

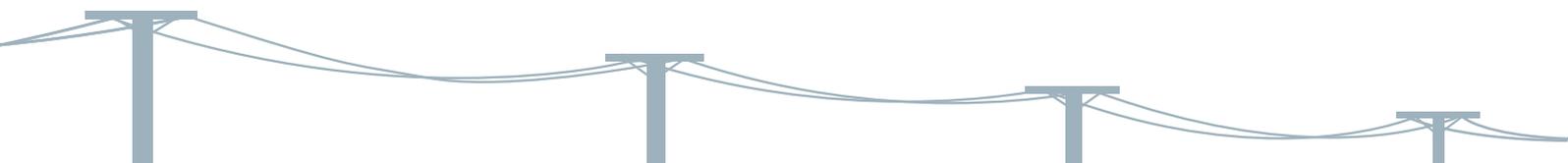
# **Community Development Programme**

**The Grail Centre Trust  
Mid-Year Report June 2009**



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## AN ELECTRIFYING SUCCESS STORY

Last year the Change Agents in Zwelihle embarked on a campaign to make one of the informal settlements called Mandela livable. When we were doing listening surveys in that area, there were 3 issues raised strongly by residents in that area”: storm water, electricity and site registration in the resident’s name. We had several meetings with municipal officials and political leaders in that ward regarding these issues. Eventually in this financial year, the Municipality budgeted over R1, 2m to build roads that will assist to capture the storm water with proper pipes along a proper road. The shacks that are built on already serviced sites will be moved to the nearby land just 10 meters away.

Whilst the municipality is building the roads and moving the shacks to the new sites they will also be restructuring the shacks to enable electrical poles and boxes to be connected in the area. But they are still waiting for the National government to assist with funding for electricity. The Change Agents were called in by the area manager on the 2 June 2009 to share with us the good news. We are looking forward to yet another success.

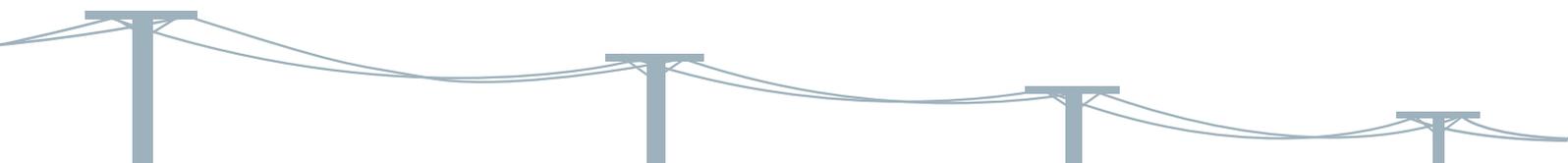
## Context

During this period between December 2008 and June 2009, South Africa has been hit with political and economic turmoil. No area has been spared the tensions and fears of violence. As the economic crisis deepens, new waves of xenophobia are spilling into the streets. As the uncertainty of the political space was so contested, different kinds of harassment and fears were provoked. In semi-rural areas like the Overberg District, where the Grail Community Development programme works, we were not immune to these threats.

The African National Congress (ANC) conference held in Polokwane 16 December 2008 brought about a change in leadership of the ruling party. The ANC was a split and a group who did not agree with the conference results broke away from the ANC and formed their own political party called the Congress of the People (COPE). This new party emerged publicly after a controversial re-calling by the new leadership of the ANC of former president, Thabo Mbeki. This brought a lot of controversy and lot of political disagreements and hate speeches, especially from political leaders.

There were many community people who believed that this split was along tribal lines and had a great danger of erupting into tribal conflicts. There were incidences of violence in many parts of the Eastern Cape, Kwazulu Natal and the Free State between the ANC and Cope supporters. The Western Cape also had some incidences of violence as many people could not vote in the By-elections in Gugulethu and Kwalanga townships because of intimidation and other forms of violence. In the Western Cape, the Democratic Alliance gained much support in coloured communities, which added to more tensions and possible violence.

The community development programme staff felt that the Overberg area was not immune to these potential conflicts. We held a number of meetings in February 2009 with the Change Agents from all the areas where we work to discuss the way forward. The Change Agents felt that we should postpone the training programmes in the communities starting in March 2009 until after elections scheduled for 23 April 2009, due to political instability and violence. Instead, the work of change agents and mentoring session would focus on assisting and participating in stopping this threat of violence to ordinary citizens. This became evident in over six cases where violence was stopped by the change agents.



**Background.** In January, the coordinator for this programme left as her contract had expired. A senior trainer with this programme for seven years was offered a new job in the region, and felt it was time for a move. Rather than hiring new staff during this period of elections, the Grail Board thought it wise to wait until the 'dust settles' and a proper evaluation can be completed in July and August. The senior staff person, Priscilla Erasmus, has generously given of her time voluntarily to continue to work in the communities she served previously until a new appointment can be made.

## Objectives for 2009

In early January, a three day strategic planning workshop was held with the three programmes of the Grail Centre Trust. The three Grail programmes; Muthimkhulu Job training and creation Programme, Community Development Overstrand Programme and Training for Transformation programme worked together and separately to plan the 2009 measurable objectives and activities for the year.. The workshop presented an opportunity for programmes to identify synergy between and among their activities that uniquely manifest the spirit of The Grail. It was time for the three programmes to focus on their measurable objectives.

The Community Development Programme objectives for 2009 include:

- Conduct 8 half-day leadership training sessions with 60 participants in total (15 per group in five areas).
- Facilitate 2 Change Agents Forum meetings with all CA's from the 5 different areas.
- Mentor Change Agents weekly in five different areas of operation.
- Recruit 3 new interns
- Employ a part-time administrator for CD programme.
- Host the CMC workshop/Conference with Donor recipients of CMC.
- Move CD programme to Mthimkhulu Village Centre Site
- Raise the profile and visibility of community issues through short publications.

## Achievements to objectives

### (a) Conduct 8 half-day leadership training sessions with 60 participants in total (15 per group in five areas).

**Zwelihle and Kleinmond:** As indicated early, two training sessions were postponed because of the national elections. Since then, 2 trainings of the 4 originally planned, have been delivered. by June 2009. We have done a combined (Zwelihle and Kleinmond) training session on **how Government works** on 21 February 2009 with 19 participants present. We had another combined training session on **Organizing and Mobilizing** on the 23 May 2009 with 14 participants present.

**Hawston/Mt. Pleasant.** Four training sessions were held on how government works and organizing and mobilizing for action. These were attended by 13 participants in each session.

**Caledon** also had 13 participants in four training session.

### Training summary for this period:

AREA	WORKSHOPS	PARTICIPANTS
Zwelihle - Kleinmond:	2	19 + 14 = 33
Hawston/Mt. Pleasant	4	13 x 4 = 52
Caledon	4	13 x 4 = 52
	<b>Total participants in training</b>	137



## Constraints

We did not have training programmes in March and April due to elections which were scheduled for 23 April 2009, as there were potential political violence and the fact that some of our Change Agents were actively involved in their respective political party's activities. Poor attendance continues to be a problem in the training but we are working on it by having make-up training sessions with those who do not attend.

**Projects taken by groups.** A number of projects and actions have emerged from the training programmes as seen below.



One person is involved in Voluntary work with Social Services and other welfare institutions like Badisa and ACVV

She was able to put her listening survey knowledge in practice when they did a needs assessment for Social Services. She says “I felt totally comfortable assisting with the survey as I had the know-how and felt comfortable about doing it. It gave me the opportunity to put that skill in practice.”

She also does counselling in the community to assist in bringing healing to a broken and wounded community.

A number of change Agents assisted with a holiday programme for school children.

Change Agents were also involved in the Elections and though they were involved in different political parties they were still able to work together. One person commented that she felt confident to question political parties on their manifestos as she knew now what it is to look at and how to gauge whether service delivery will take place.

Change Agents organised a march against the closing of the church building that was used for church and community meetings in the light of the fact that Uitsig has no other meeting facility that is near enough for the community to use. They handed in a letter requesting land for a church to be built and have given the Municipality 30 days in which to respond.

Doing the session on campaigning has helped the Change Agents to gain skills and knowledge on how to run a campaign.

Some of the Change Agents are working with Young people at risk as it is a major problem in Caledon and school dropout system is very high

A few of the Change Agents are also involved in the police forum in Caledon.

One of the former trained Grail members have started a cleaning service co-op and are employing approximately 4 people to help address the unemployment problem in Caledon

And the Hawston group has become involved in the school in Hawston to assist the school with the literacy problem by coming to read to the school children stories to develop an interest in reading with the learners. The school regards this of great help as literacy have become an enormous problem in schools country wide as a result of the big numbers

The Mt. Pleasant group has started a daily soup kitchen in the community and feed approximately 500 people per day

## **(b) Facilitate 2 Change Agents Forum meetings with all CA's in the 5 different areas.**

### **Achievements**

Preparations for the first meeting scheduled for the 20 June 2009, are going very well. We have successfully managed to secure the venue and transport arrangements are in place. We are expecting about 50 graduated and continuing Change Agents to attend this meeting.

### **Constraints**

Not a major one but we are struggling to get the exact number of Change Agents that will attend on the day which makes preparations to slow down a bit.

## **(c) Mentor Change Agents in 5 different areas**

### **Achievements**

We continue to have mentoring sessions in the 5 areas of our work. Once a week we have mentoring sessions with groups in their respective areas. These sessions are based on community issues such as Houses, electricity, storm water, unemployment and many more other issues. During these sessions, tasks are divided up between individuals such as going and seeing Municipal officials on certain issues or recruiting others to work with them on a particular concern. This year we have had 40 of those meetings from all 5 areas of work. Another aspect of these mentoring sessions is to assist our Change Agents with their home work as we get them work after each leadership training session.

Through these mentoring sessions we have managed to meet with Ward Councilors 10 times which averages twice a month to discuss community issues. We have managed to meet with senior Municipal Officials 7 times this year to talk about some of these community issues. We have managed to get the Municipal buy-in and commitment in resolving some of those challenges.

## Constraints

It is very difficult to meet with Municipal officials as they always complain about their work load. When there are so many pressing community issues that have to be addressed at the same time, we do not have enough Change Agents to attend official meetings that take place during the day. Most of the change agents are working or out looking for jobs. Officials seldom will meet outside of office hours.

### **(d) Recruit 3 new interns**

#### Achievements

We have successfully managed to advertise and receive applications in May 2009. We have appointed two interns this year as there was no need to have one in Kleinmond at this stage. We have hired 1 in Caledon and 1 in Zwelihle. They started working on the 1st June 2009.

#### Constraints

Choosing one Intern from the big group of unemployed Change Agents of a particular area, is one challenging decision. To keep the group working together with out shifting their responsibilities to this one Intern is also a challenge.



## **(e) Employ a part-time administrator**

### **Achievements**

Community Development Programmed employed its part-time administrator in February 2009.

### **Constraints**

Because of the lack of other staff members, a full time person could be used at this stage.

## **(f) Host CMC workshop/conference with Donor recipients of CMC**

### **Achievements**

We managed successfully to organize and administer the three day conference which took place on the on the 11th, 12th and 13th February 2009. It was well attended by 16 participants from all over South Africa.

### **Constraints**

Booking air tickets was a challenge as people wanted to leave at their own time. Kleinmond is located over 1 hour from the airport and we tried to arrange that participants come on one bus and to have 1 trip back to the airport.

## **(g) Move Community Development Programmed to Mthimkhulu Village**

### **Achievements**

We moved the office on the 17th and 18th February 2009. Moving offices offers the opportunity to reorganize materials and papers, and so this work is still part of the move to the Mthimkhulu Village centre site. We have a wonderful environment at Mthimkhulu Village.

## **(h) Raise the profile and visibility of community issues through short publication**

### **Achievements**

One newspaper article was published in the local press during this period. The article was about community concerns regarding the housing waiting list and processes. Another one is due at end of June 2009 as we write one quarterly. Two community updates were issued in April 2009; one about election voter rights and responsibilities and another one on Special vote for sick, pregnant and elderly voters. The other two will be out towards end of June 2009: one on Municipal IDP and Budget and another one on Housing process in Kleinmond as we update communities on these issues.

### **Constraints**

Making sure that our community updates are positioned at the right places, and we need to make sure that they are easy to read and not complicated nor too long.

### **Conclusions and Learnings**

The Community Development programme staff will have a mid-year evaluation in July to look at four critical issues:

1. Should the programmes continue as a 'training' programme, or more as an organizing programme to activate communities to ensure that they get their fair share of services and budget allocations? This tension has existed now for several years. Poor training attendance is very understandable when people are still grappling with bread and butter issues. Training and learning beyond what will get them a job or an income can be seen as not relevant now, as they have to think about what they are going to eat after the workshop. Whenever there are employment opportunities somewhere else they relocate to those areas, either for a long time or just few weeks and that has an impact on our training.
2. Meetings with municipal officials needs a new strategy to find appropriate times for community leaders. This may need the Mayor and the Municipal manager to intervene to convince the Municipal officials on the importance of trying to meet the community's half-way to avail themselves after hours.
3. As a programme, we will need to decide how many new staff to employ

or whether to mix the employment of professional trainers with more interns. At a time of economic meltdown, it could mean this is a period of hiring many more interns with the professional staff working as mentors with them on an intensive basis.

4. Accurate and popular community updates are very helpful to inform communities, but this takes a specific skill in writing very simply. The wording on all municipal documents is very complicated which forces a community development worker to investigate and study the information very carefully before passing it to someone else. This could be the role of the local authorities to simplify and review documents like IDP and many more.

This work is very much appreciated by those most living in poverty in the Overberg areas. It is great potential to expand, yet, the direction and strategy needs careful attention to ensure that it is financially viable in the long run. These are our next set of questions.

*Written by Mr. Koti (senior training) and Sally Timmel (Director)*

## Unaudited Accounts for Community Development Programme January to May 2009

	Jan 09	Feb 09	Mar 09	Apr 09	May 09	YTD	Balance to Budget
<b>INCOME</b>							
Balance b/fwd 2008	-243837.00					-243837.00	
CMC ?	0.00	0.00	0.00	-174397.50	0.00	-174397.50	
CMC Partners Meeting	0.00	0.00	0.00	-46923.47	0.00	-46923.47	3598.14
Grants? - van Krot Naar	0.00	-7522.44	0.00	0.00	0.00	-7522.44	
Bank Interest Earned	-44.68	-31.92	-22.23	-13.80	0.00	-112.63	
<b>Total Income</b>	<b>-243881.68</b>	<b>-7554.36</b>	<b>-22.23</b>	<b>-221334.77</b>	<b>0.00</b>	<b>-472793.04</b>	
<b>EXPENSE</b>							
Salaries & Benifits	20677.60	15268.43	13697.04	10554.69	10666.14	70863.90	-213932.10
Salaries/Wages -Part-time Staff	540.00	0.00	0.00	0.00	3500.00	4040.00	-81436.00
Consultants & Outside Trainers	0.00	0.00	0.00	0.00	0.00	0.00	-26400.00
Staff Recruitment	0.00	0.00	0.00	5212.54	663.00	5875.54	5875.54
Staff Training	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Annual Reports	0,00	0,00	1024.00	0.00	0.00	1024.00	-1976.00
Audit Fee & Accounting	2000.00	0,00	500.00	0,00	0.00	2500.00	1900.00
Bank Charges	253.42	188.25	218.55	827.10	193.95	1681.27	-1756.73
Communications (Telephone; Internet)	5516.42	1700.67	1501.89	1996.72	485.82	11201.52	2261.52
Computer & Internet Repairs	0,00	0,00	0,00	0,00	0.00	0.00	-1200.00
Depreciation Expense	0,00	0,00	0,00	0,00	0.00	0.00	0.00
Equipment Rental/Lease	0,00	0,00	0,00	0,00	0.00	0.00	0.00
Office Expense	1126.31	98.25	175.44	0.00	0.00	1400.00	140.00
Office Rent	0,00	0,00	0,00	0,00	0.00	0.00	-18000.00
Postage and Courier	0,00	0,00	0,00	0,00	0.00	0.00	-180.00
Printing & Photocopying	0.00	0.00	0.00	0.00	289.47	289.47	-430.53
Workshops & Meeting Costs	0.00	2497.17	550.00	1042.28	2060.00	6149.45	-101850.55
Workshop Training Materials	0.00	0.00	0.00	0.00	0.00	0.00	-12000.00
Workshop Participants Travel	0.00	1100.00	150.00	300.00	910.00	2460.00	
Trainers Travel	0,00	2472.50	1055.00	615.00	965.00	5107.50	-22168.50
Conferences: CMC Partners Meeting	11172.70	21060.09	6122.00	0.00	7161.12	45515.91	-14484.09
Grail Board Meetings	0.00	0.00	0.00	1547.00	0.00	1547.00	887.00
Hospitality	0.00	0.00	0.00	0.00	0.00	0.00	-1200.00
Meetings: Planning & Evaluation	0.00	0.00	0.00	0.00	412.68	412.68	-907.32
<b>Total Expense</b>	<b>41286.45</b>	<b>44385.36</b>	<b>24993.92</b>	<b>22095.33</b>	<b>27307.18</b>	<b>160068.24</b>	<b>-484397.76</b>
<b>Funds available</b>	<b>-202595.23</b>	<b>36831.00</b>	<b>24971.69</b>	<b>-199239.44</b>	<b>27307.18</b>	<b>-312724.80</b>	

## **The Grail Board of Directors (2008-10)**

**Bulelwa Ngewana (chair)**

Programme Manager for Independent Development Trust and presently Africa Programme Manager of the Centre for Conflict Resolution (UCT)

**Colleen Crawford-Cousins (vice-chair)**

Is an organisation development specialist and curriculum and materials developer who works as a consultant to the public sector and NGO's. Based in Cape Town, she has focused for the last four years on the energy sector and on natural resource management in national parks.

**Anne E. Hope (secretary)**

Co-author of Training for Transformation, founder of DELTA training Kenya, founder of DELTA Women's Training Programme (Cape Town), staff of SADEP (UWC)

**Petra Frith (treasurer)**

Chartered accountant and works with two NGOs as their accountant and financial advisor.

**Ruth Mattison (member)**

Formerly Human Resource manager at Old Mutual and presently a private consultant on organizational development and development of small businesses.

**Tantaswa Gabevu (member)**

Formerly a fundraiser with Aids Response. Currently counselor with RAPCAN.

**Sally Timmel (ex officio)**

Co-founder of Kenyan DELTA Training Programme, co-author of Training for Transformation, Founder of Gender Advocacy Programme, founder of Fair Share, a unit of the School of Government (UWC), currently programme coordinator of Grail programmes.

**Ntombi Nyathi (staff representative, Training for Transformation Coordinator)**

**Alison Coughlan (staff representative, Mthimkhiulu Village Centre)**

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