fund - HIVOS SA
- Ikhala Trust
- Islamic Relief Worldwide
- Liso Trust
- Maria de Lurdes Mutola Foundation
- Multi-Agency Grants Initiative
- NANGOF Trust
- Nelson Mandela Children's Fund
- Pitseng Trust
- Social Change Assistance Trust
- Southern Africa Trust
- Steve Biko Foundation
- The AIDS Foundation
- The Synergos Institute
- Uluntu Community Foundation
- West Coast Community Foundation
- WHEAT Trust Women's Fund

SACGLF is committed to convening regular peer learning events in order to provide a platform for knowledge exchange, discussion of good practices and sharing of perspective on challenges within the sector, particularly in the context of the global financial crisis. On October 28<sup>th</sup> and 29<sup>th</sup> 2012 SACGLF members met at the Koinonia Centre in Johannesburg for their 16<sup>th</sup> peer-learning initiative and their 4<sup>th</sup> Annual General Meeting. This was followed by attendance to the African Grantmakers Network meeting and the WINGS workshop, both of which were held in Johannesburg from October 30<sup>th</sup> to November 2<sup>nd</sup> 2012.

## 2. Findings of the Non-profit Funding Services and Job Survey

The global economic crisis and subsequent reduction of donor funding in South Africa continues to have a significant impact on the non-profit sector in South Africa. Recent research on the effect of the funding crisis by the National Treasury prompted GreaterGood SA, in collaboration the Western Cape branch of the Southern Africa Institute of Fundraising and GivenGain to conduct a rapid assessment of non-profit organisations. The results of the survey as per the report's Executive Summary indicate that:

- 695 respondents completed the survey with 85% describing themselves as non-profit or public benefit organisations

- 80% of the respondents have experienced significant funding cuts in the last year with approximately half experiencing up to 50% of their funding cut
- Funding cuts have come from all major funding sources with the National Lotteries Board topping the list (44%), followed by corporate (39%) and individual donors (37%)
- Over 64% of respondents indicated they were forced to cut services to their beneficiaries as result of the funding crisis
- More than 43% of respondents said they had formally retrenched 7,612 permanent, contract, part-time and volunteer staff. Organisations reported a 17% overall contraction of the workforce as a result of the cuts
- 35.9% indicated that they had enough operating cash to cover 6 months of service-related expenses with 17.8% indicating they had enough for more than 6 months. However, 17.2% said they had no operating cash at all and 29% reported that they had enough to cover just one month of service-related expenses.

### 3. The resilience of SACGLF members

In the context of this survey, members of SACGLF discussed the extent to which the funding crisis affected them and the survival strategies that were put into place to respond to the challenges.

Participants discussed the issues in column one of the table below. Only one group provided statistics. The other groups committed to submitting their statistics after the meeting.

Issue	Group 2	Group 1
Number of staff	62 total 2012 55	Equal numbers of permanent staff and number of volunteers. Also volunteerism has evolved over time. As people volunteer not only because of passion for an issue but also looking for skills and work. An organisation like SCAT receives volunteers from all over the world
Amount granted	2011 - 6.7 million 2012 – 8.2million	
Funding left		Very little money left. SCAT has secured 2/3 of funding for 2013. Over 70% of funding.
Cuts	Most organisations expanded but less grants	Ulunthu – no funding cuts CDF - no new funding SCAT and CDF – end of funding cycles, programme has come to an end but in some cases secured new funding. Doing well compared to the survey results.
Where did money come from	International donors went down but CSI and local funding went up. Nothing on government (very difficult to secure money from National Lotteries)	

Total income expected	7.4 million	
Main learning and successes	Even though there has been a decrease in funding, organisations became creative about funding. Because of networking and this forum, things have worked; good partnerships. There is an degree of adaptability. New relationship with CSI, a true partnership; not simply an arrangement where priiroities are determined by corporate; admin costs and salaries are included in budget	Funding resilience – relying on different strategies; one organisation has a big endowment, others rely on multi-year funding; others are becoming innovative; better allocation of staff members to ensure work is delivered; need to consider having a space to share innovative strategies . Zimbabwe and Mozambique don't have same capacity to engage with government and CSI. So this forum can assist in this regard.

### Key discussion points

Members should consider strongly looking into corporate social investment (CSI) opportunities as corporates are now opting for long term partnerships. In addition, some members have noticed an increased in individual giving. At the beginning of 2012 Islamic Relief were forced to cut down on programmes as a result of funding, and reduce the numbers of staff. However, approximately 70% of funding is secured for 2013 and therefore some programmes may be re-initiated.

According to Breadline Africa, although the number of people donating individually to the organisation reduced the income nonetheless remained the same. The Community Development Foundation Western Cape, the WHEAT Trust and the Nelson Mandela Foundation all indicated that whilst the database increased the amounts donated were modest and smaller than in previous years. The Dockda Rural Development Agency has been forced to re-strategized in 2012 to maximise the value of the Rand.

Ten SACGLF members received less funding from international foundations in 2012 although some of this relates to programme cycle where programmes came to an end. Two members received the same while one member received more funding in 2012. None of the members received more funding from government and nine receives no funding from government although many don't accept government funding. Only one member applied for funding and was declined. Two members have maintained relationships with government. Six members present were forced to cut programmes and two members indicated that they maintained the same number of programmes but were forced to shrink activities to make it strategic. Five members started new programmes. Six members reported to have less money for grant-making. Although there have been staff cuts among member organisations, they have not been as drastic as those highlighted in the survey. In

general SACGLF does not appear to have experienced the kinds of cuts associated with the survey and to a large extent, have become resilient and making programmes more strategic.

However, there are still significant concerns. The new broad-based black economic empowerment (BBBEE) legislation as well as the new CSI plan will have negative implications for the sector as working with non-profits will result in smaller percentage rewards on the score card.

Greater effort needs to be directed towards volunteerism, a concept that has interested even the CSI sector. Members should be careful to keep records of the pro-bono work and individuals that give of their time. A separate ledger can be created for this where a zero invoice is submitted and the individual given a personal tax 18A certificate. Such in-kind donations are important to highlight to funders.

#### Key elements of a resilience strategy

- A combination of CSI, local funding, volunteerism and pro bono work
- Engaging with other SADC countries to inculcate a culture of CSI
- Assessing the effectiveness and re-assessing programmes and impact
- Leveraging funding from government
- Diversifying income streams

#### 4. Skills offered and required by SACGLF members

In order to create a more comprehensive picture of the assets within the forum, participants mapped their skills and expertise and also highlighted areas where capacity is weak and where skills development is required. See table below.

Name	What skills do you need	What expertise can you offer?	What “how-to” skills do you need or can you offer?	Evaluation
<b>West Coast Community Foundation</b>	Marketing, fundraising, writing	Programme expertise, research	Need – research analysis tools, individual fund management Offer – Asset based training	
<b>Adopt- a-School</b>	Applying for grants/identifying international trusts/grants and corporate writing/editing	Writing/editing Social media networking Website Development Newsletters	Offer – how to do high net fundraising Need – how to develop a grant funding strategy	
<b>CDF Western Cape</b>	Writing (creative) skills Communication and marketing (strategy development) Public speaking (how to present the organisation)	Youth development (Initiatives – Photospeak, photography as a tool) Individual giving	Need – Impact analysis Offer – giving circles	Leaders to be responsive and give feedback when called to do so. Guided by

		(giving circles – experiences to share)		constitution – time for activation in terms of meeting attendance. Session – insightful, interactive and relevant; implementation of learning is important; follow up on Webinar; web pages; keep it alive. Follow up on Global Giving
<b>Nelson Mandela Children's Fund</b>	Fundraising strategies Effective use of new technology to communicate organisation's work and to fundraise	Organisations development for CBOs, sustainability of small organisation using eco strengthening	Giving Circles Fundraising tools Communication tools	Sharing experiences always great
<b>Ulunthu Community Foundation</b>	Resource mobilisation (proposal writing) Board development Community grantmaking	Documenting Community grantmaking	Financial Accounting Manual Human Resources Manual Grantmaking criteria Strategic plan Programme development	Need to engage young people as this is missing
<b>Sandile Sithole</b>	Branding, website development Online fundraising Creative writing Multi-year grant proposal development	NPO development Capacity building for NPOs	Impact assessment Evaluation – planning, monitoring	All presentation shared was relevant and helpful
<b>Community Foundation for the Western Region of Zimbabwe</b>	Fundraising skills, documentation and creative writing	Budgeting and financial management, M&E tools	Community tools, campaign tools	Good sessions
<b>Islamic Relief SA</b>	More insight on CSI (applications, lessons learned, best practices New innovative marketing trends and digital media	Policies and training Information sharing in and around humanitarian relief Individual fundraising and development	Forum/network of advocacy Focusing on specialised areas of work within each organisation	
<b>GivenGain</b>	Creative writing Project management M&E - evaluating a project in terms of outcomes	Online fundraising	Offer – development and managing a campaign Social media – tools	



			and strategy/plan for NPOs and social enterprises; how to use it strategically in campaigns; advisory services on optimisation of website and online platform Need – project management; donor relationship management	
<b>Community Chest WC</b>	Resource mobilisation Fundraising Strategy Strategic communication Coaching mentoring motivational Innovative fundraising and stakeholder relations mapping			
<b>WHEAT Trust</b>	Grant-making Due diligence M&E Fundraising	Sharing best practices on a specific niche – grassroots women Communication strategy	M&E Grantmaking strategy High net individual fundraising	
<b>SCAT</b>	M&E	Facilitation Fundraising Grant-making	Need – monitoring tools	Materials for discussion to be forwarded prior to meeting Minutes of meeting to be forwarded to member before meetings to save time and increase efficiency More structured programme – stick to the programme and time allotted to each item
<b>DOCKDA</b>	Gender grant-making strategies Communication strategy Extending knowledge to implement fundraising online	Gender grant-making criteria and strategies regarding GBV Approach within deep rural area of use of ABCD		
<b>Ethekwini Community Foundation</b>	Project budgeting	Digital marketing, search engine optimisation, social media, getting pro-bono work	Need – writers residency, documenting work in progress Offer – strategic,	Getting together to share experiences is great

			thinking and research	
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## 5. Tapping into diverse funding streams

Participants were divided into groups to discuss issues related to:

- (1) accessing government funding;
- (2) driving individual giving; and
- (3) accessing CSI funding

### Government

Community foundations can be viewed as implementing partners of government programmes, by among other things, devising plans and strategies and ensuring they are aligned with government priorities. Once this is place, it is possible for community foundations to be registered as stakeholders in the process and request dialogues to determine how community foundations can assist government in facilitating delivery at community levels. One opportunity is the Carbon Offset Bill which has been promulgated and which provides that, from 2013, a carbon offset tax would be introduced to an organisation utilising significant amounts of electricity. Therefore many organisations will now be allocating an additional R20, 000 to R40, 000 per month for carbon tax. Community foundations could convene a dialogue on this issue in an attempt to generate corporate attention around it. The possibility to tender may arise in the future.

CDF Western Cape and the West Coast Community Foundation have been in discussions with the National Department of Social Development (DSD) on establishing community foundations across the country. A committee has been established and the Technical Support and Dialogue Platform (TSDP) has been facilitating discussions and generally holding this space. There is a possibility that the DSD may consider moving this project to the office of the Director General. A series of roundtable discussions may follow and there is commitment to broaden the space to include community grant makers rather than simply community foundations. TSDP may be contracted to capture the lessons learned in this process.

### **Some suggestions for network include:**

- Working on establishing financial as well as non-financial relationships with government by way of memoranda of understanding; when members submit proposals for funding from donors, evidence of established relationships with government is a positive sign to donors
- Consider promoting the SACGLF in other SADC countries. There is a need to conduct a SWOT analysis in Africa and establish links with other and well established African foundations, possibly using the African Grantmakers Network.

### Individual giving

On an international level, 80% of funding to social causes is derived from individuals. Individual giving should be driven through greater direct contact with people, possibly beginning with

immediate family and friends, and then graduate to a network. Through this network a greater community of people can be targeted. Activities and campaigns assist in creating awareness about giving to support social issues. Driving individual giving also contain a potential to tap into corporate and government funding since individuals work within these organisations.

Some strategies to promote individual giving include direct emails and the use of new and social media. Individuals should not only be encouraged to donate money but also time, skills and goods.

Face to face funding strategies involve utilising friends and family networks, championing for events such as birthday parties to have a social angle and promote giving to a cause rather than buying of gifts. Islamic Relief currently implements a community fundraiser involves visiting shops in various communities to increase donations. This offers local business to have an understanding of the issues and a sense of ownership of the project.

Although mail (postal) campaigns have decreased over the years it may prove worthwhile to distribute correspondence to an entire suburb and await the response. Breadline Africa continues to use mail campaigns overseas.

The establishment of formal giving circles is on the increase. Beulah (Community Development Foundation Western Cape) established a giving circle which grew to become several circles. Sustaining a giving circle is labour intensive and one must nurture the relationships within the circle. Generally individuals find it difficult to trust and due to corruption may question the cause and where monies are being channelled. Members of a givers circle should be encouraged to make a site visit to the organisation being supported.

Some examples of individual giving shared by the group include:

- ❖ The WHEAT Trust received money from a women's funding network to increase work in reproductive health; part of these funds must be used to increase the individual funding network
- ❖ SCAT is implementing a global giving drive targeting individuals outside of South Africa that wish to donate at least USD5000 for particular projects in South Africa. These funds would be donated directly to the beneficiary. In addition, the organisation would like to establish a Friends of SCAT to drive a Christmas campaign to drive individual giving
- ❖ Tina Thiart shared her experience with Global Giving although admitted not tapping into the diaspora (South Africans abroad) in order to encourage this community to give into South Africa. It is evident that remittances are very influential to the giving landscape
- ❖ Islamic Relief uses its Call Centre to create awareness about their campaigns; this has resulted in an increase in donations

### **Suggestions for the network**

- The network should explore the possibilities offered by digital media
- Good practices around individual giving should be documented

## **Corporate social investment**

Members need to consider how to sell their services to CSI funding organisations, many who have resources but are unsure about how to best utilise the funds. This can increase the credibility of members in the eyes of the private sector.

In addition to a CSI budget, many organisations also have a marketing budget which can be equally significant in financial terms. Cause-related marketing is essentially consumers purchasing a product which then results in an organisation donating a percentage of the profit made to a particular cause.

Creating greater dialogue on CSI is also important and members can follow the work done by Trialogue in this regard. There is also a need to take more cognisance of small and medium businesses as they represent a significant contribution to a country's economy.

Members should consider using tournaments and events (golf or soccer tournaments for example) and partner with organisations that can provide pro-bono services (auditing firms, accommodation, publishing houses and marketing companies). Personal endorsements by key personalities should also be explored.

### **Opportunities for the network**

- Sell grantmaking services
- Sell capacity building services
- Monitoring and evaluation of programmes

### **Suggestions for the network**

- Strengthen member brand through the forum
- Identify a patron for the network
- Lobby for CSI policy in Mozambique
- Create credibility in the eyes of the private sector
- Identify and map companies that are not spending their CSI money and dialogue with them (over 60% of CSI funds is not being spent)

## 6. Global leadership

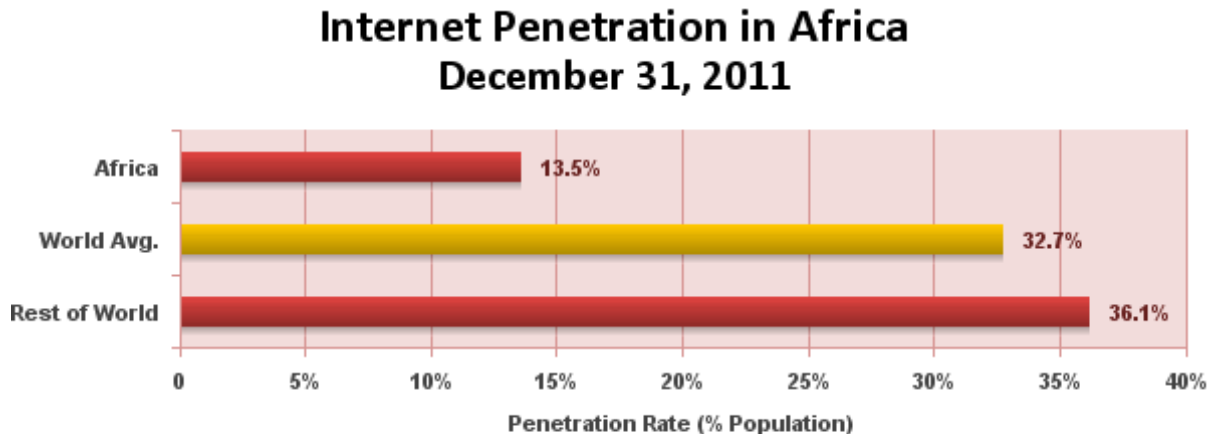
### **A global leader:**

- **Is able to think outside the box**
  - **Is collaborative**
  - **Has no political agenda**
- **Can navigate collaborative efforts from different stakeholders towards a specific and a shared visions**
- **Is well localised in a specific context but sees the need to move from there**
  - **Is aware of global strategies but is knows what is locally relevant**
    - **Is able to work with an empowering team**
    - **Is a visionary**
- **Is understanding of global issues in line with the work we are doing and fundraising**
  - **Is able to listen to their inner voice**
  - **Is able to learn and delegate**
- **Is a reader and devourer of media, and able to see how it relates to the organisation's work**
  - **Is able to step back and let go when necessary**
    - **Is clear about his/her objectives**
    - **Is connected, intuitive and reflective**
  - **Looks to where large money is moving to**
    - **Gets out of his/her comfort zones**
- **Asks the “why” question as part of the evaluation process**

In addition, it remains important for a leader to understand his/her environment and context. Working within a set context, a leader needs to be flexible and adaptable and at the cutting edge of development. A leader also needs to be aware of most the severe challenges being faced and what lessons have adopted elsewhere in the world to address them, as well as current trends and approaches. A leader secures information for better understanding of social, political, economic issues and trends in order that issues of poverty and unemployment can be addressed in a visionary, collaborative way.

## 7. Online giving

GivenGain is a non-governmental organisation that provides an online platform for donations to a significant number of social causes. This service is slowly taking root although Africa only represents a modest proportion of the world's internet users. (see Figure below). Between 2010 and 2011 GivenGain experienced an over 200% in donations.



Source: Internet World Stats - [www.internetworldstats.com/stats1.htm](http://www.internetworldstats.com/stats1.htm)  
139,875,242 estimated Internet users in Africa for December 31, 2011  
Copyright © 2012, Miniwatts Marketing Group

Any NPO that is registered on GivenGain is provided with their own website which provides information on their organisation and the cause (the NPO) they support. NPOs can receive money in any currency and donation reports are automatic and therefore provides for an effective audit trail. This and the fact that updates and photos related to the project can be easily uploaded make it easier for a cause to be transparent. Any individual wanting to raise funds for an organisation (activists) can set up a mini project and link it to the cause project. This facility has allowed various types of organisations, individuals, groups, students etc. to get involved in individual giving and raise awareness. Every time a donor makes a donation this data is captured by GivenGain.

There are a number of options when joining GivenGain: joining can be free with a 5% donation cost and 2.5% transaction fee. Other organisations may have a large numbers of causes they support and therefore may opt to have a paid subscription plan where their donation fee is reduced. Most of the administrative costs associated with GivenGain are covered by another company as the former has been become a CSI project. All donations are managed by GivenGain in Switzerland.

In order for an organisation to be registered on GivenGain they must undergo a strict application procedure and checks are carried out to verify that the organisation does in fact exist. In addition, bank compliance and verification also applies. Individuals can donate to a cause on a monthly basis which is cheaper than a debit order service; any donations can be made anonymous to the public but not the organisation. Individuals can also donate to an activists' page; however, these funds are not made to the activist but goes directly to the organisation the funds are being raised for. The benefit of using activists is that they are able to can send traffic to the platform and create awareness about a cause. Registered organisations or individuals can cancel, upgrade or downgrade at any time. Currently GivenGain is holding training courses on facilitating online donations.

## 8. Catalytic grantmaking

Catalytic grantmaking is more than giving; it is about making a difference. In Somalia the Islamic Relief office was forced to close for a short period as a result of rebel forces' assertion that the office was related to government activities. In addition, although almost every humanitarian organisation wants to operate in Syria this is not possible and Islamic Relief has established border networks that are currently outside the politically hostile areas. To date the organisation has not been successful in setting up an office in Myanmar. In situations where a country presence cannot be established, Islamic Relief attempts to partner with an organisation that already has a presence, trust and credibility within the country or a community. Islamic Relief has received criticism for South Africans receiving money for Palestine.

Any activities (rallies) where there is a political presence, Islamic Relief cannot become involved. In KwaZulu Natal the situation is very unstable and the office has had to close several times. Working with the local ward councillor in order to have access to the communities was seen as alignment with the political party. The KZN Housing Project working in partnership with Islamic Relief works with the most vulnerable groups in society such as the elderly, the disabled and victims of violence and floods. As a result of integrated development plans in municipalities, it is difficult to implement independent projects. In many cases political structures seek credit for delivering services to the community. Islamic Relief was required to work through the offices of the mayor and was brought in as a private service provider, working in partnership with the municipality.

This particular project has been subjected to delays and challenges. At one point the project's containers were burned down and the project was halted for a period since any sign of political unrest will not attract donors. There was a need to engage the leadership (the mayor, municipal manager and other key role players at local government level). Maintaining a non-partisan stance is very difficult since it is necessary to engage with government in order to have access and at times, resources. In addition, government structures often expect favours in return, either for the community or on a person level.

The name Islamic Relief can result in restrictions and outright hostility when fundraising. However, internationally, there is recognition of the organisation's work and Islamic Relief works with Catholic organisations and also receives funding from the British Royal Family. As a result of the significant amount of money received from the Islamic community, there is a commitment to become involved in causes that the community finds important.

According to the Ulunthu Community Foundation in Zimbabwe, working with councillors can be very helpful, particularly in light of the fact that many want to be seen as productive. However, it is important to draft a memorandum of understanding (MOU) with government departments before project implementation at the community level commences. The strategic entry point remains the councillor. A councillor's feedback to his/her superiors regarding community development will then be positive. A noted challenge when dealing with councillor or government officials at any level of government is the fact that they may not hold office after an election.

In 2008 and 2009 the climate in Zimbabwe was very difficult for civil society, underscored by a new legislation for NPOs. The latter were required to re-register and each government ministry affected by an organisation's work had to be engaged during the registration process and were required to

send representatives to participate. This was viewed as a strategy to silence NGOs, particularly those working in human rights sector. NGO directors were often arrested and detained. With the drought that followed food was used by the government as a political campaigning tool. In many cases, there were inadequate distribution schemes and food rotted in storage.

Although traditional leadership exists in the rural areas, according to Ulunthu Community Foundation, traditional leaders are manipulated by government and cannot openly oppose government. Intervention must be sustainable, with long-term needs such as water and sanitation being address. It is also important not to duplicate existing interventions.

Working with particular CBOs has resulted in SCAT being accused of being pro-donor and sacrificing the needs of the community. SCAT has significant experience working with mining communities for more than 10 years, in many cases, either the minerals have been extracted or the mine closes for other reason; this resultant unemployment creates a CSI opportunity commitment. Part of SCAT's development strategy is that while it is important that community understands where financial resources come from, this is not intended to soothe consciences or 'pay off' communities. There is an element of capacity building of the CBOs to create a level of leverage and capacity to assist communities to seek their own solutions.

Although SCAT learned they will longer be funded by de Beers, the organisation is proud of the way the Springbok community has become active and taking de Beers on directly, leveraging environmental experts, and take Eskom to court over the potential sale of land from de Beers to Eskom. In another example, a different mining company requested SCAT to do the mapping and the donor funded more than R1-million per year. However, the trustees of mine wanted to ensure certain issues were on the agenda, and as a result SCAT refused to give in.

In some instances it may be wise to hint at certain issues to the media in order for it to publically focus attention on these issues and create some visibility for communities. Land and mining issues are particularly conflicted at the moment. It is an emotive issue for SCAT offices and staff. Although SCAT has not closed its offices in certain areas and will not funded by de Beers, it will leverage other resources.

SCAT is now in a position to be assertive with the donors in support of the communities. The organisation supports CBOs to impart knowledge to other organisations and is using donor funding to host a conference to discuss the nature of CSI in the Northern Cape.

There is a need to determine the extent to which catalytic grantmaking has on the future strength of payroll giving and unions; job placement, economic growth and job security.

Catalysing and influencing in the world space today means that donors should be funding leadership programmes; it is impossible to catalyse change without investing in leadership. The role of leadership is clear in the events that led up to and unfolded during the Marikana crisis. Leadership, or lack thereof is also evident on the continent and in the SADC region. With Africa being a youth-rich continent there is insufficient focus on youth leadership. It is unclear if the grantmaking sector is prepared for such a change.

In preparing for a changing, innovative world, rather than thinking outside the box, one must rather think there must be no box. Whilst there was a time for welfare and welfare and development, now



it is time for a new approach. With new legislation approaching, the extent to which NPOs can affect the content and outcome of the King report must be discussed and determined. Grantmakers have a strategic role to play since they decide how and where to distribute.

**Key take-away messages:**

- Every crisis presents an opportunity to step back and reflect. If members are required to close an office as a result of funding or conflict within the area, this could be a poignant time to re-strategize
- Ensure there are policies or guiding principles that will be adhered to before going into a community
- In different phases, members should consider different strategies, e.g. working with partners or different partners; or 'border interventions' to influence and bring those success stories into the system
- The entire idea of social change, the community's change and the change they wish to see should remain central
- The important role that money and resources play must always be considered
- Role of foundations: all the grantmakers should be clear about their roles – leaning towards the community and the role that community plays (pro-community)
- Invest in young people to prepare them for the future is key through, among other initiatives, tapping into already-existing youth programmes. There is a concern that the older generation are moving on and not sharing information, knowledge and past lessons.
- Greater collaboration among members to provide grants to address other needs in the communities. Members should tap into this network first, and then on to others where needed.
- It remains important to document processes to ensure that people coming in know what partnerships already exist

## **9. Writing stories of change**

### **Why document change?**

- Allows us to learn from successes and failures and what works in what context
- Provides evidence for constituencies and donors
- Stories of change are more than an annual report; it is more accessible and celebratory of an organisation's work
- Empowers beneficiaries/communities to tell their stories
- Uplifting and educational
- Increases collaboration
- Contributes to institutional learning

Participants completed a number of writing exercises and shared them with the group. The benefits and challenges of writing stories of change and the intricacies of capturing voices of beneficiaries were discussed. Participants sat in groups to discuss a number of case studies presented to them. These exercises involved participants reading published stories of change and assessing their quality, highlighting gaps in the stories and areas where the interviewing and writing could be improved. It also presented an opportunity for participants to craft the key questions that interviewers should ask when documenting stories of change.

## **10. Alternative business models**

As a result of the economic downturn and the subsequent reduction in donor funding organisations need to think differently and operate differently. The traditional hierarchical structure of an organisation may have to fall away in favour of flatter structures and those that utilise the services of part-time staff. A glossary of such types of staff is as follows:

- Consultants – these are paid individuals; short-term; address specified tasks; often cannot represent the organisation
- Change-makers, citizens agent or volunteers – they often receive no pay; contribute to the organisation through giving of time,, goods, pro-bono services
- Intern – volunteers that are paid a stipend
- Contractor – signs a service level agreement and provides a skill that is outsourced
- Part time staff: fully employed (with benefits) but part time and report to specific departments
- Associates – in some organisations (for example, SCAT) there are paid ex-staff members that are incorporated into the organisation’s work. These associates can represent the organisation although they may not all attend staff meetings. They report to programmes and have some influence over the programme but not the organisation as a whole
- Advisors – offer independent opinion; impart special skills; may fills board committees
- Fieldworkers
- Corporate board – In the case of the Shanduka Foundation senior representatives of the top donors offer successful business strategies to support the growth and fundraising strategy
- Endowment boards
- Advisory boards
- Patrons

See **Appendix 1** for SACGLF members’ organograms.

## 11. Closing

In closing participants shared some of the highlights of two-day meeting:

“People shared from ideological perspective but simply a personal perspective; they brought their personalities to the space. I look forward to being here again”

“The writing workshop”

“It was nice to share and learn from everyone especially in hard financial times. It was an opportunity to make and develop an advocacy case”

“I look forward to this space and seeing everyone and I leave enriched. Thanks to Tina. The information that flows keeps everyone informed”

“The research/survey on how well the forum has managed to stem the tide”

“I enjoyed getting information and for whatever I have learned here. The writing workshop was great. Thanks for everyone’s insight”

“Thanks for welcoming me and not making me feeling alone, because this was my first time here”

“This group is the candle holder”

“I was happy to connect with everyone; I didn’t even know Islamic Relief was active in Zimbabwe. I wish the attendance could have been better. The gong/bell took me back to my school years”

“This experience will add value to my organisation. I will try to participate and be part of the group”

“I am thankful that after 6 years we are here still learning; bringing both large and small organisations together. There is new input; technical and creative/documenting. Thanks to Beulah for chairing and the rest of the committee”

“I always look forward to peer learning; there are a lot of skills here and we need to recognise the skills, experience and power we have”

“The forum is growing. I thank the forum for its support”

“Please see me as a resource; I am happy to have learned about the context of giving”

“It was great to connect to people; was an eye opener. What has been shared here was another learning experience. There is hope for the future and civil society”

“I loved the chemistry and energy in the group. I learned a lot. Thanks to Tina”

“I don’t come from a traditional community foundation so it was good to come here and affirm this. I enjoyed the peer learning and support and the writing workshop. From the last meeting the information from Dale Needles around accountancy has been very helpful”

“It was great to see through the research that community foundations are resilient. New people come in but it is still a great space and there is a sharing and learning culture from the organisations that spills over to the forum”

“It cannot be business as usual for the forum. We need to follow up with research and advocacy; we will need technical support of TSDP; we need to keep the constitution alive; address membership issues; and if we want to play a role on the continent, we need to step up”