'INSIGHTFUL AGILITY'

THE REGENERATION OF THE FOUNDATION FOR COMMUNITY WORK: A CASE STUDY OF A NONPROFIT ORGANISATION IN THE WESTERN CAPE

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PROFESSOR CJ GROENEWALD

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DECLARATION

I, the undersigned, hereby declare that the work contained in this thesis is my own original work and that I have not previously in its entirety or in part submitted it at any university for a degree.

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SIGNATURE

DATE **30 NOVEMBER 2005**

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ABSTRACT

It is not and cannot be business as usual for any organisation; from charities, developmental institutions to multi nationals. The operational environment of organisations all over the world is affected and often infected by change.

The need for change is linked to the need for new ways of looking at the external world. The way in which organisations adapt and respond to such changes, indicates the levels of maturity and awareness within organisations. The ability to adapt and respond to external stimuli to effect change in the environment is a process that goes beyond the learning organisation paradigm. It is when the organisation regenerates itself to remain viable and in so doing, "make(s) a positive net contribution to the viability and development of the larger whole of which it forms part", that organisational sustainability is captured (Groenewald, 2003:1).

Bringing about change that is relevant and sustainable is context dependent. Herein lies the problem for today's Non Government Organisations (NGO's) that seek relevant and appropriate responses to an ever-changing operational context. The purpose of this study is to demonstrate a possible path forward for an NGO of longstanding, which, in realising the inadaptability of its structure, sought to be responsive in an apt, agile and insightful way.

Three objectives were dissected from the overall aim and used as guiding pillars in this research process. These were:

To identify options in securing the FCW's future existence.

To assess the feasibility of each identified option against the criterion of 'Insightful Agility', meaning how best would the FCW change or adapt itself to remain relevant and viable in the social development arena.

To propose a route for change in the FCW based on the feasibility assessment of the future options.

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The Foundation for Community Work is a NonProfit Organisation of over thirty years standing, that has incubated the idea of transforming to a Community Development Foundation. By applying the work by Markus Schwaninger, Intelligent Organisations (IO), an integrative theoretical framework, the organisation's journey is briefly sketched from its inception during the turbulent period of Apartheid South Africa, through to 1994 and the post Apartheid era. In summary and according to Groenewald (2003), the IO has at its core, the ability of self-control of its activities; the structure for its viability and development and the internal interactive behaviour of its stakeholders.

The FCW's strength was always its engagement with communities and how in touch it remained with community needs and aspirations. The challenge now is to expand on the FCW's community networks and connectedness and to establish the exact boundaries and scope of its development interventions.

In developing a Community Development Foundation, (CDF) it is envisaged that such a structure would be flexible, dynamic and adaptable enough to address the poverty needs of marginalised communities in the Western Cape. Poverty reduction programmes, have made little, if any, impact on the living conditions of severely impoverished communities in which the Foundation for Community Work operates and major social inadequacies have not been wiped out. The lack of coherent infra structure for effective and efficient resource mobilisation has not unlocked available resources, but has rather slowed down the pace of grant-making. The intended mission of the CDF is to bring resources closer to communities by working together with marginalised communities in the critical areas of need around poverty reduction with the focus on youth development; HIV/AIDS; and the mobilisation of capacity building and utilisation of local resources within civil society structures.

This study is as much a testimony to past experiences, and of transformation processes highlighting growth points, initiatives and lessons learned, bringing into play the present, as the Foundation for Community Work moves on to face new challenges of renewal and regeneration.

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OPSOMMING

Alles verloop nie soos normaal vir organisasies nie en dit kan ook nie: van liefdadigheidsorganisasies, ontwikkelingsgerigte instellings tot multinasionale instellings. Die operasionele omgewing van organisasies regoor die wêreld word deur verandering geraak en daardeur beïnvloed.

Die behoefte aan verandering is gekoppel aan die behoefte aan nuwe maniere om na die eksterne wêreld te kyk. Die wyse waarop organisasies aanpas by en reageer op veranderinge, dui op volwassenheid en 'n hoë vlak van bewustheid. Die vermoë om by eksterne stimuli aan te pas en daarop te reageer ten einde verandering te bewerkstellig, is 'n proses wat verder as die leerorganisasieparadigma strek. Dit is wanneer die organisasie sigself herskep om lewensvatbaar te bly en, deur dit te doen "make(s) a positive net contribution to the viability and development of the larger whole of which it forms part", dat organisatoriese volhoubaarheid behaal word (Groenewald, 2003:1).

Die totstandkoming van relevante en volhoubare verandering is afhanklik van die konteks. Hierin is daar vir Nie-Regeringsorganisasies (NRO's) wat relevante en gepaste reaksies soek vir 'n steeds wisselende operasionele konteks 'n probleem opgesluit. Die doel van hierdie ondersoek is om 'n moontlike pad vorentoe aan te dui vir 'n lank bestaande NRO, wat, as gevolg van 'n besef van die onaanpasbaarheid van die struktuur daarvan, poog om op 'n toepaslike, behendige en insigryke wyse hieraan gehoor te gee.

Drie oogmerke is uit die oorkoepelende doel afgelei en as rigtinggewende steunpilare gebruik:

Om opsies aan te dui ten einde die bestaan van die Stigting vir Gemeenskapswerk (SGW) in die toekoms te verseker;

Om die uitvoerbaarheid van elke geïdentifiseerde opsie te beoordeel aan die hand van die kriterium van "Insigryke Behendigheid";

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Om 'n roete vir verandering in die SGW te kan voorstel soos gebaseer op die assessering van die uitvoerbaarheid van opsies vir die toekoms.

Die SGW, 'n organisasie sonder winsbejag vir meer as dertig jaar, het die idee van transformering tot 'n *Community Development Foundation (CDF)* ontwikkel. Deur die toepassing van die werk van Markus Schwaninger, die Intelligente Organisasies (IO), 'n geïntegreerde teoretiese raamwerk, is die organisasie se vordering van die stigting daarvan gedurende die stormagtige tydperk van Suid-Afrika tydens apartheid tot by die tydperk ná 1994 kortliks geskets. Ter opsomming en volgens Groenewald (2003) lê daar aan die kern van die IO die vermoë tot selfbeheer oor sy aktiwiteite; die struktuur vir lewensvatbaarheid en ontwikkeling; en die interne interaktiewe gedrag van die belanghebbendes daarvan.

Die SGW se sterkpunte was nog altyd die betrokkenheid daarvan by gemeenskappe en die mate waartoe dit met behoeftes en aspirasies van die gemeenskap in voeling gebly het. Die uitdaging is om die SGW se gemeenskapsnetwerke en samehangendheid uit te brei en die presiese omvang van die ontwikkelingsgerigte intervensies daarvan te vestig.

Met die ontwikkeling van 'n CDF word daar beoog dat sodanige struktuur soepel, dinamies en aanpasbaar genoeg sal wees om die armoedebehoeftes van gemarginaliseerde gemeenskappe in die Wes-Kaap die hoof te bied. Programme vir die vermindering van armoede maak min, indien enige, impak op die lewensomstandighede van erg verarmde gemeenskappe waarbinne die SGW werk en belangrike maatskaplike tekorte is nog nie uitgewis nie. Die gebrek aan 'n samehangende infrastruktuur vir doeltreffende en doelmatige hulpbronmobilisering het nog nie beskikbare hulpbronne ontsluit nie, maar het eerder die pas waarteen skenkings gemaak word, vertraag. Die voorgenome missie van die CDF is om hulpbronne nader aan gemarginaliseerde gemeenskappe in burgerlike samelewingstrukture te bring deur saam te werk in die kritieke areas van nood ten einde armoede te verlig met die fokus op

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die ontwikkeling van die jeug; MIV/Vigs; en die mobilisering van kapasiteitsbou en benutting van plaaslike hulpbronne.

Hierdie studie is in ewe groot mate 'n bewys van ervarings in die verlede, en van transformasieprosesse wat groeipunte, inisiatiewe en lesse wat geleer is, beklemtoon deur op die hede klem te lê, namate die Stigting vir Gemeenskapswerk verder beweeg en nuwe uitdagings van hernuwing en regenerasie trotseer.

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ACRONYMS

ADC	Association for Community Development
ANC	African National Congress
BVLF	Bernard van Leer Foundation
CBO	Community-based Organisation
CBD	Central Business District
CCB	Civil Cooperation Bureau
CEO	Chief Executive Officer
CDFs	Community Development Foundation(s)
CFs	Community Foundation(s)
CPI	Community Philanthropy Initiative
CRIC	Careers Research and Information Centre
CSI	Corporate Social Investment
CPO	Community Philanthropy Organisation
DFID	Department for International Development (U K Government)
ECD	Early Childhood Development
EFC	European Foundation Centre
ELC	Early Learning Centre
FCD	Foundation for Community Development Mozambique
FCW	Foundation for Community Work
FET	Further Education and Training
FIF P	Family in Focus Programme
FGs	Focus Groups
FRIS	Fundraising Initiative
GDP	Gross Domestic Product
GEAR	Growth, Employment And Redistribution
GNP	Gross National Product
GST	General Systems Theory
GRCF	Greater Rustenburg Community Foundation
HDI	Human Development Index
IDRC	International Development Research Centre
IO	Intelligent Organisation

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KCDF	Kenya Community Development Foundation
KZN	KwaZulu Natal
MCDA	Makutano Community Development Association
MDGs	Millennium development Goals
MSC	Model of Systemic Control
NDGO	Non Government Development Organisation
NGO	Non Government Organisation
NPO	Non Profit Organisation
NRO	Nie-Regeringsorganisasies
OLP	Our Little People
ORAP	Organisation of Rural Association for Progress
PAWC	Provincial Administration of the Western Cape
PC	Project Coordinator
RCDC	Rustenburg Community Development Centre
RDP	Reconstruction and development Programme
REP(s)	Representative (s)
RUL	Rössing Uranium Ltd.
RTO	Resource and Training Organisation
RVR	Renier van Rooyen
SGW	Stigting vir Gemeenskapswerk
TSM	Team Syntegrity Model
UCF	Uthungulu Community Foundation
UDF	United Democratic Front
USA	United States of America
UWC	University of the Western Cape
VSM	Viable System Model
WARF	West African Rural Foundation
WEDO	Women's Environment &Development Organisation
WESWOK	Weskaaplandse Welsynsorganisasie vir Kleurlinge
WFUNA	World Federation of United Nation's Associations
WINGS	WorldWide Initiative for Grantmaker Support
YB	YouthBank
ZCBF	Zululand Chambers of Business Foundations

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ODE TO FCW

It was in 1976,
children were throwing stones and sticks,
when FCW thought of the child,
not meek and mild,
but angry and defiant.
Not wanting to make them compliant,
but for them to live, not in poverty and oppression,
parents exploited because of complexion.
FCW focused on the child as a whole,
to build a new equal society was their goal.
Amidst challenges and trials,
bureaucracy, crisis with funds, drowned in files,
staff slogged and slaved.
There were many close shaves,
FCW nearly closed their doors,
but because of their values and mores,
community women and staff
put on bright smiles and laughs,
together determined to succeed,
both children's bodies and minds to feed.
Today from Atlantis to Gugulethu,
Witsand and other areas new,
women together strive, to improve children's lives,
Family in Focus programmes too.
FCW family are upbeat, never blue.
Hulle maak intervention in society.
DIS DUIDELIK!

Hulle verbeter die kwaliteit van die lewe,
vir almal, moeders en kinders strewe,
om die visie en missie van FCW te volhou.
Niks is te moeilik vir hul om te kou.
Dis duidelik hier,
dis duidelik daar,
daar's baie werk,
maar vandag vier ons fees,
almal in luidelige gees.
MALIBONGWE IGAMA LIKHA FCW!
LONG LIVE THE SPIRIT AND WORK OF FCW!
MALIBONGWE!

By Gertrude Fester (2003)

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"Regeneration for sustainability is not an add-on but integral part of an NGDO's life, its culture, the way things are done. It is instilled, guided and moderated by sound judgement and inspirational leadership" (Fowler, 2000: 161).

CHAPTER ONE

INTRODUCTIONS: A BRIEF OVERVIEW OF THE FOUNDATION FOR COMMUNITY WORK FOLLOWED BY A SYNOPSIS OF THE PROPOSED STUDY

Problem Statement

Bringing about change that is relevant and sustainable is context dependent. Herein lies the problem for Non Government Organisations (NGO's) of today that seek relevant and appropriate responses to an ever-changing operational context. The purpose of this study is to demonstrate a possible path forward for an NGO of longstanding, which, in realising the inadaptability of its structure, sought to be responsive in an apt, agile and insightful way. This chapter introduces the Foundation for Community Work (FCW) as the NGO under the spotlight and proposes an integrative framework for a virtuous design that I applied for guiding the research process.

By way of introduction, I thought it necessary to firstly locate my position within the Foundation for Community work. One afternoon in late November 1982, while I was hitchhiking home, Adam Small, a well-known South African philosopher, writer and poet, who that time was the director of the Foundation for Community Work, stopped to give me a lift. Our conversation that specific day about community concerns and aspirations took me on a life-journey of more than two decades, first as FCW's community worker and later as Adam's successor, a position that I currently still hold. I have thus seen the

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FCW grow from a care organisation, through many changes in its culture, structure, strategies, and activities into a sought-after community institution that has development, training and resource mobilisation as its primary focus. Looking back gives affirmation that my being on the roadside that November afternoon was the right place to be at the right time. On my life-journey the road has gone in a new direction when the opportunity for this study came about. I was seconded to the research position and the Board of Management of the Foundation for Community Work (FCW) supported the idea that I would combine the research with my own personal studies on the regeneration of NGO's using the Foundation for Community work as the case study.

Secondly, my long working record at the Foundation for Community Work and the position as director, suggested possible sources of error in terms of my own bias and power of relationships. As the researcher I took a few precautionary measures to minimise sources of error, one being the appointment of four research interns as informants for the field work component of the research process as explained in Gilbert (1993).

This study is as much a testimony to past experiences, as it is of transformation processes highlighting growth points, initiatives and lessons learned, bringing into play the past and the present, as the institution moves on to face new challenges of renewal and regeneration.

The Foundation for Community Work (FCW)'s journey is briefly sketched from its inception during the turbulent period of Apartheid South Africa, through to the 1994 post Apartheid era where a democratically elected government is synonymous with transformation, but does not necessarily imply the implementation of policies and practices. To this end the metamorphic development of the Foundation of Community Work is contextualised. During the seventies, Apartheid South Africa surged towards new heights. Institutionalised White political dominance deeply divided the country along racial lines: on the one side an economically growing and protected White middle class minority; and on the other the unprotected, deeply impoverished Black lower class majority. As the living conditions of poor Black communities

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became infested by growing poverty, unemployment and other related social pathologies that germinated in the 'fertile grounds' of poverty, together with violent repression, forced removals and the migrant labour system that broke up not only families, but also the myriad of social networks that supported families, the need for organisations that would work beyond the boundaries of the 'Welfare /Charity' mode emerged.

Simultaneously, on another front, albeit underground, the liberation struggle gained momentum, working towards the ultimate goal of freedom in all its facets. During this period the quest for political freedom as the first achievable objective dominated the liberation.

It was during this milieu in 1974 that the Foundation for Community Work was established as a non-governmental social development and resource organisation promoting the holistic social development of the child within the context of the family and broader community. The path towards this goal of holistic development was not easy and required innovative manoeuvring. Riddled with potholes, the emergent organisation had to find creative ways to counteract the restrictive operational environment. The "lack of room for manoeuvre" as cited in Hilhorst (2003) was one of the first challenges that confronted the organisation in its struggle to make local development a reality on the ground (Hilhorst, 2003:103). The idea of the room for manoeuvre is about understanding the dynamics of development interventions within the limitations of the social space available to the role players. From the outset the Foundation for Community Work realised the need for social construction of its social space (Hilhorst, 2003). Institutionalised to work within the parameters of the Welfare Model, (Welfare Act: 78) the organisation saw the plight of the poor, with reference to Black (broadly defined) young children, as the entering point to a social development framework. Young children, their needs and welfare together with parents' aspirations and dreams of 'a better life for their children', were the pivot around which communities could mobilise themselves to generate social action. Early childhood development (ECD) programmes were the key and community-based ECD projects emerged as

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organic processes, initiated by communities and nurtured by women who started community-driven projects at a snow-balling pace.

Presently the Foundation for Community Work is rooted in eighteen communities, predominantly in the Western Cape reaching more than 3500 children and over 2000 families per annum. The social delivery programme is focused on areas of greater need, where poverty and impoverished social conditions plague the very fabric of family and community life; i.e. the recognised nodal areas, informal settlements and townships. Together with people and organisations of similar aims and objectives, the FCW strives towards the creation of a democratic society, free from racial, gender and religious prejudices. The Organisation's work enables and facilitates processes towards effective participation of parents, families and communities across the boundaries of racial, cultural and gender diversity and differences; however, these communities are linked together by the common denominator of poverty and economic disenfranchisement.

The work of The FCW underpins the spirit of Ubuntu, where essentially care and support for one another goes hand in hand with acting and taking responsibility for issues that impact on family and community life.
The focus where participation is the key is on multi-disciplinary training, development and capacity building with the understanding and undertaking that community-based organisations (CBO's) would manage and take full responsibility for their own community projects.

The Foundation for Community Work has survived the turbulent past because of its ability to be 'Insightful and Agile'; strong features that are characterised and motivated by social development processes within the context of community mobilisation, participation and empowerment. The organisation's biographic phases are noted for its relevance in support of the felt needs of communities in that it corresponds to key shifts in the operating environment; i.e. from funding buildings, to capacity building and training, and from the centre-based provision to community and family outreach.

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Programme activities at the core of the organisation's development discourse that shaped FCW into the present day learning organisation, progressively spiralled through five development discourses. Since its inception in1974, the first development phase of the FCW as a caring and generic organisation focused on support to and capacity building of community Early Childhood Development (ECD) centres affiliated to the Foundation for Community Work.

The second development phase built on the caring spirit of the first phase, but needed to adapt to the changing needs in the operational environment. By stepping up intervention strategies, the era of training and capacity building started as early as 1979 for the FCW when various educational and life-skills training programmes were introduced. These were ECD practitioner training; capacity building and governance training; building of democratic (ECD) civil structures; and developing ECD centres to independence.

The third development phase from 1980 onwards marked a paradigm shift from a tunnel-vision centre-based provision to an integrated and holistic approach to Early Childhood Development. The historic decision of the FCW Board of Management to invest in people rather than mortar and bricks was a visionary move that set the tone and mode of future activities and operations.

The launch in 1984 of the Family in Focus Programme (FIF), a community initiative which the Bernard van Leer Foundation (BVLF), a key funder, lauded as a best practice in family support work, was a direct outcome of this historic decision. The fourth development discourse was noted for its emphasis on community capacity building and empowerment. The focus was on training in governance; management and leadership training; financial management; fundraising; parent participation and support; Family in Focus Home Visiting training programme; poverty alleviation strategies; and HIV/AIDS prevention and education.

The learning organisation paradigm calls for consistency and the capacity to adapt to the changing landscape as pointed out by Fowler (2000) and in this regard the FCW relentlessly accommodated change by building on the

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experiences of the past and by acquiring new knowledge. Training, with the emphasis on community and parent participation shifted into higher gear as the FCW team steadfastly continued to promote a holistic and integrated development framework. At a steady pace the learning organisation continued to explore new innovations. Communities – from townships to informal settlements around the Western Cape – were encouraged to make intensive use of community empowerment tools presented in the form of the community radio and printed media initiatives with the Atlantis community taking the lead. In shifting to a more developmental approach and limiting its involvement with the ECD centres affiliated to the organisation, the pace was set for the fifth development phase from 1994 onwards. The nineties were thus a watershed period for the community ECD centres affiliated to the Foundation for Community Work.

These five interventions on the development discourse continuum were not community processes in isolation, but rather enveloped with each other in a progressive spiral, taking the Foundation for Community Work constituency to deeper levels of empowerment. As the FCW continued to grow and build its reputation, so too did the impact of the external environment became increasingly critical in the discourse of social development. (A synopsis of FCW's life cycle from its inception in 1974 to 2002 is included as Appendix A).

At the dawn of the 'new democratic South Africa' (post 1994 era) and with its core focus of service delivery programmes anchored within a holistic and integrated developmental framework, the Foundation for Community Work, despite its longstanding and reputable track record, is at a crossroads; seeking to pursue a viable and strategic way forward. Despite interfacing and interacting at the coalface of community living and aligning its activities to the felt needs of the communities, the question of relevance and whether the organisation is making a difference continues to surface.

The paradox, however, is that in celebrating ten years of a democratic South Africa, the imbalances of the past continued to soar, reaching alarming heights. Poverty reduction programmes have made little, if any impact on the

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living conditions of severely impoverished communities in which the Foundation for Community Work operates and major social inadequacies have not been wiped out. The lack of coherent infrastructure for effective and efficient resource mobilisation has not unlocked available resources, but rather slowed down the flow of resources to the poor, raising the levels of poverty.

This continuous escalation of poverty, the impact of diseases such as HIV/AIDS and the rise of unemployment have moved the Foundation for Community Work to a state of instability. My assumption that communities have become poorer than in the seventies was recently reinforced by Terblanche (2004) in his keynote address at a Civil Society Forum when he reflected on the scale of poverty in the Country. According to him "the poorest 60% of the Black population were considerably poorer in 1994 than 1974" (Terblanche, 2004: 4). His statement that "their poverty was already like a snowball rolling from a slope at its own momentum" is disconcerting and calls for a serious and urgent rethink of activities, structure and behaviour of development discourses (Terblanche, 2004: 4).

However, this statement by Terblanche (2004) entered the FCW development radar screen as far back as 1980 when the FCW Board made the decision to invest in people rather than mortar and bricks. Terblanche's (2004) view on poverty affirmed the organisation's commitment to work towards making a significant difference to deeply rooted pressing social and economic problems. The main port of call for the organisation is thus to critically address the issues of greater sustainability and social development.

The Foundation for Community Work evolved as a learning organisation within a social development framework; yet ever-changing government policies and perceptions of Early Childhood Development (ECD) continued to threaten the FCW's reputation. Stumbling blocks are impeding opportunities for service delivery that emphasised integrated, holistic sustainable development work. At the same time the organisation is grappling with a number of assets (community ECD centres) that have become liabilities.

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These so-called community pillars have either become stale or have passed their sell-by date. The present -day operational environment suggests that the FCW functions within an inappropriate legal framework and for this reason the FCW Board of Management is of the opinion that the time has come for the organisation to be regenerated. An archivistic analysis of the FCW suggests a learning culture as the norm which Fowler (2000) refers to as, a "spiral process of action, reflection learning, planning and new action...". But the challenge for a learning organisation lies deeper. The first level as the primary source is on fact finding and collating personal learnings, followed by the collective whereby deciphering of learnings are key actions, and finally the translation of the results into greater capacity for greater 'Insightful Agility' (Fowler, 2000: 138).

The FCW, an organisation of long standing and known for its reputable track record, is at a crossroads. The argument can be made that the FCW's position is systemic of the broader social development discourse and that in all probability many NGO's are at similar junctions where internal conditions, compounded by the external environment, impact heavily on organisational life cycles.

It is not and cannot be business as usual for any organisation; from charities, developmental institutions to multi nationals. The operational environment of organisations globally and in South Africa is affected and, indeed, infected by change. The conception of the world, at least from a Western perspective, saw the metamorphosis of organisations viewed from the machine theory era, followed by the closed system of the functionalist approach and conflict theorists. Moving beyond the views of the mechanistic and the closed systems and bringing into play the environment and a more holistic focus, new forms of organisations emerged under the flag of the general systems theory (GST).

The open system, with systems thinking (cybernetics, chaos theory, and Gestalt therapy) and living system (chaos theory, quantum physics and self-organising systems) provided new ways of conceptualising and understanding

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organisations. Irrespective of whether an organisation is seen as mechanistic and closed or ecological and holistic, no one stands untouched by change (Olive Publications, 1998).

Change is rapid, bringing to the fore, amongst other challenges, instability and resistance to change. The impact of the external environment, i.e. the socio, economic, political, cultural and technological, dictates the course of an organisation that, in dealing with change appropriately, calls for "... (finding) the path through this external world" (Thaw, 1999: 10).

It is important to consider the external world, but according to Thaw (1999), organisations are "in this world" and they are a critical part of it, (and as such) they are interdependent with other systems in the world. While they are affected by 'other systems', Thaw (1999) reiterates that organisations also effect change in those other systems. Thus Thaw's (1999) argument is not to "find a new path", but rather to "...break new paths...and actively bring about change 'out there', not only within itself". In other words, Thaw (1999) professes that whilst the organisation takes cognisance of the ways in which the external environment impacts on its existence, intrinsically it should also look at ways in which the organisation could influence the external world and effect change (Thaw, 1999: 10).

The positive attitude towards change, linked to the need for new ways of looking at the external world and organisations that operate in it, indicates maturity and a high level of awareness within an organisation. Aptly stated in an Olive Publication, "Change is constant, inevitable and natural. It is in the unexpected and in crisis that new patterns begin to emerge and new energy is generated" (Olive Publications,1998: 53).

From this perspective, it is argued that new energy creates new knowledge. However, change needs stimuli and as Fowler (2000) explains, 'an important starting point for regeneration is (to understand) the impulse or trigger for change" (Fowler, 2000: 147). From a conventional point of view, organisations see pressure from external factors as the trigger for change

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and thus respond accordingly. Despite a culture of SWOT analyses, Strategic Planning exercises and Bosberade that soared over the last few years as the most prevalent 'survival tools' for organisations, many organisations, with special reference to Non Government Organisations (NGO's) in the Early Childhood Development sector have scaled down. Others became irrelevant and as a result ceased to exist. Although many reasons are given for the poor state of the ECD sector with funding constraints topping the list, the problem could lie in the sector's inability to adapt to external stimuli and to influence the environment.

From a general systems theory perspective, the baseline data obtained via the 'survival tools' brought greater understanding of the external environment and the dynamics at play, but to be functional from within a mere survival mode has proven to be the most ineffective position for any NGO, hence the current 'crossroads position' of the FCW. Thaw (1999) argues that instead of responding to environments, we should 'enact' them, thus creating environments by selecting what we see from an organisational point of view as important (Thaw,1999: 10).

To arrive at his point where an organisation needs to stay relevant, healthy and vibrant in an ever-changing environment, it is important to assess the organisation's strategic readiness for change. To be strategically ready, Thaw (1999) captures four areas of strategic work, which guided my search for greater contextual relevancy and understanding.

Firstly, there is the variety of choices in that "strategic work is about realising there is no one way. It is about options, and thoughtful, informed and conscious choice... challenging old practices and responses. In strategic work one is challenged to choose between the stimulus and automatic response ne has made in the past. Herein lies the organisation's power – to choose differently when needed."

Secondly, strategic work has a holistic perspective, "...It is higher than the operational level. Strategic work needs to view the whole organisation in its context...It is a powerful process to bring all staff and, potentially, other stakeholders to deepen their understanding and ownership of the whole."

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Thirdly, Thaw (1999) argues that strategic work " lends the opportunity to re-position the organisation in relation to other important systems...
and finally ...it is not to get strategy; rather it is to get change where it is needed and to inform and strengthen strategy... "(Thaw,1999: 10).

Thaw's (1999) 'strategic work' encapsulates an organisation's adaptability to respond to external stimuli and to effect change in the environment, but it is not the end. The process goes deeper – it is when the organisation regenerates itself to remain viable and in so doing, "make(s) a positive net contribution to the viability and development of the larger whole of which it forms part", that organisational sustainability is being captured (Groenewald, 2003: 1).

Herein lies a possible solution for the Foundation for Community Work in its search for a viable and sustainable future pathway. The last two decades are noted for the FCW's ability to adapt to an ever-changing world. I have seen and experienced an organisation jumping through the loops of many strategic planning and think- tank sessions. However, the critical question asked, vested in the ethos, identity and vision of the organisation and as Fowler (2000) states "... regeneration for what?" has brought the organisation to a juncture where the issue of sustainability does not call for complacency, but rather urgency (Fowler, 2000: 133). The issue of sustainability poses the question of relevancy and to this end the research seeks to explore the best viable route of ensuring relevancy. It is hypothesized that to be sustainable organisations need, on a continuous basis, to be self-reflective, regenerative, self- transformative and self-transcendent. These are fundamental dimensions of on-going transformative processes.

In a chaotic social environment where no clear paths are being presented, the Foundation for Community Work, highly regarded by community stakeholders as a much needed and sought-after organisation that works toward social upliftment and betterment, has to break new paths (Thaw, 1999) for the future. From a GST framework in which the FCW has evolved, the

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organisation is presented with "...the opportunity to re-position (itself) in relation to other important systems..." (Thaw, 1999).

The idea of the FCW at a crossroads does not imply a negative position, but rather a more positive one in that new opportunities (for learning, knowledge and development) are rising on the horizon, "...the organisation's timeframes and boundaries are ready to be expanded" (Laszlo, 2001: 308).

Following Laszlo's (2001) explanation that "GST suggests that our perception of purpose in the developmental dynamics of these socio cultural systems becomes attributable less to their individual components than to the synergistic interaction among them", the FCW at the crossroads has a far deeper meaning (Laszlo, 2001: 308). The organisation has the ability to become more 'Insightful and Agile' in addressing future social deliberations and challenges. Working from the premise that the FCW has grown and developed as a learning organisation within the context of the GST, a possible key to unlock the crossroads position is to offer a further application of the GST framework. To this end my argument is for an integrative framework which Schwaninger (2001) calls the design for Intelligent Organisations (IO) as the path worth exploring and which thus underpins this study. The IO perspective is fundamentally a follow through on the learning organisation framework. Where the trademark of the learning organisation is in its capacity to adapt, with the focus on knowledge acquirement, the learning organisation paradigm is seen "as a process of accommodating to change" (Schwaninger, 2001: 138). The IO perspective on the other hand is a step ahead of the learning organisation perspective in that the knowledge discourse shifts from knowledge acquirement to reciprocity and knowledge creation. The main features of the Intelligent Organisation according to Groenewald (2003) are its capacity of self-reference, self-transformation, self-renewal, and self-transcendence.

In a nutshell, the integrative framework for the design of IO as Schwaninger (2001) illustrates, draws on three theories from organisation cybernetics; namely. the Model of Systemic Control (MSC) which provides the framework

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for (self) control of the activities of an organisation (fitness enhancer); the Viable Systems Model (VSM) that seeks to design the structure of an organisation for (viability and development); and the Team Syntegrity Model (TSM) which focuses on a structural framework for developing interactive behaviour in an organisation (to nurture cohesion, synergy and knowledge creation). According to Schwaninger (2001) the MSC and VSM are intrinsically connected by three logical levels: operative, strategic and normative, while the TSM is complementary to both the MSC and VSM.

In summary Groenewald (2003) states that the IO has at its core, the ability of self-control of its activities; the structure for its viability and development and the internal interactive behaviour of its stakeholders.
The integrative framework for the design of IO is further deliberated upon in chapter two where the theoretical framework is discussed for application in the research process.

Aim of the research

The overall aim of the study was to determine the organisation's 'Insightful Agility'; i.e. the ability of the Foundation for Community Work (FCW) to regenerate itself to effect change by becoming more sustainable and robust amidst growing complexities of the external environment – social, development and institutional markets.

Research objectives and approach

The following three objectives were dissected from the overall aim and used as guiding pillars in the research process.

1. To identify options in securing the FCW's future existence.
2. To assess the feasibility of each identified option against the criterion of 'Insightful Agility' (as further elaborated in the following chapter) meaning how best could the FCW change or adapt itself to remain relevant and viable in the social development arena.
3. To propose a route for change in the FCW based on the feasibility assessment of the future options.

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Research Design and Conceptualisation

It was difficult to locate the proposed research design within the research design map as illustrated in the list of 18 empirical studies by Mouton (2001). The research problem has, however, features of evaluation research design and from this premise I decided that a feasibility study would best suit the purpose of the research. The work of Cilliers & Elias (1983) was most helpful in demarcating the level of the evaluation research. In their discussion, the authors distinguished the differences between the three types of evaluation research; i.e. "that the first type aims at assessing the extent to which the action programme would, if implemented, achieve the objective stated for the proposed programme of action. It normally takes the form of informed critique, assessments or commentaries on such programmes and may be undertaken at any time after the action programme has been drafted". In the second type the focus is on the "extent to which the proposed programme of action has been implemented at any particular point in time after its announcement". The third type is regarded as the most complex type and "consist(s) of an evaluation of the effects of the proposed programme of action. ...and whether the stated objectives of the proposed programme had in fact been achieved..." (Cilliers & Elias,1983: 1-2).

Taken from the view above, the proposed feasibility study was undertaken from an "evaluation of the first kind" perspective as illustrated by Cilliers & Elias (1983) and Groenewald (1984). Van Biljon & Whitlock (1983) best capture further support for this argument in an article where they deliberated on the application of the feasibility study on community social work.
They suggested a four- level approach to the intended research that progresses in the following way:

Firstly, 'orientation or need assessment', which includes perusing, reports, case records and discussions with colleagues.

Secondly, the 'Literature search' is closely connected with the first level and requires in-depth and broad-based reading and scanning of the environment.

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These two phases of the research process, if effectively covered, should result in the formulation of the hypothesis for the study.

The third level, referred to as 'Basic research' scan of the environment for those "agencies /individuals that have tried similar projects". Noted here is the inclusion of both successful and unsuccessful projects with the back up of personal interviews. The latter is an important technique in the research process and..."(has) the advantage of providing the researcher with the opportunity to distinguish not only the facts, but also the unrecorded information such as weaknesses in the programme design, personal limitations of the practitioner etc" (Van Biljon & Whitlock,1983: 20).

The final and fourth phase of this approach is the 'Applied research' that calls for a researcher that has the skills to distinguish all relevant data about a specific community. Added to this is the ability of the researcher to capture strategic facts that might impact on the community and the resources necessary to influence the feasibility of the intended project. This four-level approach was used as a guiding tool in the collecting of relevant data and provided the frame of reference for the IO which as an integrative framework, emphasises the "... bringing together (of) the different components so as to provide a more complete picture. Integration – the making up or composition of wholes..." (Schwaninger, 2001: 150).

Furthermore, feasibility studies are helpful for exploring the viability of an idea, entity or institutions as explained in the Foundation Building Source Book of The Synergos Institute. It is useful to note that studies of this nature have a number of advantages in that they "can point out areas of potential conflict that might threaten the consolidation of the new initiative" (The Synergos Institute, 2000: 22). They also have the potential to test whether the funding and legal environment are conducive to the idea.

In conceptualising the proposed feasibility study the linkage with evaluation research was appreciated as it provided the framework for examining the 'Insightful Agility' of an organisation. The double barrel phrase 'Insightful

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Agility,' which Fowler (2000) mentioned throughout his guide towards sustainability for NGO's, was the yarn used in threading the theoretical framework for this study. Getting to grips with understanding 'Insightful Agility' and how it plays out within the context of the regeneration process, it was necessary to dissect the meaning of the two words. 'Insightful' means "mental penetration (into character)", while the word 'Agility' has affinity with two strong verbs, 'active' and 'lively' and reflects alertness and nimbleness of character. In defining and re-defining purpose and meaning, NGO's like The Foundation for Community Work and others, need to be consistently on the alert and show character of nimbleness in their endeavour to enact with – and not merely manage to overcome – the challenges brought about by the societal transformation processes.

Fowler's (2000: xii) reference to 'Insightful Agility' gives a more non-conforming meaning to sustainability in that "sustainability is not about techniques and measurement. ...it is about a particular type of organisational capacity. In an increasingly unstable, unpredictable and chaotic world, with Non Government Development Organisations (NGDO) as very modest dependent actors, sustainability will only be reached if they can continually adapt and adjust in a purposeful, not random, way". Key criteria for 'Insightful Agility' as listed by Fowler (2000) are: reputation (public trust); learning (insights); performance (relevance and quality) and adaptation (agility).

External forces undoubtedly play a major role in the viability of organisations; but of equal importance is the extent to which the organisational strategies are aligned with the intangible assets of the organisation. This is aptly defined as strategic readiness by Kaplan & Norton (2004).
The value of strategic readiness for the purpose of this study was to assess the level of alignment of past, existing and future programme strategies. The three categories identified by (Kaplan & Norton, 2004) viz.; "human capital – skills and knowledge requirements; information capital – information systems, networks and infrastructure; and organisation capital – culture, leadership and transference of skills and knowledge" were useful guiding tools that I applied in the analysis of the data (Kaplan & Norton, 2004: 5-6).

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These three categories enforced the linkage for further application of GST in terms of the design for Intelligent Organisations (IO) in chapter two.

The reference to assets needs clarification. The Chambers Thesaurus listed multiple meanings to explain the word 'asset', i.e. "capital, estate, funds, goods, property, resources, wealth and securities" (Seaton at al.,1988: 39).

Firstly, to give a more intangible meaning to the word, the study conceptually differentiated the traditional understanding of 'asset' from a different and more non-conforming perspective. "People as assets" in (Pike, 2001: 7- 8), where research has shown that investment in people (which he called customer relationship management) has yielded higher profits. Pike (2001) in his conclusion aptly states that "If business in the new millennium are to survive and flourish, they will need to focus very closely on their people to keep up with the modern and proven trend of making sure that people matter and they know it" (Pike, 2001: 205).

Secondly, the study referred to assets as explained in the Thesaurus when the future of the nine community Early Childhood Development (ECD) centres was interrogated, and finally assets beyond the traditional meaning of the word were included in the asset discourse. Human, information and organisation capital as cited in the Harvard Business Review were listed as the intangible assets to which the study referred (Kaplan & Norton, 2004).

One of the institutional research questions which were directed to a possible desirable outcome, was the argument for a Community Development Foundation (CDF) as a poverty alleviation mechanism that would at best address both funding sustainability and felt needs of grassroots communities. Malombi (2000) made reference to the different shapes of Community Foundations, viz. civil society resource organisations, local foundations and southern foundations. The CDF concept is further unpacked on pages 19 to 27 of this study.

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In the study the case is made for the establishment of 'YouthBanks' (YB) in Community Development Foundations as a possible strategy for sustainable development. YouthBanks in Community Development Foundations are youth-led strategies that give grants to help other young people to benefit their communities. The primary goal is to provide participants with training requirements in leadership, governance and management skills. The YouthBank idea is a shift in the operational culture of institutions as it allows young people as assessors, and not only recipients in the grant-making process. The relevancy for assessing the YouthBank concept is vested in the belief that young people are a critical component of institutional development. Bringing young people into boardroom deliberations and decision-making processes, however high the risk on premiums might be, remains a high interest driven asset for sustainable development and should be the ..."conscious (or deliberate) organisational adjustment" made by institutions serious about regeneration (Fowler, 2000: 160). The Youthbank concept is further deliberated upon on pages 27 to 29.

In conclusion, the research design I have chosen is a type of evaluation study which Cilliers and Elias (1983) refer to as evaluation of the first kind which ".... aims at assessing the extent to which the action programme would, if implemented, achieve the objective stated for the proposed programme of action. It normally takes the form of informed critique, assessments or commentaries on such programmes and may be undertaken at any time after the action programme has been drafted" (Cilliers and Elias,1983: 1-2). The feasibility study should have a historical view of the organisation in order to make a judgement on the future. Herein lies the rationale for the case study on the Foundation for Community Work as presented in chapter three.

My methodological approach lies in the ambit of ethnography and is the pillar on which this study rests. It includes participant observation and the Foundation for Community Work as a case study.
Qualitative methods were used and data was collected through in-depth interviews, focus groups and questionnaires.

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Document analysis (secondary data) and educational field visits were contextualized for inclusion in the study.

Literature review

According to Biljon &Whitlock (1983) the 'literature search' is a fundamental component of feasibility studies and requires in-depth and broad-based reading and scanning of the environment. The purpose of this review was to examine the trends in the development of Community Foundations (CFs) with reference to the emergence of the concept on the African continent.

Although Community Foundations, then linked to family trusts and bequests, was started ninety years ago in the USA, the model of Community Development Foundations (CDFs) with the focus on development and civil society participation remains a fairly new concept that was introduced less than ten years ago. Information on Community Foundations per se and Community Development Foundations was limited, but there were case studies relating to Community Development Foundations on the African continent, which I found worth perusing.

This review contains a broad overview of Community Foundations (CFs) based on the limited literature available. In addition explorative educational visits to three CFs, namely The Kenyan Community Development Foundation in Nairobi, Kenya, (KCDF); Greater Rustenburg CF, North West Province, (GRCF); and The Uthungulu CF, KwaZulu Natal, (UCF) enriched the research process.
The model of a Community Development Foundation and its viability for this study, was interrogated and analysed. Secondary data was reviewed and analysed for contextual relevancy.

Other resources used in surveying the literature were programme and project reports, funding proposals, concept documents, annual reports, organisational minutes and organisational documents.

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The 'newness' of the concept as it relates to the African Continent blurred the process of articulating a clear definition of the concept of Community Foundations with the focus on development and moved me to take a reflective journey of the evolutionary processes of philanthropy. By unpacking the concept of philanthropy I managed to differentiate between Community Foundations and Community Development Foundations.

The literature search was also helpful in ascertaining the most striking features that were common threads between the definitions interrogated as highlighted in the inserted box figure 1 on page 26.
By ringfencing the features prevalent to a Community Development Foundation, I perused the formation of CFs and CDFs from a South African perspective. As mentioned earlier, another component of the literature review was the focus on YouthBanks as a strategy within the Community Development Foundation framework and its relevancy for institutional sustainability.

The evolution of philanthropy

Community Development Foundations (CDFs) are rooted in philanthropy. In considering an appropriate model of intervention for the Foundation for Community Work – a strategy that is sustainable and which underpins development – it is important first to elaborate on the formation and development of Community Foundations (CFs). Secondly, we need to sketch in broad terms a re-defined and scaled-up model that seeks to hold the interest of all relevant stakeholder cohorts in the balance by interfacing and mediating between civil society, the broader donor partners and the groundswell of community participation with its budding development impact. To arrive at this point, we need to look at the evolution of philanthropy and how philanthropic strategies and practices have changed the face of development.

Philanthropy is not a new idea or concept, but one that is hard to define. The obvious meaning that comes to mind is the 'love of humankind' as cited by Fulton and Blau (2005) and (Alms, 2005: 2) in working papers on how to

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create a better future for all.
(http://www.futureofphilanthropy.org/files/workingpaper.pdf

From time immemorial, private citizens, from all walks of life, largely driven by their faith-based beliefs, were involved in acts of philanthropy; from charity in cash and kind, giving, helping, providing alms to the poor etc. This tradition of caring and giving has not disappeared from the philanthropic scene and is still helping those in need. But modernity has changed the face of philanthropy as illustrated by Fulton and Blau (2005) and Alms (2005) with reference to the definition by the Kellogg Foundation, a renowned US-based donor, which sees philanthropy as "the giving of time, money and know-how to advance the common good" (Fulton and Blau, 2005: 4).

Another school of thought that noted the deeper and broader meaning of philanthropy, encapsulating its diversity in terms of causes, designs, scope and engagement, complements this definition. According to Midgley (1995), philanthropy during the nineteenth century was extended to involve small organisations, generally affiliated with particular religious groups and which provided specialised services to the needy and the poor under the banner social philanthropy (Midgley,1995: 17).

By the twentieth century shifts in the philanthropic sphere increasingly distinguished religious giving from secular forms of charitable activity, giving rise to different forms of philanthropy. It was during this time that a new framework of philanthropy emerged in the form of a Community Foundation. The Cleveland Community Foundation was started in 1914 in Cleveland, Ohio, USA when a banker, Frederick, H. Goff, according to James as cited in (Malombi, 2000: 6) "developed a co-operative model of philanthropy that gathered together a mix of charitable funds under one umbrella". As a banker, Goff was inundated with managing bequests of various sizes as well as designated and unrestricted grants for good causes. In realising that grant making and community needs' assessments were extending the function of banks beyond its core business, he responded to the need for an appropriate

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asset management vehicle that would align the charitable intentions of potential grant-makers and donors to the felt needs of the community.

According to Malombi (2000), the bank continued with the investment of funds derived from bequests, but transferred the management and distribution of the income of these charitable assets to a separate entity, i.e. the newly established Cleveland Foundation under the guidance of a public appointed volunteer board of leading citizens.

The conceptualisation phase of the Community Foundation is noted for its two-way dissection in operations in that the banks earned their income by managing the investment portfolios of charitable assets of deceased clients, but transferred the time consuming and potentially difficult and controversial community work component to a board of community volunteers. These volunteers enjoyed the "favourable position of being community representatives who have access to funds to build permanent unrestricted endowments to benefit the community in perpetuity" (Carson, 2000: 3).

Since its inception in 1914 to the late sixties, Community Foundations in the USA had a relatively easy run due to a relatively favourable environment: good tax status; limited demand for donor services; little or no government interference and very little competition. But the win-win relationship between banks and CFs begun to crack when competition entered the fray of things; tax reform legislation was introduced and the eye of the federal government started to check on the validity of these practices. It was also during the sixties that donor advised funds changed the landscape of distributive charitable income. Donor advised funds lessened CFs access to unrestricted income, which the financial institutions were offering to their clientele base. CFs too shifted from their unrestricted fund base and community driven approach to a more donor driven and restricted fund base approach. However, the 1914 Cleveland breakthrough served the evolution of philanthropy in that a new philanthropic concept emerged that have since been replicated across the globe, from the USA, Canada, the UK and Australasia. Eastern Europe has a much recent history of CFs and 75 years

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after the Cleveland birth the Community Foundation concept took to African soil in 1989 when the idea for the West African Rural Foundation was discussed and subsequently formed.

Defining the concept Community Foundations and Community Development Foundations

In scanning the literature no clear definition was found and Community Foundations, especially in developing countries with their complexities and less favourable economic, social and political forces, took on a different dimension to its counterparts in the US. In setting national standards for US Community Foundations, the Council on Foundations defined a Community Foundation as..."a tax exempt, non-profit, autonomous, publicly supported, non-sectarian philanthropic institution with a long-term goal of building permanent, named component funds established by many separate donors for the broad-based charitable benefit of the residents of a defined geographic area, typically no larger than a state" (Council of Foundations, 2000: 1).

According to Mollison (2002), WINGS (WorldWide Initiative For Grant-maker Support) – Community Foundations could be defined as " ...an independent philanthropy organisation working in a specific geographic area which, over time, builds up a collection of endowed funds from many donors, provides services to those donors, and makes grants and undertakes community leadership and partnership activities to address a wide variety of needs in the community" (Mollison, 2002: 1).

Using some of the Community Foundation features as defined by developed countries, the Community Development Foundation concept emerged as a development mechanism and a tool for poverty reduction. For emerging local Community Development Foundations, the Mott Foundation defines the concept as "an independent, philanthropic organisation (part of the NGO sector) dedicated to addressing critical needs and improving the quality of life in a specific geographic area" (Malombi, 2002: 5).

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Closer to home the Kenyan Community Development Foundation (KCDF) is defined as "...a philanthropic vehicle for people of all means to make a lasting difference in communities through charitable giving" (KCDF Annual Report, 2002).

The focus on 'development' is thus a significant paradigm shift within the Community Foundation framework because it involves more than mobilising resources, grant-making and endowment building. It requires civil society to build and capacitate financial, human and organisational resources at the local level. Community Development Foundations simultaneously build partnerships to enhance and build on the culture of social giving.

Generalised Characteristics of Community Foundations

CFs primed on the US based model generally reflect the following characteristics as illustrated by Mollison (2002):

1. Mission, Structure and Governance.
2. Resource Development.
3. Stewardship and accountability.
4. Grantmaking and Community Leadership.
5. Donor relations.
6. Communications

Primary features of Community Development Foundations

CDFs are a feature of developing countries where emerging Community Development Foundations seek to address issues that pivot around social and economic needs of development, sustainability, poverty reduction and the HIV/AIDS pandemic. Characteristics as noted by Malombi (2000) are:

1. Capacity building for civil society development organisations.
2. Assembling assets and Resources
3. Stimulating and Promoting Partnerships.
4. Promoting and supporting the involvement of the Private Sector.
5. Interface for Public dialogue.

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Characteristics that make Community Foundations a powerful force for community betterment and change

The defining characteristics of Community Foundations by Malombi (2000) and Mollison (2002) are best summarised by the latest work of Sacks (2005). In her report on the global status of Community Foundations, Sacks (2005) states that "Community Foundations are grant-making organisations that:

1. seek to improve the quality of life for all people in a defined geographic area;

2. are independent from control or influence by other organisations, governments or donors;

3. are governed by a board of citizens broadly reflective of the communities they serve;

4. make grants to other nonprofit groups to address a wide variety of emerging and changing needs in the community;

5. seek to build a permanent resource for the community, most often through the creation of endowed funds from a wide range of donors, including local citizens, corporations, government, and other foundations and nonprofits;

6. provide services to donors to help them achieve their philanthropic goals;

7. engage in a broad range of community leadership and partnership activities, serving as catalyst, convenors, collaborators and facilitators to solve problems and develop solutions to important community issues;

8. have open and transparent policies and practices concerning all aspects of their operations; and

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9. are accountable to the community by informing the general public about their purpose, activities, and financial status on a regular basis" (Sacks, 2005: 5-6).

In conceptualising, understanding and contextualising the concept Community Development Foundations, with the rationale of making a case for the future of the Foundation for Community Work, the definitions listed, together with other defining characteristics in term of constituency, governance structure and rationale, are presented in chapter four as guiding tool for further deliberations.

In the shaded box (figure I) is a synopsis of the most common features derived from definitions perused for the purpose of this study.

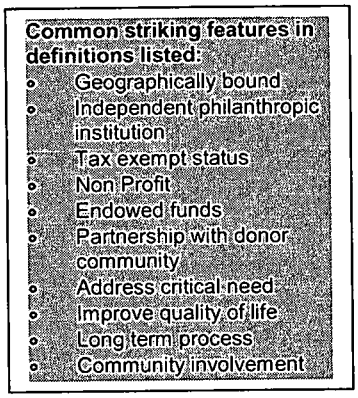

Figure 1

Community Foundations and Community Development Foundations from a South African perspective

The concept of CFs is a fairly new introduction in South Africa.

There were two other formations known within the realm of South Africa, but in terms of characteristics and features as suggested by the defining mode used in this study, the Urban Foundation and the Rural Foundation were purposefully excluded from the review list. The South African situation does not present a clearly defined CF and CDF, but hybrids do exit (The Wheat Trust, The Community Chest, The Goedgedacht Trust and Social Change

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Assistance Trust) are examples of institutions that in some way or another fit the definition of CFs.

Three large grant-making foundations; i.e. Ford, W. K. Kellogg and the Charles Steward Mott agreed on a pilot run when each allocated grants of 250 000 USD over a three-year period to South Africa Grant-makers Association (SAGA) to introduce the concept of Community Foundations in South Africa. SAGA's initial step was to find either an agency or enthusiastic individuals that would incubate the Community Foundation process.

A consultative two-year process, post 1995 resulted in the launch of the first pool of 10 pilot Community Foundations in SA. The Uthungulu CF in KZN; Greater Rustenburg in NWP; Greater Pretoria CF; The Far North CF; and Greater Nelspruit amongst others, were established. Presently only the Uthungulu CF in KZN and the Greater Rustenburg in NWP have grown in status and are worth mentioning, while new fledglings in Durban and another on the Cape West Coast are struggling along.

The YouthBank (YB) concept as a strategy within Community Development Foundations

Defining the YouthBank concept

The concept is loosely defined by The Community Philanthropy Initiative (CPI) of the European Foundation Centre (EFC):

"Young people who give grants to help other young people to benefit their communities lead Youthbanks within a Community Foundation structure. Establishing the YouthBank as a component of a Community Foundation is an efficient way of involving and motivating young people in the region, it is an excellent opportunity to create a new generation of involved, committed and caring philanthropists in the community" (CPI Concept Paper, 2003).

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Broadly stated Vision of YouthBanks

Young people are valuable assets to communities and can contribute towards meeting needs, healing divisions and building social capital. The YouthBank model is a small grant distribution mechanism that stimulates this potential among young people to make responsible decisions on the issues that affect them. (CPI Concept Paper, 2003).

Strategic value of YouthBanks

Youth is one of the most important areas for Community Philanthropy Organisations (CPOs) in Europe, many of which have been trying to find ways to involve young people in their grant-making, not only as recipients, but also as grant assessors. Involving young people in youth advisory committees has proven very successful in the US, Canada, and the United Kingdom. Groups of young people help the Community Philanthropy Organisation (CPO) to assess and choose the best projects for and by young people and provide the organisations with an "insider's view" on what is really important for local young people. YouthBanks allows Community Foundations to educate young people about the value of philanthropy and... "to build today the philanthropists of tomorrow" (CPI Concept Paper, 2003).

Youth development has become one of the key focus areas of the post millennium years. Youth development is a vague concept that is open to many interpretations. According to Wood (2003) it is seen as "adult-centrism ... it is still about what adults do *for* young people – missing the point *with* and alongside young people" (Wood, 2003:5-6). From a South African perspective youth development has a strong entrepreneurial connotation; yet involvement in decision-making, even as a young entrepreneur is limited. Trusting young people and bringing them into the decision-making realm of institutional development are seen as high-risk cultivators.

An Australian study by Wood (2003) on young people in decision-making reveals the recurring themes and challenges for young people in this area. In summary such involvement is watered down to:

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Tokenism; decorative window dressing; marginal, while adults still hold decision powers; young people making decisions but nothing happening; young people being involved in 'decision-less' decisions; and the decisions being limited to issues of lesser importance.

The study further highlights, from a youth perspective, three key elements that should be considered if organisations are serious about including young people in decision-making positions, i.e:

Meaning – doing something that has a bigger purpose and that 'I believe in';

Control – making decisions, being heard and thus having what it takes to see the task through and do it well; and

Connectedness – working with others and being part of something bigger" (Wood, 2003: 5-6).

Taking these three key elements into consideration and noting the concerns around leadership, meaningful representation and succession at organisational level, the argument for YouthBanks as a strategy within Community Development Foundations has significant value – on short term and for sustainable development on long term. To this end my exposure to the YouthBank for European Community Foundations Training, facilitated by the Community Foundation Northern Ireland, helped in conceptualising the idea.

Research Techniques

The research techniques used in the data capturing process were as follows: Scanning the environment and Desktop research; Structured interviews; Focus Groups; broad-based Consultation; Questionnaires; Think-Tanks; Scenario planning workshops and Educational site-visits.

Data collection method

The data-collection process included qualitative and secondary data, secured from relevant stakeholders, (identified community leaders, government representatives, donors, organisational programme and project staff,

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programme and project reports and funding proposals). Data capturing from sources as indicated above is beneficial for identifying unique impacts of a programme.

The use of external facilitators and external research interns in the data-collection processes (Structured interviews, Focus Groups, Consultation, Think-Tanks and Scenario planning workshops) were critical. Because I have been with the Foundation for Community Work for many years, working at both project and management level, I felt it necessary to ensure neutrality. By bringing in trained 'outsiders' I wanted to ensure that "their presence in the data-collection process (would) not have any effect on the responses given to questionnaire items" and the various forms of dialogue (Babbie & Mouton, 2002: 266).

Scanning the environment

Referred to as 'Basic research' scanning the environment for those "agencies /individuals that have tried similar projects" provided an overview of the landscape (Van Biljon & Whitlock, 1983: 20). Noted here was the inclusion of both successful and unsuccessful projects with the back up of personal interviews. The latter was an important technique in the research process and ..."(had) the advantage of providing the researcher with the opportunity to distinguish not only the facts, but also the unrecorded information such as weaknesses in the programme design, personal limitations of the practitioner etc" (Van Biljon & Whitlock,1983: 20). The final and fourth phase of this approach, the 'Applied research' called for a researcher with the skills to distinguish all relevant data about a specific community. Added to this was the ability of the researcher to capture strategic facts that might impact on the community and the resources necessary to influence the feasibility of the intended project.

Educational visits

The purpose of educational visits to Community Foundations in the country, region or abroad was seen as to learn and share opportunities. It was a way of accessing information on the institutional development requirements for

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Community Development Foundations and the YouthBank concept. Educational site visits for the purposes of this study were to: The Kenyan Community Foundation in Nairobi, Kenya, The Greater Rustenburg Community Foundation in North West Province and The Uthungulu Community Foundation in Richards bay, KZN. The educational site visits within South Africa and to Kenya were supplemented with data from reports on Zimbabwe and Mozambique.

The questions interrogated related to historical developments, governance and management structure, social capital and resource mobilisation, stakeholder consultation and involvement and strategies of sustainability. Discussions on lessons learned, challenges and innovative strategies added value to these visits.

To help me to understand, conceptualise and contextualise Community Foundations and Community Development Foundations, I was invited to participate in three specific educational events; i.e.

1. *The Ford Foundation Retreat held in Uganda* from *29th March to 01 April 2004*

   I was invited to participate in a week-long Ford Foundation Retreat held in Uganda. [1]The aim of the retreat was to stimulate debate and reflection around the broad theme of 'Philanthropy in Africa'. The key purpose of the retreat was to inspire some critical thinking around the intellectual framework within which to discuss 'Philanthropy in Africa' and participants were asked to reflect on issues of context around cultural and religious norms etc.

   This exposure was informative and valuable for my study on the regeneration of an institution such as the Foundation for Community Work (FCW) with its strong philanthropic background.

[1] Conceptual Framework, Ford Foundation Philanthropy Retreat. 15 March 2004

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2. *YouthBank training, Belfast Northern Ireland*
7th – 14th February 2004

My knowledge of YouthBanks came about when I was invited to participate in a week-long training initiative held in Belfast, Northern Ireland. The training, hosted by the CF Northern Ireland was part of the Community Philanthropy Initiative (CPI). The training took place in February 2004 and bought twelve participants together from Community Foundations in Eastern Europe and Africa.

The week-long training was insightful and intensive. The concept is relatively new. A few Foundations in Europe have been piloting programmes and the UK based YouthBank developed a YouthBank Toolkit to assist emerging initiatives. The Toolkit is based on skills, knowledge and experience from youth, board members and staff across the United Kingdom. The week-long training in Belfast included working through the Toolkit and each participant was then presented with a Toolkit that should be applied as the guiding mechanism. In terms of the relevancy for this study, I need to reiterate that although the Belfast experience was valuable and insightful, we need to use the Toolkit as a guiding tool, translating and conceptualising it within the context of country, region and culture.

3. *European Foundation Centre (EFC) 16TH Annual General Assembly and Conference held in Budapest, Hungary from 4th to 6th June 2005*

By invitation only, I participated in the EFC Sub-Saharan Africa Funders Network Annual Meeting, where the editor of Alliance Magazine facilitated a roundtable discussion on the relevancy of the [2]Millennium Development Goals (MDGs) for Community Foundations' goals.

The participants present at this event concurred that the Millennium Development Goals have not reached communities at grassroots level.

[2] Chapter two page 47 details strategies for civil society involvement as discussed in Budapest.

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There is a huge challenge with regard to how civil society should and can play a role in accelerating the implementation of the MDGs.

Structured interviews and questionnaires

Data was collected via structured interviews with staff at organisational and community level. According to (Babbie & Mouton, 2002: 233) "questionnaires represent a common and concrete illustration of the operationalisation process ...the real world picture..." and are widely used in evaluation research. It is important to note that questionnaires should be uncluttered and spread out. Although I wanted to capture a list of focused questions and used the general questionnaire format of Babbie &Mouton (2002) as guideline in formulating a questionnaire, the questions asked were both open-ended and closed-ended.

Focus groups (FGs)

Focus Groups are a medium for democratic partnership. (They) can serve as a medium for the authentic representation of lay collective viewpoints, which can serve as a challenge to expert opinion – FGs are the starting point for transformative collective action (Bloor et al., 2001).

According to Bloor (2001) Focus Groups have been portrayed as a means of generating information on public understandings and viewpoints. He noted that having found a voice, FGs might develop an awareness of their common predicament and attempt a collective remedy. Fern (2001) summarised the purpose of FGs as a good strategy for creating, collecting, identifying and generating thoughts and ideas.

1. FGs generate knowledge that is either shared or unshared by other people in the group.
2. It is an application for making decisions about strategy and policy.
3. The FG is a way of creating new ideas; i.e issue of sustainability.
4. It is a method for collecting new unique thoughts.
5. Through the use of FGs needs could be identified.
6. FGs raise and discuss expectations.
7. FGs highlight issues that would impact on the project.

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8. FGs provide an opportunity where new uses for the product could be discovered.

Bloor and Fern (2001) were used as guides for the purpose of the FGs, and the data from the FGs was further verified by data collected via questionnaires. This was done to control possible errors arising from conflict that may occur in a range of situations where people hold particular firm and opposing views. A Focus Group with diverse individuals who hold conflicting views can result in high levels of conflict which will crush discussions and inhibit debate and indeed may become quite distressing for individuals involved. Note, too, that big groups tend to be more problematic and difficult to manage; especially in the groups where parents and the broader community participated (Bloor et al., 2001).

Recruitment problems; especially in identifying the community stakeholder group is another source of error. Recruitment via an intermediary can occur in 'snowball sampling' e.g. where an eligible individual is approached by the researcher at a chosen recruitment site and the individual is then willing to recruit eligible members of his or her own existing network to take part in the research. The principal of the community Early Childhood Development (ECD) centre could play the part of the intermediary. In this regard the possibility of handpicking the 'right individuals' was another possible error (Fern, 2001).

For the purpose of this study, Focus Groups were facilitated with representatives of the nine community ECD centres affiliated to the Foundation for Community Work (FCW) to address the issue of the viability of these assets and to explore a viable structure for improved asset management. The future of these nine community ECD centres is linked to ownership. The FCW's policy of reviewing the role and position of conventional ECD centres led to a strained relationship between FCW and the ECD centre stakeholders.

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Parallel to the community ECD centre dialogue was the Focus Group, questionnaire and Think-Tank exposure that assessed the strategic readiness of the Family in Focus network of community projects towards independence.

Consultation

Unstructured interviews formed the basis of the consultation process. Consultation with a broad spectrum of individuals and groups was imperative for a more objective and 'outside' perspective on the organisation's strategic readiness and repositioning. Building alliances with strategic partners helped to gain broader understanding, support and viability for the process and included legal and fiscal professionals, local universities and leading academics, community leadership representative of the demographics of the population, political party leadership on local and provincial level, and government inter -sectional staff.

Think-Tanks

The conversion process took the shape of a Think-Tank. Two one-day working sessions were planned for this process. A small group of experts in their own right was identified as the Think-Tank and the process was facilitated by an external facilitator. Hopefully this group, expanded to include a diverse group of significant role players, would guide the regenerated FCW during the implementation phase on matters such as: governance, institutional framework, sweat asset management and repositioning process.

Scenario planning workshops

Two one-day scenario-planning workshops were planned with a wider and diverse stakeholder group of twenty people who analyzed the data. The stakeholder perceptions were tabled along the lines of: group sentiments; personal views and expert views.

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Outline of the Chapters

The sequence of the chapters in this study is as follows:
Chapter two forms the basis for the theoretical overview with sub-headings that capture my thinking about social development; a synopsis on my thinking about the Millennium Development goals (MDGs) and lastly a briefing about organisational development.
Chapter three is the case study on FCW, a historical overview. Chapter four is about surveying external models, with reference to Community Development Foundations and the YouthBank concept.

In chapters five and six the focus is on internal changes within the realm of the FCW where the attention is on two core activities; i.e. the community ECD centres and the Family in Focus Programme.
Chapter seven looks to the future. In this chapter my focus is on the application of the proposed theoretical framework, capturing the analysis; and finally, chapter eight brings this study to closure with conclusions and recommendations.

A set of Appendices A to E is included for broader perspective on the organisation and consultative processes.

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CHAPTER TWO

THEORETICAL OVERVIEW

Introduction

Chapter two forms the basis for the theoretical overview with sub-headings that capture my thinking about development discourses – conventional, alternative and social development – followed by a synopsis on my thinking about the Millennium Development goals (MDGs) and lastly a briefing about organisational development in terms of the Intelligent Organisations framework (IO).

In this overview on development, the evolutionary processes of development in terms of character, focus and approach are briefly sketched. These paradigm shifts were influenced by historical events in the political, social and economic arena where intrinsically new definition strands of development emerged. The following approaches of the development discourse have been perused for the purpose of this study:

- conventional /mainstream development
- alternative development
- social development
- Millennium Development Goals

Conventional /mainstream development

Development, in terms of its character and direction has, largely, been influenced by historical events around the world. In defining development, from a mainstream or conventional approach, three writers, in conceptualising their rethink on development, worked from the premise that development is about the growth of the Gross National Product (GNP) or that it stands in direct relation to the rise of personal income and Gross Domestic Product (GDP) [Booth, (1994); Sen, (1999) and Nederveen Pieterse, (1998)].
The departure from the GNP and GDP narrow view of development, and depending on the school of thought and broad environmental conditions, new

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trends emerged over time. The seventies threw the spotlight on conventional development when dissatisfaction with the slow pace of progress within the mainstream development paradigm shifted. It was the 1975 report of the Dag Hammarskjöld Foundation that called for a new definition of development – one "geared to the satisfaction of needs" 'endogenous and self-reliant' and "in harmony with the environment" that brought the discourse in development to a more people-centred approach; i.e. alternative development came more strongly to the fore (Stiefel et al., 1994: 85).

Alternative development

While mainstream development can be defined as growth points measurable by means of the per capita GNP, alternative development focuses on a 'bottom up' approach, summarised thus by Nederveen Pieterse (1998): " from the point of view of the local and grassroots ... (it) is development along a vertical axis...".

The rise of the people-centred approach to development, further reinforced by anti-capitalism, feminism and green thinking (the latter was institutionalized as sustainable development), formed the basis for action via the basic needs' strategy. Action plans became measurable in terms of outcomes, growth and success. However, since the shake -up in the mid-seventies, mainstream development made significant inroads into the alternative development sphere. By taking on some of the prominent features of alternative development, and by using the basic needs' tool as the entry to redefine mainstream development, the latter metaphorically crystallized into an approach eventually underwritten by The Human Development Index (HDI) which primarily focused on "people's choices and human capacitation..." (Nederveen Pieterse,1998).

It was during this time (16 December 1974), with the development discourses in a state of flux, that the seed was sown of an NGO that would have as its mission to bring about development for the poor and the marginalised living along the shores of the Cape.

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The synchronicity in timing and rationale with the evolution of the Foundation for Community Work and the development discourse around the world is noteworthy as it laid the foundation for the future. According to Schwaninger (2001), a "virtuous transformation leading to ever more vigorous viability and development requires synchronous evolution and transformation in (the) three domains (of) activities, structure and behaviour" and is in line with what Schwaninger (2001) refers to as the fundamental parameters of identity, ethos and vision (Schwaninger, 2001: 152)
The Foundation for Community Work as case study is presented in chapter three.

Social development

At the same time towards the end of the seventies, another strand of development came to the challenge for a position on the development continuum. According to Midgley (1995), Social development emerged as the sought-after approach of development because its distinctive economic feature was highly regarded as the vehicle for poverty reduction.

The concept of social development, a strong feature of the mid 20th century, originated in the former British colonial territories (developing countries) and was born out of the need for a stronger economic development focus of social services on the African continent during the forties and fifties. Great Britain was a key player and made a huge contribution to social development while the UN was supportive and expanded the concept, albeit with a limited view in that it prioritized family welfare, childcare and youth work under the social development banner. Although the UN's approach was redefined in 1960, the paradigm shift came towards the latter part of the decade when the General Assembly moved to reappraise the role of the Social Commission. A further step taken that signalled change was, according to Midgley (1995), the renaming of the Social Commission as the Commission for Social Development. By renaming the commission, the Secretariat was mandated to provide support to new programmes that would enable the organisation to refocus its activities on developmental goals.

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Social development is anchored as one of four strategies within the social welfare approach. In Midgley's (1995) understanding that the social welfare approach is broadly defined as the management of social problems, meeting of needs and the provision for the advancement of opportunities, he routed social development as follows:

1. Social work-an organised approach for promoting social welfare that uses professional qualified personnel to deal with social problems.

2. Social philanthropy – an individual act of giving – setting in place an organisation, which primarily focused on specialised services to those in need.
   These two approaches fit into the residual form of social welfare with little if any notion of a developmental approach to service delivery.

3. Social administration – known as the social service or social policy approach, representing the institutional view.

4. Social development – primarily promotes the developmental perspective in social welfare.

From a Midgley (1995) perspective, social development differs from social work, social philanthropy and social administration in that it focuses "on the community or society and on wider social processes and structures". He defines social development as " a process of planned social change designed to promote the well being of the population as a whole in conjunction with a dynamic process of economic development" (Midgley,1995: 14).

With this definition, Midgley's (1995) perspective illuminates the following striking features of the social development paradigm:

1. Linkage with economic development
2. Interdisciplinary focus
3. Process

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4. Progressive in nature
5. Interventionist in nature
6. Strategies that link interventions with economic development.
7. Inclusive (universal scope) with the emphasis on its spatial focus.
8. Promotes social welfare (Midgley,1995: 26-27).

These eight features, with economic development of high priority, postulate a developed-developing world linkage. Although influenced and shaped by ideas from the developed world, (Midgley,1995) the social development approach has in essence been formulated within the context of economic development in developing countries. However, the Social Development paradigm as presented above has a fault line (Terblanche, 2004) in that the emphasis on economic development could lead to greater exclusion rather that inclusion of the poor and marginalised.

Edwards as cited in (Booth et al.,1992: 282) defined development in terms of 'empowerment' – "increasing the control which the poor and powerless people...are able to exert over aspects of their lives which they consider to be important to them".

Edwards' (1992) argument for a rethink of social development is thus valuable for this research in that it brings the development discourse back to basics; meaning that at face value it appears that people on the ground are easy targets for development interventions; however, Hilhorst (2003) reminds us "that local actors are not merely overcome by development: they interpret, bend and negotiate it" (Hilhorst, 2003: 9).

Development discourse from a South African perspective

Closer to home development within the South African context took on its own peculiar identity; fundamentally removed from the global perspective.
The coming into power of the white-dominated National Party in South Africa in 1948 heralded Apartheid and the subsequent policies implemented to anchor separate development based on racial categories in the country.

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These oppressive policies of the Apartheid system had effects in all spheres of civil society, to the disadvantage of the majority of South Africa's citizens.

While the South African government was implementing its Apartheid policies, significant philanthropic changes were taking place in the rest of the world. During the period 1950-1980 global trends in modern day social work focused on the following aspects:

1. An increased orientation towards the rehabilitation of persons in social need, a movement towards community care, as well as a growth in specialised welfare agencies,

2. An increase in the number of community sponsored welfare enterprises,

3. The entrenchment of shared responsibility between Welfare organisations and the State (McKendrick,1987: 15).

It was also during the eighties that the term 'Social Development' became prevalent in Social Work per se. Various groups within the social work profession, working for International agencies in developing countries started to promote the social development perspective; albeit within ill-defined or too broad and abstract policy frameworks (Midgley,1995: 31-32).

These major shifts in the shaping of the development discourse did not deter the Apartheid government, and the situation in South Africa took on another dimension. The Nationalist ruling party attempted to adapt and modernise the South African Welfare System on a par with international trends and philosophies. However, their enforced fragmentation of welfare services according to race and colour conflicted with the philosophy behind the international moves in social work. The primary emphasis of the Apartheid regime was to improve the living conditions of a small, yet powerful group, the white population of South Africa, rather than to focus on the upliftment of the majority of its people. A new structure for welfare was developed whereby the Department of Social Welfare categorised the welfare needs and

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responsibilities of its entire people along racial and colour lines and transferred these to the relevant departments. The Department of Coloured Affairs thus assumed responsibility for the Coloured Community, Bantu Affairs for the Africans and Indian Affairs for the Asians. The Foundation for Community Work and other Welfare Organisations which came into being during this time, were thus fragmented along racial lines. The directive which was served to all registered welfare organisations clearly stipulated that the Government was opposed to multi-racial bodies and that separate welfare organisations would be established for the four racial groups. The policy of separate development, based on race and colour, served to fragment the welfare system and discriminate against the poor and the disadvantaged, especially in the Black, Coloured and Asian groups (McKendrick,1987: 15).

In the same vein, budget allocations and the distribution of funds were also entrenched in the discriminatory policies of the country, favouring white minority groups above the other three racial groups. Any prospective donor or individual making funds available for the advancement of people who were not of the same race, took the risk of being ostracized as such action would be against the policy of separate development. Thus the 'culture' of corporate giving and/or of individuals making substantial funds available for the upliftment of the disadvantaged black majority was controlled and limited. Churches, especially the Dutch Reformed Church, which the government regarded as significant partners in the provision of welfare services, were the exception.

It must be noted that the periods 1960s and 1970s were also the era of the so-called global war on poverty. Declarations by the Johnson Administration in the US saw the launch of the 'Great Society Programme' while Great Britain fielded the 'Urban Community Development Programme'. All these projects were attempts by the governments of the developed world to eradicate poverty and to empower the poor. Empowering the poor, however, vested in the community development framework, had no linkage with economic development (Midgley,1995).

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The South African government at that time, well aware of the international trends, had a welfare policy in place, which only addressed the needs of the privileged minority white population. "The state would play some part in preventing social suffering, but the onus for human well-being remains with the person himself, his family and the community" was the clear message to the majority of South Africa's population (Mckendrick,1987: 22).

Support systems and strong infrastructures that could effect reform and empower the majority of South Africa's people were not in place. Unemployment and feelings of apathy and powerlessness were rife. Many communities of colour struggled to come to terms with the pain and hardships brought about by the passing of the infamous 'Group Areas Act' in 1950, which resulted in the forced removals of whole urban communities to the outskirts of the cities and led to the establishment of Coloured and African townships.

Development discourses shaped the social delivery scene and made strides in post Apartheid South Africa. Development has a deeper and more tangible meaning in today's terms, emphasising 'a better world' for all. Efforts on the global development scene are driven by the collective efforts of countries to free people from poverty. The UN however, recognises that poverty is more than the lack of food when it stated in The State of Human Development Report (1998), cited in Wroe and Doney (2005) that "poverty can also mean the denial of opportunities and choices most basic to human development – to lead a long, healthy, creative life; to have a decent standard of living" (Wroe and Doney, 2005: 13).

Development beyond the 'food on the table' paradigm equals opportunities and the right to choices. It seeks to:

1. "Create a world where everyone has the opportunity to lead safe, fulfilling, creative and rewarding lives.

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2. Create a global society in which everyone can live in peace and security. Everyone has the opportunity to have a say in how their own community and the world are run.

3. Create a world where everyone has the opportunity to earn a decent living and the means to bring up healthy and educated children" (Wroe and Doney, 2005: 13).

Development is thus about life and living a good and healthy life and I concur with the economist who pioneered the annual HDI, "the basic purpose of development is to enlarge people's choices. In principle, these choices can be infinite and can change over time. People often value achievements that do not show up at all, or not immediately, in income or growth figures: greater access to knowledge, better nutrition and health services, more secure livelihoods, security against crime and physical violence, satisfying leisure hours, political and cultural freedoms and sense of participation in community activities. The objective of development is to create an enabling environment for people to enjoy long, healthy and creative lives" (Wroe and Doney, 2005: 15).

However, with mainstream development's encroachment on alternative development, the face of development in the 21st century became increasingly intersectoral. Elements such as participation, equity, empowerment and sustainable development, traditionally housed within the alternative development sphere, surfaced as features of the mainstream paradigm. The face of development in the new millennium has fundamentally changed worldwide and Pieterse's argument that development has changed forever, holds true in many ways. His observation that development has become institutionalised is disconcerting; i.e. mainstream and alternative development have become closer partners and grouped together under the banner of social development, "with the big hiatus in development not between mainstream and alternative development, but within..." (Nederveen Pieterse,1998).

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The Millennium Development Goals and its linkage with Civil Society

To this end then The Untied Nations' Millennium Declaration gave life to the Millennium development goals, which in essence illuminate Pieterse's argument of irrevocable change. Today's development-speak of observation participation, equity, empowerment and sustainability is deeply entrenched in the Millennium Development discourse. The international community came together at the September 2000 UN Millennium Summit where 191 governments and 147 heads of States declared 'war on poverty' by underwriting a comprehensive strategy flagged as The Millennium development Goals (WEDO, 2004 http://www.un.org/millennuimgoals/).

The Millennium development Goals (MDGs) are a set of eight goals supplemented by eighteen numerical and time-bound targets and forty eight indicators intended to improve the living conditions of the people of the world and to remedy key global imbalance by 2015. The timeframe is set on 2015 and the United Nations Member States have pledged to make significant strides towards a better life for all in terms of the following:

1. *Eradicate extreme poverty and hunger.* The proportion of people suffering from extreme poverty and hunger will be halved.
2. *Achieve universal primary education.* All children will complete a full course of primary schooling.
3. *Promote gender equality and empower women.* The elimination of gender disparity in primary and secondary education is a fundamental focus of women and gender related issues. The girl child will have the same educational opportunities as the boy child.
4. *Reduce child mortality.* A child's risk of dying before the age of five will be reduced by two-thirds.
5. *Improve maternal health.* A three-quarter reduction in women who die in childbirth.
6. *Combat HIV/AIDS, Malaria and other diseases.* Killer diseases will be stopped and the spread combated.

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7. *Ensure environmental sustainability.* The protection of the environment to ensure its use and benefits to future generations. The proportion of people without access to drinking water will be halved and the improvement of living conditions and a better life will be ensured for 100 million slum dwellers by 2020.
8. *Develop a global partnership for development.* Wealthy nations will support developing countries. This will include a fair Trade system; export-friendly markets; debt relief; financial aid; democratic governance with freedom, justice and democracy as cornerstones; and the accessibility of vital drugs.
   (WEDO, 2004 http://www.un.org/millennuimgoals/)

There is a huge challenge relating to how civil society can and should play a role in accelerating the implementation of the MDGs. In a report by the World Federation of United Associations, (WFUNA 2003) reference was made to different levels of entry points for civil society engagement and "it was noted that the message which distinguished civil society involvement from other groups was the one of civil society wanting to make the most of the MDGs ...and then more" (WFUNA, 2003: 11). From another perspective the 'then more' statement could imply that civil society has a role to play through voluntary action. Social giving and the intangible assets on the horizontal philanthropy level which Wilkenson-Maposa and Fowler (2005) refer to, affirms the statement by the UN Volunteers that "achieving the MDGs will require the ingenuity, solidarity and creativity of millions of ordinary people through voluntary action...six billion people have something to contribute" (WFUNA, 2003: 11).

Be that as it may, let me explore possible ways of incorporating the MDGs in the work of civil society institutions with reference to the role of the regenerated institution. I concur with the views discussed at the [3]Budapest conference (2005) that Community (Development) Foundations have a specific role to play in the execution of the MDGs. The participants at this

[3] Introduced in chapter one page 32

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specific working session agreed to several achievable and practical ways of engagement for CFs and CDFs as follows.

1. The need to adapt the global face of the eight MDGs to the national context of each country was highlighted.

2. Setting of interim targets is an achievable objective. Breaking down the targets to interim timeframes with clear follow-ups, monitoring and support systems would fast track and add value to the progress continuum.

3. The interim targets should be translated into programmes and action plans with monitoring and support mechanisms.

4. The emphasis should be on local level engagement. Resource mobilisation at grassroots level is fundamental for successful MDGs delivery.

5. Civil society organs should build strong partnerships with government and the corporate sector in pursuit of poverty alleviation and sustainable development.

6. The call for stronger advocacy and awareness-raising programmes was made, stressing the need to reach all the people living in hunger and abject poverty: "...we cannot accept striving to reduce poverty; (our) common policy (is) to eradicate poverty" (WFUNA, 2003: 19).

7. In order to build on the diversity of its role as watchdog, critic, and partner, civil society groups could engage in meaningful ways with government by sharing expertise, networking capacity, knowledge of community needs and aspirations.

8. The need to create mechanisms for youth to participate in the MDGs was highlighted as crucial for sustainable development. The idea of the

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YouthBank as a strategy within the realm of Community Development Foundations is one mechanism whereby young people could address issues, which they perceive as relevant to them [Wroe &Doney (2005), WEDO (2004) and WFUNA (2003)].

Civil society groups have opportunities to engage the MDGs in a more specific and focused way

According to Wroe &Doney (2005), WFUNA (2003) and WEDO (2004) opportunities for civil society engagement are accessible and should be explored within the framework of the MDGs.

1. *Eradicate extreme poverty and hunger.* Women top the world's list of the poor and for this reason the definition of poverty should focus beyond the economic paradigm and include dimensions such as the lack of empowerment, opportunities, capacity and security. To meet the demands portrayed by this goal, gender equality should be promoted in the design of strategies, policies and action plans of government and transferred to civil society groups for further fine-tuning for greater accessibility on grassroots level. This is a critical point of departure and will ensure economic growth and a reduction in income poverty.

2. *Achieve universal primary education.* It is estimated that more than 150 million children under the age of 11 years are still outside of the school environment and sadly more than 50% (90million) are girls. There are distinctive barriers preventing especially girls from the education arena and it is critical that these social and economic conditions be addressed. By tackling the barriers such as the cost of education and parental stance on female schooling, the success of goal #2 will impact on goal #1 in that the removal of gender disparities in education could be one of effective poverty reduction strategy.

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Civil society groups in the development sector should have clear policies and relevant programs in place geared to the success of these two goals.

3. *Promote gender equality and empower women.* Where do these MDGs position gender related issues; particularly those of women and the girl child? And is this a rights issue in terms of development per se, human rights and social justice?
The position and role of women in society has been on the UN agenda since the seventies – from the International Year on Women in 1975; followed by the Decade on Women (1976-1985); whereas the nineties ushered in global conferences and summits as the vehicles whereby women and gender related matters were brought to the front burners.

In all of these settings women participated to shape development discourses on the economic, social and political fronts. The MDGs in broad terms reflect an "acknowledgement that empowerment of women and the achievement of gender equality are matters of human rights and social justice. It is another indication of the successful efforts of women to put gender on the global policy agenda" (WEDO, 2004: 3). This goal is critical as it cuts across the other MDGs and should be on the civil society agenda and be captivated in developmental discourses and programmes relating to family, women and children.

4. *Reduce child mortality. Improve maternal health*
Combat HIV/AIDS, Malaria and other diseases. The three health-related MDGs listed above call for extensive health care for women: facilities, availability, accessibility, income and nutrition. Gender related norms, customs and traditions impact on the mortality rate of the girl child and should be appropriately addressed.
Dissemination of information, training and capacity building on disease transmissions, prevention strategies and treatment options should be critical components of implementation plans of civil society

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organisation. Awareness programmes, capacity building and skills training cut across the MDGs.

5. *Ensure environmental sustainability.* The protection of the environment: land, water, forests and plants cannot be ignored. Women are the world's agricultural workforce, producing food for their families and communities. Working the land and managing the resources of especially medicinal plants moved women to the forefront of the local knowledge-base of herbal care and uses. The contribution of women in this market needs up-scaling.

6. *Develop a global partnership for development.* The achievement of the first seven goals is dependent on the extent to which the international world – governments, the UN, Trade and Financial institutions add value to goal #8. Critical issues relate to the following: Systemic inequities and power imbalances need to be addressed; the breaking down of gender-blind macro economic policies; foreign debt and Structural Adjustment Programmes call for rethinking; and the HIV/AIDS pandemic and its impact on women's income earnings and care-taking responsibilities should be prioritised.

The MDGs have a global face with fault lines and poor linkages at grassroots level. A significant gap is the omission of three critical issues, which is not reflected in the eight MDGs; i.e. peace, human rights and reproductive rights. Women advocacy groups strongly argued that the MDGs successful implementation and the achievement of results are inter-dependable on gender equality and women's empowerment (WEDO, 2004).

These were highlighted as the crosscutting components for the achievement of all eight goals. An implementation approach that is gender-blind and weak on empowerment, together with a disabling environment featuring inadequate resources and global economic

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policies misaligned with social and environmental needs and aspirations, is set to fail on delivery of the MDGs.

The case for a broader and deeper perspective on gender equality and women's empowerment is made from the premise that goal (#3) is not a goal in its own right and that the eight goals are in fact mutually reinforcing in that progress towards one goal will and should have spin-offs towards the others. Goal (#3) is "an essential ingredient for achieving all the MDGs, be it poverty eradication, protecting the environment, or access to healthcare. Attempting to meet the MDGs without incorporating gender equality will both increase the costs and minimise success. The MDGs are mutually reinforcing, therefore success in meeting the goals will have positive impact on gender equality, just as progress towards gender equality in any one area will help to further each of the other goals" (WEDO, 2004: 4).

The focus of development over the last few years has shifted to the intangibles of the culture of knowledge. A daunting task which has become the focus of the World Bank per se and NPO's in particular, is the transformation of these entities into knowledge banks with the purpose of transferring information and knowledge to all levels of society in an accessible and people-friendly way. Knowledge banks are a source of local knowledge, new information, creative thinking and ideas and for policy reviews etc. and as such, could become the vehicle that fast tracks the "process of development by extending the reach of basic ways of thinking, making (it) more pervasive in every corner of life (Stiglitz,1999: 3).

The MDGs are about the poor – and about women and children – and call for their active participation to bring about significant change. However, active participation needs information, tacit knowledge and understanding to change ways of thinking. Civil society groups have a key role to play to close the knowledge culture gap; ensuring that decisions and choices made by women are from an informed premise.

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There is a growing need, from a grassroots perspective, to address changing development realities and poverty reduction, with the HIV/AIDS pandemic topping the priority list. These challenges are dependent on the involvement of civil society and on partnerships with government and relevant stakeholders. Civil society partnership as pointed out by Malombi (2000) is essential for promoting sustainable development in that it creates the space for expressing the varied and complex needs of society and for motivating individuals to participate in issues that affect their lives.

Despite the odds, everyday practices by the poor to overcome poverty are abundantly present. Their survival mechanisms are intangible assets on the horizontal philanthropy level and were affirmed in recent research conducted by the Centre for Leadership and Public Values, Graduate School of Business, UCT: "Both material goods (money, food and clothes have a high premium) and non-material resources (advice, access to information and contacts, ideas, prayer, moral support, accommodation, transport) have their importance. Moreover, it is the fact of helping, not its amount that is crucial. This is evident in the adage frequently used by the poor: '*no matter how little, if you have you give*' " (Wilkenson-Maposa and Fowler, 2005: 14).

The list of MDGs is an important step taken, albeit from a 'top down approach' and its implementation and outcomes' success depends on the political will of governments across the globe, together with broad-based partnerships with civil society and the corporate sector. How the implementation of these goals will play out in terms of human rights and social justice remain the concern of civil society and women lobbying groups need to step up their advocacy campaigns. Advocacy is a powerful tool of social and resource mobilisation accessible to the poor and is about " seeking with, and on behalf of the poor, to address the underlying causes of poverty by influencing the decisions of governments, companies, groups and individuals whose policies or actions affect the poor.

...it's about refusing to forget that so many people in our world live lives that should be so much better. And that we have a responsibility to bring that change about. It's more about raising awareness than raising funds – an

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awareness which can change attitudes and, in due course, the structures which reinforce poverty" (Wroe & Doney 2005: 46).

The MDGs as set out is flawed and commonly referred to as Minimum Development Goals – be that as it may – the MDGs remain a human rights issue and a matter of social justice for women and the girl child per se. Social justice is about fairness and a fair distribution of the wealth of a country. Dealing with poverty and meeting basic needs as echoed by former President Mandela is not an act of charity. There is a direct link between social justice and rights and women advocacy groups will continue to argue for a better deal with regard to the unwritten and deeper level of the MDGs on the ground of human rights. Although I have criticised the MDGs at length, the message by the executive director of Oxfam International, (cited in WFUNA, 2003) was a startling reminder of our role as civil society members. He reminds us that "it is not enough to attack what is wrong – civil society needs to go beyond protest and a watchdog role...being active players in finding solutions through ...engagement around new ideas and approaches...Civil society needs the space, encouragement and resourcing to be enabled to make this contribution" (WFUNA, 2003: 19). This is a powerful strategic message for the regenerated Foundation for Community Work.

Organisational development in terms of the Intelligent Organisations framework (IO)

The preceding paragraphs gave an overview of development discourses and how these changes signalled transformation at various levels of the constantly changing environment. For organisations to remain viable and sustainable, the chaotic world demands either a survival mode or a system beyond survival. According to Drucker as cited in (Schwaninger, 2001) "the only way of coping with change effectively is to be ahead of change"; i.e. discarding the survival mode for a system that will elevate the organisation to greater viability and to what Schwaninger refers to as 'organisational intelligence' (Schwaninger, 2001: 137),

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The design for Intelligent Organisations (IO) is presented as an integrative framework for a possible pathway towards greater sustainability and viability for the Foundation for Community Work in its pursuit of breaking new paths for the future 'beyond the survival mode' and as suggested by Drucker, to 'be ahead of change'.

Schwaninger (2001) explains that the IO draw on three theories from cybernetics; i.e. the Model of Systemic Control (MSC); the Viable Systems Model (VSM); and the Team Syntegrity Model (TSM); integrated with the aim of assisting organisations identified as 'learning organisations' such as the Foundation for Community Work, to achieve higher intelligence, higher cohesion, self control and self reference with the primary goal of robust viability and development.

The Intelligent Organisation represents a level of maturity with the emphasis on knowledge creation and reciprocity; unlike learning organisations where acquiring of knowledge and the ability to adapt are essentially the strong points. To this end, Schwaninger (2001) argues that the Intelligent Organisation stands out above the learning organisation because of the following strong characteristics:

- adapts to change as a function of the external stimuli.
- influences and shapes the environment.
- finds a new milieu, or reconfigures itself, and
  makes a positive net contribution to the viability and development of the larger whole of which it forms part.

The first theoretical model which I perused for greater understanding and contextualisation was the Model of Systemic Control (MSC). From an organisational cybernetic perspective, management is about coping with complexities and the MSC is well placed to interrelate the control variables required to deal with these organisational complexities. The MSC is the

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regulatory framework with the key focus on (self) control of the activities of an organisation ultimately to enhance its fitness.

However, as Schwaninger (2001) argues, there are pre-controls[4] that should be considered for organisational fitness or intelligence to kick in and in this context the MSC is offered. Operating on three different logical levels of management; i.e. operative, strategic and normative, it is argued that the control variable of the highest logical level (the normative) exerts a pre-control[1] influence on those of the lower two levels.

The operative level is value-based and creates the benefit for the stakeholders; and to generate values, the value potentials that refer to resources, capabilities and competencies operate on the strategic level of logical management. The normative level, as argued by a range of theorists as cited by Schwaninger (2001), concur on the multifaceted nature of the normative level as it impacts on the viability[5] and development [6]of an organisation. This level is in essence a function of the organisation's ethos, identity and vision with other indicators such as culture, politics and stakeholders' inspirations and views deeply entrenched in the system.

The relationship between the three levels is one of interrelation with the higher level looping in on those below. Schwaninger (2001) cautions that the strategy level of an organisation, because of the ever-changing nature of the operational environment, may find new ways of relating to the external factors beyond the borders as identified by its normative framework.

Reviewing, reflecting, planning, new action and learning as illustrated by Fowler (2000) of the identity of the organisation and its normative implications

[4] "Pre-control is about the anticipative creation of prerequisites at a higher logical level, which largely predetermine what can be achieved in terms of control and performance, by the lower logical levels of management" (Schwaninger, M. 2001: 140)

[5] "Viability is understood to be the ability to maintain a separate existence". (Beer, S.1979 as cited in Schwaninger, M. 2001: 14).

[6] Development is defined as "a system's growing ability and desire to fulfil its own and others' needs ". (Ackoff, 1994:6 in Schwaninger, M. 2001: 145).

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should be a regular process. According to Fowler (2000) "learning must lead to a more critical self-awareness. This dept of insight is required if organisational agility is to remain principled and not opportunistic" (Fowler 2000:186/7). The tension between the strategic and normative levels is, however, necessary for organisations to evolve. Organisations are, according to Zohar (2004) complex, adaptive living systems poised at the edge of chaos or instability. Nevertheless I concur with Schwaninger (2001) that "instability is no longer a feature to be eliminated" as suggested by traditionalist, but rather a ... "necessary and valuable precondition for development (Schwaninger, 2001: 144).

In Zohar (2004) the notion that living systems are complex and adaptive and "on the edge of chaos has to be seen as a whole and that the whole is greater than the sum of its parts," synergizes with the strong characteristics of IO postulated by Schwaninger (2001) (Zohar et al; 2004:77). The 'whole is greater than the sum of its parts' suggests fluidity and a state of flux, and underwrites Fowler's (2000) criteria for 'Insightful Agility' of an organisation. Fowler refers to the organisation's (i) performance in relation to its mission and whether social value is a significant result of such performance; (ii) recognition of performance achievements that enhance resource mobilisation; (iii) internal performance assessments that feed into the learning process and thus create new knowledge and finally (iv) ability to adapt in order to increase impact, renew and reframe, as guiding criteria used in assessing the feasibility of the strategic options (Fowler, 2000: 184 /185).

The second theory from organisational cybernetics, i.e. the Viable Systems Model (VSM) addresses the organisational structure necessary to deal with the complexities of management in order to make (self)- control and (self)-development possible. The VMS as presented by Beer (1994) as cited in Schwaninger (2001) listed a set of five functions, aligned with their interrelationships, as the necessary and sufficient conditions for an organisation's viability and development. As in the case of the MSC, three logical management levels are identified as operative, strategic and normative, with the key function now on structure and design.

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In summary, these five functions, aligned with specific interrelationships are:

System 1: Regulatory capacity of the core units; autonomous adaptation to the environment and optimization of core business.

System 2: Amplification of self-regulatory capacity and the coordination of activities via information and communication.

System 3: Optimal functioning of core units, seeking of synergies and provision of resources.
(validation of information between systems 1-3 via monitoring and support, auditing processes and research).

System 4: This function connects with the external environment and the future and explores strategic positions. Creation of new knowledge and research focused.

System 5: In interaction with the above systems, the ethos[7], identity [8]and vision[9] are encapsulated. Balancing of both external / internal and present/ future perspectives and moderation of interaction between systems 3 and 4.

In the above systems' structure, as explained by Schwaninger (2001) the operative level is presented by systems 1, 2 and 3, while system 4 in interaction with system 3 comprises the strategic level. System 5 is the normative level of logical management.

The organisation's viability will be at risk with any deficiencies; i.e. poor communication and lack of capacity in the system, to name but a few, will ultimately have a negative impact on its future.

[7] Ethos – Salient ethical principles – the characteristic spirit of an organisation.
[8] Identity – the mark of the organisation, unique and recognizable brand
[9] Vision – imaginative anticipated/ complex insight into possible future Scwaninger (2001).

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The two theoretical models presented thus far focus on issues of control and structure and design, while the third model, the Team Syntegrity model is a structural framework for interactive behaviour of organisational sub-systems and seeks to foster cohesion, communication, synergy and the creation of new knowledge.

According to Schwaninger (2001) the TSM is a holographic[10] model based on the structure of polyhedra[11] and is particularly useful in organising processes of communication for (self) management of social systems. The reference to the formation of networks by persons in different locations who are connected by mutual interests, i.e. infosets[12] is accommodated within the structural framework of the TSM. The rationale for the infoset is vested towards a shared body of knowledge that would through interaction and sharing, create new knowledge. Schwaninger (2001) cautions, though, that the TSM is not a theoretical framework to be applied haphazardly, but it does provide the methodology for maximum effective interaction and communication of large groups that deal with complex issues.

Application of the integrative IO framework[13] as a possible future pathway for the regeneration process of the Foundation for Community Work

The three theoretical models (MSC, VSM and TSM) integrated into a framework for a virtuous design referred to as IO, are recommended as the preferred pathway for the framework for a Community Development Foundation for the existing FCW. The proposed framework builds on specific notions of systemic management, featuring the following characteristics: Integrative; made up of a set of integrative essential parameters, designable;

[10] Hologram: photographic pattern that gives a three-dimensional pattern when illuminated; - holograph record as hologram. (Oxford pocket dictionary,1989).
[11] Polyhedra: Solid figure with many (seven) or more faces (Oxford pocket dictionary, 1989).
[12] An infoset is defined as a set of individuals who share a common concern, and who are in possession of pertinent information or knowledge connected with the issue of interest, as well as motivated to tackle it" Schwaninger (2001: 147).

[13] The IO is a summary based on the work of Schwaninger: Intelligent organisations: An integrative framework, Systems research and behavioural Science18. 150-152

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multidimensional; conceived as a multi-level process; recursive of nature and dynamically interrelated (figure 2 on page 63).

1. By integrating and synchronising the three models, it is possible for the Foundation for Community Work to excel and transform itself.

2. The three models share two common features in that they are (i)"based on insights about invariant features of organisations which generate patterns of behaviour" and (ii) they are inherently linked (logical relationship) towards an excelling organisation.

3. In order to limit possible fragmentation, the integrated IO framework is 'protected' by a set of essential parameters that are interrelated and should be developed in co-alignment for optimal functioning, ... "(it) is robust, broad enough and sufficiently structured, (enabling) actors to initiate and catalyse organisational development and transformation more effectively" (Schwaninger, 2001: 151).

4. The framework is multi dimensional and consists of five dimensions of which dimensions 1, 2 and 3 (activities, structure and behaviour) combined relate to structural management issues. Dimension 4 is made of the essential parameters that reflect the identity, ethos and vision of the organisation and 5 is the time dimension.

5. In logical terms management is seen as a multi level process, which is summarised as the Foundational function (normative management); Orientational function (strategic management) and the Operative function (operative management). The time dimension (5) should not be undervalued and needs sound balancing. Schwaninger (2001) warns that "managing a transformation is in large part due to the fact that the time constants inherent in each one of these domains (1 to 4) is different" (Schwaninger, 2001: 152). He further states "strategies can often be reinvented quickly, whereas structural transformation takes more time...(and that the behavioural variables are the slower

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reactors)"(Schwaninger, 2001: 152). In perusing the literature on the formation of CDFs the issue of time consumption was constantly raised.

6. Regeneration of the Foundation for Community Work demands an all-inclusive process of establishing its niche market and defining the boundaries and once clarified, revisiting and aligning principles, mission and vision statements, which need to be synchronized (multi dimensionally as well as logically on a multi level management process; 1,2,3,4 above) and aligned with the most powerful levers of change (5). In establishing its niche, the organisation will be able to reshape overall goals; objectives and rules, assuring that the reconfiguring would create value that will benefit the stakeholders of the organisation.

   The application of the integrative IO Framework in developing a Community Development Foundation model provides the opportunity for discovering exciting, new and different things that the regenerated organisation could possibly explore, thereby adding value to social development within the specified geographical boundaries.

7. The Post Apartheid and Post Millennium brought political freedom, change and new challenges; but not economic freedom or a significant downward scale in poverty. The new democratic dispensation calls for innovative solutions to address systemic problems. Institutions should seek new ways of addressing persistent structural problems in the quest to alleviate poverty and to sustain development. The Foundation for Community Work's work of more than two decades challenges the rude awakening as expressed by Thoreau *"There are a thousand hacking at the branches of evil to one who is striking at the root"*. These words of Henry David Thoreau (as cited in Covey, 2004) could not have come at a more inspired time for the Foundation for Community Work in its search for a viable route forward. The IO is the integration of three theoretical models, summarised in the typology (figure 2) on

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page 63 where a theoretical framework is presented for determining greater "Insightful Agility' of the Foundation for Community Work.

This framework suggests a practical, attainable and participatory model for sustainable development – a model along the lines of a Community Development Foundation and with the endorsement of a YouthBank as infoset. Further application follows in chapter three where the Foundation for Community Work is presented as a case study.

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Figure 2

FRAMEWORK FOR INTELLIGENT ORGANISATIONS (IO)[14] DISTILLED ALONG 3 KEY DIMENSIONS

Model of Systemic Control: MSC 1. KEY: ACTIVITIES AND CONTROL	**Visible Systems Model: VSM 2. KEY: STRUCTURE AND DESIGN**	**Team Syntegrity Model: TSM The 3. KEY: BEHAVIOUR AND STRUCTURAL FRAMEWORK**	**Goals**	**Dimensions of Organisational Fitness**
The activities dimension – framework for comprehensive self control of organisational activities to enhance fitness. Regulatory Framework **(Control Variables 1; 2; 3)**	The structural dimension – focus on diagnosing and designing the organisational structures for viability and development. Management's ability to cope with complexities: A set of 5 systemic functions that provides the necessary conditions for VSM as indicated with bullets below. **(Design Variables 1; 2; 3)**	The dimension of behaviour- provides the structural framework for interactive behaviour of organisational sub systems to foster communication, cohesion, synergy and the creation of new knowledge. **(Normative Variables 1,2,3)**		
3. System ethos, identity and vision. Other indicators are cultural, political and ecological; Stakeholders aspirations and views. **(Normative level)**	**3.** Balance: Present – future External – internal ∘ In interaction with bullets below, i.e. the operational and strategic level, the ethos, identity and vision is encapsulated. **(Normative level)**	**3.** Logical level of management: foundational function **(Normative level)**	Viability /development – beyond the survival mode	Legitimacy- to fulfill the claim of the relevant stakeholders – of the larger whole.
2. Resource base, capabilities and core competencies; competition; policies; donor funds; Information technology and systems. **(Strategic level)**	**2.** ∘ System on this level connects with external environment and the future and find strategic position – this needs to take place in a interaction with the three bullets below. Products and Market Position **(Strategic level)**	**2.** Logical level of management: orientational function **(Strategic level)**	The value potential of an organisation (created in advance).	Effectiveness – to do the right thing.
1. Client benefit; social benefit; ecological benefit; Funding benefit. **(Operative level)**	**1.** ∘ Regulatory capacity of core units; ∘ Amplification of self-regulatory capacity; ∘ Optimal functioning – synergies and provision resource. (validation of information between the above three systems – via monitoring and support, auditing process, research. **(Operative level)**	**1.** Logical level of management: Realisation **(Operative level)**	To create value – to provide benefits to Stakeholders	Efficiency – to do things right.

5. Time

4. Ethos Identity vision

[14] This structure is based on the work of Schwaninger (2001: 137-158).

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CHAPTER THREE
REGENERATION IN PRACTICE
A CASE STUDY OF THE FOUNDATION FOR COMMUNITY WORK

Notwithstanding the fact that there are different schools of thought in defining case studies, most social scientists agree that case studies provide in-depth descriptions of a small number of cases in a specific social setting.

Case studies are, accordingly to Black and Champion (1976) usually characterised as thorough examinations of the specific social setting or particular aspects of social settings.

Neuman (2000) defined case studies as the "in depth examination of many features of a few cases over a duration of time" (Neuman, 2000: 32).
The evolution of The Foundation for Community Work is being examined as a case study within a specific social setting and timeframe, for the purpose of this study.

The Foundation for Community Work: a Legacy of resilience

The Weswok Era 1974 –1978

Against the background sketched in chapter one, a white Afrikaner businessman, motivated by strong feelings of compassion for those in dire straits, made a gesture totally out of line with the government policy of separate development. Mr. Renier van Rooyen became the talk of the town when he launched a trust fund for Coloured Welfare with a personal donation of R500 000. Founder members [15]recalled that Mr. Van Rooyen was deeply moved by the tragic story of two little boys, featured in one of the local newspapers as homeless and roaming the streets of Cape Town that he decided to make funds immediately available in order to ease the hardships of the poverty-stricken coloured communities of the Western Cape (The Cape Argus, December 1974).

[15] Individual interviews held with founder members during 2003

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This noble and visionary action of one person was the first seed sown, which culminated in a community development organisation that in later years became known as the Foundation for Community Work (FCW).
This single action supports Thaw's (1999) reflection on the origins of institutions; i.e. "organisations (start) because somebody cares about a particular issue and wants to address it" (OD debate,1999: 8).

Historically, FCW is rooted within the context of social philanthropy in that social welfare services were provided according to Midgley's (1995) definition 'by private citizen(s) in the form of charity "and with strong religious overtones (Midgley,1995: 16). Van Rooyen was well aware of the conditions of poverty around him when he made the endowment. It was this realization and the notion that the ruling government was doing too little to help the poor and the needy that exhorted action. He said, "people are prepared to work harder, to sacrifice and to strive to reach the next step on the ladder if they are given the opportunity to strive for it that far" (The Cape Argus, December 1974).

Van Rooyen pointed out that the state was not providing the opportunities to the masses in need. In a recent interview,[16] (Langebaan, January, 2005) Van Rooyen acknowledged the constraints of the policy of separate development. He recalled the difficulties and barriers in his way to have the donation to Weswok (Weskaaplandse Welsynsorganisasie vir Kleurlinge) approved by the government as the funds were earmarked for the upliftment of people other than White. Distressed by the negative and self-centred attitude of government, Van Rooyen became more determined to make significant changes in the lives of the poor, albeit on a small scale. More than a year passed of behind the scenes work that included meetings with friends in government and political manoeuvring before the Welfare Organisation for Coloured Welfare, or Weswok as it was called then, was launched in December 1974. Forty-seven people from different communities around the Cape attended the ceremony, which was held at the Landdrost Hotel, Lansdowne, Cape Town. The two keynote speakers on that historical day in

[16] Personal interview between researcher and Renier van Rooyen at his home Langebaan, South Africa, (29 January, 2005).

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the life of an organisation set to have a progressive spiral effect on the development of communities in the townships around the Cape, were Prof. Erika Theron and Mr. Renier van Rooyen. Paradoxically, Theron was then Head of the Department of Social work at the University of Stellenbosch, the premier Afrikaner tertiary institution and van Rooyen, simply an Afrikaner philanthropist with an attitude of strong social capital and a man with a vision. Theron's message at the Weswok launch was on the need for good governance and management as one of the pillars for future stability and growth. She continued her work in combating poverty and later chaired a government appointed commission to investigate poverty amongst the 'Coloured' people.

Van Rooyen, on the other hand, was an Afrikaner businessman ahead of his time and a vision-led person. In his address Renier referred to the needs of the poor. He emphasized that "... the government was doing far too little to help the poor and the destitute (and a) further responsibility was to bring about conditions and opportunities so that people themselves can develop and improve" (Weswok minute book One, 1974). Soon after the donation to Weswok, the Van Rooyen family went into self-exile.

Mr. Van Rooyen's visionary act in 1974 stemmed from a sense of vocation driven by a strong need to make a difference and was the first step towards the embodiment of the FCW's values, norms and ethos as explained by Scwaninger's (2001) VSM. (System 5 normative level).

A man of vision and generosity

Gratitude and celebrations

Renier van Rooyen remained in touch and became a close friend and supporter of the FCW, the non-racial development organisation that grew out of the original social philanthropic gesture of the early seventies. Interviewed in 2003 and 2004, [17]past and present staff and Board members spoke about the key role Renier van Rooyen played in the life of the FCW.

[17] Quotes from Fredericks, B. Nesting in the Storm, unpublished 2003

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"Renier van Rooyen will occupy a proud place in our history – not for donating a large sum of money to establish FCW, but for the way he did it. Renier van Rooyen left us no doubt that he considered the oppressed and devalued people of the Cape Flats more than able to manage that large sum of money on our own and without his guidance and interference. The times we asked for his advice he gave it hesitantly and sparingly, always assuring us that we knew best. He always acted with dignity and with the utmost respect and by so doing inspired dignity and respect. He in a real way inspired us even when we doubted ourselves. To us Renier van Rooyen stands out as a hero in our early quest for empowerment".

Franklin Sonn, chairperson of the Board, 1981 to1993.

Franklin Sonn's celebratory message about Van Rooyen is affirmed by the view Zohar (2004) held on vision and vision-led individuals. The message that "visions give rise to new realities through raising human motivation (and) ...shift human and (organisational) motivation beyond its current (state) ... (will happen) ...through a healthy dose of the idealism that flows from serving fundamental values" resonates well with the selflessness of Van Rooyen (Zohar et al., 2004: 87/88).

[18]*"FCW's work in communities was groundbreaking in a time when apartheid was reaching new and painful heights. A man with a great vision made this all possible. We need to acknowledge contributions towards a better South Africa and to do this across the rainbow nation. Acknowledgement is not about glorification, but rather to encourage others to follow in the footsteps. How does one measure what he has done – touching the lives of so many children and their families, especially the mothers? Our actions should not tarnish the Renier van Rooyen legacy. His visionary abilities, his love for and belief in people, and the manner in which he gave the money – these are all very special". Edna Van Harte, Board member, 1979 to1980.*

[18]The quote from Fredericks, B. Nesting in the Storm, unpublished 2003.

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> [19]*"What this man did still amazes me. Only in the last couple of years has he spoken about how he had to negotiate with people like Chris Heunis and go through hoops, to be able to make that donation for the upliftment of people of another colour – at a time when government had a stranglehold on how money could be spent. He has always taken an interest but never imposed, never told us what decisions to take. He never came to a single Board meeting. Somebody represented him but with no veto right, more as a gesture when people told him he should have a representative. Generosity and humility are his hallmarks. He still makes annual contributions and then there are the extras that come out of the blue - like a truck full of toys from a plastics factory that he put up ... When the FCW Board wanted to honour his name somewhere he was uncomfortable with the idea."*
>
> Lionel Louw, chairperson of the Board, 1993 to 2004.

Religion, as suggested by Midgley (1995) was a significant feature of the launch and the passage of scripture chosen to mark the historical event fundamentally formed the very foundation of the present-day FCW. In a country as religious as South Africa an occasion as momentous as the launch of a new organisation could not be celebrated without seeking spiritual guidance. It is because of what Zohar (2003) refers to as spiritual intelligence that humanity evolves around religious systems, seeking answers to questions 'that make us whole, allow us to integrate the many fragments of our lives, activities, and being" (Zohar et al., 2003: 65). In breaking new ground, the faith of the FCW founder members stood out as an affirmation of a strong conviction to better the lives of the poor and to work towards change.

[19] The quote from Fredericks, B. Nesting in the Storm, unpublished 2003.

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The text for the occasion was Proverbs 19 v 17

"He who is kind to the poor lends to the Lord" (Life Application Study Bible, 1997: 1106). This scripture reading within the present day context, in a way connects with the underlying message in the book of Proverbs and fitted the occasion of the day. The book of Proverbs contains collections of moral instructions compiled by generations of wisdom teachers. They were intellectuals of their day who operated within the tradition. Their aspirations were largely to transfer knowledge to young people, equipping them for responsible living. The book contains wise counsel of a universal nature, which is also applicable in all times. Very appropriately, therefore, at its inception, Weswok was given the wise counsel that its focus on the poor would bring honour to God.

It became clear in discussions with board members and staff, that the message from the book of Proverbs still holds true. There was a strong belief that working together with communities; and with a deep respect for the poor, focusing on family and community life was a divine imperative. Up to the present day, there is concurrence with this very apt description of the earthy nature of the wisdom contained in the book of Proverbs. In an interview, the FCW chairperson, Dr Lionel Louw[20], explained the deeper meaning of this message: "(It) is concerned with pragmatic success in ordinary life, not with response to supernatural challenges or the search of transcendent goals. It aims to produce good citizens rather than saints or spiritual heroes".

FCW began in 1974 as Weswok and at the time the Board members were acutely aware of the plight of poverty-stricken 'Coloured' communities. The first set of aims as outlined in the constitution is testimony to this conviction. The aspirations in the seventies were to take care of the spiritual, material and welfare needs of a population group marginalised by discriminatory laws. By the end of 1977, Weswok had a range of welfare projects, but lacked a clear and systematic focus. The breakthrough came in 1978 when the 'Coloured only' name was dropped and a new constitution with no reference

[20] Series of individual interviews with Dr. Lionel Louw in 2003 and 2004.

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to race and colour was drawn up and implemented – an unusual step for any institution in South Africa at that time – and one that made the authorities aware of the existence of an organisation with a difference.

The new name, The Foundation for Community work, signalled the first major shift in the thinking of the FCW Board. In keeping with best practice internationally, the FCW moved from welfare work to development. The going was tough as the apartheid government opposed programmes with a developmental thrust. Communities could not draw on government support for community development initiatives other than the limited subsidies for preschool projects. Edna van Harte[21], one of the board members, reflected on the FCW experience as follows: *"I have very fond memories of my time on the FCW board during 1979 and 1980 – a period in my life's journey that was significant and impacted on much of my work in the future. Somehow I found myself in the right place at the right time. The awakening of community development work happened during the mid-seventies. We were a group of 'community development activists' who, with all the hype around community development, questioned the role of organisations that continued to maintain the status quo by not taking issue with community concerns and thus were helping the Apartheid government. Community development came with its own language. We did not refer to it as transformation, but in essence the questions asked were about change and relevancy. We questioned the role of social work in the community; the role and credentials of board members. We consulted broadly and actively listened to community voices. We struggled with inner conflict; while at the same time felt the intense desire to help communities advancing to a better future."*

[21] Personal interview between researcher and Edna van Harte on the campus of the University of Stellenbosch, May 2003, followed by an unpublished celebratory note 2003.

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The early years – In search of a niche

Finding the reality

The 'Weswok' era, 1974-1978 was a very difficult period in the life of the Organisation. As a new Welfare Organisation, the leadership had great difficulty in defining its role for two reasons as follows.

The Reality check was unreliable

Firstly, the projects implemented were not based on needs assessments, but on personal impressions of the environment as perceived by their leaders. These founder members of Weswok would use their own opinions of the plight of the coloured people in the Western Cape and these assessments formed the basis of their work ethos.

This led to the second issue of clarifying its objectives

The broad set of aims was a direct result of the lack of information and proper research. Whilst children and youth were outstanding foci in their search for a niche in the Welfare sector, projects launched during this phase struggled to get off the ground. The leadership of the organisation lacked the organisational skills to assess the opportunities and risks in the service environment. Also, the huge amount of funds received opened the door for local government, churches and other charitable organisations to pass their 'coloured welfare work' over to this new Welfare Organisation for Coloured People. Without the involvement of the people on a grassroots level, the Weswok board took its lead then from the local authorities in consultation with those perceived to be leaders in addressing the plight of coloured people.

It was normal for organisations to use their own interpretation of what they perceived the environment to be. Hasenfeld (1989) states "Methods of gathering information about the perceived environment (could) be informal and unsystematic, relying on the personal impressions of the founders of the Organisation" (Hasenfeld et al., 989: 247).

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Inundated with requests to assist and 'take over' projects, the governing board of Weswok appointed a five-member sub-committee to investigate the viability and cost effectiveness of projects such as The Dassenberg Children's Home, Kleinvlei Children's Crèche (bewaarhuis) and the Hawston Resort Project. It must also be noted that the board was very cautious in spending the funds, especially with regard to the projects listed above. This was a commendable step taken by the Weswok leadership as time would tell. Lack of reliable information made the task of the sub-committee tedious and difficult.

Weswok still had no clear focus in 1977; only a pool of diverse projects that represented the welfare output of the organisation. There was a relief fund as well as a fund for loans and bursary schemes for disadvantaged students. In addition, a number of welfare organisations sought affiliation or financial assistance. By 1978, seven projects with an early childhood development thrust and a strong community involvement became part of Weswok, resulting in the shedding of the Dassenberg Children's home and the Hawston holiday resort Project. As a result of becoming more focused, the shedding process registered a significant paradigm shift in the life of the organisation.

The Model of Systemic Control (MSC), explained by Schwaninger (2001) as "the cybernetic concept of control (that) embraces regulation and steering (the Foundation for Community Work) in order to achieve its purpose or goals ...or to carry out its activities" was an evolving process as illustrated in the processes above (Schwaninger, 2001: 139).

Why Early childhood Development?

The needs of working mothers and the sheer pressure of becoming economically active resulted in an increased female labour force and according to the literature review, the most important factor that changed children's lives. The provision of Early Childhood Development (ECD) facilities in most developing countries was triggered off by the 'welfare perspective' which in essence focused on the need for the care of disadvantaged and neglected children, reinforced later by providing basic

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education to young children on the one hand, and economic possibilities for women (mothers) on the other. The mother has to come up with solutions when she has to work outside the home, and therefore the child is placed in some form of care. One of the pressing problems for a working mother, according to Clarke-Stewart (1982) is finding the suitable and adequate substitute care for their young children. She argues, "if a mother cannot be assured that her children are safe in her absence, she can neither concentrate on her work nor feel she is doing right by her family" (Clarke-Stewart, 1982: 3).

In South Africa, at the time, the Apartheid government anchored educational institutions with the emphasis on the development of the White child. It thus came as no surprise that the discrepancies in performance of White and Black children were disturbingly high.

Government support for Early Childhood Development focused primarily on the White child, while the major source of funding for communities of colour came from school fees paid by the parents, together with fundraising initiatives.

Government funding for the education and development of the young child continued to decrease and by 1970 the Provincial Educational Departments had taken over the nursery school systems and set up training courses. This move however, expanded the provision for White children, and further marginalised Black children (Report of the S.A. study on ECD, 1994: 9). The majority of South Africa's children were thus excluded from pre-school education. Given this scenario in the late seventies, the FCW decided that 'children' should be the primary focus of service delivery. A founder member[22] recalled that Renier van Rooyen pointed out the key when he once reflected that "the plight of disadvantaged young children and their families was always a big concern for him". The seven community-based early childhood projects

[22] Ivan Kensley, former board member of FCW and former committee member of the Renier van Rooyen Centre, Kuilsriver in personal telephonic discussion with researcher 06 September 2003

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that approached the FCW for assistance in the late seventies were aimed at the needs of young children.

The community-based early childhood projects emerged as organic processes, initiated by communities and nurtured by the women who started these community initiatives. Young children, their needs, aspirations and welfare were the pivot around which communities could mobilise themselves to generate action. The FCW governing Board saw that the vibrancy of these community initiatives, given ongoing support, with the educational, social and economic spin-offs brought about by these community-based projects, would work well into the future.

During the eighties the Anti-Apartheid movement shifted into higher gear and in 1983 the United Democratic Front (UDF) rose as the umbrella movement for broad-based civic participation. Many NGO's emerged from within the framework of the UDF with vision and mission statements reflecting a culture that was not only about destroying Apartheid, but was also noted for its structural transformation – the building of a just society free from oppression, discrimination and exploitation.

The Apartheid era created the fertile soil for the development of two significant strands of NGO traditions in South Africa. The progressive (struggle) NGO's had a strong affinity with the anti-Apartheid movement (activism inside the country as well as the international movement); while the established and traditional welfare NGO's took on a more a-political stance, building a reputation viewed by the masses as one that endorsed Apartheid policies.

The FCW was part of the 'struggle' NGO networks and worked within the context of community liberation struggles. In 1989 the Early Learning Centre, an FCW affiliate and the base of the organisation, was bombed by the notorious Cooperation Civil Bureau (CCB); an act that angered the FCW constituency. The FCW, politically aware, but politically impartial in terms of its service delivery, was viewed as aligned to the United Democratic Front (UDF) and to the still-banned African National Congress (ANC) because of the

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political profile of some of the Board members and staff. While working in a politically impartial way, the FCW board and staff have always been clear about their position in relation to the politics of the day, during the anti-apartheid struggle and in struggle for development in a democratic, post 1994 South Africa.

In this regard, Rees's (1991) approach on contextual relevance and understanding guided the Foundation for Community Work during the turbulent eighties. He states "to acquire a political identity is a crucial factor for the development worker and hints at the process of enabling people to replace powerlessness with some feelings of control. Such change, usually gradual and painstaking ... occurs when people act in association with others and in this way begins to sense their political identity. The experience of being a participant in events that affect the quality of one's own or other people's lives involves a transformation from being passive to being active, from being a receiver of goods and services to being someone who develops a capacity for self expression ... These activities have challenged the nothing can be done view, when people become involved in planning their own affairs" (Rees, 1991: 43).

In the FCW life cycle overview (Appendix A) significant events that impacted on the FCW; i.e. on the political, social, economic fronts are highlighted as a reflection of the evolving process in terms of Scwaninger's (2001) MSC and VSM theoretical framework.

THE FCW in the new South Africa since 1994 – New policy frameworks

Are families and children better off now than when the FCW began its work in the seventies? Since 1994 there have been many changes at the level of policy, but according to the ECD White Paper of 2001: "40% of all children grow up in conditions of abject poverty and neglect ...Children raised in such poor families are most at risk of infant death, low birth weight, stunted growth, poor adjustment to school, increased repetition and school drop-out".

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Families are living in poverty on the streets of the city, in the townships and informal settlements, and in rural communities. Often whole families have no access to income and with the HIV/AIDS pandemic, child-headed households are on the increase. Township life continues to be a battle for survival. Gangsters and druglords, in capitalising on unemployment and impoverished living conditions of the poor, call the shots and control families and communities. Women and children, in particular, are at risk.

The significance of the nineties is vested in the fact that many NGO's in the progressive cohort, contributed to change by their hands-on involvement in ANC policy formation, laying the foundation for the unbanning of the 'peoples movement' in 1990 and eventually the fall of Apartheid four years later.

The 1994 election brought important new policy frameworks for the reconstruction and development of the country. There were White Papers on welfare, health and education. The National Plan of Action for Children in South Africa identifies categories of children in difficult circumstances but largely overlooks the early childhood years. Funding for the education of young children, although on the political agenda, does not receive the priority attention this age cohort demands and deserves if we as a nation are serious about laying a solid foundation for future generations. Government social services still focus on crèches, although there is talk of making these into 'enrichment centres' for families and for all children of the community.

The government acknowledged the value of ECD when it made funds available within the formal school system under the banner of a Reception Year for five-to six-year olds but this did nothing for young children up to the age of five. Instead this 'free schooling' caused pre-school centres in many communities to scale down or collapse. The well-established Early Learning Centre was even forced to scale down when the Reception Year was introduced and five-to six-year olds went to primary schools in the area. Some of the Centre's teachers were employed at primary schools but others were retrenched (South African Dept. of Social Development, 2003/4-2005/6).

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The challenge

During the height of the political struggle in the eighties and early nineties, given the social needs and the accessibility of foreign donor funds, notwithstanding efforts by the Apartheid government to close the net on the rapid development of the civil society movements, the number of NGO's soared in South Africa. Post Apartheid heralded a change in the funding climate as many foreign donors, instead of channelling funds directly to an established network of service providers and NGO's, signed bilateral agreements with the newly established democratic government. This move was based on the assumption that a democratically elected government would be in a better position to take responsibility for services previously provided by the NGO sector. At the same time the new government demonstrated the political will with the launch of the Reconstruction and Development Programme (RDP); a mechanism that implied a key development role for NGO's in partnership with the state. However, the RDP initiative was flawed and brought into question the level of integration for a meaningful development of politics and partnerships. When Growth, Employment And Redistribution (GEAR) replaced the RDP in 1996, it was seen as a strategy to provide clear roles to the private sector (economic growth) and the NGO's (poverty reduction programmes) (Swilling & Russell, 2002: 4).

The success of the GEAR policy framework remains questionable; and in 2004 government signalled a move away from GEAR to a development framework along lines similar to the RDP model of development.

Ten years into democracy and despite the RDP and GEAR intervention strategies, the country has not managed to break the cycle of poverty. The Post Apartheid and Post Millennium brought political freedom, change and new challenges; but not economic freedom nor a significant decrease in poverty. The shifts on the economic and political fronts, however, impacted negatively on the development market. NGO's felt the financial pinch and were forced to scale down operations, while a significant number was forced to close down. An audit of Early Childhood Development (ECD) Resource and

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Training Organisations (RTO) revealed that 45 have been negatively affected by the changing environment. The latest unpublished figures according to Atmore (2003) suggested that 22 were forced to scale down operations while twenty three have closed down.

From a critical point of view, the donor community and government put a big share of the blame for the loss in funding on the 'irrelevant and out of touch' status of NGO's. It was suggested that NGO's lack the ability to adapt and align to the call for new learnings, which the changing development and social realities demanded. There is a growing need to address changing development realities and poverty reduction and the HIV/AIDS pandemic top the priority list. These challenges are dependable on the involvement of civil society and on partnerships with relevant stakeholders. Civil society partnership as pointed out by Malombi (2000) is essential in promoting sustainable development in that it "creates the space for expressing the varied and complex needs of society, and for motivating individuals to participate in issues that affect their lives" (Malombi, 2000:3).

FCW, a well-established and legitimate organisation with a longstanding track record of working closely together and alongside communities, managed to withstand the turbulent years of the seventies and nineties because of its continuous abilities to adapt. The core focus of FCW's service delivery programmes are anchored within a holistic and integrated developmental framework and aligned to the soaring felt needs of the communities. Parallel to its intensive community development programmes, is the centre-based Early Childhood Development programme. The organisation is the custodian of a number of assets in the form of nine community buildings of which four have become liabilities while the rest show signs of vulnerability.

In a recent feasibility study by Roux (2000) on the FCW, prominence was given by this independent consultant to the biographic phases of the organisation and the appropriate shifts made in support of the felt needs of communities. The organisation's move away from the tunnel vision approach to Early Childhood Development (ECD) is characterised and motivated by

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increasingly developmental approaches to ECD in that it corresponds to key shifts in the operating environment; i.e. from funding buildings, to capacity building and training, with a strong emphasis on capacity utilisation, and from the centre-based provision to community and family outreach. However, the change in government policies, although welcomed in part, narrowly defines ECD within a developmental framework and this has become the biggest challenge for the FCW. Stumbling blocks are closing in on opportunities for integrated, holistic sustainable development work and as a result the current working scenario suggests that the FCW operate in an inappropriate legal framework and that the demise of a reputable development organisation would be inevitable in the absence of a clearly focused and integrative regeneration process.

At the end of 1999, the ethos, vision and identity (EVI) – "the most powerful levers of change" (Groenewald, 2003: 2) – of the FCW were again revised and by mid 2001, the organisation found itself at a crossroads; realising that change is a constant and natural process in an ever-changing environment. The organisation's ability to reflect on past learning experiences and response to challenges and demands brought questions of impact and relevancy to light. The ethos, vision and identity (EVI) according to Groenewald (2003) are not static processes; they have to be reflected on a continuous self-referential process and need to be revised from time to time. The FCW Board took the major risk of stepping out of the comfort zones of the 'known and familiar' to embark on a process of questioning the organisation's strategic readiness for change and repositioning. In this risk taking exercise, the following questions emerged: should the status quo be maintained? or should the organisation close down?; or should a new model of development be explored, i.e. possibly the Community Development Foundation? There was thus a strong emphasis on the Community Development Foundation model, which could have influenced the validity of the research process. In controlling possible errors, 'outsiders' referred to, as 'significant partners' helped to control the biases that might have influenced the outcome of the study.

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The pull towards the idea of a Community Development Foundation is consolidated by the need to find suitable mechanisms to level sustainable development with strategies that reduce the dependency syndrome on aid from abroad. Financial support and aid from the donor community and grant makers are not a reliable and sustainable income resource and should not be tapped into indefinitely.

Innovative strategies to support sustainable development and greater community participation are needed and the idea of a CDF with the Youth Bank concept as one of the strategies or infosets (as explained in the diagram on 204) are offered as the exploratory route to take in the regeneration process. The Youth Bank concept as an interdependent arm of Community Development Foundations is an empowerment strategy that involves young people, not only as grant recipients, but also as grant motivators and assessors. Partnership on this level is a significant way of involving and motivating local young people in community activities from a youth-led perspective to build and nurture emerging leadership and create a culture of learning. To this end the YouthBank concept is being explored as a strategy towards sustainable development.

The South African context more specifically suggests that democratisation, people-centeredness and participation have become the threshold conditions for development from local to macro level. In spite of the metaphoric changes of mainstream development that has closed down the gap between mainstream and alternative development, Nederveen Pieterse's (1998) argument that alternative development has a secure place in the future, whether participatory and/or popular, adds value to the FCW impasse in that its search is for direction and character of the organisation's overall development agenda. In summary, the need of transformed strategic thinking is about the capacity of an organisation to rethink the past and to imagine the future – acts which Zohar (2003) captures as 'reframing'.

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Aptly stated by Zohar (2003) "reframing requires standing back from a situation, suggestion, strategy, or problem, and looking for the bigger picture, the wider context" (Zohar et al., 2003: 100).

Chapter four therefore, is about surveying the 'bigger picture' external models, with reference to Community Development Foundations and the YouthBank concept.

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CHAPTER FOUR
THE SEARCH FOR A CONTEXTUAL RELEVANT MODEL

A brief introduction to chapter four

Following the introduction of the concepts Community Foundation (CF) and Community Development Foundation (CDF) in chapter one (pages 19 to 27) Chapter four is essentially an overview of the trends of the concepts as they play out on the African Continent.

I will first address the challenges and shortcomings of the external environment; followed secondly, by a matrix (pages 84 to101) of seven Community (Development) Foundations which I either visited or by way of secondary data analysis explored. The seven institutions ringfenced as explorative educational visits and secondary data analysis include the Kenya Community Foundation (KCDF); Nairobi Community Foundation (NCF); Uthungulu Community Foundation (UCF); Greater Rustenburg Community Foundation (GRCF) and the Foundation for Western Region of Zimbabwe (meetings). During this phase of the research documents were reviewed and analysed for contextual reliability. Other resources used in surveying the literature were programme and project reports; funding proposals, concept documents, annual reports and organisational minutes.

Thirdly, the section on the explorative educational visits is summarised, emphasing the key features of learning experiences, affirmations and challenges with special reference to the Kenya Community Development Foundation and how these exposures relate to the FCW development discourse.

Finally, the concept of YouthBanks as a strategy for sustainable development within the framework of Community Development Foundations, briefly introduced in chapter one (pages 18, 27 to 29) is further elaborated on in terms of its significance for the regenerated institution envisaged for the Western Cape.

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Challenges and shortcomings of the external environment

The success rate of SAGA's experience in cultivating the Community Foundation model in S.A. by way of the 10 pilots came in below par; but most importantly the pilot run shed light on the challenges and requirements of the external environment. According to a report by independent consultants, the specific conditions necessary for the concept to take root and be successfully cultivated do not yet exist on the continent and in South Africa, namely:

1. "In the United States of America and other Western countries, the community is the foundation while clearly in South Africa the community and the foundation are two separate entities.

2. Compared to the USA, the tax environment for individuals in South Africa is not enabling. Individuals within the identified communities do not have the levels of wealth that would make their contributions significant. The communities continue with the battle to eradicate the culture of receiving.

3. Expertise to leverage and manage funds remains a national challenge for communities.

4. The political gains of democracy are threatened by unmet immediate basic needs versus future needs for which endowment would be built. In South Africa, Community Foundations could be a resource that can be beneficial to the community but cannot be community driven.

5. The racial imbalance of power renders the notion of participation in the boards by all racial groups an illusive dream.

6. Future initiatives would have to focus on the community assets base and the indigenous forms of community survival and sustainability" (SAGA: Contextual report, 2004: 5).

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Explorative Educational visits to Community (Development) Foundations on the African Continent

During the study period I was fortunate to do educational site visits inside South Africa and abroad. Scanning the environment included exploratory educational visits to Community Foundations on the African continent. With the exception of Zimbabwe, these visits were to Community Foundations as listed on page 82.

The educational site visits to CFs within South Africa and Kenya were supplemented by data extracted from reports on Zimbabwe and Mozambique as well as further afield.

A hybrid of the Community (Development) Foundation and its viability for the reframing of the Foundation for Community Work was interrogated along five specific criteria as listed below. I designed a matrix, featuring seven Community (Development) Foundations on the African Continent and focusing very briefly on how the following five specific criteria have played themselves out in each of them.

1. Founding process and date of establishment
2. Rationale for community development foundations
3. Vision and mission statements
4. Governance structure
5. Strategic plans and objectives

Matrix of Community Development Foundations on African Continent

1. Founding process and date of establishment

Evolution of Community Foundations – some common threads: Time span between conceptualisation and formal institutionalisation of the body or structure is at least over a two-year period.

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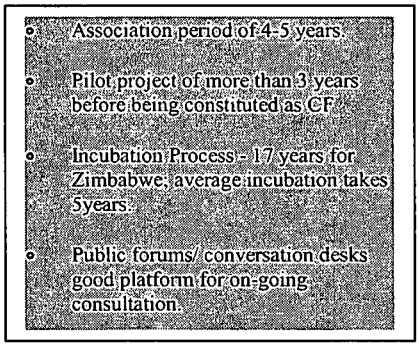
Figure 3, the shaded box, is a summary of the main and common threads presented as founding process and averaged time frames of a Community (Development) Foundation as reflected in my analysis of the seven Community (Development) Foundations.



[23]**Figure 3**

1. Foundation Community Development Mozambique (FCD)

Established during the war in 1990 as an Association for Community Development (ADC); and transformed and constituted in 1994 (post war) as the Foundation for Community Development, Mozambique.

2. West African Rural Foundation (WARF)

The idea for the WARF was born in 1989 at a meeting between researchers, donors, and leaders within the farming communities. In 1990 a local support project was established as a direct outcome of the 1989 deliberations. A pilot run of three years followed before WARF came to its constitutional right in1993.

3. Foundation for Western Region of Zimbabwe

A grassroots movement (ORAP) – Organisation of Rural Association for Progress - served as the incubator and the Foundation was established in 1981.

ORAP tapped into an existing practice of collective community giving; i.e. Qogelela that facilitated the process of setting up a Community Foundation with endowed funds from targeted communities.

In 1994, through the process of broad based consultation with stakeholders (CBO's) and with the help of the Synergos Institute, a national Foundation was set up to administer the endowment. A steering committee was set up to manage the interim phase. Problems

[23] The shaded box (figures 3) illustrates the common threads among the CF's and CDF's analysed.

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experienced around a common vision for a workable foundation structure delayed progress and the process was referred back to grassroots level for consultation. The steering committee at the helm of the process was disbanded and ORAP together with the staff of the Synergos Institute re-started in-depth community consultation. The re-start was followed by research done in1997 to assess the feasibility of and support for Community Foundations. Added to this were exchange visits to learn and observe similar foundations abroad. These visits were significant steps and formed the basis for the construction of a Community Foundation in Zimbabwe.

At the end of the research process (1997), an independent volunteer steering committee was set up with ORAP as equal partner, although members were handpicked by ORAP.
In 1998 came the split from ORAP. Since then, an independent institution, known as the Community Foundation for Western Region of Zimbabwe has emerged.

4. Kenya Community Development Foundation (KCDF)

Established in 1997 as a project of the Aga Khan Foundation (tripartite agreement between the Advisory committee, Aga Khan Foundation and the Ford Foundation). At end of incubating process (1991), external evaluation, followed by strategic plans and revisiting of vision / mission statements.
Severed ties with the Aga Khan in 2001 and KCDF was formally launched.

5. The Rőssing Foundation of Namibia

(Corporate Social Responsibility Programme). Established in 1978 as an Independent Trust by Rőssing Uranium Ltd. (RUL). Rőssing Foundation is not a grant-making institution, but rather an implementing NGO, which is a component of RUL's CSI programme.

6. Uthungulu Community Foundation – KZN (UCF)

Based on studies on the possible role of Community Foundation in South Africa,
3 large foundations; i.e. (Mott; Ford and Kellogg) each allocated grants of $250 000 to SAGA over a 3-year period to introduce the concept in South Africa. SAGA searched for agencies that would incubate the Community Foundation process by nurturing and taking the process through the pilot phase. If an agency could not be traced, key individuals with enthusiasm and the potential to understand the concept were targeted. Over a two-year period, post 1995; SAGA explored the Community Foundation route with leaders of interested communities. In 1999 the Uthungulu Community Foundation was launched, incubated by the Zululand Chamber of Business Foundations (ZCBF). Starting the UCF was a long and

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tedious process, based on broad-based consultation and planning. A "public forum" was created to ensure ongoing consultation and to extract new ideas and new knowledge.

7. Greater Rustenburg Community Foundation (GRCF)

As in the case of UCF, The GRCF was initiated as one of 10 pilot areas identified by SAGA in 1999 to participate in its CF programme. Founder member, Christine Delport, being concerned with the challenges of sustaining future social and economic development in the Greater Rustenburg community, started collaborating with SAGA during 1997 by investigating the possibility of establishing a Community Foundation in the Greater Rustenburg community. The Rustenburg Community Development Centre (RCDC) incubated the latter and when the board of the RCDC agreed in principle to support the idea of a CF, a steering committee was appointed to take on the process.

2. Rationale for Community Development Foundations

Reasons for starting a Community Foundation differ, but an inductive generalisation made is the common thread of making a difference; the desire and commitment to work towards the common good of communities living on the edge. Increased poverty, poor living conditions and inaccessibility to (and poor) economic development is the call for greater and meaningful civil society participation.

The rationale is contextually relevant to the region or geographical area and the most pressing concerns are identified and ringfenced; eg. the need of mining companies to improve image and stance in community. Noted is that the HIV/AIDS pandemic is conspicuously missing from bulleted list — despite the fact that the HIV/Aids virus was discovered in 1979/80 and became increasingly known in the nineties. Added to the list in the inserted box, with reference to the Western Cape, are social issues of drugs and gangsterism; dysfunctional families and impoverished township life and squatter areas.

Figure 4, the shaded box, is a summary of the main and common threads presented as reasons for starting a Community (Development) Foundation as reflected in my analysis of the seven Community (Development) Foundations.

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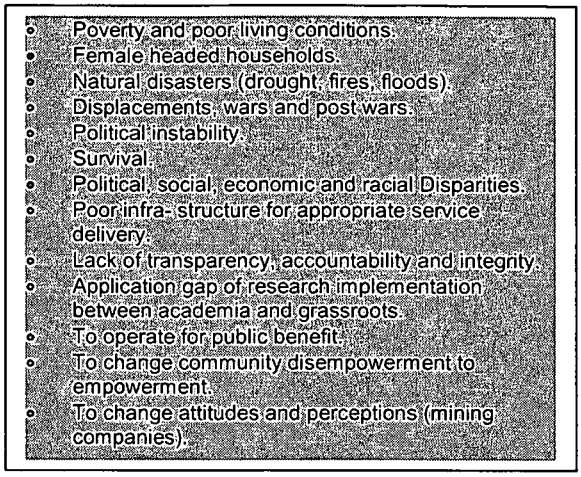

[24]**Figure 4**

1. Foundation Community Development Mozambique (FCD)

Adverse effects of the war were felt in terms of socio economic development and the overall social well-being of the people of Mozambique was at stake. Poverty and poor living conditions; female-headed households of + 25% (direct effect of the war); migrant labour force, displacements and natural (environmental) pandemics, eg. drought, were contributing factors for the establishment of a Community Development Foundation. Overall objective stated is to contribute to the eradication of poverty; and to promote self- confidence; solidarity and a sound judiciary and justice system.

2. West African Rural Foundation (WARF)

Interesting is the fact that the dissatisfaction of rural farmers supported by the outcomes of varied rural development programmes led to the formation of WARF. Based on research done, the outcomes suggested that there were no linkages between the research and activities on the ground. Poor or non-existent partnerships between different groups working on the ground raised critical questions for the effectiveness and validity of the development programmes, hence the establishment of WARF to deal with these concerns.

3. Foundation for Western Region of Zimbabwe

Post Independence and (especially) rural Zimbabwe faces deep-rooted poverty. The struggle for survival is linked to external conditions; i.e. drought, economic hardships and political instability with poor or non-existent infrastructure.

Vested as a poverty reduction initiative, and underpinned by the practice of A'malima ("doing

[24] The shaded box (figure 4) illustrates the common threads among the CF's and CDF's analysed.

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things together") and further developed and consolidated by tradition of collective giving of Qogelela (collective savings by communities) this Zimbabwean institution has become the source of financing community driven projects. ORAP tapped into an existing practice of collective community giving (Qogelela) and this facilitated the process of setting up a Community Foundation with an endowment based on funds from targeted communities.

4. Kenya Community Development Foundation (KCDF)

In a country where more than half of the population live below the Poverty Data Line, KCDF was created to build and strengthen capacity of communities and CBO structures, to effectively respond to poverty, and to implement, maintain and ultimately sustain poverty reduction programmes. Another key consideration was the fact that the increased scale of community development in Kenya did not foster stronger accountability and transparency to partners and communities alike. Communities were experiencing poverty, marginalization and disempowerment on a broad scale.

5. The Rőssing Foundation of Namibia

The Rőssing Foundation was established to create a mechanism for investment in education, training and development outside the parameters of government and educational institutions. A key motivation was to counter the negative perceptions and attitudes people have towards mining of uranium, especially for the purposes of nuclear reactor development and fuelling.

6. Uthungulu Community Foundation – KZN (UCF)

The formation of the Uthungulu Community Foundation was to address the acute disparities (economic; racial) between the people and communities of Kwazula Natal.

7. Greater Rustenburg Community Foundation (GRCF)

Linked to the broader definition of CF's, the local manifestation of the CF in Rustenburg is described as an independent, private, philanthropic organisation, publicly supported and tax-exempt and that operates for the public benefit within a geographically defined area.
The GRCF was established to focus on Grant-making; Endowment building and Asset management; Research; Networking; Marketing and General management.

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3. *Vision and Mission Statements*

Secondary data analysis suggested that developing appropriate Mission statements were dependent on the niche market and followed the broader Vision of the CF in process. In defining the CDF, it is important to develop Vision and Mission statements that "express how the world will be different as a result of the foundation's work". Developing a contextual relevant Mission Statement is a process that stretches over years and requires periodical reviewing and reframing. The literature affirmed that' "the formulation of a mission statement, however, is not easily accomplished. Mission statements often seek to go beyond the mere explanation of a foundation and embody the values for which the foundation stands and the dreams and commitment of the founders.

The articulation of the purpose of a foundation is an ongoing and evolving process as founders and their advisors define it and express it..."
(Synergos Institute Foundation Building Source book. 2000: 38.9).

Figures 5 and 6, the shaded boxes, are a summary of the main and common threads presented as the general Vision and Missions Statements of a Community (Development) Foundation as reflected in my analysis of the seven Community (Development) Foundations.

Vision Statement Characteristics

- Community driven organisation.
- Private, Non Profit
- Change Agent
- Bringing about meaningful change
- Improve quality of life
- Prosperous local community
- Equity
- Innovation
- Transparency
- Celebrate diversity
- Moral and value based organisation

[25]**Figure 5**

Mission Statement Characteristics.

- Poverty alleviation.
- Disadvantaged communities.
- Tap into and build on traditional knowledge, values and customs.
- Local/ traditional currency of philanthropy (giving,
- Local resource mobilisation.
- time, help, sharing).
- Self-reliance.
- Social justice.
- Social empowerment.
- Socio-economic development.
- Equitable development.
- Sustainable development.
- Local resource mobilisation.
- Endowment building.
- Permanent Investment Fund.
- Grant making
- Intermediary.
- Partnership

[26]**Figure 6**

[25] These shaded boxes (figures 5 to 6) illustrate the common threads among the CF's and CDF's analysed).
[26]

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1. Foundation Community Development Mozambique (FCD) Mission: FCD is a private non-profit, institution, seeking to establish partnerships in order to strengthen the capacity of disadvantaged communities with a view to overcoming poverty and promoting social justice in Mozambique. Key consideration was given to the mission statement which suggests that the FCD envisages operating as an intermediary between different partners and communities and that alleviating poverty and implementing social justice is the cornerstone of its work for the benefit of disadvantaged communities.
2. West African Rural Foundation (Warf) Mission: To help rural communities find and follow a path of self-reliance. This comes as communities better appreciate the value of their local resources and gain the capacity to act effectively to realize that value.
3. Foundation for Western Region Of Zimbabwe Vision: A world where communities create a strong and sustainable base for their own benefit through their own efforts.... in order to develop and augment their resources and to build traditional knowledge, values and customs Mission: Its mission is the provision of "greater well-being" of the economically disadvantaged communities in the Western region of Zimbabwe by supporting and mobilizing support for development initiatives coming from the communities themselves. Principles that underpin the development process: Mobilise yourself; Do it yourself; Be self-employed; Be self-reliant; Make collective savings / investments.
4. Kenya Community Development Foundation (KCDF) Vision: All Kenyans giving and working together with permanent resources for equitable development. Mission: To effectively mobilize resources for building permanent funds for grant-making towards the development of communities.
5. The Rőssing Foundation of Namibia Mission: To empower Namibians to improve the quality of life through capacity building and social empowerment.

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6. Uthungulu Community Foundation – KZN (UCF)

Vision: A community-driven organisation that facilitates a process through which meaningful change and sustainable socio economic development is realised.

Mission: To harness available resources and to maintain a permanent endowment fund that enhances socio economic development in a transparent and accountable manner with all relevant stakeholders.

Objectives:

- Establish an endowment fund from which returns on investments would be spent on community-based projects, within the two districts of 27 and 28.
- Mobilise community resources and public support to sustain the Foundation. Improve the quality of life of communities within district councils 27 and 28, particularly in education, health agriculture and small business development.

  Instil confidence and values of self-reliance and self-development, within targeted communities, by reviving traditional, indigenous and philanthropic practices.

7. Greater Rustenburg Community Foundation (GRCF)

Vision: GRCF strive to be a responsible and responsive facilitator of sustainable development, ensuring a stable and prosperous local community.

Mission: To create a stable and prosperous local community by efficiently unlocking and mobilizing resources in order to establish a permanent investment fund and to utilize these resources for sustainable development through prioritized grant-making and by capacitating local development agents.

Values: Innovation; transparency; reflecting equity and celebrating diversity.

Total commitment to cause. Practising honesty, objectivity and fairness. Demonstrating integrity and earning credibility. Promoting broad community interest.

Objectives:

- As an innovative grant-maker, to mobilise local, and external resources and to be a steward of pooled resources.
- Permanent invested funds; to provide donor services; and to facilitate partnerships and collaboration.
- The promotion of sustainable development where diversity and change, in meeting broader community needs, are celebrated and anchored in the processes of constructive local capacity building.

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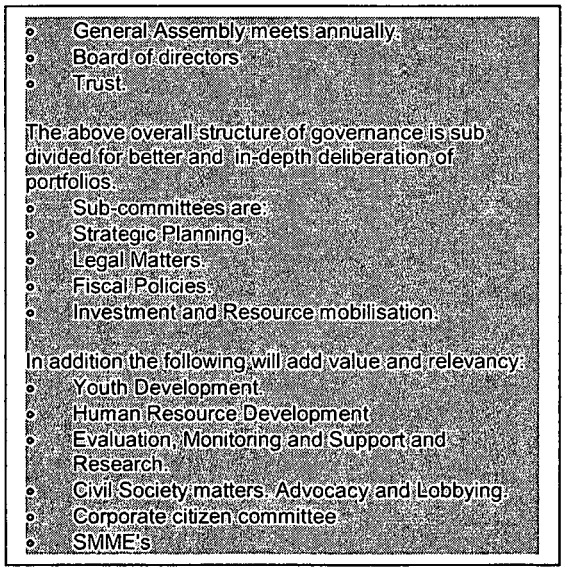
4. Governance Structure

Diverse permutations of governance structures were noted. Interim Steering committees were the sought-after format during pilot or embryonic phases of formation. This interim structural arrangement is according to the Synergos Institute "a useful step in building a permanent Board" (Synergos Institute Foundation Building Source book, 2000: 38). Governance is about taking responsibility for developing vision, mission and overall objectives based on contextual niche market. Boards play a key role in leadership; policy development and direction. Need to be visionary and farsighted. Concerns and weaknesses within governance structure of SA Community Foundations relate to gender, race and age, youth participation and equity. Dividing the Board into active sub-structures ensures the division of functions and execution of tasks – fundamental aspect of sound management.

Figure 7, the shaded box, is a summary of the main and common threads presented as possible organisational structure designs and operational procedures of governance for Community (Development) Foundations as reflected in my analysis of the seven Community (Development) Foundations.



[27]Figure 7

[27] The shaded box (figures7) illustrates the common threads among the CF's and CDF's analysed.

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1. Foundation Community Development Mozambique (FCD)

General Assembly: 40 members; meet annually. (Founder members; community reps with experience in local development issues and with broad-based linkages and networks). Its role is to: Scan reports; address policy issues and help to keep the FCD on track.

Board of Directors focus areas:

- Board chairperson and president: Ms. Graca Machel (strong presidency in charge of providing strategic guidance, public relations and fundraising).
- 10 members who serve max of 2 one-year terms and leave on staggered basis to allow continuity (interesting idea). High powered individuals (religious leaders; government officials and former ministers),
- The board approves programmes. Implementation of decisions is reached by consensus.
- To improve on decision-making, specific board members are assigned to specific areas of expertise for effectiveness and to give more input and direction.
- Staffing: Support to CEO; programme managers; admin support.

2. West African Rural Foundation (WARF)

Governance structure: Evolved over time. Pilot phase where 8-member programme committee acted as steering mechanism. (Farmers' association and reps. from the Ford Foundation, The International Development Research Centre (IDRC) and The Development Innovation Network.

6- Member Board of Governors was established in 1993, with representatives from Mali, Senegal and Gambia. In 1996 another 3 members were added and currently 9 serve as the Board. Representation includes a member of each country plus a citizen.

Selection of Board members is based on: professional status, location, experience, success, good standing in the community, and keen interest in raising funds. Meets twice a year. 14 Board Committees drawn from the Board for activities that relate to Strategic Planning; Audit and Finances; Legal matters and Fiscal and Investments issues.

Executive Committee – established in 1996. Rep from each board committee and the CEO meet frequently to expedite decision-making and increase involvement of innovative partnerships with private sector.

Staffing: During pilot phase professionals from Mali, Burkino Faso and a consultant managed operations. A CEO and a programme manager were appointed – highly understaffed structure.

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3. Foundation for Western Region of Zimbabwe

Board of Trustees: Independent Governing Board of Trustees that represents the interests of the community. Most board members were recruited as members of original steering committee that set up the foundation.

Board members were "handpicked" – sought out carefully and regarded as individuals that would make valuable contributions to the Foundation – skills and influence were high stakes in recruitment process. Board members serve 2 three-year terms to encourage new vision and bring new energies onto the board. Exception is the executive coordinator of ORAP who serves on the board and who is mandated to remain as long as ORAP exists.
ORAP is the "link to Communities". Board meets once every six weeks; is very active and supplements the effort of the very small staff.

Board Sub committees: Meets regularly to address pertinent issues relating to Finance and Investment (responsible for endowment and investment building); Fundraising and marketing (develop strategies to increase funding based on local commerce and industry); Grant allocations (makes recommendations to full board, develops guidelines and selection procedures); Personal appointments (recruitment and human resource development).

Staff: Two co-ordinators, Programme officer, Secretary and driver.
Sub-committees play key and active role in programme implementation and support. ORAP provides organisational capacity to the foundation in the management of Qogelela. ORAP's Community mobilisers (volunteers) collect income from communities – have bicycles as mode of transport.

4. Kenya Community Development Foundation (KCDF)

KCDF is governed by a voluntary Board made up of Kenyans with integrity and depicts diversity representation of Kenya. (Recently endowment activities were split from Programme operations).
Board of Trustees is guided by Trust Deed.
7 trustees – in charge of management of the endowment (custodian of funds).
Board of Directors (governs by Company's Act). Chairperson of trust is chairperson of the board. 13 board members; founder members still serve on the board; no youth representation; not all members are active or live in the country.

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Functions include monitoring and support, the implementation of programme operations and policy development and implementation, advocacy and lobbying; networking.
Staffing: CEO, two programme staff members), asset manager for resource mobilisation and a finance and association manager complete the team.

5. The Rőssing Foundation of Namibia

Established as a Trust: 10 members serve on the Board of Trustees. The trust is made up of Rőssing directors, other corporate sector partners, Reserve Bank and government. Although the Rőssing Foundation claims that the board is representative of the broader Namibia, no youth or grassroots representation. The role of the board is to provide policy guidelines and to monitor implementation processes. Internal Audit Committee is responsible for controlling the financial management of the Foundation.

Staff: Started with 4, built a team of 116 in 1998, but since then staff was cut back to 78. CEO and 3 assistant directors for education, rural development and finance. Strong emphasis on staff development and Further Education and Training (FET).

6. Uthungulu Community Foundation – KZN (UCF)

Two structures govern the UCF. The Board of Trustees and the Management Committee. In both these structures members serve in a fiduciary capacity. The Companies Act as amended and the Common Law governs the legal status of the directors, while the code of Corporate Practices and Conduct regulates their conduct.

The operational Board determines the size of the Board from time to time and currently ten are active members. Board members are only eligible while residing in Uthungulu. The Board must be representative of the public interest and needs of the region; serve as volunteers and obtain compensation only for reasonable expenses incurred; i.e. travelling.

The Board is elected on the basis of educational, cultural, civic moral, and public objectives of the Uthungulu Foundation. Term of office is two years.

7. Greater Rustenburg (GRCF)

Established as a Trust, GRCF has an independent governing structure – elected volunteers that serve a specified term of 4 years with the option to be re-appointed for an additional term.

The Board of Trustees oversees the strategies and policies of GRCF and the execution is managed by a CEO and a small team.

The nominating sub-committee takes responsibility for identifying leadership in the community and involving potential grantees on the various sub-committees.

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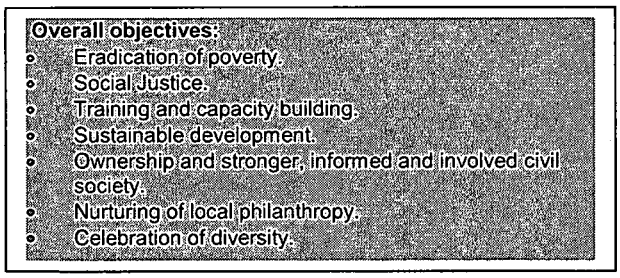
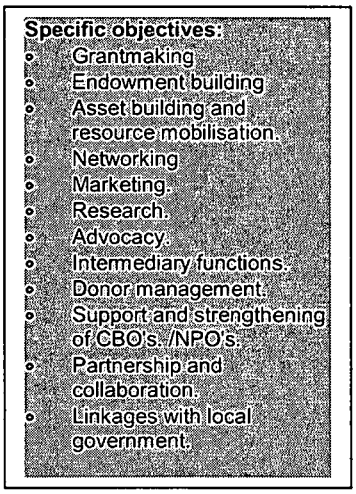
5. Organisational Strategic, Future Plans and Objectives

HIV/AIDS was not specifically listed by all seven institutions analyzed. GRCF mentioned youth involvement in terms of an action committee. Youth development is strategically a sustainable development issue and a direct link with the future of an organisation; however, the CDFs visited and analysed did not put such a high premium on youth in leadership roles. CDFs are well placed to embrace young people; involving them in decision-making processes.

Figures 8 and 9, the shaded boxes, are a summary of the main and common threads presented as possible organisational strategies, future plans and objectives of Community (Development) Foundations as reflected in my analysis of the seven Community (Development) Foundations.



[28]**Figure 8**



[29]**Figure 9**

[28] These shaded boxes (figures 8 to 9) illustrate the common threads among the CF's and CDF's analysed.

[29]

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1. Foundation Community Development Mozambique (FCD)

Overall strategic objectives: To contribute to the eradication of poverty and to promote self-confidence, solidarity and justice in Mozambican society.

Objectives:

- Stimulate the capacity of individuals and Mozambican families so that they are able to improve their living conditions and develop their communities.
- Promote capacity building of NGO's and other civil society organizations so that they can intervene effectively in community development and increase people participation in their activities.
- Encourage synergies and mobilise resources from individuals, civil society, private sector, government and individual donors for sustainable community development.

2. West African Rural Foundation (WARF)

Overall strategic Objectives:

- Strengthen local organisations.
- Promote and support participatory technology development in agriculture and natural resource management.
- Train and diffusion of participatory methods. Capacity building is basic to all projects because WARF has to address issues, such as how local organisations can succeed and how better to reach the project objectives.
- Via grant-making tool, WARF intends to achieve the following specific objectives:

Specific objectives:

- Create a set of tools, methods and processes for developing innovations that can help local organisations improve agricultural and sustainable natural resource management.
- Establish a dynamic network of local organisations capable of supporting their grassroots constituents to identify problems, develop strategies, build partnerships and define and implement action plans to work towards their solutions.
- Increase the capacity of communities and community-based organisations to enable them to participate more effectively and efficiently in building assets for better livelihoods in a sustainable manner; this includes establishing good governance and democratic succession procedures,

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and being transparent and accountable to members in all business matters.

- Fulfil WARF's objectives to strengthen intermediary rural organisations so that they are gradually able to reach a wider range of communities in their area of operation and to expand the institution – building of rural intermediary organisations both in terms of utilisation of grant funds as well as in the use of staff time.
- Partner communities so that they can identify their realities and potentials and relate to others; communities must value what they have.
- Build capacity for NGO's to work with communities to identify the resources.
- Work with a regional network of experts to provide the methodological and technical supports needed by community programmes underway in the region.

3. Foundation for Western Region of Zimbabwe

- To mobilise, attract, invest and manage financial resources for the Long-term benefit of communities living within the areas of its jurisdiction.
- To build a permanent reserve of charitable assets that will exist to serve all members of the community.
- To place a priority on raising endowment and grant making support.
- To build trust and knowledge among communities.

4. Kenya Community Development Foundation (KCDF)

Overall Strategic Objectives:

- To increase the capacity of poor communities to take control of their own development (responsibility).
- To learn about and promote effective approaches to building the capacity of poor communities (learning).
- To promote Kenyan ownership by building permanent development funds from Kenya and her friends. (permanency / sustainability).
- To promote an enabling environment for community development in Kenya (policy development).

Four complimentary strategies complement the above objectives:

- To support and strengthen intermediary community development organisations.
- To learn, share and promote information about effective approaches to community development.
- To influence the policies and practices of donors, NGO's and government

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to be supportive of community activities.

- To promote and establish Kenyan control over, responsibility for and management of community development.

5. The Rőssing Foundation of Namibia

- To further the practical education of Namibians in order to achieve greater national productivity and to increase understanding between the people of Namibia.
- To encourage the creation of and to create opportunities for people to use their education.
- To promote the advancement of the living standards of Namibians.

6. Uthungulu Community Foundation – KZN (UCF)

- To improve the quality of life in the Uthungulu region.
- To establish, promote and maintain a sound community-based capital growth fund that supports CBO's.
- To mobilise community resources and public support for the foundation's programmes.
- To instil confidence in communities; through reviving traditional indigenous philanthropic practices.

7. Greater Rustenburg (GRCF)

Five key strategies have been identified:

Grant-making A well-developed process has been established & the GRCF currently has one Grant-making cycle per annum. The executive staff as well as the Grant making sub-committee is actively involved during this process, and the Board of Trustees finally decides on grants to be allocated for a specific cycle. The Grant making sub-committee comprises on 4 Board members & 6 volunteers (friends of the Foundation) & site visits & the executive staff are also executing interviews. During these site visits, staff conducts interviews with both the applicants and beneficiaries. A process that has proven to be objective and fair at all times.

Research Activities An independent external evaluation that was completed during September / October 2003 indicated that the GRCF's research activities were among its strongest processes. A number of research activities have been conducted especially

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throughout 2002/2003, such as:

- Establishing giving patterns amongst the more affluent part of the Rustenburg population
- Challenges faced by the Non-Profit sector in terms of community involvement.
- The role of local government in terms of creating and enabling environment for community development.
- Local needs analysis through the GRCF's annual Non-Profit conferences.
- Independent external evaluation of the GRCF.
- Publication GRCF – Reflections on the lessons learnt.

Networking The GRCF conducts conversation desks with a broad range of interested parties; participates nationally and abroad in various community foundation networks, such as SAGA, The Aspen Institute, the World Bank, The International Network for Community Foundations for Peace; and locally facilitates collaborative initiatives between business, government and Civil society as well as expanding the friends of the Foundation network.

Marketing PR & Marketing on continued basis; publishes experiences, involves the local community radio station, conducts press releases and distributes annual reports in order to communicate the message of the GRCF.

Youth Established a youth Action committee that is currently one of the standing Sub committees of the GRCF Board.
This committee is in the process of developing a strategy that will enable youth to make their own grants towards youth initiatives in the Rustenburg community.

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Striking Features of (Community Development) Foundations

The information reflected in the preceding matrix is now summarised and interpreted. The series of educational explorative visits on the African Continent are highlighted for value potentials relating to mutual learning experiences; affirmations of CDFs strategic value for sustainable development and of possible weaknesses embedded in processes and future challenges. I will first present the general view, followed by the specific Kenyan model and conclude by focusing on challenges the regenerated Foundation for Community Work might face in the future.

General features' summary of Community (Development) Foundations

1. The Community Development Foundation concept is a relatively new phenomenon in terms of development on the African continent. The two most common reasons for the emergence of CDFs are (i) decrease of donor support and (ii) that project-specific initiatives have up to now ignored the multifaceted nature of poverty. A third reason to be added is the HIV/AIDS pandemic with all its ramifications and impact on poverty and the poor.

2. There is no clear road map to guide the process – uncharted waters and CDFs need is to develop within the context of the specific community or region.

3. Incubation process or the host institution plays a significant role, but severing ties could be difficult in terms of power relations and competition. The CF of GRCF appeared to have moved on, but the independence of the Uthungulu CF from the ZCBF seems to be in the balance.

4. CFs worldwide takes a long time to establish. The USA is a very supportive environment; yet on average it takes about 10 years to get a Community Foundation up and running.

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5. Demographics along race, gender, age and economic power are fundamental considerations for the SA context – the economic development gap is of primary concern.

6. The low status given to youth development and involvement is a concern. The situational analyses of my visits are reflective of what the Australian study of Wood (2003) revealed in terms of tokenism. My explorative, educational visits were an affirmation that young people are generally involved in decision-less decisions.

7. Building of endowments remains a major challenge and an uphill battle. It is a departure from the traditional modes of development and funding mechanisms, one that needs education and support. Building donor relations and strong partnerships and maintaining these networks remain pivotal to good and sustainable donor support. The endowment concept is new and raises a high level of scepticism – a very difficult concept to understand: why invest in the future by keeping available funds away from the needy – especially given that poverty is on the increase and HIV / AIDS has reached pandemic status.

8. *Rationale for endowments*
   - Support both long-term stability and self reliance of development work.
   - Strengthen civil society sector because of the provision of income for operations and core funding.
   - Endowments bolster the organisation's long-term decisions on programme plans, staffing and training needs – these aspects need to be considered at the end of every grant cycle.
   - Encourage community networks to come up with own ideas for purpose of endowed funds.

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Strategic Implementation Steps according to the KCDF model

The above eight striking features give a general face to Community (Development) Foundation. My week-long visit to the Kenyan Community Development Foundation, Nairobi, Kenya is highlighted for its focus on institutional building in terms of community development discourses, diversities and processes.

I present the value of the Kenyan exposure, together with a synopsis of the KCDF experience, included in this report as Appendix B. This is a good reference as it gives more than a deductive mode of the timeframes required for institutional development. Schwaninger (2001) with reference to the statement on page 60, cautions us about the dimension of time on structural transformation processes.

1. The Kenya Community Development Foundation works from the premise that communities need to participate in their own development, especially with regard to poverty reduction programmes.

2. Entry points for the KCDF are training, support and building capacity of local CBO's and NGO's. (These are currently components of the FCW's development programme. In recognising the organisation's prior learning experiences, the FCW is well positioned to shift into higher gear).

3. The KCDF experience suggests that the partner identification cycle takes a long time – a period of two years for rooting the process. The publicising of grants is the entry point; followed by the completion of a questionnaire. However, each CDF is different and needs to find its unique way of establishing itself.

4. Governance and leadership is crucial in galvanising support for CDF formation. The role of the steering committee in the conceptualisation phase – working through the overall vision, mission and underlying value system – has been significant in the KCDF experience.

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5. Marketing; use of media; broad-based consultation with all relevant stakeholders. Those short-listed come to a 'get acquainted' workshops that both project managers and board members attend.

6. Following the workshops are site visits that focus on systems of control; capacity building needs and overall support needs.
Post site visits take the shape of capacity assessment workshops.
Final Component is the focus on proposal Preparation and Submission.

Challenges on the radar screen of the FCW development discourse

Given the above generalised features' summary of Community (Development) Foundations and the zooming in on the Kenyan model, my focus turns to the challenges on the radar screen of the FCW development discourse. The recommendations in chapter eight of this study are not 'stand alones' and when implemented, should be guided by the challenges as listed.

1. Broad-based consultation of vital importance. All stakeholders need to be on board and supportive of the action plans.

2. Communities have to play a pivotal role in all the developmental phases if the project is to be successful.

3. The key is to establish the 'right and relevant' entry point. The KCDF put a high premium on capacity building and training. Endowment building was only recently introduced and moved a step up on the priority ladder.

4. CDFs might have common threads, but each is established differently – should be conceptualised and adapted to local context, taking into account indigenous traditional practices of philanthropy (giving, support and help).

5. Grant-making process should be an empowering process to be included in the capacity building process.

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6. Development is more than training and should have the striking features of: sustainability; community participation; community control; strong sense of accountability & responsibility; monitoring and support systems; internal evaluation of progress and process and external evaluation processes.

7. Political context of the Community Development Foundation should be taken into consideration.
Power lies in the wealth of the rich, Poor people have the wealth to mobilse (KCDF Annual Report, 2002).

8. Endowment building is open for challenge by communities in dire need. However, endowed funds are a long-term strategy towards sustainable development. Educational and awareness programmes are needed to assist communities to understand the concept and to take ownership of the process. There is a richness of opportunities available in communities around to raise and mobilise local philanthropic currencies. Giving of 'time' and 'help' in all its facets are but a few worthy philanthropic currencies abundantly available in communities – these should be tapped into and mobilised.

9. Revisit and reframe vision and mission statements and align with objectives on a regular basis. This was the valuable lesson learned from the Kenyan experience.

10. Document of processes should be the norm. Referencing and writing up of stores are good for cross reference checks. Capture lessons learned, strengths and weaknesses and highlight challenges as the institutional processes evolve.

11. The visit to Makutano Community Development Association (MCDA) brought to light once again the profound value of listening to the voice of the poor. Listening and involving the people at grassroots level – in decision making; planning and implementation of community projects –

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are non-negotiable for sustainable development. Empowering communities is as critical as (if not more) than giving funds to kick-start processes.

12. Training is an important component of capacity building, but training per se is not good enough – post training aftercare, mentoring and support strengthen an enabling and learning environment – and should be built into the operational framework from the outset. In all capacity building projects visited, funding constraints were experienced because CBO's / NGO's overlook the mentoring and aftercare component of training. Implementation with no mentoring, support and guidance mechanism is futile. The educational site visits to CFs in South Africa left me with the impression that monitoring and support systems were either poorly designed or not operational.

13. The flip side of training and capacity building is the level of saturation. There is a need, from the community stakeholder perspective, to move beyond the training/ capacity building dimension to the mobilisation and capacity utilisation of local resources. It is of fundamental importance to link training and capacity building with indigenous and innovative local resources, and utilise the wealth of capacity.

14. The issue of Leadership and transferring of skills remain a concern and a proactive strategic plan is wanting. Founder members on the board (KCDF) did not cultivate and nurture young leadership (Similar situation at organisational management level). In a recent discussion with the Zimbabwean colleague, the leanness of leadership was raised as one of the critical issues that hamper sustainable development. The HIV/AIDS pandemic adds another dimension to this organisational dilemma.

15. Youth involvement at sub-committee level was noted (GRCF). Others (Zimbabwe and Kenya) referred to their youth programmes. However, youth participation is limited to add-on factors and not to the level of

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board or trust decision-making. The leadership crisis is a concern for CFs and CDFs. The struggle to find the 'right person' to take on a leadership position was raised as a concern (Kenya and the FCW Family in Focus Programme). The leadership vacuum thus strengthens the argument for the involvement of young people on governing boards to cultivate leadership. With training, mentoring and support, young people on governing boards is a risk worth taking.

16. Celebrate diversity whenever opportunities are presented as this adds to the richness of valuable community resources.

YouthBanks (YB) as a strategy of CDFs and its significance for FCW

The trustees of the Foundation for Community Work recognise the need for a suitable mechanism to level sustainable developments with strategies that reduce the dependency syndrome on aid abroad.

In our search for innovative strategies to support sustainable development and greater community participation, I assessed the feasibility of the YouthBank initiative as an interdependent aim of Community Development Foundations. My initiation to the YouthBank concept came in the form of a week-long training programme in Belfast, Northern Ireland[30] in February 2004.

The YouthBank concept is relatively new. The level of youth-led involvement differs from Country to Country and in most instances the YouthBank model is an emerging one. A few Foundations in Europe have been piloting programmes and the UK based YouthBank developed a YouthBank Toolkit to assist emerging initiatives. The Toolkit is based on skills, knowledge and experience from youth, board members and staff across the UK. The primary aim of YouthBank is to bring youth into decision-making structures and my recommendation is to apply the Belfast experience and the Toolkit with

[30] I was invited to participate in a week-long (07-14 February 2004) YouthBank for European Community Foundations' Training hosted by the Community Foundation of Northern Ireland.

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caution; this concept should be translated, built onto, developed and tested within the context of country region and culture.

The Belfast exposure was insightful and intensive. The week-long training during which ideas and experiences were shared added value to the research process and the new knowledge acquired could be transformed into knowledge creation. However, to do this suggests the development and application of an appropriate and contextually relevant training toolkit and this can be done in partnership with significant partners, i.e. Educo Africa and Umsobomvu Youth Fund etc.

Strategically, the Foundation for Community Work should thus explore the feasibility of implementing the YouthBank concept as a strategy towards sustainable development. The involvement of young people, not only as grant recipients, but also as grant motivators and assessors will instil robustness and new energy into the organisation. Partnership on this level is a significant way of involving and motivating local young people from a youth-led perspective. The Australian study challenges all organisations across the globe involving young people in decision-making roles that 'taking it seriously will mean changes in the way we do business as organisations and as community". The FCW is on this journey of regeneration and of reframing towards a sustainable future. Reframing is about taking risks and being adventurous and the YouthBank concept lends itself to opportunities that could be seen as bringing an organisation into a threatening situation. The integrative theoretical framework of the IO has according to Schwaninger (2001) distinguishing characteristics of self-transcendence, self-reference and self-renewal to counter balance possible threats.

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CHAPTER FIVE

THE FOUNDATION FOR COMMUNITY WORK'S COMMUNITY EARLY CHILDHOOD DEVELOPMENT CENTRES ASSETS VS LIABILITIES

The next two chapters, as a further exploration of the FCW as case study, focus on internal changes within the realm of the FCW where the attention is on two core activities; i.e. the community Early Childhood Development (ECD) centres and the Family in Focus Programme (FIF).

Chapter five addresses the evolution of the community ECD centres affiliated to the Foundation for Community Work from community care structures to education and family support edifices. The brief historical overview is followed by an in-depth consultative process by way of Focus Groups and a Questionnaire; and concludes with a presentation on the findings based on the research techniques used in the study.

Historical overview

This section of the study focuses on how the community ECD centres evolved as the sought-after activities during the seventies and eighties being located within the theoretical framework of the Model for Systemic Control (MSC). As explained in chapter two (page 55) the MSC is the regulatory framework with the key focus on (self) control of the activities of an organisation ultimately to enhance its fitness. In its search for a relevant system in order to achieve its purpose and to create the benefit for the stakeholders, Small (1980) took a philosophical and visionary perspective when he wrote:

> [31]*FCW cares for children at a time when personality is formed for the whole of life. Our philosophical approach is to deliver preventative services that involve the "whole child" within a particular community … The parents are seen as important partners in the education of their*

[31] Unpublished pamphlet which became the Mission Statement of the FCW throughout the eighties and nineties.

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children and their home an extension of the educare centre. Are the children not our future?" Adam Small, FCW director, writing in 1980.

[32] *"FCW serves and supports pre-school centres which have the development, care and education of the whole child as their focus, and are managed and remain in the control of the communities they serve ... FCW strives towards the creation of a democratic society free from racial, gender and religious prejudices."*
Deputy Mayor of Cape Town, Councillor Arthur Jacobs, 1997.

[33]*We didn't want parents just to drop off their kids; we were working for better involvement of parents not just as volunteers but also in decision-making on the committee. Even with an ordinary fundraising event like a fete, the idea was that this could bring community members together and provide experience of organising, of committee work ... For us it was an explicitly political project – to transfer real ownership of crèches to local communities at grassroots level and to link with the growing civic movement ... It was an exciting time. As director Adam Small offered us huge freedom, he was politically sussed, he understood what we were trying to do, and we had the freedom to define the political space we wanted. There were just a couple of times he clipped our wings!"* Francie Lund, former FCW community worker.

[34]*"We were products of the time when people focused on pre-schools, not on home-based work ... but our aim was always to get the community involved."* Rita Edwards, former FCW community worker.

Community outreach and partnership

The FCW Board's decision at the end of 1976 to focus on the needs of young children in the ECD sector saw the appointment of Francie Lund as the first

[32] Message from the city of Cape Town in support in support of FCW's 21st anniversary celebrations, July 1997

[33] Fredericks B. Nesting in the Storm, unpublished (2003). Lund employed from 1977 to 1980

[34] Edwards from 1979 to 1980

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community worker in 1977. This decision came about because of two community playgroup and care projects (Annette se Speelkring and Renier van Rooyen centre) that reached out to the organisation for support services. (Annexure A, 1976 to 1978 with reference to ECD projects has detailed information). Lund worked together with community projects in the Boland and Northern suburbs and Atlantis. The second community worker, Rita Edwards, joined the team in 1979 and worked mainly in Ocean View.

From their humble beginnings women worked for a better start in life for their children and FCW responded to initiatives in specific communities. At the end of 1979 eight ECD centres were affiliated to FCW and by 1993 more than 35 centre-based early childhood projects had been affiliated to FCW. To date the FCW remains the custodian of a nine buildings purpose-built for ECD.

> [35]*"Committees and staff are usually more concerned with feeding children, keeping them safe, and immediate survival of the centre through fundraising and enrolments, than with longer-term sustainability. There is also a continuity problem, as parents tend to resign once their children go to school. Working with project supervisors and their staff on capacity building was also a consciousness-raising experience for us. We came to value their energy, information and experiences. The FCW has had long-term partnerships with many community-based ECD centres. Over the years, the FCW has encouraged community committees to take over management and administration of their projects .The FCW has worked hard to develop communities' capacity for independence ..."*
> Beulah Fredericks, FCW Director in a meeting 2000.

Empowering communities – capacity building and training

The community workers' brief was to support communities to develop programmes with a broad community development thrust and to build the capacity of community partners. 'Empowerment' and 'capacity building', the key words at the time, were very practical. The community workers offered

[35] Fredericks, B Nesting in the Storm, unpublished (2003)

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management training to project committees and parents; set guidelines for constitutions and staffing; administration of funding and school fees; needs' assessment and community outreach programmes. They thus pioneered a community development approach in the early childhood sector.

> [36]*"For us pre-schools were explicitly political projects – to transfer real ownership to local communities at grassroots level and to link this process with the growing civic movement. It was before the time of strategic planning. We had to do lots of strategising on our feet".* Rita Edwards, FCW community worker interviewed in 2003.

> [37]*"Unfortunately the aim of developing the ECD centres into multi-purpose centres for family enrichment was not achieved despite our best efforts".* Lionel Louw, chairperson of the FCW Board, 2003.

> [38]*"FCW has worked hard to develop communities' capacity for independence and administration of projects. For the FCW team it was about 'letting go' and allowing communities to 'move on', while community committees on the other hand, given the uncertainties of the 80s, preferred to 'hang on' to the safer haven of FCW. An unhealthy cycle that we needed to break … we held a number of workshops, held in-depth discussions and listened to feedback from grassroots participants".* Beulah Fredericks, FCW director 2003.

Community ECD Centres move towards independence

A strategy map of the social development process

The FCW as custodian, never controlled these ECD community projects but offered support, capacity building and training to committee members and staff as the ECD centres extended their scope from basic care and nutrition to education, care and training.

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[36] reference for these three footnotes are Fredericks, B Nesting in the Storm, unpublished (2003)

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[38]

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1979 – Eight ECD centres were affiliated to FCW. Community development process aimed at mobilising community activities, training and capacity building in governance.

1980 – Process of independence and sustainability of ECD centres feature on the FCW agenda. The broader ECD community – parents and concerned community groups (from faith-based to cultural) – were reaching out to FCW for guidance and support. During this period, services included: formation and building of infrastructure; organisational development; educational framework for ECD and support work to parents and families.

1984 – Fourteen community-based ECD initiatives joined the FCW fold. By now scope of service delivery programme had broadened from care and nutrition to include components of education, health, training and resource mobilisation.

1985 – Capacity building and Training. Workshops focused on the following: finance and budgets; school fee control system; project management; governance and parent involvement.

1988 – Regional Committee formation to enhance capacity building and independence. Seminar held in Paarl focused on:
'The community as integral component of ECD and democracy'.
MAG (Montagu Ashton Gemeenskapsorganisasie) – a community development initiative in the Klein-Karoo was presented as a case study to cultivate interest and support for the independence process.

1989 – The concept of empowerment – central theme of rural outreach – for ECD projects in Boland. Exposed to the concept of empowerment, community ECD centre stakeholders questioned the notion of empowerment and the relevancy or need for change. Following this critical voice, the FCW community work team together with stakeholders decided to run workshops on assessing empowerment as a process facilitating change.

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1990 – Strategic goal design discussed with community ECD committees. Two desired goals accepted: (i) ECD project independence and (ii) the provision of quality ECD to as many young children as possible.
Happy Tots ECD centre was established in Grassy Park in ground-breaking mode with their internal evaluation process, which fundamentally focused on committee role and operations; parent and community involvement; income generation for sustainable future and relevant / appropriate educational programmes.

The regional committees and the subsequent decentralisation of community services struggled to get off the ground. Lack of support and approval from the more established pre-school projects hampered mobility and progress. For some projects independence and autonomy meant de facto recession from FCW; without the link to or alliance with the 'mother body'. Others – the minority – welcomed co-operation and emphasised mutual learning.

1991 – Jack ń Jill crèche in Durbanville became the only other ECD centre that followed the Happy Tots process. Feasibility studies on ECD community outreach in Atlantis and Kewtown completed.

The community development discourse: the focus point of the relevancy debate

Stakeholders defined the community development approach either as a handy tool for submission: a way to bring into subservience the non professional lay person and in the process perpetuate the gap between those with knowledge and others with experience and no (or limited) knowledge.
From another perspective, community development was seen as an all-encompassing label that covered a host of non-defined tasks (Fredericks, 1991/2: 9).

In unpacking the concept 'community development' the ECD centre stakeholders' worked through their understanding and expectations and ratified a systematic document that regulated their operational environment.

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The policy document clearly defined roles and lines of accountability. Core functions reflected in the policy document highlighted the following:

1. On-going review strategy. Internal and external evaluation processes were value-added activities.

2. Decision-making powers and processes were defined and norms set.

3. Lines of accountability were clearly defined and clarified.

4. Expectations were revised and amended according to needs and aspirations.

5. A crisis intervention and risk management strategy was discussed and flagged for further deliberations.

6. Meaningful future relationships and support systems required sustainability.

1992 – Outcome of the [39]McGregor experience was to re-direct community development approach towards the felt needs of the community.
'Voter education' has always been an integral part of Governance training. Workshops on constitutions; the annual democratic elections of community Early Childhood Development (ECD) committees (micro level) for parents constituencies and local committees have de-mystified the perception that elections are sophisticated exercises reserved for the privileged. In one of the workshops Fredericks explained that " we realise that, unless we continue to reflect on our experiences within communities and unless we are willing and able to appropriately re-direct our strategies to meet the increasing needs of the people during our transition to a democratic society, we may never claim to have contributed to the development of our people". (Fredericks in Think-Tank discussions, 2004).

[39] Strategic Planning and Evaluation of the FCW in terms of its Vision, Mission and Policies facilitated by an external evaluator, (1992).

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1994 – Strategic decision by the FCW Board not to take any new ECD centre-based projects on board because focus was on the consolidation of the process towards independence. By the end of 1994 committees at community project level were all geared towards independence. Their decision-making skills were tested as they faced the important aspects of project life. They addressed constitutional matters and amendments, assessed the most appropriate registration options, negotiated lease agreements with the Foundation for Community Work and deliberated funding and sustainable options crucial for project survival. Project committees, for the very first time took full responsibility for the external auditing process.

The consolidating phase required that project committees make decisions on choosing the appropriate registration option; whether to apply for a fundraising authority or not; whether or not to revise the constitution; and whether they would need to enter into a lease agreement with the FCW for the use of its buildings and to set systems in place for internal and external auditing of the project's financial systems and books.

1995 – ECD centres encouraged to form linkages with Reconstruction and Development Programme (RDP) structures in the various communities and to participate in the RDP consultative workshops.
The weaning process, aimed at the unbundling of the community-based ECD centres affiliated to FCW took precedence.

1996 – In-depth evaluation of the overall functioning of the ECD centre and assessment of FCW's level of input.

1997 – Visits by Dr Lionel Louw and Ms Eunice Ferndale resulted in the FCW wanting to give more formal structure to the relationship between the FCW and the ECD centres. The outstanding loans owed to the FCW were discussed. The reality was that most of the community-based projects had no funds to pay their debts, though they wanted to pay what was owed to FCW over the last three years. Recommendations that came from the ECD centres

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were for a more formal and contractual relationship between the FCW and the ECD projects. A decision was also taken to write off the accumulated debt in each instance where the resources did not exist to repay the FCW. Outstanding debts of more than R200,000 were written off, but registered as a loss to the FCW.
Co-operational agreement between the FCW and ECD centre stakeholders re-structured the relationship as a more formal and focused one.

At the same time in **1997** the final phase in the process focused on property ownership, which brought nine community-based early childhood development projects to the discussion forum. After a series of meetings the data collected was condensed into a working document for further discussion and input. In consultation with the FCW's legal advisor, a draft lease agreement was then drawn up and referred back to the communities for their perusal and feedback. The response from the field was at first divided. Some community committees strongly felt that ownership should be transferred to the community committees and the FCW should abort all further deliberations and hand over the title deeds. Others recommended a few amendments to the draft documents. The lease agreement was revisited and changes made, after which the document was once again disseminated for feedback. Round table meetings were held that evoked a number of concerns, which moved the community committees to re-think their strategies. Their misgivings were deep seated. Financial constraints, poor ownership, committee and management structures, lack of parental support and poor parent involvement, featured as stumbling blocks that impacted severely on the growth and sustainability of community-based early childhood development projects. In the end many felt that the centre-based projects were important community assets and should be held in safekeeping. Following amendments to the draft documents, consensus was finally reached on the lease agreement.

From 1998 onwards Although ECD centre-based provision remained an integral part of the FCW, as from 1998 there was lesser involvement with ECD centres as the Family in Focus Programme took off.

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[40]*"The FCW board, team and community committees have worked together to re-structure our relationships. This process is driven by sound development principles on the one hand and a commitment to reduce financial risks on the other. FCW is building communities' capacity to manage their own projects, and we aim to become a development and service organisation selling our services. We hope that the new structure of ownership, supported by the lease agreement, will strengthen the partners and reflect their commitment, needs and aspirations for the future"* Lionel Louw, chairperson of the FCW Board (2003).

[41]*The challenge to these community ECD centres today is to become fully-fledged community outreach and family support projects. We are living in the post-1994 era, in the new millennium, where IT and globalisation, poverty and the HIV/AIDS pandemic call for radical new thinking and re-positioning. If the basics are intact, and with the necessary support and infrastructure, communities will heed the call." Beulah Fredericks, director of FCW (2003).*

The evolution of the community ECD centres affiliated to the FCW as illustrated above, from a MSC perspective, addressed issues of organisational fitness (efficiency, effectiveness and legitimacy). On a logical management level, activities, training and capacity building (value to stakeholders) were designed and regulated at regular intervals, highlighting the need for an appropriate structure (VSM) that would enhance the viability and development of the community ECD centres (Schwaninger, 2001).

[40] Fredericks, B. (2003) Quotes from Nesting in the Storm, unpublished book .
[41] Fredericks, B. (2003). Quotes from Nesting in the Storm, unpublished book.

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Data collection

Focus Groups (FGs) and Questionnaire; and secondary data collected through a Market Valuation process of the nine community ECD centres by external consultant

Focus Groups were facilitated with representatives of the nine community ECD centres affiliated to the FCW. Each of the nine community ECD centres was represented by four Focus Group units; i.e. committee, staff, parents and community (Table 2). The purpose of Focus Groups was to address the issue of the viability of these assets and to explore a viable structure for improved asset management. The future of these nine community ECD centres is linked to ownership. The FCW's policy of reviewing the role and position of conventional ECD centres led to a strained relationship between FCW and the ECD centre stakeholders.

The nine buildings that formed part of the feasibility study (assets vs. liabilities) are listed in Table1. These edifices should have been valuable community assets; given the proud history of being mortgage-free, despite operating in an environment of economic hardship and funding constraints.

While the Focus Groups and Questionnaires focused on the internal organisational situation and overall output of service delivery, the physical structure and market value of each community ECD centre was assessed. The Market Valuation report by external quantity surveyors and construction cost consultants, attached as Appendix C, is a professional assessment of the state of the buildings and good guide to work from for future maintenance cost analyses.

The future of these community ECD centres is however in the balance and calls for the immediate attention of relevant stakeholders in considering the best sustainable future of these non-performing assets; i.e. selling, maintaining of the status quo with rental to FCW or renewal process. Some of these community ECD centres are more viable and financially better off than others, and can afford to buy or rent, while others will struggle to do either.

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Should the latter (group liabilities) be sold, given the operational environment of FCW and these community ECD centres? And should the remainder consider a broader scope of community participation and development? These were the key research questions for the Focus Groups.

I recruited four independent research interns to facilitate the Focus Groups as a mechanism to control possible errors. Their written reports were cross checked by transcripts from recordings made. The final reports were presented to the representatives of the nine community ECD centres in a follow-up Think-Tank workshop facilitated by an external facilitator.

Findings from conducting Focus Groups, and Questionnaires and Market Valuation report

Firstly, I present to you the Focus Groups' findings under the following four headings

1. Representation and participation – Table 1 and Table 2.
2. Threats and challenges of the operational environment.
3. Possible role diversification in future – Table 3.
4. Focus Groups process, contextualisation and stakeholders' response (in italics).

Representation and participation

With the exception of Happy Tots, Table1 features the community ECD centres for which the Foundation for Community Work holds the Title Deeds. As indicated, the majority of these community edifices have a long history with the FCW. The committees, staff and parents have been exposed to capacity building and training programmes since the inception of the project. The fact that the FCW is the custodian of these buildings brought the issue of ownership to the fore and the research techniques used in the study presented dialogue platforms to stakeholders to voice their feelings and aspirations.

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[42]**Table: 1 Nine community ECD buildings for which FCW holds the title deeds**

ECD centre	Community	Date
Annette se Speelkring	Wellington	Linkage since 1976; built in 1982 and opened in 1983.
Our Little People	Paarl	1977
Stepping Stones	Paarl	1977
Renier van Rooyen Centre	Sarepta, Kuilsrivier	Linkage since 1976; affiliated in 1977.
Jack ń Jill Centre	Durbanville	1978
Aquila Way Centre	Ocean View	1978
Scorpio Road centre	Ocean View	1978
Happy Tots	Grassy Park	1980
Athlone Early Learning Centre	Kewtown	Built in 1976 and affiliated to FCW in 1984.

Table: 2 Number of FGs held and breakdown of FG Units

Name of ECD centre	**# of FGs held**	**Stakeholder groupings - # present**			
		Committee	Staff	Parents	Community
Annette se Speelkring	1	-	-	-	12
Aquila Way	5	5 & 7	5	16	18
Early Learning Centre	4	7	10	22	3
Happy Tots	3	4	8	* 36	*
Jack ń Jill	4	6	3	15	25
Our Little People	3	7**	5	*38	*
Renier van Rooyen	3	7	8	*7	*
Scorpio Road	3	3	3	20	*
SteppingStone	3	6	3	6	-
Totals: 9	29 **(36)** **(80.5%)**	52 **(79)** **(65.8%)**	45 **(47)** **(95.7%)**	160 (460) **(34.7)**	58 (370) **(15.6%)**

- * Combined FG units parents and community
- ** Only ECD centre with full number of serving committee members in terms of their constitution –governed my School Act 2001. Nine is the constitutional requirement for all other ECD centres
- Aguila way held two sessions with committee FG unit.
- Annette se Speelkring is currently not operational and only the community FG unit was included in the study.

With reference to Table 2, the data is interpreted as follows:
29 (80.5%) out of an expected 36 Focus Groups were facilitated by the four independent research interns. The committee unit was fairly well represented (65.8%) of an expected core unit of 79. The FG unit of staff at 95.7% (total staff portfolio 47) could be misleading in that the FGs took place during working hours at the particular centre and was not necessarily attended out of choice. The FG unit of community was the poorest attended (only 58 parents

[42] Appendix C, Title Deeds, Conditions and Valuations of community ECD centres

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out of an expected total of 370 (15.6%) participated in the study. Parents' support too came in below the 50% mark. This particular finding poses the serious question of legitimacy and value / value potentials.

Threats and challenges of the operational environment

The Focus Group discussions, data collected from the questionnaires as well as data from the Think-Tank proceedings highlighted the following threats and challenges facing the community ECD today:

1. Widespread and increased unemployment and poverty.
   An increased percentage and majority of 0-5 year-olds in poor communities are excluded from formal ECD centres as poor parents struggle to keep up with the payment of school fees.

2. Declining numbers at mostly only partially full ECD centres.
   The impact of Grade R on community ECD centres is one reason for the declining figures.

3. Single parent households and Child focused households.
   More 'one' and 'no parent' families with the increase of HIV/Aids; and the growing need for support to primary caregivers.

4. Limited parent involvement and poor community support for the community ECD centres.

5. Vandalism, crime, safety and security problems

6. Many NGO's work in poor urban and peri-urban communities, but with limited co-operation and synergy between programmes and sectors.

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Table: 3 Nine community ECD centres: Possible role diversification in future

ROLE DIVERSIFICATION	RESPONSES FROM COMMUNITY ECD CENTRES
COMMUNITY ECD CENTRE WITH LIMITED ACCESS FOR OTHER USES	4 ECD centres indicated ECD as core business
YOUTH WORK	5 ECD centres indicated youth development and participation: Career exhibitions. Job Shadowing Games evenings Motivational Talks
HIV/AIDS	2 ECD centres called for Education and Awareness
BABY CARE	3 ECD centres stressed the need for younger children
AFTER CARE	2 ECD centres voiced concern for the lack of after care facilities.
POVERTY ALLEVIATION	3 ECD centres expressed Job creation for both adults and youth.
OTHER	3 ECD centres called for partnerships with other CBO's; Adult literacy, Neighbourhood watch; local Businesses, counselling venue and Own transport.

Table 3 is a summary of possible 'other uses' for the community ECD centres and reflects 'education of young children' as the core of operations. None of the ECD centres in the study were however, against 'other uses' for their centre, but rather voiced support along the lines of a broader function with conditions set for limited access and scope as indicated in the table.

Focus Group process, contextualisation of stakeholders' response

The following presentation sketches the Focus Group process; the findings with verbatim responses from various stakeholders in italics.

The Focus Group process, followed by the questionnaire, demanded the attention of stakeholders and explored the possibility of transforming the conventional ECD centre into a multi- focused family enrichment centre - 'finding new uses for the product' as purported by Fern (2001) was contextualised. Irrespective of the label, pre-schools, nursery schools, crèche or pre-primary, the common threads among the nine community ECD projects were twofold:	1. *We are first and foremost a pre-school centre.* Happy Tots Nursery School 2. *Renier van Rooyen moet bly soos dit is – die sentrum funksioneer baie goed.* Renier van Rooyen Centre

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Firstly, the historical linkage is an important one as these ECD centres hailed from the seventies and eighties. During the period of heightened Apartheid policies childcare initiatives emerged as the pivot for community mobilisation. Herein lay the niche market relevant for that period.	*3. Die kleuterskool is in lyn met die gemeenskap se behoefte aan goeie onderrig vir kleuters en 'n veilige hawe vir die gemeenskap se kinders.* Our Little People Pre -Primary
Secondly, the ECD centres involved in this contained study strongly felt that 'education of young children' was their forte. (Stakeholders' responses 1, 2, 3, 4 and 5 refer).	*4. Ons wil nie graag wou sien dat die kleuterskool gebruik moet word vir gemeenskapsake nie, aangesien daar wel onbenutte hulpbronne in die gemeenskap is wat vir dié doeleindes aangewend kan word.* Renier van Rooyen Centre
Based on the discussions from the various Focus Groups, with special reference to the stakeholder groupings of staff and committee members of four ECD centres (HappyTots, Renier van Rooyen, Aquila and Our Little People), Early Childhood Education was unequivocally stated as core business. None of the ECD centres in the study were, however, against 'other uses' for their centre, but rather voiced support along the lines of a broader function with conditions set for limited access and scope as set out in Table 3 and stakeholders' responses 1, 2, 3, 4 and 17.	*5. SteppingStone is op 'n baie veilige plek en relatiewe rustige gebied geleë, Ouers het gemoedsrus wanneer hulle kinders na die kleuterskool kom-hulle weet dat hulle kinders veilig is.* Stepping Stone Pre-Primary
	6. We can open the centre for other uses; a soup kitchen for street children of homeless people. Group meetings and counselling for the youth. Happy Tots Nursery School
Guarding their turf was a strong feature of the FG discussions. Despite funding constraints and a myriad of social concerns, the majority stakeholders' voice was against the sale of any ECD asset, non-performing notwithstanding. An unequivocal no to selling as reflected in Stakeholders' responses 1, 2, 3, 4, 5, 15, 17, 18, and 21.	*7. Ons is bewus van die armoede in die gemeenskap; die gebrek aan aktiwiteite vir kinders na-skool; dat soveel kinders in die strate rond speel; maar hierdie probleme kan aangespreek word. Ons kan bv. Ouerskap – vaardighede aan die ers van die kleuters by die sentrum aan bied.* Renier van Rooyen Centre
The operational environment as indicated on page 123 was substantiated across the board by the stakeholder groupings when they listed social problems, poor parent involvement and the lack of community support as major concerns that impacted	*8. Die gemeenskap ondersteun nie eintlik die sentrum nie – die sentrum staan op sy eie bene.* Renier van Rooyen Centre

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on ECD centre provision; particularly putting the young child at risk. The involvement of parents (34.7%) is further clipped by the poor response of the broader community (15.6%) as illustrated in Table 2 and stakeholders' responses 8, 11 and 13. In cross-referencing the view of stakeholders in 1997 on the operational environment, it is noted that similar issues were raised, but with the addition of the HIV/AIDS since then. (Annexure A, 1997). Stakeholders' responses 7, 8, 9, 10, 11, 12 and 13 refer.	*9. I regularly see children that come from good homes getting involved with drugs. Our centre has also been burgled - too many times to count. We try to build up and others just break down.* Aquila Pre-School
The FG experience was a platform for sharing knowledge and identifying needs and the follow-up roundtable discussion (October 2004) created new ideas and raised the issue of sustainability. (Fern 2001).	*10. Lots of break-ins experienced at the centre, and drug abuse, child abuse and women abuse are increasing.* Aquila Pre-School
The crisis facing the youth today – especially from the townships- was mirrored in both the FG and questionnaire findings in that five ECD centres listed some form of youth intervention as a priority. All stakeholders agreed that a concerted effort is required to bring the youth closer to the community. A way to attract local people is to stage open functions with a strong youth focus. The spate of burglaries by young people between 12-15 years should be addressed as a community effort. Suggestions about workshops and training for the youth were listed as important components of service delivery to combat crime and vandalism.	*11. I would like the community to get more involved in getting rid of crime especially our schools and crèches that get burgled at least every month.* Aquila Pre-School
	12. When you try to build up the centre then youngsters who need counseling come and vandalise and break in at the centre. Aquila Pre-School
The staff and committee members of the Ocean View community were concerned about their young people. Unemployment and the lack of a vision for the future put the youth of Ocean View further at risk. Stakeholders' responses 6, 9, 10, 12, 13 and 14 refer.	*13. The centre is not safe at night. Shebeens operate in the area; fighting after dances put parents off. The people use our centre over weekends – they sit here on the stoep using their drugs. The community can see them and turn a blind eye.* Scorpio Pre-School

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The HIV/AIDS pandemic did not top the needs' list and only two ECD centres (Table 3) mentioned the need for educational and awareness programmes. This is a concern and raised the issue of stigmatization, denial and fear. A cohesive and empowered stigma reduction strategy is required and to this end the ECD centres are well placed to integrate their educational function with the work of local HIV/AIDS institutions. This can be done by expanding access of people infected with and affected by the pandemic; stepping up community networking and partnerships and by encouraging fathers' involvement in childcare activities.	*14. Ons het baie probleme in Morningstar.* *Alkohol misbruik,dwelms, tiener swangerskap, vroeė skool – verlating.* *Misdaad en molestering.* *MIV/VIGS is 'n realiteit; so ook TB.* *Ons moet saamstaan en mekaar help.* Jack ń Jill Crèche
A good marketing strategy is required for the ECD centre. The ELC's involvement in the Cape Learning Festival is seen as a marketing vehicle – an opportunity to promote its services and to attract the local community. There was a strong call for the immediate community to take a stronger interest in the affairs of the Athlone-base Early Learning Centre (ELC). The exclusion of 'needy children" was an economic decision for especially Happy Tots, while the introduction of a sliding fee scale at the Renier van Rooyen Centre provides greater accessibility. Although it was acknowledged that ECD centres should accommodate needy families and their children, the majority of the parent stakeholder group felt that the needs of their own children are a priority. Stakeholders of the Happy Tots centre felt that they needed more time to discuss the situation of needy children and to work out strategies of embracing them. Stakeholders' responses 19, 20 and 21 refer.	*15. Our children are happy here and we will not take them somewhere else.* *FCW did very little for the centre.* Early Learning Centre
	16. Indien die gebou verkoop sou word, voel ek dat daar nêrens anders is waarheen ons kinders bedags sou kan gaan nie. By Jack ń Jill is ons kinders nog veilig en ons het gemoedsrus Jack ń Jill Crèche
Home-based services operated in most of the areas; however the short span of these interventions was disruptive to the broader ECD services provided by the conventional ECD	*17. Dit is ons droom dat Jack n' Jill sal bly voortbestaan; of as 'n kleuterskool vir die mense van Morningstar; of die gebou moet aangewend word vir opheffingswerk in die gemeenskap.* Jack ń Jill Crèche

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centres. Stakeholders stressed that communities need to know exactly how they can benefit and what services can be provided. Building linkages and partnerships raised the issue of leadership and initiation. Both ECD centres in Ocean View recommended greater collaboration with significant other partners, but these partners will have to come to them. One of the Ocean View ECD centres felt that the relationship with the Siphosethu Feeding Scheme is one possible way of opening their ECD centre for 'other activities' but the onus is on the Valley Development Trust to initiate this process.

In this particular situation the two Ocean View ECD centres need to re-think their position in terms of attitude, taking responsibility and being accountable. The Scorpio Road ECD centre in particular is at breaking point while the Aquila ECD centre is enjoying improved community support.

18. The building cannot be sold. The building belongs to the community.
Early Learning Centre

Potential partnerships included the Department of Social Development (gardening project) and the local clinic (annual vaccinations and de-worming operations). Broader partnerships with other service providers and the possibility of renting sections of their building would ensure regular income. The matter of Ownership and Title Deeds would impact on the future. The bona fides of FCW were questionable and the stakeholders speculated that the process of re-positioning of FCW was linked to the organisation's financial problems. The issue of ownership and the reason for FCW having possession of the Title Deeds was interrogated. Although the ECD centres have greater awareness and understanding of FCW's position on the 'ownership' of the Title Deeds, the future remained uncertain and stakeholders demanded a clearer direction in terms of the future FCW agenda. Stakeholders' responses 15, 16, 17, 18, 20 and 21 refer.

19. FCW is going the home-based route. This is not a problem for us and this is a model that most probably works in other poorer communities.
Happy Tots Nursery School

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The Focus Group process culminated in a one-day Think-Tank (Table 5). Report-back and strategic planning workshop (October 2004), represented by the four stakeholder cohorts from nine ECD centres.

The purpose of this session was to collect new thoughts and ideas; and to develop strategies and policies for decision-making. The Think-Tank revealed that the field staff of the Southern Suburb ECD centres negatively influenced the Focus Group and questionnaire research techniques. Despite the briefing sessions by the researcher, it appeared that incorrect information and the lack of objectivity impacted on the outcome of especially the Focus Group process, and moreover, negatively influenced ECD Centre stakeholder perceptions vis. a vis. the bona fides of the FCW and the relevance and meaning of the current research process. The Think-Tank platform however, assisted the process in damage control and rectifying skewed perceptions on a number of issues, particularly concerns relating to ownership and Title Deeds. Noted during this discussion session was that more community ECD Centres were ready to 'think out of the box' than initially expected. This was apparently due to greater understanding and acceptance of the realities of the operational environment.

Also, participants appear to be encouraged by the fact that through the extended research process that they have been part of, especially the development of strategic plans, they will now be in a position to influence the direction that the FCW might take. There appears, therefore to be a greater realisation that as stakeholders, they must take ownership of the creation of strategic solutions to the central questions regarding the community ECD centres as Assets or Liabilities.

Stakeholders' responses 6, 7, 11, 17 and 20.

20. Ons moet verder dink - wat kan ons maak - wat is ons opsie vir die toekoms? Om die gemeeenskap te dien het die issue geraak en nie meer die gebou as sodanig nie. Los die skool - kom ons raak gemeenskapsontwikkeling betrokke.
Komitee lid Stepping Stones

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The Think-Tank was also significant in that stakeholders welcomed the relevancy of the research and affirmed one of the pillars of development work in that relevant research should be linked to the real experiences and concerns of people at grassroots level. Edwards' (cited in Booth, 1992) take on the relevancy of research is imbedded in depth of the research process. He states that "if people are involved in the creation and the use of their own knowledge, there is a greater chance that this knowledge will be used for causes of which they approve" (Booth et al., 1992: 285).

The Happy Tots Nursery School was the only ECD centre that presented a Strategic Plan document and called for ECD Trust to be established. The rationale for the formation of a Trust is to ensure the future of these community assets. The two Paarl ECD centres stated that a sustainability and strategic plan would help the newly elected committee in addressing weaknesses, strengths and challenges.

Following the Happy Tots example, the Think-Tank stepped up participation and stakeholders expressed a willingness to take the process further by submitting their own strategic plans. Participation, according to Edwards, does increase the likelihood that people will act responsibly and that they will use their own knowledge and the knowledge that others bring for mutual benefit (Booth et al.,1992: 288).

The development and submission of strategic plans that illustrate clear ownership will, however, test the extent to which this statement is uniform. The trustees of the FCW Board in its decision-making will need to engage in a healthy struggle involving the viewpoints of the community ECD Centres about

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their future with its own vision for the future. Not all recommendations will be acceptable from a number of perspectives e.g. in Ocean View it appears unlikely that the two community ECD centres will consider merging in the short-term. Here the Board will have to demonstrate strong leadership and make firm decisions. As part of the consultative process, consideration would also need to be given to a transparent communication process through which the decisions taken by the Board are conveyed. This would be critical for a number of reasons including the bringing of closure to the research process with stakeholders and facilitating clean breaks without come-backs e.g. litigation. The business plans were finally submitted; however, the ideas remained inward looking with add-on suggestions around youth work and the HIV/AIDS pandemic.	*21. Happy Tots must be a unique learning experience for children in pristine conditions.* Happy Tots Nursery School

Secondly, I present to you a summary of questionnaire data on situational analysis of the nine community ECD centres

In order to make informed decisions, a questionnaire was formulated to capture a list of focused questions. This research technique was introduced to complement the Focus Groups, which I felt were either poorly attended (community) or other pertinent organisational issues were not discussed.

Table 4 is the summary of the questionnaire data, sub-divided in six categories in order to ascertain current operational status of each community ECD centre. The categories listed:

1. Governance of the community ECD centre.
2. Children.
3. Health and Nutrition; Safety and Security: Language preference.
4. Financial control systems.
5. Management committee (strength, weakness and challenges)
6. Future role diversification

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I will now provide the analysis of the questionnaire data (Table 4) according to the categories listed above

Scorpio Road Pre-school in Ocean View did not complete the questionnaire and Annette se Speelkring in Welliington is not operational and was thus excluded from the situational analysis process.

1. Analysis of data relating to governance of the community ECD centres.

The category on (1) Governance of the community Early Childhood Development centre, illustrated in the first sub-table of Table 4 is briefly discussed.

With the exception of Scorpio Road Pre-school centre in Ocean View, the other seven community ECD centres fared well in terms of governance and a regulatory framework. The ECD centres have a long affinity with the Foundation for Community Work and were exposed to capacity and training programmes.

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Assets vs. Liabilities
Summary of Questionnaire Data on ECD Situational analysis

Scorpio Road in Ocean View did not complete questionnaire.
Annette se Speelkring in Wellington was not included in situational analysis process.

Table: 4 1. Governance of the community ECD centre

Name of community ECD centre	Is ECD Centre governed by constitution?	Is the constitution available on record?	Constituted # of committee membership	Present # of committee members serving	# Of committee members with children at ECD centre	How often does committee management meet?	Minute book on the premises of the ECD centre	Regular entries in minute book
Aquila Way	√			7	3	Monthly	√	√
Early Learning Centre	√	√	9	7	7	Monthly (1st week)	√	√
Happy Tots	√	√	9	5	1	Monthly 2nd Thursday	√	√
Jack ń Jill	√	√	9	6	3	5 – 6 P/A	√	√
Our Little People	√	√	9	8	2	Monthly	√	√
Renier van Rooyen	√	√	7	7	5	Monthly	√	√
Stepping Stone	√	√	9	8	4	Monthly	√	√

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2. Analysis of data relating to children of community ECD centres.

The category on (2) children as it relates to the community Early Childhood Development centre, illustrated in the second sub-table of Table 4 is reflected on page 135.

The community ECD centres were registered with the relevant provincial government departments and operated as legal entities. The community ECD centres were either full to capacity or at least on even keel (Early Learning Centre and Renier van Rooyen). The ECD stakeholders, however, gave the issue of capacity as the biggest problem.
Due to unemployment, parents tend to withdraw children at regular intervals. Recruitment drives and strong marketing demand on-going attention. Children were recruited from communities beyond the immediate boundary of the centre, bringing into play the 'cost to parents' factor. Transport related issues impacted on accessibility and thus the deficit in terms of children registered on the roll.

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Table: 4 2. Children

Name of community ECD centre	Status of ECD Centre - Registered - Copy on record	Registered #	Present Enrolled	Recruitment Area	Children from Immediate Vicinity	Mode of transport
Aquila Way	√ √ Social Services	60	66 (109%)	Ocean View; Masiphumelele	48	
Early Learning Centre	√ √ Social Services WCED NPO	180	90 (50%)	Athlone & Surrounding Townships	33	Private Transport
Happy Tots	√√ Social Services	145	97 (67%0	Steenberg Mitchell's Plain; Retreat; Ottery; Lavenderhill; Grassy Park; Parkhood	10	Public Transport
Jack ń Jill	√ x	50	37 (74%)	Fisante Kraal; Morningstar	30	Primary School Bus
Our Little People	√ √ WCED	60	78 (129%)	New Orleans; Chicago; Charlston Hill; Denneburg; Klein Parys; Groenheuwel; Klein Nederburg Nederburg Heights	55	Private Transport-Taxi Services
Renier van Rooyen	√ √ Social Services	162	89 (55%)	Kuilsrivier; Sarepta; Delft; Kalkfontuin; Wesbank; Blue Downs; Brentwood	85	Private Transport – Taxi Services
Stepping Stone	√ √	60	39 (65%)	New Orleans	25	Private Transport – Taxi Services

- √ √ Registered with relevant local government department – document available on file
- √ x Registered with relevant local government department – no record on file

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3. Analysis of data relating to Health and Nutrition and Language of the community ECD centres

The category on (3) Health and Nutrition and Language preference as it relates to the community ECD centre, illustrated in the third sub-table of Table 4 is presented.

The lack of birth certificates was highlighted and should be addressed. All children should be registered and have a birth certificate and sadly only the Early Learning Centre, Our Little People Pre-School centre and Steppingstone Pre-school centre confirmed a 100% recording of birth certificates. This document is fundamental and is required to access the child support grant – income support to poor families.

Safety and security remain a major concern for all stakeholders and two centres added a high risk dimension (Stepping Stones Pre-school has a dam on premises and the Early Learning Centre building is not secure.

The issue of language remains a red herring. Across the board parents demanded English.

Table: 4 3. Health and Nutrition Safety and Security Language Preference

Name of community ECD centre	Health and Nutrition	Safety and Security	# of languages spoken at centre and Preference
Aquila Way	First- aid kit Majority of children have birth certificates Breakfast, lunch and 2 snacks.	Security concerns	2 English Parents' preference
Early Learning Centre	First -aid kit All children have birth certificates Linkage with dental clinic Educational talks inclusive of curriculum Breakfast, lunch and 2 snacks.	Major issue Strangers on premises- building too easily accessible.	3 English Parents' preference

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Happy Tots	First- aid kit Not all children have birth certificates Parents tend to send sick children to centre. Most children do not have cooked meal and vegetables at home. Breakfast, lunch and 2 snacks.	No response	2 English Parents' preference
Jack ń Jill	First -aid kit Most children have birth certificates – encourage parents to submit documents. Regular check-ups by local clinic. Breakfast, lunch.	Children should be under constant supervision. Update and availability of first aid kit. Fire extinguisher should be in working condition.	1 Afrikaans Community
Our Little People	First- aid kit. All children have birth certificates. HIV/AIDS concern – need for awareness training. Healthy eating habits of children should be linked to home. No provision of food – except for after care provided by parents.	Building has security fence- but safety remains a concern. No emergency drill for children – need to implement such an activity.	2 English Parents' preference
Renier van Rooyen	First- aid kit. Not all children have birth certificates – or copy was not submitted. Rising cost of nutrition- high food budget. Breakfast, lunch and 2 snacks.	Centre is secured	2 English / Afrikaans Parents' preference
Stepping Stone	First -aid kit All children have birth certificates. No meals provided because of funding constraints.	Dam on premises is in bad shape and a high risk for children. Poor condition of outdoor equipment.	2 Afrikaans Parents' preference

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4. *Analysis of data relating to financial control as it relates to community ECD centres*

The category on (4) financial control as it relates to the community Early Childhood Development centre, illustrated in the fourth sub-table of Table 4 is presented on page 139.

Financial control and management was below par.
Annual General Meetings were not regular features and as a result has a direct link with the external audit process.
School fees should be a major source of income for the community ECD centres, however, unemployment was listed as the indicator of bad debts and the overriding cause of the arrear problems. At least three community ECD centres introduced a sliding scale, making early childhood accessible to more parents; especially from the lower income category.

Systems were introduced to control arrears but these were not necessarily practical and viable. Parents continue to withdraw their children without settling their debts. The biggest problem is to hold parents responsible for their debt, even when children are withdrawn from the community ECD centre.

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Table: 4 4. Financial control systems

Name of community ECD centre	Date of last AGM	Date of last audit	External auditor	Sliding scale: yes/no	Details of sliding scale R/pm	# of parents in arrears	High and low amounts: R	Control system for arrears	Reasons for arrears
Aquila Way	January 04	x	x	√	150, 160, 180	19 - (12.5%)	50 145	Letters Telephone	Unemployment
Early Learning Centre	June 04	June 04	J&S Williams SAICA 03345582	x	x	15- (13.5%)	480 60	Letters Telephone	Retrenchments Unemployment
Happy Tots	2 yrs ago	2003	Mr. T Cole	x	x	x	x	Withdraw children - hand parents over to	Parents pay debt first and school fees last
Jack ń Jill	December 03	March 02	J.F.M. Bookkeeping services	√	-15 >l child 45 – 1 child 60 –2 c/dren	7- (2.5%)	580 130	House collecting No future admittance	Unemployment Departure from DBVL area pregnancies
Our Little People	February 04	July 04	Gavon Jason Financial Services	x	x	40-(31%)	1040 90	Written warnings Hand over to lawyers	Unemployment. Financial problems
Renier van Rooyen	May 04	April 04	Levendal Isaacs Associates	√	140 200 260 330	8-(7%)	280 520	Consultation Written warning Withdraw	Unemployment. Short time Financial problems
Stepping Stone	February 04	X	x	x	x	4-(1.5%)	420 220	Letters	Unemployment

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5. Analysis of data relating to governance of community ECD centres

The category on (5) Management Committees as it relates to the community ECD centre, illustrated in the fifth sub-table of Table 4 is presented. Two ECD centres, Happy Tots and Steppingstone indicated 'no response' to this particular section.

Management committees were reflected upon in term of their strengths, weaknesses and possible challenges facing them in the execution of their duties.

Management committee structures are always in a state of influx and the instability impacts heavily on the sustainability of the community ECD centres. This was the unequivocal message stated by stakeholders. At the time of the study, most centres reported high capacity. However, it was in the year and soon after the annual project elections.

Maintenance of the buildings and the issue of capacity were listed as concerns. Income is used towards salaries and overall operational costs and very little, if any, is available for maintenance.

Table: 4 5. Management committee

Name of community ECD centre	Strengths	Weaknesses	Challenges
Aquila Way	Honest and reliable- united group of people	Do not accept no – seek solutions	To achieve goals as set out in year planner
Early Learning Centre	Young, energetic group of people. Have interest of centre at heart. Majority have children enrolled at centre.	New committee. Work commitments impact on availability and timeframes. Committee members change during the year – difficult to find replacements.	To fill centre to capacity. To retain centre for ECD purpose – to get recognition as deserved. Maintenance of building. Safety and security.

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Happy Tots	X	X	x
Jack ń Jill	No strengths	Generally poor co-operation. Parents will support fundraising or give donation, but on limited scale. Parents will be involved only while child is at centre. ECD centre least supported - schools have more value. Poor leadership. Treasurer the weak link. Committee members not really interested in training. The community has limited skills – unemployed and poor – no professional people in Fisante kraal – moved to better areas. Not always a quorum.	
Our Little People	Young and energetic with lots of new ideas	Sometimes committee cease to perform duties – out of town or have personal problems. Committee needs funds to achieve goals	Improve the school and maintain the building. Need to buy more educational equipment and material.
Renier van Rooyen	One of the most established ECD centres in area. Well structured educational programme and high quality administration	None	To deliver quality service to the community and to keep the ECD open despite the demands and cost of living.
Stepping Stone	X	X	X

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6. Analysis of data relating to future role diversification of community ECD centres.

The category on (6) future role diversification as it relates to the community ECD centre, illustrated in the sixth sub-table of Table 4 is presented. The data obtained via the questionnaire complemented the Focus Group data listed in Table 3. Upliftment of the community was broadly stated, with baby care, HIV/AIDS and young people highlighted as possible new or additional roles for the community ECD centres. Guarding their turf and applying strict conditions in the case of 'outside use' were essential message.

Table: 4 6. Future Role diversification

Name of community ECD centre	Multi purpose community role and future plans
Aquila Way	Yes – towards upliftment of the community. Should establish a strong bond between ECD centre and the community.
Early Learning Centre	Core business is educare for young children 0-6years old. Accessibility to the community between 15H00 –17H00 and community should take responsibility – after hour activities not feasible because of security risk. Plan to have more educational talks at PTA level. An increased funding base will help the ECD centre to explore other activities.
Happy Tots	No comment
Jack ń Jill	ECD centre is always available whenever required by the community. Would like to accommodate babies given the long waiting list for this age group of children - need to build stronger parent and community relationships.
Our Little People	Reasonable use by the community; but strict conditions would apply. Adult literacy, HIV/AIDS awareness programmes and training. Extending of the building - need space for after care. Baby care has become a felt need and should be addressed. Community should use the building for meetings: cancer, Aids, functions and prayer groups.
Renier van Rooyen	To maintain image educational programme is core business. Broader parental skills. Computer skills for young learners. Workshops with educational emphasis.
Stepping Stone	Meeting place for teenagers- run holiday programmes. Need is to involve parents and community in the activities of the ECD centre.

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Thirdly, I present to you the findings of the Market Valuation process as it relates to the nine community ECD centres

The Market Valuation report by external quantity surveyors and construction cost consultants, attached as Appendix C, gave a professional assessment of the state of the buildings and revealed that with the exception of Happy Tots Nursery School, Our Little People and Renier van Rooyen Centre, the remaining six centres were in desperate need of repairs and maintenance. Despite the poor asset management and maintenance structure, the total Municipal value was assessed at R4, 783 500 with Market related value in the region of R8, 321 940. The sweat asset value, based on the pool of parents and community is unquestionably huge, but notably an under-utilised resource.

Fourthly, I present to you the findings of the Think-Tank session

The processes that included Focus Groups, Questionnaires and the valuation of the buildings culminated in a Think-Tank session facilitated by an external facilitator (Table 5).

The findings were presented, discussed and recommendations put forward for further deliberations. The issue of ownership of the buildings rather than ownership of community development processes surfaced as the key focus of the development discourse. A direct outcome of the Think-Tank was the appointment of a stakeholder liaison officer that would be the voice of the community ECD centres in deliberation with the FCW and the legal team.

Table: 5 Think-Tank with ECD Stakeholders

Staff	Committee	Parents	Broader community
8	11	2	4

Expected representation from 9 ECD Centres: 36
Present on day of workshop: 24 (67%)
Staff representation comprised predominantly, principals of the ECD centres.
Strong committee presence (chairperson and treasurer) is linked to the uncertainty re the buildings. (reference note on page 113)

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Summary and rating of the analyses of the questionnaire data, Focus Groups, field visits to the community Early Childhood Development centres which I have done and the Market Valuation report

The consultative process was broad and in-depth. I made a concerted effort to bring the relevant stakeholders to the dialogue forum and in some instances delayed the process to give a particular community more time.

The Ocean View community, i.e. Aquila Way committee met twice; (Table 2) while three community ECD centres decided on combined parents and community Focus Groups (Our little People, Scorpio Road and Renier van Rooyen – Table 2 refers).

The issue of ownership and property rights was the primary reason for stakeholder participation. However, the research interns worked hard and allowed social space and room for manoeuvre (Hilhorst, 2003) to stimulate, diversify and broaden the dialogue.

Based on the findings of the Focus Groups, the questionnaires and field visits to the community ECD centres which I have done, complemented by the data from an intensive market value assessment done by an external consultant, the nine community ECD centres were rated on a scale of 1 to10 as indicated in Table 6 (poor and need reframing – 1 to 2; poor and in need of support – 3 to 4; Fairly good – 5 to 6; good – 7 to 8; very good – 9 to 10).

According to the ratings in Table 6, two community ECD centres need to close down their Early Childhood Development programme; however, reframing is a way forward based on felt needs as indicated in Tables 3 and 5.

Three community ECD centres, Renier van Rooyen, Our Little People and Happy Tots, have experience in good leadership and governance, fiscal policy development and control and as such are well positioned to support the remaining four community ECD centres.

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[43]**Table: 6 Ratings of the nine community ECD buildings affiliated to the FCW**

ECD centre	Community	Rating
Annette se Speelkring	Wellington	-1 close and reframe
Our Little People	Paarl	8 Good
Stepping Stones	Paarl	6 fairly good
Renier van Rooyen Centre	Sarepta, Kuilsrivier	9 very good
Jack ń Jill Centre	Durbanville	4 poor and need support
Aquila Way Centre	Ocean View	5 fairly good
Scorpio Road centre	Ocean View	2 close and reframe
Happy Tots	Grassy Park	8 good
Athlone Early Learning Centre	Kewtown	6 fairly good

Stakeholders epitomized a wealth of experience, expertise and goodwill. The Focus Groups were a consciousness raising experience - one that activated "a concern for equity, married to the recognition that the client groups possess valuable energy, information and experiences (that) should highlight the wisdom of struggling for partnerships and not superiority" (Rees,1991: 90).

[43] Annette se Speelkring in Wellington is currently leased by faith based institutions.
The three community ECD centres in the 8 plus ratings have good educational programmes, but should improve community outreach work.

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CHAPTER SIX

FCW FINDS ITS NICHE ONCE AGAIN
THE FAMILY IN FOCUS (FIF) PROGRAMME

Parallel to the community ECD centre dialogue was the Focus Group, questionnaire and Think-Tank exposure that assessed the strategic readiness of the Family in Focus Network of community project towards independence. This chapter focuses on the core activity of the Family in Focus Programme; its background and the findings of the Focus Groups, questionnaires and Think-Tank.

Brief background of the Family in Focus Programme

In this section, I briefly introduce the Family in Focus Programme and highlight the primary goals, followed by the set of five secondary goals that underpins this community intervention strategy.

The Family in Focus Programme (FIF) is a family support and community outreach programme. The broad aim of the FIF programme is to reach a greater number of young children by implementing a variety of ECD models which fall outside the mainstream mode of ECD provision. The programme encourages and values the educational stimulation of young children in the home environment by re-affirming parents' own and inherent ways of rearing their children.

It is a unique integrated capacity-building programme aimed at providing parents/caregivers of young children (0-5 years in age) with the skills necessary to promote the holistic development of the child. It targets those living in socio-economically disadvantaged communities; i.e. townships and informal settlements around the Western Cape. This is done within a context of the social development framework and supports the notion that functional families depend on functional communities, and vice-versa.

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FIF targets and builds networks of parents as the first and foremost teachers in the lives of young South Africans. While parents have direct responsibility for their children, local support structures in the community need to be empowered to develop joint capacity levels so that impoverished and frequently isolated caregivers can become part of wider support networks. FIF differs from crèche/daycare type approaches to early childhood development in that the programme:

1. Sees family and community as interdependent (rather than viewing families in isolation).

2. Involves entire community continuously in social crime prevention (as opposed to responding only to crises).

3. Expands view of stakeholders in building families to include local government as a key 'community builder' (rather than viewing local government narrowly as service provider only).

4. Encourages collaboration with media, other civil society organizations and government structures (rather than attempting to shoulder all the responsibility for change alone).

5. Provides a healthy and secure environment, transmits values, meets economic needs and establishes social networks.

Primary goals that firmly anchor the Family in Focus Programme

1. To render a community service that is integrated and developmental.

2. A family-centered programme, FCW aspires to address ECD matters relating to children and women especially in marginalized communities.

3. To build on people's strengths, encourage social mobilisation and to see people as priceless community assets.

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4. The FIF Partners, together with FCW as a service provider operating in an environment that has become increasingly hostile towards women and children with widespread unemployment, poverty and HIV/Aids, implements projects and support structures that are based on broad consultative processes and aligned to the felt needs of the beneficiaries.

5. To reach young children (especially from 0 - 5 years) untouched by the conventional models in ECD by implementing, supporting and promoting alternative programmes initiated by communities and supported by families.

6. To ensure that training programmes (organisational development, personal skills development, teacher training, parent and family involvement and support) are contextually relevant and culturally appropriate in an ever-changing working environment.

7. To document community developmental processes and disseminate information to the broader community as an on-going process.

8. To have poverty alleviation (income-generating programmes, life-skills enhancement) etc aligned to family support work.

9. To ensure that FCW's outreach focuses on financial sustainability and sustainable development in the short and long term.

Secondary Goals

The primary goals are underpinned by the following secondary goals:

1. FCW mentors, supports and monitors – this is an ongoing and structured programme.

2. The organisation provides short-term intervention and workshops based on the felt needs of the community.

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3. The organisation forms networks and linkages across boundaries and with all significant stakeholders to ensure that communities do not become inward focused and stunted in growth.

4. FCW seeks significant and relevant partners and service providers to assist and support the community outreach programme. (HIV/Aids, Crime and Violence, Security, Abuse, Alcoholism and Poverty).

5. Advocacy and Lobbying are essential tasks. Together with significant others, the FCW creates an awareness of the need for lobbying for the rightful place of children, especially within the 0 - 5-year age bracket.

Annexure D is included as a briefing on the eight-point implementation framework designed by the FCW field team and the coordinators of the FIF community projects over a two-year period (2002 and 2003).

Time line of project development 1983-2003

A strategy map of the social development process with verbatim responses from various stakeholders in italics

Children outside the mainstream: FCW takes up the challenge from 1973 to the late 1970s FCW was involved in building preschool centres or helping communities to build, but from 1978 the FCW Board kept coming back to the issue of young children in need who were not being reached by centre-based ECD programmes. Then, in 1980, the Board, under the leadership of Franklin Sonn, took a radical policy decision to stop building centres and concentrate on building people through programmes based in homes. (Stakeholders' responses 22 and 23 refer). This was not a popular decision at the time. Mainstream ECD was concerned with crèches and preschool centres and even poor	22. *" As a community development organization, FCW regards the development and empowerment of people and the education of young children as much more important than buildings and structures"* FCW Board, 1980.

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parents aspired to send their children to centres. Government subsidies were mainly for the advantaged white minority. Here and there disadvantaged communities built their own centres with financial support from parents or donors but there were often long waiting lists. In any case, most parents whether employed or unemployed could not afford centre fees.

1983 – 93: From pilot programme to Family in Focus

The challenge was – and is – to reach as many young children as possible who fall outside mainstream centre-based provision. In response to this challenge, the FCW piloted a home-based ECD programme in Ocean View in 1983. The idea was to help mothers and other primary caregivers to stimulate and educate children while looking after them at home. Some mothers were recruited and trained to be homevisitors and this created employment opportunities. The homevisitor's role is to support and encourage parents to use whatever is 'in and out and around the home' to stimulate and educate their young children and make the home a powerful learning environment. Within ten years this pilot programme had developed into the FIF programme enveloping communities. These communities in the emerging partnership were: Ocean View; Mitchell's Plain, Khayelitsha and Blackheath. (Stakeholders' responses 22, 23, 24 and 25 refer**).**

After 1994: The continuing challenge

The FIF programme works in marginalised communities in 'coloured' and African townships and informal settlements, and aims to reach the poorest of the poor. An external evaluation report (1998) noted that FIF was located 'within some of the most challenging communities in the Western Cape' – predominantly in areas plagued by unemployment, poverty, overcrowding and related health problems, gangsterism and violence.

23. " FIF recaptures what I remember from my childhood, I had no fear, knew where to get bread, other eyes were looking, so protective, others could reprimand me and I couldn't complain to my mother, the neighbours all helped to bring us up –'your child is my child'" Beulah Fredericks.

24. "By locating itself in the homes of some of the Western Cape's most disadvantaged communities, it set itself one of the most daunting tasks in early childhood provisioning. This meant that not only did they choose homes and /or parents as vehicles for early childhood education but also they chose to do it within some of the most challenging communities in the Western Cape… In this sense the Family in Focus Programme has become an unconventional, cutting edge project..." Rose & Associates (1998).

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The FIF Partnership has grown with Kew Town, Bokmakierie, Atlantis, Witsands, Freedom Park and Kleinvlei joining the challenge of reaching young children and working towards a best practice family support system (Stakeholders' responses 24 and 25 refer).

Communities where FIF is working in 2003

At the end of 2003 the FIF programme is working in ten communities in the Western Cape. There are FIF community partnership projects in Mitchell's Plain and Freedom Park, Khayelitsha and Green Point, Atlantis and Bokmakierie, and starting up in Witsand, Matyotyombeni, Kleinvlei and Philippi East. Four of these FIF projects are in informal settlements and families who are on waiting lists for homes move when housing becomes available, so FIF is often in flux or on the move. There are plans to take FIF to scale by the end of 2006 – to reach 10 000 children in existing projects and in outreach in new communities. This is in line with recommendations made in the external evaluation report (1998) where Rose reflected on the undeniable impact of the FIF Programme "since the programme goes beyond the child and immediate family...but also affects social relations within a particular neighbourhood... (FIF) is vital in areas ...where we need to socialize young children in more positive directions than the current pre-occupation with violence and gangsterism" (Rose & Associates, 1998: 21).
(Stakeholders' responses 22, 23, 24 and 26 refer).

FIF works in partnership with FCW and community projects to shape community outreach programmes. FIF interacts with other initiatives regionally and nationally, to develop workable home-based models of ECD and to adjust and replicate these models. It lobbies local, provincial and national government and

25. *" The Board welcomed the FIF programme because it represents an alternative to centre-based ECD and Adam Small had the foresight to start developing that"* Lionel Louw.

26 *"There were high hopes that the new democratic government would bring reconstruction and development to all sectors of South African society, including the ECD sector. Despite some changes for the better, apartheid's terrible legacy of underdevelopment and inequality is still with us. Community-based organisations like the FCW need to explore the cheapest and most cost-effective ways of doing things. We should creatively and passionately explore programmes that are accessible and that can be replicated in other communities. Our work is not limited to the ECD sector. We work for holistic development, building the capacity of parents, families and communities to engage in reconstruction and development. This family-centred programme is about going back to basics, supporting family life and restoring the moral fibre of communities"* Beulah Fredericks.

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encourages the donor community to invest in FIF programmes. Developing indicators for the FIF Programme – participatory research undertaken under the guidance of UWC was significant in that the findings called for a Child Development Assessment tool; and stronger emphasis on the role of home visitors. The research noted the FIF Programme for its parent involvement and stated, "it could be suggested that this form of strategy is the most effective in getting parents more actively involved in the development of their children" (September et al., 2001: 24). (Stakeholders' responses 26 and 27 refer). The Think-Tank session followed the questionnaire process and indicated that the FIF Partners were attuned to participatory developmental processes. The positive spirit among the FIF network was encouraging. The FIF Partners felt less threatened by the possible split from the 'mother body'. Time is a healer and the FIF project partners have come to the realisation that FCW's role is a facilitative one, and if they want to make a difference to the larger whole of which they are part, then greater responsibility and ownership is theirs for the taking.	27. *"It is a source of pride to the FCW that our shift from centre-based ECD provision to FIF happened in the 80s - before the capacity building phase of community development in South Africa in the 90s. We were busy with innovative community-driven projects – just what funders were calling for – but sadly, most funders weren't interested because they were influenced by mainstream concerns about the "quality" of community solutions. It's ironic that today funding targets programmes outside of centres"* Beulah Fredericks.

Shifts which have been documented in communities where Family in Focus Programme currently operates

The time line above sketches a period of two decades of project development; featuring intense community interaction and participation, piloting interventions and of building partnerships.
I perused the project records and noted the wealth of project material available where experiences were documented.
[FCW Annual Reports (1980 to 2004); Fredericks (2003); Rose (1998) and Roux (2000)].

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According to the secondary data perused, I gathered that the first step in the Family in Focus Programme is to begin shifting attitudes amongst community members from '*what we don't have'* to '*what we do have'* and '*what we can do with it'*. This is the pivotal issue around which the Family in Focus Programme evolves. Through many meetings and group discussions, parents are encouraged to make links between their past, present and potential future for their family, especially their children and their community. Family in Focus is as much about empowering parents as it is about creating the conditions under which children can maximize their potential and contribute to the creation of peaceful, responsible, diverse communities.

Other shifts that have been documented in communities where Family-in-Focus have been running include:

1. A shift in parental involvement in the daily life of the child, from dealing with basic survival needs to dealing with developmental needs (e.g. making age-appropriate toys out of waste paper to provide learning-based stimulation to the young child).

2. A decrease in violence-based disciplinary habits amongst parents and caregivers, which has in some cases spawned discussions amongst women about domestic violence more generally and the effect it has on children.

3. An increased concern amongst parents to ensure their children are 'school ready'.

4. An increase in parents/caregivers knowledge of where the nearest health clinics are and utilising these services when a child falls ill.

5. An increase in broader community-based issues being discussed amongst Family in Focus parents and the development of networks to deal with these issues.

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6. A decrease in drug and school dependence amongst Family in Focus members through referral services FCW staff is able to provide.

7. An increase in referrals for community members suffering from disorders to receive appropriate therapy from NGO and/or state-based psychological services.

8. An increase in socialising amongst homebound parents/caregivers, particularly across the "colour barrier" (very significant in terms of undoing Apartheid entrenched understandings of one another).

9. Children being treated with greater respect, deliberately played with, fed healthier food and generally thriving.

10. Greater linkages formed between Family in Focus and other civil society-based and/or state development scenes operating in the area.

Findings from conducting Focus Groups, Questionnaires and Think-Tank session

The Focus Groups' findings are presented to you under the following four headings

1. Situational analysis with reference to the children in the Family in Focus Programme – Table 7.
2. Stakeholder perception and conceptual understanding of the Family in Focus Programme – Table 8.
3. Stakeholder perception of the Family in Focus Programme in terms of strengths, weaknesses and challenges – Table 9.
4. Governance and organisational control systems – Table 10
5. Considering future options – Table 11. Focus Groups process, contextualisation and stakeholders' response (in italics).
6. Women Speak Up – Table 12.

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Firstly, I present to you the Focus Groups and questionnaire findings of the situational analysis with reference to the children in the Family in Focus Programme – Table 7

A record number (1729) of children have access to the Family in Focus Programme. (The community ECD centres (Table 2) have less than 1000 children enrolled).

The lack of identity documents was a feature and raised concerns. Identity documents are important life documents and are needed to access the child support grant.

Community coordinators expressed the need to offer at least a nutritious snack to their respective groups.

Table: 7 Situational analysis with reference to the children in the FIF Programme

FIF Project	# Children (All live within walking distance from FIF Project).	Birth certificate	Provision of meals
Atlantis	167	* Not all children	No meals
Bokmakierie	118	√	Feeding scheme by Faith based institutions
Franschoek	121	√	No meals
Freedom Park	127	√	Breakfast meal donated
Green Point	596	√	No meals
Kleinvlei	130	√	No meals
Masincedane	30	√	Full meals
Rocklands	90	* Not all children	No meals
Witsands	280	√	No meals
Woodlands	70	* Not all children	No meals

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Secondly, I present to you the Focus Groups and questionnaire findings of the situational analysis with reference stakeholder perception and conceptual understanding of the Family in Focus Programme –Table 8

The Family in Focus stakeholders were divided in four Focus Groups of (i) Coordinators, (ii) Homevisitors, (iii) Committee members and (iv) Parents. The four Focus Groups were then asked to discuss their understanding of the Family in Focus Programme in relation to the FCW. Their respective views are listed in Table 8.

Main concern listed as a challenge to the long-term sustainability of the Family in Focus Programme (Tables 8) dealt with the relationship between FCW and the Family in Focus projects.

The Family in Focus / Foundation for Community work relationship was referred to as the Mother /child relationship – a concern that demands urgent attention as such a dependent relationship will slow down the process towards independence, threatening the sustainability and future of the Family in Focus Programme.

The four Focus Groups unequivocally viewed the Family in Focus Programme as community-development and community-driven projects that emphasise Community's upliftment, empowering of families and the enrichment of family life. In Table 12 the women and mothers of the project echoed their support for this family enrichment project.

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Table: 8 Stakeholder perception and conceptual understanding of the Family in Focus Programme

Stakeholders	Family in Focus	Foundation for Community Work
Coordinators	FIF is to educate and stimulate children within their home environment. Community development and driven projects: Uplift communities Empower families Enrich family life.	FCW is the umbrella body (mother). Founder of the FIF projects. Monitoring and support system Handling of funds. Responsible for capacity building, training and employment.
Home visitors	FIF is linked to FCW Home visitors are the ground workers. Enrich families and render a free service to the community and under-privileged children.	FCW is the umbrella body. They coordinate the whole programme and manage the finances. They write proposals and organize workshops and training.
Committee	A community based organization/ non-profit organization and NPO organization. Also has a structure in place e.g. Staff, committee, parents, children and community people. Working with young children from birth to six years and their parents.	FCW is the founder of all projects and management of all projects. They are also the mother body of projects. The FCW board is made up of members of different organizations. A support organization for projects.
Parents	FIF is in a mother / child relationship with FCW. Family organization for community Children, parents, coordinators home visitors and committee.	FCW is the mother body FCW is also the support system.

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Thirdly, I present to you the Focus Groups and questionnaire findings of the stakeholder perception of the Family in Focus Programme in terms of strengths, weaknesses and challenges –Table 9

The four Focus Groups of Coordinators, Homevisitors, and Committees and Parents combined were asked to assess the Family in Focus Programme in terms of their understanding of its strengths, weaknesses and challenges.

Governance, sustainability and empowerment topped the priority list. Poor functional committees and the inability of committee members to complete term of office featured at Think-Tank and Focus Group level. The lack of incentives as an encouragement to members to stay longer in projects was mentioned as one possible reason for low interest level.

Lack of funding resources and the issue of long-term sustainability are linked to the dependent relationship issue and the stakeholders have a vision of being independent and sustainable.

The coordinators made the call for capacity building and skills training in finance, communication and fundraising.

The following were listed as significant challenges:
Taking the programme to scale; extensive media, marketing and coverage; capacity building and empowering parents; and youth involvement on board level.

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Table: 9 Stakeholder perception of the Family in Focus programme (strengths, weaknesses and challenges)

Stakeholders	Strengths	Weaknesses	Challenges
Coordinators	Manages project on a day-to-day basis. Strong leadership. Able to lead our people to better and brighter future. Helps and empowers others e.g. committee and staff. Able to understand and emphasize. Respects diversities in community. Seen as role models, not only the community, but other projects as well. Has the capacity to network with other organizations. Way of linking community with other resources.	In flux of Staff and committees - poor continuation. Poor funding / proposal writing skills. Lack of communication between Project coordinator (PC) and home visitor (H/V). Struggle to facilitate processes and understanding of development. (All are not on the same level). Committee does not understand their role; make the work of P/C and H/V difficult. Always want to jump in and save the day. Do not understand role as P/C clearly. Power struggle/undermining. Struggle to get things done. Poor administration skills. Language barrier. Lack of communication between P/C, committee and community developer Poor dissemination and sharing of information.	To raise enough funds, for the future, as funders giving less and less. Also to work with own funding. Funders will see project growth and invest in projects. To be more visible in own communities. Proposal writing skills. Capacity building and empower parents Learn to interface and negotiate with funders.
Home visitors	Link between children and parents. Helps to lay the foundation years. Plays role of mother and parent. Being facilitator; councillor, social worker, etc.	Poor Committee functioning. Little recognition for ground workers. Limited opportunities of growth. Poor salaries. No stationery and equipment.	We see a better life – growth and development. To link up with different organizations. To facilitate and do workshops.

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Home visitors (Continuation)	Network with other organizations. Recruitment calls for courage and flexibility. Reliable and responsible (ground workers). Training and workshop exposure. Leaders and role models. Family support.	Working conditions - weather, space and attitude of parents and broader community. Fathers not involved in programme.	To move into other areas – reach out. To promote the programme through media, E.TV, M-NET, SABC, (TAKALANI) education TV. To keep committee members on board for a longer period.
Committee and Parents combined		Lack of resources. Staff members leaving, children need to adapt to new home visitors. Instability of committee members - absence of incentives to encourage members to stay longer in projects. Lack of dedication and commitment. Lack of time management and punctuality. Gender stereotypes. Lack of clear communication between staff and committee. Fundraising skills – problem – lack of commitment to fundraise. Parents' lack of support when home visiting, fundraising and parent meetings take place. FIF seldom come together.	Job creation Participation of parents in project affairs Get youth on board Make political leaders aware of our work in communities

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Fourthly, I present to you the Focus Groups and questionnaire findings of the stakeholder perception of the Family in Focus Programme **in terms of Governance and organisational control systems –Table 10**

Table 10 addresses the issue of Governance and Organisational control and is sub-divided into four categories; i.e. (i) the role and function of the management committees and an assessment of their strengths, weaknesses and challenges; (ii) level of participation, responsibility and accountability of parent involvement; (iii) views on sustainable development and possible sustainable strategies and (iv) the future role of the family in Focus Programme.
The four stakeholder Focus Groups responded in detail as presented in Table10.

I will now interpret and summarise the main findings.
The stakeholders have a clear understanding of the role and function of the managing committees.
Institutional building, however, calls for training and capacity building. This is on-going process work that demands implementation, monitoring and support.

The Family in Focus committees are committed and dedicated community mobilisers and carers; however, the need for support and skills-training featured strongly during discussions.

Poverty alleviation projects were listed as provision of subsistence and were listed by all the Focus Groups. The Family in Focus Programme operates in townships and informal settlements and reaches the poorest of the poor and marginalised communities. Skills training and job creation go beyond 'development as food on the table' and in essence the call is to "create a world where everyone has the opportunity to earn a decent living and the means to bring up healthy and educated children" (Wroe and Doney, 2005: 13).

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Parent involvement is the strongest feature of the Family in Focus Programme. However, parents should include fathers. It remains a challenge, therefore, to bring fathers into the fold of the programme.

They have their eyes on the future. Stakeholders expressed the desire to target youth and involve young parents in the Family in Focus Programme.

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Table: 10 Governance and organisational control systems

Governance : Role & Function		
Overall management of the FIF Project. Manage regular committee meetings and follow-ups. Monitor and support staff; invest in human resource and skills training. Support coordinator and home visitors. Financial Management and control of finances. Fundraising, PRO & Marketing of the project. Address project sustainability. Implementation of a good educational program for young children and parents. Networking and building of linkages with other institutions and stakeholders. Attend meetings		
Strengths	**Weaknesses**	**Challenges**
Committed and dedicated committee members. Eager to help in fundraising – give their time. Gender diversity. Teamship and team spirit Good minute writing skills; market the project well and organize fundraising ventures regularly.	Poor operational functioning; poor execution of duties; lack of skills and understanding of governance. Lack of knowledge and understanding of community work and issues. Poor team work; all not on the same level; capacity building and training limitation. Lack of or poor communication skills. Poor administration and management skills.	To target youth in the community and to Involve more young parents in the FIF Program. To find innovative ways to keep the project sustainable: To train youth on HIV/AIDS; to start a soup kitchen; a beads project; a sewing group. To become sustainable and work towards autonomy. To work with own finances, proposal writing to donors, etc. Improve on fundraising; implement planning and ideas; all kinds of skills-based workshops required.

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Parent involvement; recruiting in new areas; recruiting new parents and families; involving people from the structures in the community. Good planning skills; Share responsibilities.	Poor fundraising and lack of innovative ideas. Funding is bleak; committee needs to scale up fundraising. Proposal writing is poor - need training and professional input. Poor punctuality. Meeting attendance slack during winter months Poverty, unemployment and violence de-motivate parents and committee members. Poor networking. Need to build and maintain linkages.	More aggressive fundraising and to improve marketing skills. Branding- design letterheads and website. Lack of employment creates problems – need to find job creation projects. To empower new committee members. - understand role divisions and to work on the development of projects own constitution. To find incentives for committee members and to encourage volunteerism. To build stronger networking and alliance partners. To extend project at staff level.
Participation, responsibility and accountability **Parent involvement**		
Many parents are involved in the FIF Programme – 60% plus success rate. Help with weekly planning schedules; support fundraising events; accompany children on educational visits; help in the upgrading of the area. Collect scrap for educational toy making. Community coordinators regard parent involvement as strength and continuously encourage parents' active involvement. Fathers are still acutely absent.		

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Towards sustainable development **Sustainability strategies**
Strong governance structure. Focus on incentive for committee members. Bring youth on board in governance. Strong Parent Programme FRIS initiative and fundraising; improve PRO and Marketing; focus on media and TV coverage. Catering service to create employment and to raise funds for the FIF Programme. Soup kitchens will introduce job creation and a source of subsistence provision. Sewing project- buy sewing machines. Other crafts bead work, pottery.
Beyond FIF Project – the broader community
Need to interact with the youth, the aged and the physically challenged. Link with family reproduction organizations. Address poverty by introducing job creation projects. Improve Parent Training and Empowerment skills. Fundraising and Marketing training. Proposal writing skills high on needs list. Need to expand the FIF Progamme - work closer with other organizations to replicate model where applicable. Offer FIF beyond the normal working hours - weekends and over holidays - offer baby-sitting facility.

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Fifthly, I present to you the Focus Groups and questionnaire findings of the stakeholder perception of the Family in Focus Programme in terms of considering future options – Table 11

Stakeholders did not consider the option of closure across the board. Despite hardship and constraints, the need for the Family in Focus Programme and the impact of the programme on family and community life were noted as overriding factors for continuation.

The three communities that requested more time and opted for maintaining of the status quo raised the valid point of different levels of intervention. They contradicted their option when they extended their development work beyond the ECD-speak activities to include a range of community activities such as youth development, HIV/AIDS prevention programmes and environment concerns etc.

The focus was on project independence and a dream to work towards. They requested guidelines for action plans with clear guidelines.

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Table: 11 (i) Maintain Status quo for FIF and FCW (ii) Closure (iii) Community Development Foundation (iv) FIF Independence

FIF Project	**Freedom Park, Kleinvlei, Atlantis**		
Maintain Status quo	Since all groups are not on the same level the FIF projects as listed above express concerns relating to ability and readiness to embrace and cope with independence: *'We are not ready to be on our own. No, it is time for expanding and implementation and not to establish a new organization".* There should be a change within ECD as main focus – to include youth development. HIV/AIDS, the aged. Disabilities, capacity building, housing, abuse of children; domestic violence; learnerships, adult classes; environmental concerns, family planning and reproductive programmes.		
Closure	The option of closure was not considered at all – no reference of termination, despite hardship and constraints. Need for FIF and the impact on of the programme on community life were noted as overriding factors for continuation.		
FIF Project	**Witsands and Masincedane**	**Woodlands, Bokmakiere, Rocklands and Franschoek**	**Green Point**
Community Development Foundation (CDF)	Will allow more and diverse programmes: E.g. Women's programme, youth, disabled, HIV, sewing, crime, carpentry, art. CDF a vehicle to possibly combat unemployment for the FIF programmes.	Broader – not just ECD – major unmet needs within communities; i.e. young people are lost to gangs. Working with HIV/AIDS; domestic violence. Look at more employment within our projects e.g. committee members. Yes, to become independent and stronger project is the ultimate for FIF. Slow growth within FIF projects– weakness Concern of management committee coming and going – weakness (look at incentive). Get more youth involved in our projects and committees.	Must continue and expand / extension of new things that will be helpful to the community. Train youth on HIV – also as HIV counsellors. Garden project; sewing project; bead project; soup kitchen to fight poverty. To be able to control our funds for sustainability. To train project coordinators or facilitators so that they facilitate parenting programmes themselves. To involve all the parents in our programmes; even the working parents to be involved when they've got time that we succeed even to conduct coffee mornings. Without parents involvement FIF project is dead. Training on child abuse.
Independence	FIF Projects should become independent- dream to work towards; but programmes aligned to governance, sustainability and empowerment should top priority list. Clear time frames need to be set.		

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Lastly, I present to you the Focus Groups and questionnaire findings of the stakeholder perception of the Family in Focus Programme in terms of Women speaking up for their work – Table 12

The women in the Family in Focus programme are proud of their involvement In the project; whether as committee member, coordinator, homevisitor, parent or concerned community member.

The voices of the mothers in the project (Table 12) resonated well with the thinking of the Bernard Van Leer Foundation when they stated:
"Today the small home-based initiative has been transformed into a "Family in Focus programme and we are convinced that the Family in Focus Programme is one of the best approaches and examples of a parent support programme able to reach our children and parents in diverse environments"
(RSA -2001-022 unpublished).

It came, then, as no surprise when Gertrude Fester, member of the Gender Commission, in her keynote address at the Annual General Meeting of the Foundation for Community Work, told the audience that in her preparation for this event, whilst perusing the documents that reflect the work of the organisation, she was so moved by the spirit and resilience of the people of the Foundation for Community Work, that she had had to pen her thoughts, hence her ODE TO FCW at the beginning of the study.

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Table: 12 **Women speak up**

During the Think-Tank session (October 2004) the women in the FIF programme reflected on how they themselves had grown through their involvement in the programme. These voices (28 to 38) add significant value to the different meanings of development. According to Hilhorst (2003) at least three meanings of development can be defined in accordance with "progress, projects and community organisations" (Hilhorst, 2003: 88). This was what they had to say about helping others, improving the community and personal growth and development. These voices of the women in the Family in Focus Programme resonate with Hilhorst's (2003) three strands of meanings of development. She noted "development as *modernizing and improving the community*, development as *helping those in need* and development as *getting personal benefits*" .

Table 12 below captures the three meanings of development and I concur with Hilhorst (2003) that these voices give much more meaning to the development discourse than the ordinary dictionary.

28. "My greatest challenge was to go out, meet people and relate to people after I stayed at home all these years - the worst was that we had to knock on doors and try to sell homevisiting ... Meeting all the different people every week has made me a richer person. The parents look forward to my visits, and everybody has something to say, something to offer and to tell. You learn from them and they learn from you and in the long run you gain new friends through your work". Marianne Leetjer, Rocklands in Mitchell's Plain.

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29. *"As a trained preschool teacher I could see that FIF was offering opportunities to the community. One of the women I introduced to the programme, a single parent with a low standard out of school, took every opportunity to learn and was very happy to become a homevisitor - it was wonderful to see how she changed her life".*
Susan Adonis, FIF coordinator, Mitchell's Plain.

30. *"Ek het met die Sondagskool kinders begin werk want daar was 'n leemte in my hart. Dit het my laat groei om met die kinders te werk, met die community te werk en daai leemte, daai gap in my lewe te vul en ek kon vergeet wat met my gebeur het en ek het meer en meer die werk geniet ... Ek het van my eie kinders begin leer, van my familie, en ek het geleer van die community, en van myself: ek kon stilgestaan het en in my lewe gekyk het en gesien waar ek my lewe kon verbeter".*
Sylvia Ritzenberg, FIF co-coordinator, Freedom Park.

31, *"I like this programme because I have learnt a new life. I was afraid of many people, afraid to speak to them. Now I am not afraid to talk with people and I am not that shy any more. In training I am even learning how to understand Afrikaans, which I did not like before. Now I just listen carefully to what my colleagues say and then I know what they mean. I love my programme".*
Phiweka Mili, FIF homevisitor, Green Point.

32. *"I had a love of children, I had visions of things I couldn't do on my own, FIF is a good open minder. FCW let me mix with people to open my mind – it is like Adult Basic Education and Training to us - ABET. Now I know how to talk to a street kid, to people who are depressed, people with HIV, I am a community worker and not scared in myself".*
Thelma Kha'alima Mbhoyiya, Green Point Board member.

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33. *"Siyahlupheka asinalwazi asinamali kodwa siyathanda ukuba abantwana bethu bafunde ukwazana ukuhloniphana nokwabelana. Nangona sihlupheka kodwa uthando lwethu lelokuba siyomelela ekufundiseni abantwana bethu siyaxhasana ngomandla nangengqondo nabo abantwana bayomelela".*
Mama Eugenia Guma, co-coordinator, Masincedane Project, Khayelitsha.

34. *"Let me tell you I wanted to be out there working with the children, but I was also scared - could I do the job properly? Going on my first visit – I got there and then I turned back, I could not work in other people's homes … spent four days in the office saying this is not for me. Then one day the community worker came along to give me support, she was there with me sitting on the floor and I started off with the children, working with them en latere van tyd toe vra ek nou: "Waar is die vrou wat saam met my gekom het?", toe se hulle, "die vrou is al lankal weg". As I went out day after day I became a stronger person, through the experiences by the different homes".*
Fhirghana Marlie, FIF coordinator, Bokmakierie.

35. *"Ten years ago I was a factory worker. At that time I didn't have a vision at all of what I wanted to do with my life. I didn't visualize myself becoming a community person. In 1998 I started working as a homevisitor and now I am project co-coordinator in Atlantis. FIF was like "I have to spread my wings. I have to open up. I have to change." Nobody else can come and make me change. It was very hard for me. The training on self-esteem told us it's OK to give yourself a pat on the shoulder but that for me was bragging. I said to myself: "Jy is mos hierdie muis van 'n vrou maar jy kan 'n leeu word as jy wil." FIF het my geleer om met mense te gesels, met kinders to gesels, vol selfvertroue voor mense te kan staan en myself te kan uitleef of uitdra – en kan sê wat dit is wat ek as vrou voel. I grow - and there's still room for a lot of growth and change".*
Magrieta Lesch, FIF co-coordinator, Atlantis

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36. "I was on my nerves thinking, no I'm not going to talk, but Monday morning I told myself: "no, get up and go, maybe it will help me because I never talk to people about myself, I just kept my feelings inside, maybe it will help just to open up." And Monday morning I went to talk, and I was just fine. I wasn't on my nerves. I'm living here in Atlantis now almost two months, but now it feels I belong somewhere. Someone is interested in me".
A mother interviewed on Radio Atlantis FIF programme.

37. "I was very shy and I have been empowered here in the group … I can easily stand up in front of people and talk to big crowds. I am very grateful for that."
Thandeka Dyantyi, childminder, Khayelitsha.

38. "Ngumsebenzi onzima wona kodwa ndifumana amandla ndiyomelela kwaye ndiyathanda ukusebenzela umphakathi wesizwe sethu".
Patricia Mtamzeli, FIF co-ordinator, Green Point.

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Summary of main findings forthcoming from Tables 7 to 12

Closure was not considered an option by stakeholders across the board. Despite hardship and constraints, the need for the Family in Focus Programme and the impact of the programme on family and community life were noted as overriding factors for continuation.
As reflected in Table 7, a record number (1729) of young children outside the conventional pre-school provision have been reached.

Main concerns listed as threats and challenges to the long-term sustainability of the Family in Focus Programme (Tables 7, 8 and 9) dealt with the following aspects in relation to project, family and community:

1. Safety and security issues; working conditions, especially the weather during winter months; space and attitude of parents and broader community; were some of the burning issues listed.

2. Children related concerns were: Children were roamping the streets unsupervised and were easy targets for abuse. The children living on farms were left unsupervised while parents were out working. Domestic violence, drug abuse, TIK (crystal methamphetamine) and gangsterism prevalent among the older siblings concern parents. The lack of identity documents closes access to child support grants.

3.. Malnutrition and poor nutrition because of high unemployment among Family in Focus families. Community coordinators expressed the need to offer at least a nutritious snack to their respective groups.

4. The stakeholder unit project coordinators listed language as a barrier. Not all are affluent in English and experience a sense of isolation. Lack of communication between Project Coordinator, committee and community developer as well as poor dissemination and sharing of information hamper growth and development.

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5. The FIF Projects should become independent and programmes should be aligned to Parent involvement; recruiting in new areas; recruiting new parents and families; and involving people from the community structures; youth development and HIV/AIDS related programmes. Fathers were not involved in programme.

6. Parent involvement is a valuable social asset and the FIF Programme has the capacity to mobilise and activate parents. Table 10 reflected a 60% success rate.

7. Development has more than one meaning. The voices of the women of the Family in Focus Programme (Table12) are the articulation of multiple meanings of development in community. According to Hilhorst (2003) "these are not imposed by outsiders like (the Foundation for Community Work or the Family in Focus team), but draw on fragments both of modernity and tradition. The everyday allocation and use of these (development discourses) is one of the constituent elements of social change in the (community)" (Hilhorst, 2003: 100).

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CHAPTER SEVEN
WHERE TO FROM HERE? POSSIBLE FUTURE SCENARIOS FOR THE FOUNDATION FOR COMMUNITY WORK

In chapter one I briefly introduced the integrative IO theoretical framework, followed by an elaborated discussion in chapter two. These two chapters laid the foundation for chapter seven, which is the application of the proposed theoretical framework, based on the work of Markus Schwaninger, capturing the analysis. In the first section of this chapter I give an overview of deliberations by the board of the Foundation of Community work and the staff in a concerted effort to localize the meaning of change and discourses in development (Hilhorst, 2003). The second component explores possible future scenarios for the FCW and its two core units (the nine community ECD centres and the Family in Focus Programme) with reference to the integrative IO theoretical framework. The third section of this chapter addresses a possible structural framework for the YouthBank concept as a strategy operative within the realm of the regenerated organisation.

Overview of deliberations

In one of the very first briefing meetings (September 2002) I had with the FCW chairperson and the Board, a great deal of scepticism filtered through as to the reasons why the Foundation for Community Work should embark on or even consider such 'a new venture' like the formation of a Community Development Foundation (CDF). The most critical question raised made reference to the rationale for changing a reputable NGO into a regenerated institution along the lines of a CDF model.

'Why should the Foundation for Community Work become a Community Development Foundation?'

Funders and grant-makers have showered the FCW with many praises for its valuable work and service delivery programmes on grassroots level, but the funding support has remained limited and has kept the organisation at the edge and in the mode of mere survival. *"Why should FCW change now and*

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to whose benefit" was the critical question that confronted the FCW Board when the chairperson raised his concern. The asking of the fundamental 'why' question is critical in that it opens up a wide spectrum of potentialities and changes them into actualities..."it actually creates reality" (Zohar et al., 2003: 98).

The authors of the book on Spiritual Capital (Zohar, 2003) aptly explain that "asking Why? also takes us beyond the given, the present situation, and encourages us to explore the future" (Zohar et al., 2003: 98). The asking of the fundamental why question is located in Beer's topology of the Viable Systems Model (as cited in Schwaninger, 2001) where a set of interrelated management functions is outlined as a prerequisite for the viability and development of an organisation. Function 4 is " about dealing with the future, especially the long term and with the overall outside environment ..." (Schwaninger, 2001: 146). The FCW board, by asking the Why question, was in fact grappling with future prospects of the organisation.

Many questions were raised, with no easy answers. In a humble attempt to bring some light to the question as to why the FCW should explore the route of reinventing itself by becoming a CDF, one that is in way uncharted waters, the FCW board members flagged the following concerns.

1. Whether the timing was in sync with reality and the latest developments in the country and abroad, which Schwaninger noted as "the overall outside environment" (Schwaninger, 2001: 146).

2. Whether transfiguring into a CDF is a viable route for FCW's mission toward sustainable development, given the high measure of risk taking – the process of experimenting and exploring the options and viability; pitfalls, risks, challenges, experiences of other partners in the frontline and case study exploration.

3. The strategic position of the FCW, its value system, culture and ethos of the organisation, commitment and integrity of stakeholders.

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4. The FIF Community Partners and the community ECD centre stakeholders' views, expectations and concerns.

The Foundation for Community Work's Strategic position

Consultations with the FCW board and staff and its strategic partners who participated in the Think-Tank (December 2004) led to further discussion of the Why question and brought key characteristics of the FCW as a learning organisation to the surface. With reference to Fowler's (2000) spiral process of action, reflection, learning and new action, the need to translate the organisation's learnings to date into greater capacity for greater 'Insightful Agility' localized the meaning of the development discourse. These key characteristics were noted:

- Strong and committed Board and governance structure.
- Commitment, integrity and passion of staff and community partners
- Regulatory framework development and implementation. (MSC -activities and control as key function).
- Infra-structure, support networks and community linkages, built over many years were valuable social capital.
  Experienced in building partnerships/ consortia with other relevant stakeholders; inter-sectoral collaboration with relevant government departments;
- FIF Community Partnership (network of ten projects);
  The spirit of Ubuntu, prevalent amongst the FIF Partners. The spirit of giving in time, energy, labour, care and love for others is priceless;
  Bartering or payment in kind is a valuable asset of community giving.
- The FCW Endowment is a significant building block towards sustainable development.
- Experience in small grant allocations, monitoring and support;
- FRIS – fundraising incentive matching grants for community initiatives.
- Community ECD centres should have an asset turnover function.
- Experience and expertise in community development, training and capacity building and resource development;

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- The organisation has records of feasibility studies and external evaluations done in its on-going quest for relevancy.
- Assessment of strategic readiness Thaw (1999) on page 10 of this study, is traced back as early as 1978 (Appendix A) and became the embodiment of FCW's ethos, identity and vision.
- Research as intervention strategies (Appendix A, 2001) propelled the FIF Programme onto new heights and enhanced independence of community projects.

Consultation with the FCW staff with regard to the regeneration of FCW along four strategic future options

The localizing of meaning Hilhorst (2003) is, however, a fundamental process that should not be ignored or taken for granted. Hilhorst (2003) has illustrated that we cannot assume that when a certain vocabulary or dominant discourse has been adopted, it would be generally accepted. The FCW's experience is a significant case in point. The FCW leadership and some of the stakeholders and strategic partners saw the position of strategic readiness as illustrated on the previous two pages as agility, taking the organisation onto new heights or " ...to break new paths...and actively bring about change out there" (Thaw,1999: 10). The FCW staff and the stakeholders of the community ECD centres read an entirely different meaning in the 'apparently good' strategic position of the FCW. They made the assumption that the 'apparent good' strategic position of the FCW is a call " ...to find a new path ...and thus bring change within itself" (Thaw,1999: 10).

In order to break the impasse, four strategic options were designed by the FCW leadership, bringing into play the concerns of all relevant stakeholders. The feasibility of the four strategic options identified; i.e (i) Maintaining of status quo (ii) Closure; (iii) Re-focus within and (iv) Transformation – new identity of the organisation and the independence of the Family in Focus Programmes were then assessed against the criterion of 'Insightful Agility' –

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meaning how best would FCW change or adapt itself to remain relevant and viable in the social development arena.

The four strategic options were deliberated by staff in three workshops and assessed according to Fowler's (2000) criteria of performance, recognition, learning and adaptation. The regular processes of reviewing, reflecting, planning, new action and learning (Fowler, 2000) of the identity of the FCW and its normative implications were noted for relevancy and to inform the deliberations. The four criteria mentioned resonated well with the stakeholders, but generated the same response in locating meaning as was the case when the strategic position of FCW was discussed.
The concept of 'room for manoeuvre' meant that we needed to construct the "social space ...to enable (our) ideas (and aspirations)..." (Hilhorst, 2003: 106).

In Table 13, I present the findings of the consultative conversions with thestaff and listed their voices in italics .

Findings of the consultative dialogues with reference to the four strategic future options, giving consideration for personal, group and expert views on a scale of low to high rating, 0 to 10

Table: 13

Options	***Voices of staff***
Maintaining of status quo This option was by far the safest option amongst the staff. High personal and group rating of 7. Expert view not considered. Verbatim expressions by staff in quotes 28 and 29 refer.	*39. Allow us to continue what we do best – training the FIF Programme etc.* *40. Why should FCW change – let us rather improve and do better.*

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Closure To close the organisation down was not considered a feasible option, given dire unmet needs, scale of poverty and the HIV/AIDS pandemic. Personal and group consideration on 8 with expert view on 0. Verbatim expressions by staff in quotes 30 and 31	*41. Closing the FCW? Not really, unless we have big problems.* *42. The FCW cannot and should not close its doors. We have so much work still out in the communities.*
Re-focus Re-focusing from within was considered as a process of maintaining the status quo – stepping up the service delivery programme, but remaining narrowly defined within the parameters of ECD and the FIF Programme. However, the problem with this tunnel-vision approach is the proneness to stunted growth rather than "to making a substantial contribution to the larger whole of which it is part" (Schwaninger, 2001: 155). High personal and group consideration of 8 with expert view on 2. In one of the consultation sessions, some staff members addressed 're-focusing from within' from a personal perspective and expressed the need for more consultation over a longer time. Verbatim expressions by staff in quotes 32 and 33 refer.	*43. Where do I see myself?* *What does this mean for me? Who am I?* *Where do I want my road / journey to go?* *44.* ***Frustrated*** *I am excited about FIF being on its own but I want to be part of the process, which should be longer so I can come back, and help out.* *45.* ***Excited*** *I can see FIF standing alone and being successful – there is potential in FIF. Has FCW been pulling FIF back? I could be wrong.*

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Transformation

Change is not easy and hence transforming the FCW into a community Development Foundation evoked in-depth discussions and input from staff. The possibility of a FCW / FIF split was initially met with trepidation. Staff voiced their anger and despair, but after a series of discussions and months of support, especially by the FCW Board, the idea of the FIF independence has become less of a threat and more of a challenging disposition.

Verbatim expressions by staff in quotes 34 to 36 refer.

Positive Feelings

Staff, however, needed time to digest the idea of a possible split between the FCW and the FIF Programme in FCW's new identity search. The consultation sessions held six months later revealed a positive shift and staff expressed the following feelings.

- It is a challenge and a great opportunity for FIF to expand.
- Maybe the process will be something to look forward too.
- Enthusiastic and innovative.
- Optimistic.
- Happy for the challenge.

46. ***Scared*** *The transformation period is scary – who will lead, guide and share the new vision with new staff and help us work through it?.*

47. ***Confused*** *What does "split" really mean!*

48. ***Worried*** *If only new staff will run FIF as a new org. I think FIF projects will be very negatively affected; Board does not see full value in FIF – feels like FIF is being kicked out. But I believe in FIF.*

49. ***Concerns***

- *Do we have enough money to take support staff on board with FIF?*
- *Where do we go from here?*
- *H/O staff is confused – they don't know where they fit in. Do they belong at FCW or FIF?*
- *Does the board really care?*
- *If we spoke about the split/move earlier, it could have been part of this year's plans/work. We could have been ready sooner.*
- *Why did we not talk about this earlier?*

I experienced a sense of strong denial by the FCW staff for the rationale for the research and the activities linked to the research process. Opinions were clearly voiced and attitudinal statements of 'we don't know' were strong

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features of the consultation process. Deficiency needs on the scale of motivations as presented by Maslow (as cited in Zohar, et al; 2004), were not measured, but the conversations emphasised security (fear) and belonging (anger and self-assertion). The issue of the endowment which generates income for the Family in Focus operations (seen as the main source of security) became the issue of contention (Zohar, et al; 2004: 39).

In my presentations and discussions with staff, I was encouraged by the work of Zohar & Marshall (2004) and used their guide in raising the present-day negative motivations of the staff to more positive and inspired ones.

Time is a healer and more than a year later (2005), and although not fully contextualised, the FCW staff has a better understanding of the transformation process and that development is dependent on instability, which according to Schwaninger (2001) is a precondition for development. There is awareness that "the coming turbulent decades will increasingly demand for control by development, control by learning or control by transformation" (Schwaninger, 2001: 144).

After a series of [44]follow-up consultations in 2003/4, personal and group views changed from 3 to 7, complemented with the expert view of 8.
The FCW staff subsequently submitted a plan of action in December 2003 (Appendix E) that would fast track the Family in Focus independence process.

APPLICATION OF IO FRAMEWORK AS POSSIBLE FUTURE PATHWAY FOR REGENERATION OF THE FOUNDATION FOR COMMUNITY WORK

The three theoretical models (the Model of Systemic Control (MSC); the Viable Systems Model (VSM); and the Team Syntegrity Model(TSM) integrated into a framework for a virtuous design referred to as IO is

[44] Consultations and reporting to the FCW Board throughout the year were complemented by Think-Tank in December 2004.

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recommended as the preferred pathway for the framework for a Community Development Foundation for the existing FCW based on the following:

The three models share two common features is that they are (i)"based on insights about invariant features of organisations, which generate patterns of behaviour" and (ii) they are inherently linked (logical relationship) towards an excelling organisation (Schwaninger, 2001: 139).
As discussed in chapter two, the IO draw on three theories from cybernetics, (MSC; VSM and TSM) as an integrated theoretical framework with the aim of assisting organisations identified as 'learning organisations' such as the Foundation for Community Work to achieve higher intelligence, higher cohesion, self control and self reference with the primary goal of robust viability and development (Schwaninger, 2001).
The IO represents a level of maturity with the emphasis on knowledge creation and reciprocity and surpasses the learning organisation paradigm because of the following strong characteristics:

- adapts to change as a function of the external stimuli.
- influences and shape the environment.
- finds a new milieu, or reconfigures itself, and
  makes a positive net contribution to the viability and development of the larger whole of which it forms part.

Reflecting on the work of the Foundation for Community Work and how the organisation has evolved over time, I recognised characteristics of the MSC as the first building blocks on the pathway of the organisation's journey to the 'not-yet born' (Zohar, et al., 2004). The visionary act of one man during the height of Apartheid South Africa presented us with the 'not-yet- born', when he made a substantial donation available to uplift the living conditions of poor and marginalised Black families living on the Cape Flats. I explained the evolution of the FCW in terms of its activities and how on the operative logical management level the organisation strove to create value to its stakeholders. (Refer to beginning of this study, pages 3 to 5).

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Appendix A is included in this study to provide a bird's eye view of FCW's lifecycle and highlights the shifts made on all three logical management levels of the MSC theoretical framework.

The values generated in the operative level created the value potential on the strategic level. Donor funding, resource development, institutional development, networks and outreach were generated as value potential on the value chain. FCW at the crossroads (page 6) amplifies the struggles between the levels; more significantly between the strategic and normative level. Reframing became necessary and the management of new value potentials included the historical decision taken by the FCW Board in 1980 to invest in people rather than in mortar and bricks. The exploration of new innovations (the Family in Focus Programme and the community radio initiative) were direct outcomes of that historical decision.

The viability, cohesion and self-organisation of an organisation depends largely on the recursive nature of the functions; where "a recursive structure comprises autonomous wholes within autonomous units...viable organisations made up of autonomous wholes..." (Schwaninger 2001: 147).
The historical analysis of the Foundation for Community Work is a landscape of continual adaptation to the external environment and its strategic work is captured along the lines of Thaw's thinking as explained on page 10.

In the 1997/8 FCW Annual report (cited in Fredericks, 2003), the chairperson, Lionel Louw reminded stakeholders that " the environment in which FCW operates today is very different from the past. The economic constraints are severe, yet the needs have escalated... Networking is intense (VSM- systems 1 to 4) while each agency is restructuring to ensure viability and sustainability of its contributions to nation-building (find a new milieu, or reconfiguring itself, to make a positive net contribution to the viability and development of the larger whole of which it forms part). ..It is a local environment created by the transition from Apartheid but also a global environment of competition, uncertainty and increased poverty" (Fredericks, 2003: 29).

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Appendix A is a reflection of in-depth and interactive processes of the five system approach explained above. The regulatory capacity of the FCW (1975-and revisited from time to time – see 1986); its capacity to amplify and self -regulate featured as early as 1978 (radio and video production and the coordination of core activities and shedding or downscaling of non core activities and re-structuring as noted in 1979,1983,1988); noteworthy are the shifts made on the development discourse and how the processes were enveloping as stated on page 5 of this study; and system 4 of the VSM interrelated function (as explained on pages 57 and 58) where networking and forming linkages, especially with the Institute of Social Development (1978) set the culture of on-going learning in place. As chairperson from 1981 to 1993, Franklin Sonn recalled how structural changes happened as organic processes within the life cycle of the FCW and that changes were not window dressing exercises (Fredericks, 2003).

System 5 is the thread throughout and in 1979 two key community leaders in the persons of Lionel Louw and Edna Van Harte were commissioned by the FCW leadership to facilitate a process whereby the vision, mission and direction of the FCW would lend itself to a fitter and relevant organisation. Setting of fundamental values, embracing holism and focusing on development and community participation are striking examples of how FCW's ethos, identity and vision evolved over time. The messages from Edna van Harte (page 70) and Rita Edwards (page 111) are striking examples of visionary thinking of board and staff. It is a testimony of an organisation, early in its existence, in search of viability and development; influencing and shaping the environment; aspiring to make a positive net contribution to the viability and development of the larger whole of which it forms part.
In Fredericks (2003) Van Harte recalls her memorable time as a FCW board member, referring to the FCW as "an organisation before its time, a progressive organisation that played a crucial role in taking responsibility for preschool education at a time when government failed to do so...we were actively involved on the ground, understood community issues and concerns, engaged with stakeholders and other organisations...and transferred our skills..." (Fredericks, 2003: 28).

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The community Early Childhood Development (ECD) centres

In the study (chapter five) sketched the development discourse as it relates to the community ECD centres affiliated to the Foundation for Community Work. Under the banner 'Assets vs. Liabilities', the future of the FCW affiliated community ECD centres was considered. The Focus Group technique was used with the hope of reducing the complex and sensitive nature of the relationship between the FCW and the community ECD centres.

The FGs provided the social space where stakeholders, in small groups, by way of conversational interviews and a series of answerable questions, unpacked their concerns about the future of the community ECD centres. This socially constructed space helped the stakeholders to greater understanding of the severity of the situation. I believe that honest and robust dialogue, although far from easy, helps stakeholders to find a way through the daunting constraints and dilemmas that presently confront the community ECD centres in the respective communities.

In our search for the most appropriate feasible way forward for the community ECD centres, an in-depth consultative process, complemented by the questionnaire research technique, was the striking affirmation of the narrow view ECD stakeholders held about these centre-based ECD provision. The research revealed that these centres, in their current state, would not be "prone to making a substantial contribution to the larger whole of which they are part" (Schwaninger, 2001: 155). It is thus safely stated that no new knowledge will be forthcoming from the community ECD centres affiliated to the FCW. This research process affirmed the following assumptions:

- Job security was the higher premium
- Childcare the given/ obvious status
- Protected turf-outreach and family enrichment is seen as add-on activity- very unclear and confusing concept for Early Childhood Development (ECD) Committees and Staff.
- HIV/AIDS not listed as priority.

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- Feelings of anger, resentment and disappointment towards the FCW – dropped the centres in favour of FIF Programmes.
- FCW has no interest in ECD centres – should hand buildings back to community.
- The community? Sadly very poor support – FGs had 15% response rate and parents came in at 34.7%.
- Committees participated in the FGs (66%) safeguarding the buildings and preventing the FCW from 'selling off community assets' was the motivation. They questioned organisation's bona fides and threatened litigation.
- The staff at 96% present-rate was because FGs took place during working hours and a major concern was job security – 'working and single parent argument' was presented as moral obligation of continued existence of the community ECD centre.
- The Think-Tank with the ECD stakeholders concluded the consultation process and was the watershed experience in that clear indicators emerged as a possible way forward for the centres.

The research findings suggested three categories for the community ECD centres currently affiliated to the Foundation for Community work:

1. The stakeholders indicated the value of the community ECD centres, but these community projects are currently in a survival mode with at least three functioning below par.
   (Annette se Speelkring, Scorpio Road and Jack ń Jill).

2. 3 ECD centres fall in the well-managed bracket – (good rating).

3. 4 ECD centres are in need of improvement and up-scaling with guidance, monitoring and support. Poor management and the poor standard evident at these ECD centres impact on reputation, performance, learning and adaptability, increasing their 'Insightful Agility' deficit to disconcertingly low levels. Contextually these community edifices differ in terms of community dynamics, physical

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appearance and community political manoeuvring of dominant individuals. (fairly good, poor, and in need of support ratings combined).

3. 2 ECD centres should disband as ECD centres – (poor and need reframing rating).
   The two community ECD centres should consider alternatives that would benefit and make a difference to the larger whole. By exploring alternatives, a creative expression of developing assets into the flow of 'the bigger picture' is being developed. From the office of the President through to local government is a trail besieged with opportunities for taking creative community initiatives that focus on a better life for children and youth.

5. The changing external environment, with reference to new ECD policy frameworks, the introduction of grade R, poverty and shrinking donor bases - have changed the landscape, making these community ECD centres of limited use in a very hostile environment. The critical challenge to the ECD stakeholders is to 'create stretched goals... (to accomplish) the seemingly impossible" Hamal and Prahalad (as cited in Schwaninger, 2001: 142). A genuine innovation is needed for these community centres; one that will reframe the reference system and in the process enable new opportunities to emerge. The primary purpose is to build and strengthen core competence to ensure new value potentials. To do this, 'Insightful agility' suggests consistency in reputation, adaptation and performance. To heed this call, the FCW needs to embrace radical innovations and this might be seen as 'undermining the traditional strengths' i.e. of the community or in this case of the ECD stakeholders (Schwaninger, 2001).

6. The viability of the ECD centres affiliated to the FCW is at stake and critical decisions are on the cards for (at least) two dysfunctional ECD centres, (Annette se Speelkring and Scorpio Road) and disbanding appears the most viable option. These two ECD centres are not

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making a contribution to the larger whole in which they are embedded. From a systemic perspective, these community ECD centres need to enlarge their reference system; moving beyond survival, but disbanding should be the first step in the process. These two community ECD centres, once disbanded might embrace new opportunities, reconfiguring anew, and becoming part of a different system, developing a new identity.

By going through this process, making a net contribution to the viability and development of larger wholes in which they are embedded will be restored. (Schwaninger, 2001). The reframing of the two community ECD centres will be a demonstration of the appropriate use of existing community buildings for new and relevant purposes, without destroying its value to communities, but rather ensuring to endow communities with hard core and social assets.

7. The Management of The Happy Tots Nursery School, one of the FCW's affiliates of long standing, recommended a Trust formation for the ECD centres currently affiliated to the FCW. The Early Childhood Development Trust should be represented on the governing board of the regenerated organisation. The motivation behind the idea of a Trust was primarily a call for an improved asset management structure; one that will safeguard these community buildings as assets for future generations. The need for endowed funds (for building maintenance), human resource management, skills training and support to the community ECD centres in poorer communities topped the priority list – (value and value potential aspect).

8. Legal advice suggested that either a trust or voluntary association would be an appropriate legal vehicle as the proposed structure to support and raise funds for the community ECD centres. Whichever way, both the trust and the voluntary association would be made up of people nominated by the community ECD centres themselves. (Walton Jessop Attorneys, 2005).

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A Trust for the community ECD centres or a series of trusts will be well placed in the integrative IO theoretical framework suggested. Based on the structure, the Trust will either be a network of ECD projects, represented on the governing board of the regenerated organisation. This would be a group of persons "connected by mutual interest ... a manifestation of the information society and a structural answer to the challenges (facing the ECD centres today)" (Schwaninger, 2001: 147). The formation of a trust would connect the community ECD centres along mutual interest lines and provide a structural answer as an infoset in the integrative framework.

9. Possible future scenarios for the ECD Centres against the criterion for 'Insightful Agility' as listed on page 16 of this document is presented. Guided by the four pillars of 'insightful agility' and based on the findings of the FGs and Questionnaires, the conclusion is made that the ECD centres are either in check or have reached checkmate status. Historically these centres added value (to beneficiaries) and their good performance mustered reputation (Fowler, 2000). However, building on good reputation alone has created an inward looking group of stakeholders that have moved out of the community development paradigm; insiders that have the direct interest of protecting turf and self interest (job security). At the same time the changing operational environment demands more than performance and reputation, and the inability to expand and become outward looking and opportunity-seeking, have become the challenge.

10. Learning and adaptability, the other two pillars of 'Insightful Agility' Fowler (2000) call for reframing and regeneration of ECD centres per se, and the FCW network of affiliates is presented with the opportunity to heed the call to greater 'Insightful Agility'. The four pillars should be in sync to form the virtuous spiral as suggested by Fowler (2000), but at the moment the FCW-affiliated community ECD centres have limited 'Insightful Agility', in that they have rather displaced agility based on the survival mode or their operations. However, future options varied for

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the ECD centres given their current status, reputation and performance, and their future existence was along the following lines challenged:

- Disbanding – seek a new status
- Maintain and improve, but add; meaning they need to find creative ways of how to sequence add-ons that are based on felt needs and opportunities. Within this scenario is the opportunity to create a nursery to upscale and cultivate leadership.

Table:14 ***Possible future scenarios for the community ECD centres***

Community ECD centres	Challenges and options
Annette se Speelkring ***Disband – and anew***	A few options were noted for possible future considerations. 1. Close existing operations and transfer building to local government. 2. Sell if possible. This is however subject to local government approval. Consultation with Hugenote College re possible partnership. Student accommodation is a need in the area. Lease agreement with the College will generate income. 3. Reframing. Healing centre for children is recommended. In discussions with Provincial Administration of the Western Cape (PAWC) the idea was discussed. Need further deliberations. Cohort – age group 10 – 14 years old. Partnership with wellness centres / healing centres in the Western Cape as part of their CSI programme is the possible niche market. Healing centre for young children (not rehabilitation) is recommended, focusing on holistic healing of mind body and soul.

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	Clarification ECD is not the direction for the future. The FCW Board and Local government are open for 'other appropriate uses' under education and community development. Building is still leased by two church groups - no fixed agreements. Wellness centre for young children between age group 10- 14 is an idea worth unpacking. According to a representative of PAWC the age group in the 10 to 15 cohort is a concern given the gap in the service delivery programme – this age group is beyond the ECD framework of 0-to 9 and not quite youth development which has 15 to 35 as the age break.
Aquila Way ***Maintain, improve and add***	This community ECD centre should become the well functioning and well-managed Family Enrichment centre in Ocean View. ***Clarification*** Aquila Way in Ocean View - develop this into the sought-after ECD/ Family enrichment centre. Aquila is the community ECD centre which has the potential to improve.
Early Learning Centre ***Maintain, improve and add***	No new ideas / thinking in business plan. Community involvement is poor. Should tie in with broader developments in the area – better integration and linkage with opportunities. Leasing of space should be considered. **Clarification:** The ELC showed poor community support and only 22 parents out of a pool of at least 200 attended the Parent FG. A centre of long standing, but vague in terms of its role in the future. The committee and staff see an increased funding base as the stimuli for 'new thinking' and will only explore and add on activities if and when funders come on board or approach them.

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	They blame the FCW for the poor state of building and poor performance of the ECD centre. Not open for activities after hours because of security risk and the FCW's poor involvement in the community. The stakeholders who participated in the FGs see ECD as the core activity and threatened legal action if the FCW decides otherwise. The ECD centre is not full to capacity and although Aresta leases a section of the building, this might change sooner than later. Aresta is under a new leadership and with the crisis at CRIC where the office was housed, this service provider is looking for bigger premises outside of the Cape Town Central Business District, (CBD) hopefully also to bring the Athlone section under their umbrella. The theft, safety and security risk were mentioned as overriding factors for this move. Staff of the ECD centre is tied into job security - most are single parents who fear the effects of closure on their family life. Concerns: Level and standard of Educational programme; attitude of staff, poor parent and community involvement, business plan submitted lacked vision and creativity. Should the FIF offices remain in KewTown, is the other critical question. ELC need to improve greatly if ECD is the primary or core business, as this centre is not on par with Our Little People, Renier van Rooyen and HappyTots.
Happy Tots ***Maintain, improve and add***	Implementation of business plans – monitoring and support. Transfer skills to broader ECD stakeholders.

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	Clarification Happy Tots was the only community ECD centre that submitted a clear business plan. Ownership of the building is in hands of a community Committee and not the FCW and the project is growing from strength to strength. Other centres should learn from this outfit. I do have a concern however. This is currently a 'close centre' that is not reaching out to the poor and needy communities.
Jack ń Jill ***Maintain, improve and add***	This should become the well functioning and well managed family enrichment centre in Morningstar, Durbanville. ***Clarification*** Jack ń Jill - should be turned around as an asset to the community of Morningstar. Semi rural community where brain drain features prominently as young people move to more developed communities outside of the Morningstar area. Poor business plan was submitted; however, needs' list prioritised poverty and unemployment. Requested help in possible way forward other than the 'giving up' option. Facilitation in strategic planning required. Developments in Durbanville are huge, but the community ECD centre lacks leadership and as a result does not interface with significant players. The Shuttleworth Foundation is on their doorstep.

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Our Little People ***Maintain, improve and add***	ECD Pre-School (regulated by School Act) ***Clarification*** OLP is a well organised and well run educational institution. Committee feels protected by School Act. Community ECD centre is vibrant – it is a school and the pride of the parents! Interested in Trust formation as the infoset; sceptic about community or family enrichment.
Renier van Rooyen ***Maintain, improve and add***	Should become the well functioning / managing Family Enrichment centre in Ocean View. ***Clarification*** RVR in Kuilsriver - well-managed ECD centre; strong leadership. ECD centre is vibrant and very conducive for young children's explorations and creativity. One of the ECD centres that kept long-term sustainability on their radar screen. Concerns: 'passive thinking' on parent and community involvement. Wants to remain focused on ECD as core business.
Scorpio Road ***Disband – and anew***	Youth development initiative linkage with Arts and Culture and other relevant partners. Definitely not an ECD centre. ***Clarification*** Scorpio Road in Ocean View, the ECD centre with the most thorns. The poorest managed centre: the building is in bad shape, staff morale low; safety of children at risk and too many people with other agendas waiting to attack the FCW should the building be closed/sold. This group came to Think-Tank with two chairpersons present - official chair was kept out of the loop while the unofficial chair who broke away from his church and

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	established his own church (use the centre on Sundays) appears to have his own agenda.
Stepping Stone ***Maintain, improve and add***	Exciting development and favourable prospects as the community is willing to move beyond survival; planning to transform the community ECD centre into community and family enrichment programme. ***Clarification*** Stepping Stones in Paarl was the big surprise community ECD centre. At low ebb they came to the session in October 2004, participated and constructively shared their ideas and concerns. Encouraged by the Happy Tots presentation, the committee of this centre came back to inform the FCW of their new thinking. Inspired by the consultation process and the manner in which the issue of regeneration was tackled by the organisation, Stepping Stones embarked on a series of self analyses, critical self reflecting exercises and came to the rude awakening that their community ECD had passed its sell-by date. ECD per se was the relevant need of the seventies and eighties, but the millennium years and post Apartheid South Africa are calling for newness – 'renaissance experience' is inevitable and they as the community will have to adjust the sails. Affirmed in Stakeholder response 20 on page 129.

The Family in Focus Programme

The Family in Focus Programme has by far surpassed the community Early Childhood Development centres and currently carries the identity title of 'The FCW flagship programme'. The paradigm shift made in 1980 where the board decided against further investing in 'mortar and bricks' was in recognition of the limited usefulness of these community edifices in turbulent times and brought the issue of value and value potential to the fore. This 1980 decision was a visionary step and an "effort of genuine innovation" because the FCW

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reference system with regard to the development discourse has completely changed (Schwaninger, 2001: 142). This new way of doing business created new opportunities and reshaped the entire Early Childhood Development Sector.

The Family in Focus Programmme is the sought-after, best practice family support programme that has found its rightful place in the development discourse. As infoset, the Family in Focus Programme could become an independent organisation; transforming virtuously if and when dimensions of activities, structure and behaviour, developed over time and in a balanced and synchronised mode, evolve (Schwaninger, 2001: 156).

YouthBank

Likewise the YouthBank will be in a similar position to the ECD Trust in terms of a structural framework as infoset . The YouthBank could be a constituted structure, represented by a group of "individuals who share a common concern and who are in possession of pertinent information or knowledge connected with the issue of interest, as well as motivated to tackle it" (Schwaninger, 2001: 147).

In perusing the limited literature available on this interesting and challenging concept, the following statement was eye catching:
"YouthBanks – allows Community Foundations to educate young people about the value of philanthropy and to build today the Philanthropists of tomorrow" (invitation letter for YouthBank Training from ECF, 2003).

Significance of YouthBanks for the regenerated organisaton

1. The FCW, in its search for a viable strategy for the future, i.e. becoming a Community Development Foundation – given that the organisation has a track record of community mobilisation, resource-building capacity and training – realised the strong stakeholder status that the youth of our Country holds. The YouthBank initiative is the opportunity to explore and build on broad-based collaboration with the young.

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2. The FCW Support Trust recognises the need many young people working abroad have of ploughing back to their communities, but raised the concerns of corruption and bottomless welfare pits. The concept of Diaspora philanthropy refers and needs further unpacking.

3. Young people play a key role in securing and sustaining the future and should be included in deliberations from the onset. Empowerment of the youth is critical to their well being, particularly with regard to leadership enhancement, involvement in decision-making and in the planning and implementation of programmes and projects. Forming linkages between schools, colleges and universities and other NGO's needs to be strengthened and nurtured. Currently the relationship with youth is weak or non-existent and the youth has a poor knowledge base of the NGO sector. The assumption that youth is irresponsible and thus constitutes a risk has kept them out of the NPO boardrooms.

   Nevertheless, there are lessons learned from CFs where youth-at-risk (former gang members) have changed communities around. By trusting these youth-at-risks groups, Hero (2005) applauded CFs for allowing young people to experience grant-making in all its facets, leaving a local footprint and legacy that would last for time immemorial. This statement is a lantern of hope and light on FCW's new journey; giving direction to deliberations currently underway that seek to secure the future and the sustainability of the organisation.

   Based on FCW's value system that the children of today are the future nation in the making, how fitting then to establish a YouthBank to ensure a good future and a strong nation!

The environment in which the FCW operates is chaotic, turbulent and unstable. Yet, it is interesting and 'comforting' to note that "instability is no longer a feature to be eliminated completely, (but rather) a valuable precondition for development" (Schwaninger, 2001: 144).

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The FCW at 'the crossroads' demands decisions with far reaching consequences. These kinds of decisions demand reinventing the organisation, even if it means unlearning and abolishing outdated recipes of success and building new competencies. A striking feature of an evolving IO is, according to Schwaninger (2001), the constant creative tension between the normative management and strategy; one that is in fact a strenuous and labour intensive process of organisational discourse.

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CHAPTER EIGHT

CONCLUSION AND SUMMARY OF RECOMMENDATIONS

This study's aim was to determine the Foundation for Community Work's 'Insightful Agility'; i.e. the ability of the organisation to regenerate itself to effect change by becoming more sustainable and robust amidst growing complexities of the external environment – the social, development and institutional markets.

I dissected three objectives from the overall aim, which were then used as guiding pillars in the research process. The three objectives were:
To identify options in securing FCW's future existence.

To assess the feasibility of each identified option against the criterion of 'insightful agility' meaning how best could FCW change or adapt itself to remain relevant and viable in the social development arena.

To propose a route for change in the FCW based on the feasibility assessment of the future options.

I attended to the three research objectives and am now in the position to present the findings as follows:

1. The study revealed that closure of the FCW was not considered a viable option by the stakeholders – from the FCW staff through to project cohorts. Stakeholders adopted the inward-looking perspective with a specification deficit of 'more time is required; not ready; more and better funding scenarios' and as a result maintaining the status quo was compounded as the safer and sought-after option. Strategic agility and aligning the organisation for 'Insightful Agility' within the integrative IO framework, would thus not be propelled from within the existing stakeholder pool. The FCW leadership is, however, in the strategic and risk-taking position of adjusting the sails of the organisation, but not necessarily with all stakeholders on board.

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2. In presenting the rationale for Community Development Foundations as a pathway for the Foundation for Community Work, the statement on empowerment by Banathy (1991) (as cited in Laszlo, 2001:310) caught my attention for contextual relevance on building traditional practices of resource mobilisation and capacity utilisation. Banathy's powerful take on empowerment, (illustrated in figure 11 on page 204) that "even if people fully develop their potential, they cannot give direction to their lives, they cannot forge their destiny, they cannot take charge of their future unless they also develop competence (skills and capacity) to take part directly and authentically in the design of the systems in which they live and work, and reclaim their right to do so... this is what true empowerment is about" is fundamentally linked to the mission statement of organisations aligned with the integrative theoretical IO framework.

A Community Development Foundation model based on the IO formulation provides the systemic framework for a robust, interactive and participatory process through which an organisation such as the Foundation for Community Work, by embracing community stakeholders and young people, could transcend beyond the survival mode. With ears and eyes close to the ground, the envisaged Community Development Foundation for the Western Cape would be an early warning mechanism for emerging community needs, would cultivate innovation and be the platform for risk taking ventures. As an agent for change, a Community Development Foundation has a specific and unique role to play; "The Community (Development) Foundation's role is to facilitate, connect, and help guide the work. No other entity can do that" (Hero, 2005: 5).

3. A framework for Intelligence Organisations is thus proposed as the possible and attainable way forward for the envisaged regenerated institution; i.e. The Community development Foundation for the Western Cape. The framework for IO is an integrative approach and as Schwaninger strongly suggests, "the three modules outlined have to be

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applied in a combined and integrative manner – in accordance with (the) underlying fundamental parameters as organisational identity, ethos and vision" (Schwaninger, 2001: 156).

The diagram, figure 10, is presented as a more practical illustration on the IO theoretical framework presented earlier (as figure 2, page 63) and is seen as the future pathway for the Foundation for Community Work transforming to a Community Development Foundation. I recommend Scwaninger's (2001) integrative IO framework together with the key elements of empowerment suggested by Banathy in figure11 as the way forward for the Foundation for Community Work.

According to Schwaninger (2001), the time arrow in figure 10 in fact increases from operational to normative; however, certain principles relating to normative management, i.e. ethical principles are timeless (Schwaninger, 2001: 144). He, however, alluded to development workers engaged in the in-depth process work required for development of the identity, ethos and vision parameters of the 'transformed organisation'. In this regard, "finding a new milieu and, if necessary reconfiguring itself with its environment, can instill new vigor into an organisation" – and the Foundation for Community Work is on the threshold of new exciting beginnings (Schwaninger, 2001: 155).

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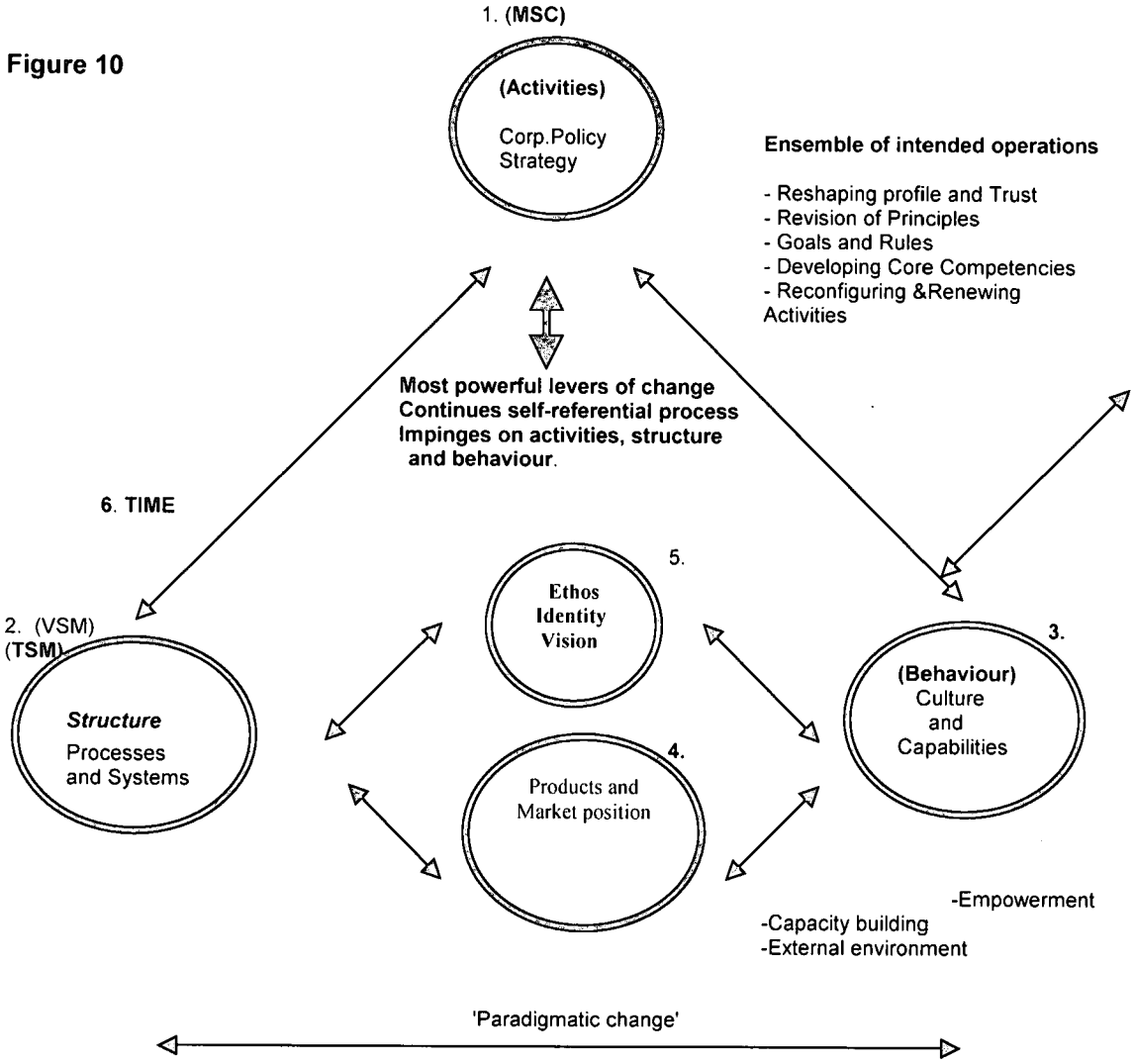
CORE ELEMENTS OF AN INTELLIGENT ORGANISATION'S (IO)[45] APPLICABLITY, PRESENTED ACCORDING TO THE THREE MODELS (INTEGRATED) AS A POSSIBLE FUTURE PATHWAY FOR THE FOUNDATION FOR COMMUNITY WORK

Figure 10



Arrangement of stable mutual relationships between components of organisation.

- Structural change
- Redesign of Process
- Redesign of Management Systems.
- Management of Resources.
- Shaping infrastructure

Pattern of desired qualitative features of conduct of organisation and sub systems.

- Reframing (New Model,
- Insights and Language)
- Revitalizing (Developing Capabilities)
- Empowerment (Enabling People)
- Energizing (Building Cohesion and Join Action.

[45] This structure is based on the work of Schwaninger (2001: 137-158).

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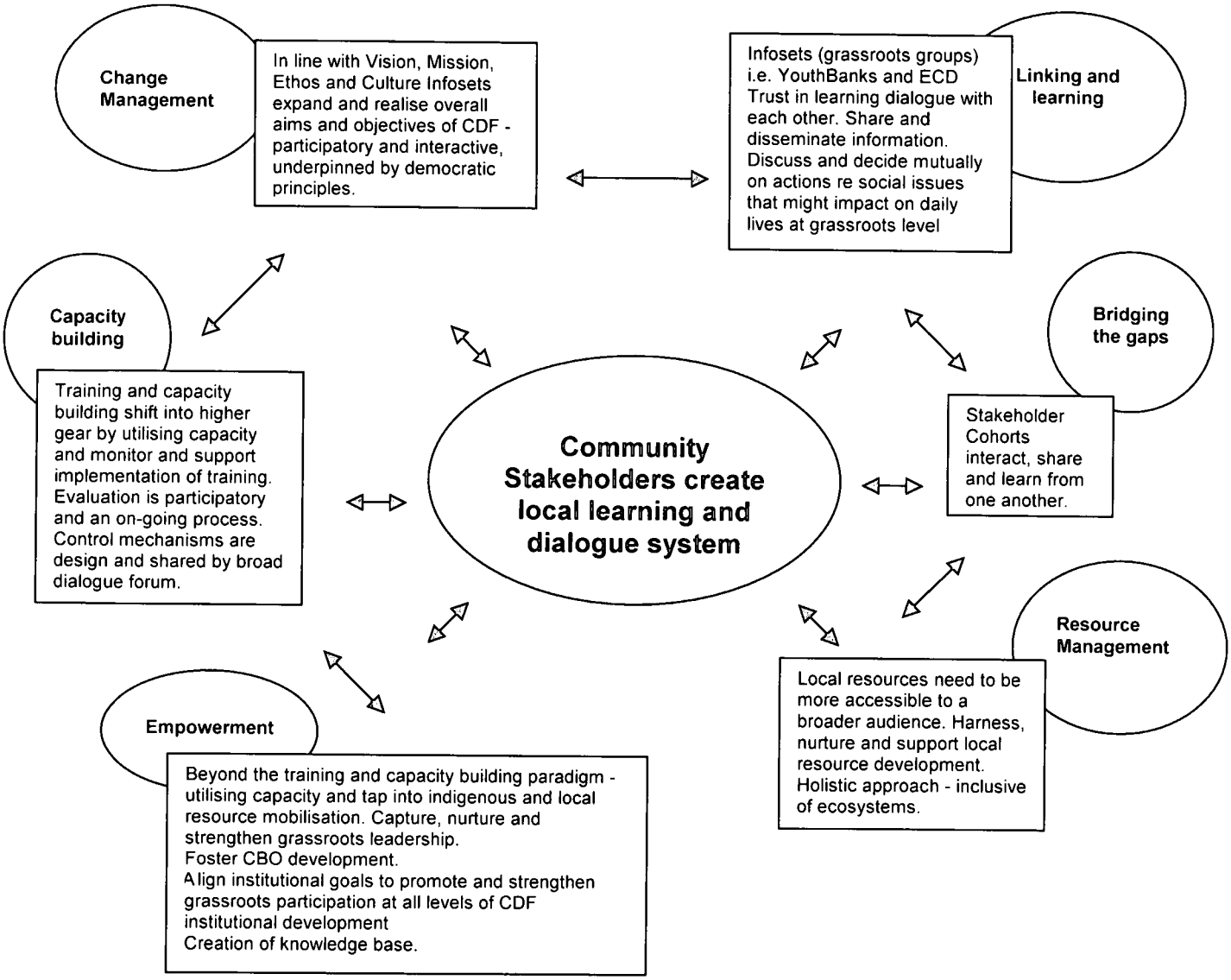
THE FOLLOWING TABLE CAPTURES THE KEY THRUST OF EMPOWERMENT BUILT INTO THE COMMUNITY DEVELOPMENT FOUNDATION'S DEVELOPMENTAL PROCESSES IN TERMS OF [46]BANATHY'S PERSPECTIVE

Figure 11



[46] Based on the work of Laszlo, (2003: 310-319)

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4. However, the design, formation and implementation of the regeneration process, moulded on the idea of a Community Development Foundation, demands a coherent, well designed and thought-through action plan. A Community Development Foundation, other than its grant-making function has a contextual relevancy role to play. From a development discourse perspective a Community Development Foundation should focus on poverty reduction based on the four pillars presented as critical lessons in a World Bank Development Report. According to this specific report, (cited in an unpublished document by Wentzel, 2005), these four critical pillars are reflected as (i) macroeconomic stability, which is crucial for growth. But then growth per se does not have a trickle down effect and (ii) needs development with the focus on human needs and participation to bring about the desired empowerment effect at a grassroots level. Furthermore, (iii) development does not function within the realm of a singular policy framework and calls for a comprehensive approach to policy development and implementation. And finally, (iv) the role of institutions in the development discourse mirrors the need for sustainable development, rooted in processes that are socially inclusive and responsive to changing circumstances.

5. The decision by the FCW Board to transform a reputable institution was validated in a recent unpublished document by Wentzel (2005) when, in citing a significant section of the Provincial Treasury Policy Statement, the depth of economic poverty was captured. "The scale of income poverty, despite the new political dispensation in South Africa, remains a disconcerting reality as the report crudely stated that complementary poverty analysis shows that income poverty in South Africa has not improved between 1995 and 2000; it has in fact deteriorated ...Considering the range of access indicators by income quintile reveal notable differences between the poorest 40% of households that are marginalized in terms of both income and service

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delivery. These are the households that must be targeted in the Western Cape's development programmes and interventions over the medium term" (Wentzel, 2005: 3).

6. The Community Development Foundation model has significant features that should be considered for this innovative regeneration process of the Foundation for Community work:

Firstly, despite diversity on the contextual front - socio, economic, political and cultural variations, a striking feature of Community Foundations is the thread of commonality among the different hybrids of the Cleveland model. These common characteristics were substantiated in the literature (reports on CF development in Zimbabwe, Kenya, Mozambique) and Malombi (2000).

Secondly, Community Development Foundations are delineated along clearly defined boundaries; whether geographical (regional, town or city) or ethnical. The West African Rural Foundation focuses on rural communities of five West African Countries. The Greater Rustenburg Community Foundation serves the areas in the town of Rustenburg and surrounds, while the Uthungulu Community Foundation in KwaZulu Natal was established to serve to communities within the district councils 27 and 28. Both the Kenyan Community Foundation and the Foundation for Community Development Mozambique were established to serve their entire region. Herein lies one of the first challenges for the FCW – to define its geographical boundary. The FCW is registered as The Western Cape Foundation for Community Work. With this historical connection, the decision is either to ringfence the organisation to either: (i) The Community Development Foundation Cape Town or (ii) The Community Development Foundation for Western Cape. A clear geographical boundary is one of the critical characteristics of the Community Development Foundation concept.

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The third common thread of CFs is the nature of governance. In the interest of the community, CF governing boards are volunteer boards made up of a range of people representing different aspects of the constituent community. The Foundation for Community Development in Mozambique has a board that reflects community representatives with experience in local development issues and broad-based linkages. The Foundation for Western Region of Zimbabwe put high stakes on the recruitment process of board members. Their 'handpicked' strategy ensures that individuals with skills and influence are elected onto the governing board. The Uthungulu Community Foundation in KwaZulu Natal elects their board along organisational objective lines with an additional rider of residential eligibility; i.e. the board is open only to community members residing in the Uthungulu region. Hero (2005), in a recent article reiterated the importance of boards and called for leadership that characterised commitment, passion, community sensitivity and understanding.

Fourthly, asset endowment building and resource mobilisation is another significant common characteristic that CFs worldwide share. By tapping into the power of community resource mobilisation and community giving and by drawing on the contributions from the corporate sector, private individuals and the government, CFs manage community funds to the benefit of the broader community. The linkages with asset building and resource mobilisation lie in the fact that CFs are grant makers. The distribution of funds, whether from within the community or via intermediate fund mechanisms, is high on the agenda of primary objectives.

Fifthly, time is of the essence. Hero (2005) stressed the fact that there is no short-cut and that building a strong and relevant Community Development Foundation demands a commitment to strategies stretching over a period of 3 to 5 years. His call for patience and commitment should be taken seriously as "we are building our

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foundations to last in perpetuity...(and) perpetuity is a very long time" (Hero, 2005: 7) (Schwaninger, 2001) (page 60 of study refers).

7. The idea of YouthBanks as strategies within the framework of Community Development Foundations is worth exploring, bearing in mind contextual relevancy and appropriateness. YouthBank as infoset is the structural provision provided by the integrative IO framework. The YouthBank infoset provides according to Laszlo (2001) the platform for generative dialogue. Banathy as cited in Laszlo states "generative dialogue will lead to the creation of collective consciousness, collective inquiry that focuses on the thoughts, values ...of the group and creates a flow of shared meaning, shared perceptions..." (Laszlo, 2001: 310) and common concern for the issue at stake. (Schwaninger, 2001). Fowler's (2000) call for youth involvement as "conscious and deliberate organisational adjustment" (explained on page18 of this study) is seen as a non-negotiable infoset for sustainable development.

The trust formation for the community ECD centres as infoset will have the desired social space for dialogue along similar lines as the YouthBank infoset.

8. Thus, in an ever-changing environment, this study recognised the synergy between embracing the CDF concept and envisioning a future that would include the Millennium Development Goals (MDGs) from a grassroots perspective; giving development per se and the MDGs a human face. The decision to regenerate the FCW and transforming it into a grant-making foundation is the commitment to make a significant difference on critical social and economic problems. The in-depth work and consultative processes done over the last 30 months (May 2003 to September 2005) strongly suggested that *"there is nothing so powerful as the idea whose time has come"* and affirmed the decision by the FCW Board to engage with the Community Development Foundation

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processes as depicted on the FCW radar screen. Victor Hugo (as cited in Covey, 2004: 25).

9. It is recommended that the regenerated institution addresses and appropriately integrates the MDGs as discussed in chapter two of this study when developing its Vision, Mission Statements and underlying objectives and supportive strategies and policies.

The rationale for the idea of a Community Development Foundation is to establish a funding base in the Western Cape that would support marginalised communities in their quest to decrease and ultimately overcome poverty and impoverished living conditions. For the kind of poverty and need prevalent in poor communities of urban and rural Western Cape, we envisage the Community Development Foundation to articulate flexibility; seek to engage community participation, encourage and support community ideas and to embrace community ownership.

Broadly stated, the vision of the Community Development Foundation is thus to be an active, self reliant and sustainable catalyst for social change by contributing to the social, economic and cultural development of marginalised communities living in the Western Cape. By supporting community creative initiatives and by building and utilising available capacity of Non Profit and Community-based Organisations, a CDF is the power tool, not only of rebuilding and sustaining communities, but also of helping communities to develop more strategically.

This broad vision is about community empowerment and underpins the intended mission to serve marginalised communities in the critical areas of need around poverty reduction with the focus on micro economic development, job creation, youth development, HIV/AIDS, by building and using the capacity of civil society structures. In principle, Community Development Foundations work towards the reduction of

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poverty by bringing resources closer to marginalised communities. The next phase in the institutional building process for the regenerated Foundation for Community Work should be to focus on unpacking a clear vision, with a supporting mission statement and strategic objectives.

The pre-convening stage, in essence, would be a follow-through on the work done during the consultative phase; creating the platform for activity plans with clear timeframes, achievable and realistic outcomes and with monitoring and evaluation mechanisms built into the overall plan.

Moving the objectives forward

In order to establish a Community Development Foundation for the Western Cape over the next two years, the focus would be on moving the following four objectives forward:

To operationalise a new Community Development Foundation in the Western Cape

The first six months of the regeneration process would focus on governance and building the institution. Setting up of operational / management infrastructure and recruiting administrative support staff should be among the immediate tasks in hand.

Boards play a pivotal role in overall direction and policy development of Community Development Foundations and to this end recruiting and developing a reflective and effective board remain crucial. The establishment of a fully-fledged board of governance, diversified along interests, skills and demographics is recommended.

Developing the broadly stated Vision and Mission Statements and aligning the strategic objectives will be parallel institutional development processes. In designing polices, the interim governing committee will focus on developing

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appropriate legal and fiscal framework for the Community Development Foundation; budgets and financial management systems; HR policies and capacity building programmes.

To mobilise resources and raise support to strengthen local action and giving

Fundraising and managing the resources are high on the agenda of the Community Development Foundations. A coherent and diverse fundraising strategy with clear guidelines is required to improve domestic and local sources of corporate support.
Intensive Donor development based on consultation, presentations and on-going maintenance is highlighted.

Fundraising and resource mobilisation should focus on funding and resources required for programmes: operational expenses; matching grants and re-granting; grant-making; fund development; endowment growth, partnerships and collaboration; support and strengthening of local philanthropic initiatives; building of linkages and networking; and support of income generation programmes.

Listed and to be included in the mission is the need to raise awareness and support for local social giving. There is a need to embrace and improve philanthropic culture and social giving in its diversity. In this regard, the institution should be open and accessible to all living donors, across the economic spectrum; to CBO's, NGO's and government.

The FCW's valuable asset is the social capital built over many years.
The Community Development Foundation should continue the drive of social capital and resource mobilisation by building on the strengths of this reputable asset of FCW, maintaining existing networks and identifying new ones and strategic alliances and partners.

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To define, design and establish Programme and Operation Strategies for the Community development Foundation

One of the first steps would be to define its strategies and role, informed by the overall vision and mission of the CDF. This would set the enabling environment for developing grant-making and intermediary strategies, procedures and practices for the implementation of grant programmes; income generation and micro economic strategies.
Partnership development and strengthening of grantee/ grant-maker relationship is a focus on capacity building and is seen as an important component of grant support and maintenance.

New strategies' development: The Community Development Foundation would seek opportunities to endow communities with new and appropriate community structures; i.e. the idea of the healing Centre for Young Children is an endowment of another kind. The Wellington centre (Annette se Speelkring) is well-placed to transforming into a Healing centre for young children. Healing holistically in terms of mind, body and soul, and not rehabilitation, is strongly suggested with the proviso that parents and the broader community play an active role in the process.

The establishment of a YouthBank as a strategy within the CDF framework with a pilot between two communities should be considered. The two communities identified as possibilities are the Stellenbosch and Hout Bay communities – the two areas where the Western Cape Black Business Forum (Identified as one of the FCW's strategic partners) has its sub structures.

The YouthBank strategy and the healing centre idea are about endowing communities with new leadership and new creative resources.
Hero (2005) stressed of how important reaching out to the youth could be for developing sustainable leadership. By bringing young people into the decision making realm..." showing them how to be philanthropist with their time, energy idealism and commitment (will help them to) transmit these values for years to come" (Hero, 2005: 6).

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Another strategic focus would be to do relevant and timely research on pressing needs as it emerges from dialogue desks – small scale research that focuses on strengthening civil society and creating vibrant local communities.

Capacity building and utilising capacity should be the focus of community outreach and the strengthening of civil society structures. This includes partnership building, support of poverty reduction and income generation strategies, co-financing of community initiatives and monitoring and evaluation.

To design and implement a clear Communications and Outreach Plan

The communications and outreach objective is to develop a Public Relations strategy and communication plan for the Community Development Foundation. This includes PR /Marketing, developing of communication materials (branding, web site design, campaigning, brochure development, Media, graphics, events, videos and documentation).

In the role of facilitation and advocacy, the CDF seeks to: create a civic platform for multi stakeholder dialogue around pressing civic matters. As facilitator, the CDF would be making the linkages and giving guidance, which are important functions of a Community Development Foundation. Activity reports and dialogue desks are important tools for community feedback and follow through and provide the convening pace for community members to prioritise felt needs for possible small scale research and community events.

Monitoring and evaluation is an important tool and progress made on the four objectives should be assessed and reviewed on a six-monthly basis. This review will indicate progress and performance, providing the space for amendments as policies are being shaped.

The four objectives listed are interdependent and should be the focus area of the regenerated institution for at least the first two years; bringing into play an

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integrated development approach that strengthens civil society and bring resources closer to marginalised communities.

Conclusive remarks

As the Foundation for Community Work takes to the uncharted waters, in the spirit of the integrative IO framework as postulated by Schwaninger (2001), I echo the words of Laszlo (2001) that "we cannot direct the wind, but we can adjust the sails. Learning to sail the current of evolution – not just to go with the flow" (Laszlo, 2001: 316).

'Insightful Agility' will ensure continuity in resources required for the execution of services and by reframing, learning and reflecting, the Foundation for Community Work and its partners will remain active participants on a lifelong journey.

A Community Development Foundation for the Western Cape, one that is agile and nimble, is envisaged.

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APPENDIX A

THE FOUNDATION FOR COMMUNITY WORK LIFE CYCLE FROM 1974 TO 2002

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Appendix A

1974 - onwards
Apartheid intensified – institutionalised discrimination and racism

- Within the South African context, welfare policies implemented anchored Separate Development based on racial categories.
- Seventies, period of conventional development and the emergence of alternative development.
- **FCW's first development phase.** Community ECD centre-based provision. Support, capacity building and training to a number of ECD centres affiliated to FCW and of which the organisation became the custodian.

Governance & organisational development	Funding	ECD Projects	Other activities
Formation: 16 December 1974, one-day event at the Landrost Hotel, Lansdowne, CapeTown South Africa. 47 concerned and committed community people from 17 different communities in the Western Cape attended the 'founder's day' celebrations of the organisation. Chairperson for the day, Dr Frank Quint. Keynote address by: Prof Erica Theron who in her keynote address focused on the need for a constitution, format and structure and its value for future stability. Mr. Renier Van Rooyen, in addressing the audience, referred to his motivation for making the substantial donation. Devotions by Rev. Isak Mentoor of the then Dutch Reformed Mission Church. Proverbs 19 v 17, laid the foundation for the future. **"He who is kind to the poor lend to the Lord"** Name of the Organisation: "Die Weskaaplandse Welsyns Organisasie vir Kleurlinge". Abbreviation – **Weswok.**	Mr Renier Van Rooyen made R500 000 available for the Welfare and upliftment of the needy and poor.	None	Target population to be the needy and poor section of the Coloured communities of the Western Cape, with special reference to children.

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1975

Governance & organisational development	Funding	ECD Projects	Other activities
First elected chairperson of Weswok, Gert Cornelissen and Peter Neethling appointed as treasurer. Registration of Weswok in terms of the Welfare Act 1960. Drafting of the Constitution by Gert Cornelissen for submission to the department of Coloured Affairs. Weswok was a charitable institution with no clear focus other than to address the needs of the impoverished coloured communities, hence the reasons for the broad and ill-defined set of aims: i. to see to the spiritual and welfare need of the Coloured communities in the Western Cape. ii. to establish and build institutions e.g. Children's homes and daycare centres. iii to take care of any other welfare needs and to provide the necessary charity. iv. To Focus primarily on charity, feeding the poor and to find places of safety and security for young children.	No new funding	None	Exploratory period

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1976
"Soweto Student Uprising"

Thousands of students nationwide protested against the official use of the Afrikaans language as a medium of instruction in schools. Hector Petersen (young activist) and many others killed.

Governance & organisational development	Funding	ECD Projects	Other activities
The constitution of Weswok approved by the relevant state department. (Coloured Affairs). The Renier van Rooyen Trust fund launched with the R½ million donation by Renier Van Rooyen. Renier Van Rooyen appoints Messrs Adam Small and Dennis Adonis as the first trustees of newly established Trust fund. Primary focus of the Weswok board was to remain a charitable organisation; but to add another brief; i.e. to build/establish children's homes. Weswok operated from the offices of Maskew Miller Publishers (Cape Town) where Adam Small obtained office space.	No new funding	Annette se Speelkring (Wellington), a playgroup named after the founder member, operating from a small community hall (IOTT), affiliated to Weswok. Renier Van Rooyen Centre (Kuilsriver), under the auspices of the then Dutch Reformed Mission Church, sought affiliation and while process was underway, Weswok rendered support services, negotiations and administration.	Dassenburg Children's Home project: Dassenburg Children's Home referred to the FCW Board's plan to build a children's home based on the cottage system in Atlantis. Kleinvlei Children's Crèche USAPO (UWC) A small portion of the Renier Van Rooyen Trust fund earmarked for loans and bursaries. Four member sub-committee formed to manage loan and bursary fund.

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1977

Steve Biko banned as well as the Black Consciousness Organizations.
Biko later detained and died in detention. Many of our people attended memorial service in Eastern Cape. The struggle mourns the loss of a big leader.

Governance & organisational development	Funding	ECD Projects	Other activities
Weswok obtained a suite of offices in Superama Building, Birdwood Street, Athlone. Adam Small appointed as first director of Weswok. Francie Lund appointed as first Community worker. Elias Links joined the Weswok board of Management. (He later left to take up a position as S.A. representative at the World Bank Monetary Fund. He then became SA. ambassador to the European Community). Sub-committee appointed to deal with the possible name change of the organisation as debate around this crucial issue intensified. First official Annual General meeting held since registration.	No new funding	Our Little People nursery school (Paarl), housed in a garage, sought affiliation. Stepping Stone nursery school (Paarl), operating from a garage, affiliated to Weswok. Prelimary discussions with the community of Malmesbury with regard to a possible ECD programme for the area. Renier Van Rooyen centre affiliated to Weswok after being under the auspices of the Dutch Reformed Mission Church.	Feasibility study of the Hawston holiday resort with the aim to renovate this site into a recreational facility for young people. First loan and bursary payout to students in need from the fund established in 1976. Ravensmead Welfare organisation sought affiliation, but the FCW Board, inundated by a number of requests, put all applications on hold.

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1978

Information scandal and the demise of John Vorster – PW Botha took over as Prime Minister.
New political dimensions – 'crossing the Rubicon era'

Governance & organisational development	Funding	ECD Projects	Other activities
Official name change to the Western Cape Foundation for Community Work. Registration in terms of Welfare Act '78. Franklin Sonn joined FCW board of Management and became Adam Small's successor as trustee. Networking on a broader level, especially with the Institution of Social Development (ISD). In its search for a clearer focus, the linkage with ISD was a very significant step in re-defining the mission of FCW; from a charitable and residual organisation to a more developmental approach. ISD could also assist FCW with possible research projects as very limited research in ECD existed. The UCT Video and Resource Unit was an important resource and assisted FCW in the making of its first video presentation. Treasurer, Peter Neethling resigned, but remain on the board as additional member. Elias Links appointed as the new treasurer.	The Argus Jackpot supported the work of FCW with a "once off" donation. Funds received from Sanlam.	Jack 'n Jill (Durbanville) affiliated to FCW. More and more community projects with an ECD focus sought the assistance of FCW and affiliated -at the end of 1978, 7 ECD projects have affiliated to FCW. Scorpio Road and Aquila Way; two ECD projects in Ocean View, affiliated to FCW. Adhoc committee under the guidance of the FCW Board appointed to deal with the internal crisis and politics at the Renier van Rooyen Centre. Gert Cornelissen, chairperson, resigned and the management committee disbanded.	The Hawston Holiday Resort scrapped when the developers substantially increased the selling price of the property. Lourdes Farm Project sought affiliation. Ravensmead Youth Group requested financial support and guidance. Saron (DRC Mission Church Welfare Project) sought affiliation or assistance. Because the Organisation was established as a charitable institute, the Board of Management decided to have a Relief Fund of R500 p.a. in place to provide food and relief to the needy. Although no clear policies or specific portfolio for health; or for education and training, the FCW community workers address these matters themselves. Health related matters were also referred to the local clinics.

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1979 – onwards

- FCW's second development phase. Eight ECD centres affiliated to FCW – mobilising community activities, training and capacity building in governance.
- Strong focus on alternative development – bottom-up approach.
- Shift from ECD centre-based provision to an integrated and holistic approach to ECD; with a number of ECD teacher training and capacity building programmes implemented.
- No new funding

Governance & organisational development	ECD Projects	Other activities
Dr Frank Quint elected as Chairperson. Lionel Louw joined FCW Board of Management. FCW was showing tremendous growth in size and in the number of communities reached. For this reason the Board of Management felt it necessary to restructure and establish Sub-committees to deal in depth with matters of importance. 4 sub-committees were established: * Finance * Fundraising * Planning * Administration and General Board members requested to serve on a sub-committee of their choice and to participate fully on these committees. The monthly meetings of the Board of Management changed to quarterly meetings to enable the sub-committees to live out their role. Planning sub-committee under the auspices of Lionel Louw and Edna Van Harte commissioned by the FCW Board of Management to address the Vision, Mission and the direction of the Organisation. As a result five Strategic planning meetings were held with the following outcomes: Brief of the FCW community workers was to streamline the FCW focus to early childhood development. The approach should be a holistic one with a broad community and development trust. The hosting of a very successful symposium, Respect for the Child' was hosted by FCW. This event was seen as a significant marketing and awareness strategy. A second Community Worker in the person of Rita Edwards appointed. First report of the planning sub committee, also recommended that reference to coloured and any terminology thereof be eliminated in the FCW constitution and all organisational documents. The strategic planning meetings spearheaded by the planning sub committee, requested a final report on the feasibility of projects such as the 'Dassenberg Children's home' and the 'Kleinvlei project'.	Silwerstroom Nursery School (Atlantis), affiliated to FCW. Building project of Our Little People and Stepping Stone commenced after loans from the Urban Foundation were approved to build two nursery schools in the Paarl area. With 8 community educare projects affiliated to FCW, the various committees expressed the need for assistance with regard to human resource development; especially remuneration packages for teachers; employment records and service contracts.	With the relief fund established, the FCW Board of Management distributed food parcels to the communities in need. Final evaluation and assessment done of the feasibility of projects such as the 'Dassenberg Childrens' Home' and the 'Kleinvlei Project', paved the way for the cessation of these projects. Up to this stage, FCW'S involvement was more of a consulting nature and limited to discussions with the local authority and 'community leaders'.

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1980 – onwards

FREE MANDELA CAMPAIGN INTENSIFIED

Boycotts of red meat, Fattis and Monis, rent as well as bus transport. Grassroots newspaper launched.

- FCW's third development phase Independence and Sustainability key focus.
- ECD practioner training; developing ECD Community projects to independence, focusing on capacity building of governance structures.
- Alternative development and mainstream / conventional development share common features; i.e. participation, equity, empowerment and sustainable development.
- Emergence of Social Development approach.

Governance & organisational development	Funding	ECD Projects	Other Activities
Policy decision with regard to the erecting of buildings taken; i.e. FCW as a community development organisation should invest in people - their development and empowerment have a higher premium than bricks and mortar. The policy decision to invest in people came about after the strategic planning meetings, which resulted in a clearer focus of the organisation - this was the first paradigm shift from charity to development. Renier Van Rooyen sent letter of support to FCW Board for the valuable service to the communities. He strongly recommended the strengthening of the Capital base through vigorous fundraising campaigns. His portrayal of `no interference' in writing served as a reaffirmation of the decision taken by the FCW Board Of Management. Finance Sub Committee, as part of their Strategic Planning, recommended the long-term investment of the FCW funds and that financial institution e.g. Syfrets be given the task of managing the Trust fund. Up to this stage the Renier Van Rooyen Trust fund was managed by the commercial bank. Resignation of both community workers Lund & Edwards was unfortunate, but coincidental. Dr. Quint resigned as he was appointed S.A. Ambassador to the Netherlands. Edna van Harte resigned from the FCW Board in protest of Dr. Quint's decision to take up Ambassadorship to represent an Apartheid government. All these resignations happened unfortunately in the same year; but the people involved, given their role in the broader community, were called upon to take up other responsibilities; albeit also in the Apartheid government structure.	Renier Van Rooyen Trust fund transferred to Syfrets Investment Institution. Anglo American De Beers Group Chairperson's Fund grant over a 5-year period.	Happy Tots Nursery School affiliated. Process of Independence and sustainability of ECD community projects high on the FCW Agenda.	Bus transport issue. FCW provided financial support to Mr. Rommel Roberts, the leader of the mass campaign. Steinvlei Welfare Organisation (Steenberg) sought affiliation, but denied based on FCW's strategic decision to focus on broader ECD with community developmental trust.

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1981

Liberation struggle stepped up. Boycotts of red meat, rentals and transport continued.

Governance & organisational development	Funding	ECD Projects	Other activities
Franklin Sonn elected as chairperson of FCW. Under the new leadership, the roles of the director and the board members were revisited to re-affirm the position and direction of the organisation. The shift from charity to a more developmental thrust was an important one. It was imperative that the director, board and staff together with the community educare projects, understood and owned the process of empowerment. No new staff appointments to replace Lund and Edwards.	Ocean View projects became beneficiaries of Community Chest of the Western Cape.	Deliberations between FCW and owner of Brentwood Crèche, Athlone with the hope of a possible transfer of project to FCW, failed. Selling price too high and the building was eventually sold to a businessman who sadly converted a children's facility into a tyre retail outlet. Crisis at Happy Tots between the owner of the building, the local government and the parents. FCW mediated, crisis resolved and parents took control of the project. SAVKO (Women's Cultural Group) liase with FCW with regard to the implementation of an educare project in Malmesbury.	

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1982

The emergence of the United Democratic Front

Nelson Mandela and 3 other ANC leaders transferred from Robben Island to inland Pollsmoor prison.

Governance & organisational development	Funding	ECD Projects	Other activities
As an important pre-requisite for independence and sustainability, training programmes for committee members were implemented. Overall management of educare projects, finance and budgets; fundraising, meeting procedures, the constitution and recordkeeping systems, were some of the important training areas. Parent involvement programmes implemented to make parents aware of ECD; to help parents acquire parenting skills and to enable them to become actively involved at all levels of the community project. FCW has now become an established and registered welfare organisation, more rooted and more developmentally focused. This has lead to the realisation that the personnel on board need some form of financial security, hence the linkage with a pension fund for the staff of the organisation.	Argus Jackpot Syfrets Trust Educare Projects affiliated to FCW became part of the World Vision sponsored programme	Vrolike Vinkies Nursery School (Malmesbury) and Little Stars (Wellington) affiliated to FCW. Building project of Annette se speelkring (Wellington) off the ground. Crisis intervention at Happy Tots (Grassy Park) and a new chairperson and committee elected.	A request from Savko Kraaifontein for the use of the FCW fundraising number turned down, as FCW did not see its role as one of providing fundraising numbers. The organisation's emerging policies geared towards projects in ECD.

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1983

Referendum held and whites endorsed the tri-cameral parliament plan.

Governance & organisational development	Funding	ECD Projects	Other activities
Beulah Fredericks – Community Worker. Structural changes in the Organisation to enhance career paths and upward mobility of employers. Amendment of Constitution to enable Patronship. Prof Richard Van der Ross (chairperson of the CET) & Peter Neethling who both played a very significant role in the shaping of the ELC and the FCW respectively, appointed as patrons. FCW, in realising the need for ECD Programmes as too many young children had no access to any form of provision, started to explore a number of different options in an attempt to reach more young children. Research and needs assessment in Ocean View, which resulted in the recruitment of 10 caregivers for the home-based educare, Ocean View Project. This was the breaking ground for a 'best practice family support' programme, currently referred to as the (FIF) programme. FIF Programme is an ECD model of provision 'alternative' to the conventional centre-based model. Dr. Adam Small resigned from FCW to take the chair in Social Work at the University of the Western Cape. (1st Black person to be in the chair). He became dean of Social Work.	Consultation with Community Chest of the Western Cape for funding support for FCW Head Office operations. Marketing strategy - Video Production – a first for FCW.	Deliberations with Cape Education Trust (CET) with regard to the transfer of the Athlone ELC to FCW. Dispute between FCW and Bernard Van Leer Foundation (BVLF) and Cape Educational Trust. (CET) re conditions relating to ownership of the Athlone ELC. Principled decision by FCW Board of Management regarding take-over of the Athlone ELC. Conditional takeover as proposed by the CET rejected by FCW. BVLF/CET transfers the Athlone ELC to the FCW unconditionally. Prof Van der Ross, former ELC principal and CET trustee became FCW patron. Grand official opening of Annette se Speelkring.	FCW, in changing its focus from charity to a more developmental approach, decided to close the relief fund. Communities / people in need of relief were referred to Welfare organisations which provided such programmes.

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1984

Mass Black Township uprisings. State of emergency declared.
Big scale boycott of elections by Coloureds and Indians for tri-cameral parliament plan, but government forged ahead.
Noble Peace Prize awarded to Arch Bishop Desmond Tutu

- **FCW's fourth development phase: O**n – going Training and capacity building, emphasis shifted to the development of a model of provision that reaches more young children and embraces families. Launch of the Family in Focus Programme.
- **Fourteen ECD centres linked to FCW** – education; training health and resource mobilization

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Health
Beulah Fredericks appointed as acting director. Adam Small appointed as voluntary consultant to the FCW director. Eunice Abrahams appointed as community worker. FCW director participated in ECD focused seminar held in Johannesburg (ELRU/BVLF). Home-based Ocean View Model replicated in Mitchell's Plain with slight amendments.	FCW held its first successful street collection. Continuation of the consultation process with the Community Chest. Community Development state subsidisation process (welfare subsidy for FCW) initiated. FCW organised fundraising trip to Oudtshoorn.	Workshops on independence and sustainability attended by committees of 14 ECD projects affiliated to FCW. Athlone ELC affiliated to FCW. Mitchell's Plain Home visiting and Ocean View Home-based programmes successfully implemented. Little Flower, Kraaifontein. Rondeville Educare affiliated. Groot Constantia: FCW instrumental in planning and in implementation phase. Pniel (Congregation Church Programme). FCW instrumental in planning in Implementation phase. Assisted with layout in design committee structure, drafting of constitution in staffing. Zwelentemba (Worcester) assessment and need assessment.	Administration of the Help Samantha Fund. Samantha was a young girl born without limbs and a funds was established to assist with medical expenses. FCW played active role in Aspect (Assoc. for preschool education.)	Training of Educare personnel in liaison with Early Learning Resource Unit. FCW appointed its first training Co-ordinator, Rosaline Hebert. 2 Supervisors and 8 Educare Workers were trained.	FCW, with the appointment of a Health and Nutrition Co-ordinator, Amelia Fester, started to address the primary health needs of young children through a number of workshops which focused on:- * Nutrition and Menu planning; * First Aid and Safety in the Pre-school; * General Hygiene.

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1985

Murder of the 'Cradock Four' fuelled political arena.
The notorious Trojan horse killings in Athlone. Intensification of resistance to Apartheid.
Socio political climate impacts on the work of FCW: Unemployment, detentions without trial break down family life.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Health
Beulah Fredericks appointed as director of FCW. Development focus on of Rationalisation and savings Strategy. Outreach to all new community projects on hold, cut-down on admin overheads, field visits streamlined; required careful and purposeful planning. Fundraising ventures on broad scale: photographic brochure developed, tea party held with wives of ambassadors, representing 13 countries. Dr Welling (Executive director of BVLF) visited FCW together with Messrs. Nico van Oudenhoven, EdzoTonkes and Paul Houmollen.	Claude Leon Harris Foundation. Personal donation from Mr Renier Van Rooyen. Stella and Paul Loewenstein Trust. Ford Motor Company Photo Brochure launched as marketing tool.	Continuation of the Independence process. Workshops focused on the following: *finances and budgets * school-fees control system *project management and the role of the committees, supervisors and staff * parent involvement programmes. Blackheath Educare Association (home-based programme). Crisis intervention at two ECD projects: Annette se Speelkring and Silwerstroom: High unemployment; four burglaries in one month. Little Flower in Kraaifontein experienced accommodation problems.	Transfer of Help Samantha Fund to Guardian Fund.	FCW Training programmes taken to various communities. 5 Supervisors started to train their staff at project level. I0 Educare workers in training.	As in 1984

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1986

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Health
Constitutional matters in spotlight and amendments with regard to membership and electoral procedures approved: written nomination to reach the FCW director 21 days before the AGM; Secret Ballot System; ECD Projects affiliated to FCW have 5 votes. If elected, committee members and parents nominated by their respective Communities can serve on the FCW Board of Management. The FCW official takeover of the Athlone ELC together with the additional posts in Training and Health, led to a slight financial crisis for the organisation and the transfer of funds from the investment portfolio. Infra-structure developed and systems set in place: fees control; finances; training of Educare Personnel	State approved the subsidy of a post in Community Work. Community Chest Grant for FCW approved. These two grants approved eased the financial crisis, and helped in the cash flow problem. Tea Party for wives of ambassadors held in1985 resulted in a successful fashion show by Elzbieta Rosenworth. Wife of the US ambassador to SA, Ms Phyllis Nickel was instrumental in the success of the event. Anglo American Chairman's Fund approved funding for Mitchells Plain. Baxter theatre show for fundraising.	FCW took formal transfer of the building, of the Athlone ELC. Financial support (3 year contract) for Mitchell's Plain Home visiting Programme resulted in the expansion of the programme. Blackheath Childminding Project launched. Jamestown Educare Association affiliated. Little Flower Educare, Kraaifontein Experienced accommodation and staffing problems.	Director participated in Management Skills Training Course sponsored by Shell S.A.	FCW employed Marilyn Petersen as another full- time trainer. 7Supervisors each trained 2 staff members at their projects (teacher-aide programme).	As previous year.

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1987

Government re-imposed state of emergency. International pressure mounted against Apartheid Government.
Trade Sanctions intensified and the Congress of USA passed Sanctions Bill.
Group of Afrikaners, lead by Frederick van Zyl Slabbert met ANC in Dakar, Senegal. Franklin Sonn, FCW chairperson part of delegation.
White General Election and the National Party won with an overwhelming majority.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Health
Resignation and farewell of Elias Links as he was to take up a position at the World Bank Monetary Fund, FCW addressed the philosophy of the Organisation and drew up new objectives to reinforce the empowerment process. Streamlining of the FCW Financial Administration model to enhance control and monitoring procedures. Accountability to the broader community. Organisational structure of the FCW under-pinned the lines of accountability of the staff. Supervision, consultation and staff development structure put in place.	BVLF approved grant for community outreach programme.	The following projects affiliated to FCW: Kabouterland; New Crossroads; Masincedane. "Renier Van Rooyen extension programme" in the Dutch Reformed Church Hall welcomed by the Kuilsriver community. Crisis at Little Flower project intensified and after many deliberations, the supervisor of the project decided to de-affiliate from FCW. Continuation of Independence and Sustainability Process.	Formation of BVLF SA Network Trust FCW Director became a Trustee. "Training for trainers" seminar in The Hague, Netherlands. FCW Director invited to Participate also visited ECD programmes in Germany and Great Britain. FCW participated in the "Free to Be" Symposium held in Cape Town. "Free the Children Alliance" – FCW Undersigned the Declaration. "Training for trainers" workshop organised by BVLF SA Network Trust Held in Durban.	Training of 13 educare workers, facilitated by 5 supervisors. Training expanded to George and Worcester areas and offered on adhoc basis.	As previous year.

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1988

State announcement of 39% increase for social workers signalled crisis for NGO's
Nelson Mandela moved to Victor Verster Prison in Paarl.
Regional Committee structure for ECD centres to enhance capacity building and independence. Seminar in Paarl focuses on 'The community as integral component of ECD democracy'.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Health
Financial constraints experienced by FCW resulted in a vigorous awareness campaign of the funding situation of FCW: the responsibility of community educare projects to honour their financial obligations towards FCW emphasised and a number of important savings measures put in place in 1985. Strategy of" down-sizing" the organisation, implemented by the freezing of all vacant positions.	Successful Flea market held on premises of FCW.	Kairos Educare affiliated to FCW. Financial crisis and low morale of staff experienced at Athlone ELC; FCW intervened. Two Regional Structures set up to enhance capacity building and independence. MAG Project presented as case study.	"Help Samantha Fund" sought re-admission under FCW administration, but the Board of Management decided that the Guardian Fund would be the appropriate body. FCW, in terms of its Policy shift, also did not see the administration of such a fund as part of its overall objectives. FCW becomes involved in practical placement modules for Social Work students from both the University of Cape Town And the Western Cape.	Teacher-Aid Training Programme completed by 23 trainees.	As previous year.

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1989

United Democratic Front (UDF) formed alliances with the S A Trade Unions to form the Mass Democratic Movement Crisis.
Bombing of the offices of FCW five days before the last white election. Limpet mine explosion at Athlone
ELC and CCB (Civil Co-operation Bureau -Secret Unit of the then S.A. Defence Force) denied responsibility.
The release of Walter Sisulu and 7 other comrades.
National Party won last White only election. First BIG PROTEST march held in Cape Town. FCW participated – office closed for the day.
Empowerment key issue for FCW: Workshops on assessing empowerment as a process facilitating change.

Governance & organisation Development	Funding	ECD Projects	Other activities	Education & training	Health
Health co-ordinator, Amelia Fester retired and as a financial savings measure, FCW decided to freeze the health post. Peter Neethling appointed as patron of FCW together with Prof Richard van der Ross. Dr Rien Van Gendt (Executive director of BVLF) visited FCW soon after the bombing – gesture of moral support. Strategic Planning Workshop to introduce an effective management structure and fiscal policies. First miss of the AGM	Morning tea event with the wives of ambassadors representing 5 countries resulted in visits to and support of projects in Crossroads and Khayelitsha. FCW head office staff in salary dispute. Support from BVLF w.r.t. bomb blast. Street Collection.	FCW assisted affiliated ECD projects experiencing financial problems: Athlone Early Learning Centre; Kabouterland; Annette Se Speelkring; New Crossroads. Blackheath Educare Ass (childminding) in negotiations with local authority for re-zoning of plot for multi purpose ECD structure.	"Community Enablement" - BVLF SA network seminar hosted by FCW successful event and the keynote address of both Prof Adam Small and Dr Neville Alexander set the basis for thought provoking discussions during the seminar.	18 Trainers completed `Teacher-Aid Training Programme'.	With the post of the Health Co-ordinator frozen, all related work referred to 10 local clinics and day hospitals.

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1990

Unbanning of the ANC, PAC and SACP. Release of Mr. Nelson Mandela.
Talks between the government and the ANC resulted in: The Groote Schuur minute; The Pretoria minute.
Desired goal for FCW- ECD centre independence and quality education to children.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Health
FCW director to the USA on a six-month scholarship programme. Intern at De Anza Community College. BVLF sponsored visits to ECD projects in New Mexico, Denver (Colorado) and Boston. Renier van Rooyen visited FCW and Community Educare projects to `keep in touch' with the work of the Organisation. Evaluation process by external evaluator in planning phase. Salary dispute resulted in a number of staff resignations. Eunice Abrahams to Germany on staff development programme funded by BVLF. Closure of the position of the Health Co-ordinator. AGM back on track.	Argus Charity Jackpot Personal donation from Mr Renier Van Rooyen. Street Collection. Claude Harris Leon Foundation. TEASA John Lee Charitable Trust. Kagiso Trust Mobil Foundation B.P. South Africa John Lee Trust.	Athlone ELC Embarked on a Vigorous fundraising Campaign. Staff development Programmes Include educare Worker of projects – Especially w.r.t. workshops and seminars held on national level. Dissemination of Information priority. Regional ECD Stucture struggled to Get off the ground Due to lack of support From established ECD centres. Happy Tots breaking ground with internal evaluation process.	Alternative ECD progs. Shaping up. Strong informal childminding in Ocean View. Mitchell's Plain appoints project coordinator.	33 Trainees completed `Teacher-Aid Training Programme'.	FCW not successful in securing funds for health related work - stronger linkage with clinics and day hospitals.

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1991

Further talks between the ruling party, the ANC and other parties -Codesa I
Feasibility studies on ECD community outreach in Atlantis and Kewtown

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family in Focus Programme
FCW Board of Management re-structures, enabling active participation of staff on the Board. Human Resource development and policies w.r.t. to staff appointments and service conditions updated. Appointment of personnel on fixed-term employment contracts. Policy of fixed- term employment contracts implemented due to financial difficulties experienced by FCW. Expansion of services and training to Xhosa-speaking communities. Appointment of Xhosa speaking trainers. FCW started to consolidate its service delivery to 24 affiliated community educare projects, focusing on the Independence Process.	Argus Charity Jackpot. Pepkor "Once Off Grant". Personal donation from Mr Renier Van Rooyen. John Lee Charitable Trust Claude Harris Leon Foundation. Charles Steward Mott Foundation Grant. Street Collection. British Embassy American Embassy	ECD projects affiliated to FCW: Nonqubela Educare; ABE Maart Centre; Rebecca Mothibi Educare Towards democratization and empowerment. Possible regional structure for ECD centres re-visited. Independence roster for FCW-affiliated ECD projects drawn up as a guide. Jack ń Jill ECD implemented internal assessment process. Community development process underpinned in systemic document:: *Regular needs assessments *Evaluation process *Decision making powers *Accountability *Expectations *Crisis intervention strategies *Networking and linkages	FCW director participated in a conference held in Lesotho. "Child Development in Africa; building on people's strengths". SA BVLF Network activities. CSCUPA era Social work student placement on annual basis – UWC and UCT. NCCR participation International Children's Day participation.	Consolidation of FCW Training Unit 34 trainees completed `Teacher-Aid Training Programme' under this banner.	The Ocean View initiative has spin-offs in Mitchell's Plain in the form of home visiting; and Khayelitsha and Black heath took the Childminding route.

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1992

Codesa II talks.
Economic decline; high inflation; gold price dropped to a record low.
Rolling Mass Action campaign led by ANC Alliance

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family in Focus Programmme
Strategic Planning and Evaluation of FCW in terms of its Vision, Mission and Policies facilitated, by an external evaluator – 'The McGregor experience'. BVLF Roundtable meeting in Johannesburg where the FCW director presented a case for alternative models in ECD. Roundtable event was followed by an evaluation and assessment on projects funded by the BVLF in SA. Workshops on "How to complete the Community Chest application form and budgets" implemented to aid community treasurers in the completion of these forms, were well supported by 10 FCW affiliated projects.	FCW and 11 ECD community projects affiliated in the organisation became beneficiaries of the Community Chest. Mott Foundation grant over 3 year period. John Lee Charitable Fund. BPSA `once off grant. Energos Foundation. The Argus Charitable Jackpot. BVLF consolidation and outreach grant. Street Collection. World Vision S.A. Mayoral Xmas Fund. SAB Anglo American Group Chairman's Fund	New ECD projects Affiliated to FCW: Shares Educare; Nonkosinathi Educare. Ocean View alleged mismanagement of funds led to legal action against project staff-members. Outcome of the McGregor experience was to re direct community development approach towards the felt needs of the community. Voter education integral part of Governance training. Internal audit process fees control working sessions.	TEASA Seminar held in JHB on Programme Planning and Evaluation - FCW send 2 Delegates. The BVLF SA Network Seminar Held in Grahamstown on Financial Management and Proposal Writing. FCW represented by 3 delegates. FCW offers internship to SADEP students. NEPI regional workshop. Social work student placements – UWC and UCT.	Training expansion to Xhosa-speaking communities. Structure of Training Programmes changes to 3 different levels of training (I, II, II) and 63 trainees complete that respective training course. BVLF grant for the FIF programme. Accreditation process for Level II training.	Alternative ECD projects feature in local newspapers. Growth and expansion in Mitchell's Plain, Khayelitsha and Blackheath. Training for alternative ECD project staff focuses on level-based ECD training.

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1993

Assassination of Comrade Chris Hani.
Multi-Party Forum set date for Country's first Democratic election. National Council adopted interim Constitution
Political violence nation-wide - especially in Kwazulu Natal.
Mr. Mandela and Mr. de Klerk joint recipients of the Noble Peace Prize.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family in Focus Programme
"Visioning and Teambuilding" workshop held in Faure, Bellville where the FCW staff focus on the culture of the organisation. Burn-out and stress surface amongst staff as workload increases and political struggle intensifies. FCW director visits Kenya with trustees of the BVLF SA Network - training and the sharing of experiences. FCW deputy director participates in a "Training for Trainers" workshop held in Nigeria and the FCW director attends the United Nations Convention (Anti-Apartheid Movement) held in Geneve, Switzerland; followed by visit BVLF in The Netherlands. First group of visitors from Zimbabwe hosted by FCW to assess and learn from the FIF programme. Franklin Sonn (S.A. ambassador elect to Washington D.C.) relinquishes position as chairperson, remains on the board -Dr Lionel Louw becomes his successor. External consultation and support structure to director and middle-management team to engage in and enhance effectiveness and efficiency.	FCW and 14 ECD centres on the list of the Community Chest for grants. BVLF FIF 3-year grant Period. State introduced Welfare Programmes for subsidisation. FCW step-up fundraising and marketing drive. Street Collection Anglo American Group Chairman's' Fund. Independent Development Trust. Operation Hunger. Peninsula Beverage Co. Urban Foundation Jews for justice. Sanlam RVR Trust Fund Cape Town & Suburban Clothing Guild.	Thenjiwe Educare joins FCW. Crisis intervention at Nonkosinathi and Vrolike Vinkies. Jack 'n Jill ECD alleged Mis-Management of funds. Jakkerland ECD de-affiliates. Consolidation in Ocean View after Crisis in 1992 and pending legal action.	Voter Education Workshop held in Durban by the BVLF SA Network - 3 FCW reps. 2 FCW reps to the National Conference focusing on women and children. FCW participated in the NIWC national conference to address a new democratic national structure for ECD. FCW actively involved in regional and national ECD structures such as UPA, NIWC, NCRC. Conference in Namibia on "Relevant ECD: Towards better approaches" planned and facilitated by FCW and the childrens' desk, Council of Churches, Namibia.	The FCW Training Unit responsible for the training of 117 educare workers. Level I (Xhosa language) presented for the first time.	Family-in Focus (FIF) expansion and the consolidation of the programme in Mitchell's Plain.

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1994 – onwards
Post Apartheid South Africa
First General Democratic Election held in the Country – Peaceful. The "MIRACLE."
Inauguration of President Nelson Mandela.
Reconstruction and Development Programme (RDP) initiated by the State. RDP briefings nationwide.
FCW's fifth development phase.
Holistic and integrated development framework; strong emphasis on training, parent participation and less involvement with the ECD Community Centres.
Family in Focus: A shift from the tunnel-visioned approach to ECD

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family in Focus Programme
Development of a FCW staff Policy manual. Alleged financial Mismanagement by the FCW Financial Manager, Crisis intervention, legal action instituted. Appointment of a Media worker to assist in the Marketing strategy of FCW. Appointment of an Executive Assistant and Fundraiser to assist the FCW director. Farewell function of Franklin Sonn.	Energos Foundation grant. "Once off grant" received from The Cohen Charitable Trust.	Strategic decision, of no new projects to be taken on board. Consolidation of independence process: *Appropriate registration option *Fundraising # application *Constitution reviews *Lease Agreements *Auditing processes	FCW assist in the planning and presentation of "Child to Child" Prog. "Young Children '96 Campaign" initiated. FCW attends and participates in RDP briefings held in region. Western Cape ECD mediation process between FCW, ELRU, Grassroots and others, facilitated by Centre for Conflict Resolution. Formation of S. A. Association for ECD. Director serves on the Strategic Management task team w.r.t. to Structure and policy for ECD in the Western Province. NGO Coalition participation. World Bank Study (age group 0 – 4 years)	Based on the needs expressed by educare workers, FCW decided to offer Supervisors' Course instead of Level III. 94 Trainees completed their training with FCW.	Family-in-Focus Programme expanded to Atlantis. 200 children in Mitchell's Plain FIF. US Consulate sponsored fencing of vacant plot of Masincedane. Kewtown community receptive to FIF for their area.

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1995

Transition period – Post Apartheid.
RDP Forum formation.
Truth and Reconciliation Commission formed
Draft White paper on the transformation of Welfare in SA gazetted.
Taxi war in the Western Cape.
Gangsterism in the townships on the increase.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family in Focus Programme
Dr Lionel Louw appointed as trustee of the Renier Van Rooyen Trust fund. FCW and 5 other Resource and Training Organisations (RTO's) in a workshop with Engen to address areas of operation, rationalisation and funding. Dr Rien Van Gendt, accompanied by two BVLF trustees, visited FCW Dr Gerard Salole of the BVLF visited FCW.	FCW establishes Bursary Fund for educare workers in teacher training. Loan accounts repayment gained momentum. Over the years ECD projects affiliated to FCW received loans from FCW and strategy to recover some of the outstanding debt was introduced. Joint Education Trust supports FCW training unit. Helen Calvery Trust. Bequest Mrs MD Baumann. Shell Engen Atlantis Community Benefit Fund.	FIF outreach programme launched in Bokmakierie. Broader community dynamics impacted on the stability and progress of the Nonkosinathi Educare Project. Linkages with RDP structures in the various communities and the participation in the RDP consultative workshops.	FCW director serves on the Welfare Funding Crisis Task Team. Student from the University of Transkei in training at FCW. Mediation process between the five resource and training organisations in The Western Cape, facilitated by the Centre for Conflict Resolution.	FCW Education and Training Unit, the flagship of the organisation faced closure because of lack of funds, but the Joint Education Trust came out in support of the training unit. 134 Educare workers received certificates at the close of 1995. FCW's 1st independent graduation. Up to 1994, FCW had a joint graduation ceremony with ELRU, but FCW's increased training capacity demanded a FCW event.	100 children and 30 parents in Blackheath FIF. Kewtown FIF considering partnership with Bokmakierie community. Social Work student placed at Masincedane to help project through development process re governance and capacity building. The FIF Programme presented to the Community Benefit Fund in Atlantis and received a donation. The programme highlighted the plight of Atlantis, 'The lost City".

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1996

GEAR Policy framework unveiled.
First hearings of the TRC
Constitution adopted
Political change impacts on various sectors inclusive of ECD. Rationalisation and job losses features of the nineties.
SA schools act – major achievement and hailed as a positive development. Emphasis on the empowerment of parents.
NGO's were also experiencing a brain drain as the state departments were recruiting experienced personnel from the NGO sector.
The Taxi war in the Western Cape has a severe impact on service delivery.
Gangsterism and violence on the increase.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family In Focus
Capacity building process, linked with Independence and self-sustainability, shifted into higher gear. The development of a set of posters as a training tool in the capacity building process. Engen presentation function hosted by FCW. Established networking relationship with a project in Bermuda. Compilation of a staff policy manual for community Educare project staff. Co-ordinators and fieldworkers compile a training manual for alternative ECD programme. FCW investment portfolio evaluated and significant changes made in terms of the management of the portfolio. Severe financial constraints experienced by FCW resulted in major staff turnover. Fundraising and Marketing strategies - stickers and newsletters. Director in planning/participation of conference in Mozambique on "Creating a broad vision for Early Childhood Development Training". Dr. Louw visited the BVLF in the Netherlands and this visit resulted in the initial deliberations for the documentation of the FCW story.	Africa Professional Investment Group. Thomas. M Cooley Law School, USA. Beyond Barriers, Bermuda. Old Mutual Sanlam Umzamo Development Fund Western Cape Education Department.	Renier Van Rooyen coming of age celebrations. Provincial Administration of Western Cape Stakeholders workshops and meetings. In-depth evaluation of community educare projects functioning and FCW's level of input assessed.	FCW Kiddies Corner at the Community Chest Carnival. Young Children '96 programme. A very successful community day for the children of Kewtown.	Lack of funds resulted in the freezing of the Level II (Eng/Afr) groups training programme. 173 Educare workers completed their training with FCW.	5 communities involved in FIF. In-service training for FIF staff on: *Improved toy making * health & nutrition *conflict resolution *strategic planning *communication * fund raising * parent involvement *needs assessments *time management. FIF Projects in 5 communities reaching children: *Kewtown - 828 *Blackheath - 302 *Mitchell's Plain - 231 *Atlantis - 320 *Khayalitsha – 107

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1997 – onwards

Transition of Apartheid.
Global market of increased competition, uncertainty and poverty.
HIV/AIDS Pandemic- Virodene as AIDS remedy introduced
Major decision by FCW to write off accumulated ECD centre-based loans.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family In Focus
Intense networking. Restructuring to ensure viability and sustainability. PRO & marketing strategy. Extensive electronic media coverage. 21st celebrations: mayoral function hosted by Mayor of Cape Town in salute of service delivery to the people of the Cape. Business luncheon in honour of Renier Van Rooyen for planting the seed during the dark years of Apartheid! M-Net Cares screened double feature on the work of FCW. Director as guest colleague of BVLF, spent time in The Netherlands. High staff turnover – not conclusive to team spirit and team building. Eunice Ferndale, after 13 years unbroken service departs from FCW. Hazel Brown joins the FCW team – finance unit.	Shutdown of NGO's at rapid rate. Shedding of staff and the unbundling of units / depths. Diverse funding support – in cash and kind. Gorvalla Holdings, M-Net Cares and J.E.T. Lee Trust. Sourcecom, Shoprite Checkers and Naspers. Support from schools: Athlone High, Belgravia High, Ned Doman Senior Secondary School; Kewtown & Athlone North Primary Schools. Personal Donation of R21 000.00 from Dr Christo Wiese.	In-depth discussion forums re: property ownership; title deeds; lease agreements and future sustainability. Lease agreement drawn up and referred to centre committees for consultation. Committee and staff raised financial constraints, ownership, poor committee and management structure; lack of parental support and involvement as variables that impact negativity on sustainability.	FCW participates in all African symposium on ECD matters in Zambia. First of its kind for a SA representation.	Decentralisation of training to Khayalisha, Bonteheuwel, Athlone and Ocean View. Training courses offered by the FCW, in 3 languages from Level I to Level II extension. Training for cooks, first innovation by FCW, addressed the need of an under valued cohort of workers. Cooks training develops skills, encourages confidence and enhances self worth and status. 155 Trainees completed their training. Ms Naledi Pandor – Chief Whip of the ANC delivers inspiring keynote address.	End of first BVLF funding cycle for FIF resulted in external evaluation and strategic planning workshop. Critical issues emerged: *sustainability * stronger advocacy & lobbying *safety & security of staff and children. FIF Bokmakierie – venture into a community on a 'clean slate' without the ECD label. Action research conducted in the area focused on the need for FIF and the response of the community to an ECD programme with a 'difference'. FIF pilot training programme: Life Skills Training; the situation within the home; community concerns and parents' perceptions and appropriate child rearing skills. 11 home visitors completed their training.

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1998

Political changes – transitional process continues apace.
Policy frameworks on Youth, Children and Women emerge as White Papers on RDP within Departments: Health, Welfare and Education.
National Plan of Action for Children in SA identified a number of categories focusing on children in difficult circumstances.

Governance & organisational development	Funding	ECD Projects	Other activities	Education & training	Family In Focus
Fundraising, full-time and labour intensive with major thrust on follow-up and maintenance. Labour disputes. Retrenchments resulted in first CCMA appearance: Conciliation and Arbitration process. BVLF representation – on site visits to FCW & FIF. *Human Resource Management and Capacitation. *Stress management, *Labour relations *Gender equity.	Funding constraints and the scaling down of the Education and Training Unit. Small personal donations making a difference on the cash flow problem. Cohen Charitable Trust and Harwill Investments added to donor support list. Active involvement of Finance Sub Committee helps consolidate financial management. Joint Education Trust. Funding Cycle for Education & Training comes to end – no new funding. Community Chest application workshops.	Steppingstones 21st celebration. Renier van Rooyen annual successful debutant ball.	Director attends state banquet in Hon of Pres. Fidel Castro, president of Cuba. Linkages with Anti Crime Forum, Child Protection Unit, Rape Crisis, "Tree of Joy" project of Rotary International and DICAG. FIF coordinator (Jann Watlington) & ELC Project Coordinator (Valerie Erasmus) as part of Council of Churches Namibia delegation, to ECD network programmes, Kuru Development, Botswana.	Funding crisis and the scaling down of unit – 4 staff members retrenched. Increased dropout rate and outstanding fees escalate the loss in income. Income from training fees insufficient to sustain training unit. 268 Trainers complete training.	The first certificate programme in Home Visiting completed by 12 home visitors. Training extended to 9-month programme. Weekly evaluation of training programme via questionnaire aid, monitoring and support framework. GreenPoint, Khayalisha joins FIF network (7 communities in network). Outreach programme identified new-targeted communities. Witsands, Freedom Park, Kleinvlei, Harare and Delft. Future plans include intensive 'moving on approach'. Parents to be empowered to continue with FIF programme & home visitors to work with new families. Developmental workshops for Project coordinators on management-related issues. Emphasis on governance: Capacity building & training. Strategic workshop: Crime Prevention & management roundtable. Mrs Theresa Solomons, Prov. Legislative participated. Stronger marketing of FIF on community project level.

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1999

Thabo Mbeki inaugurated as President

Family in Focus Programme soars – developmental and holistic approach

Governance & organisational development	Funding	Other activities	Education &Training	Family In Focus
Funding crisis left many NGO's in dire straits. Closure of the Education & Training Unit at the end of 1999: an important policy decision and paradigm shift.	Donor base shrinkage. Income for year was 9.5% less; expenditure decreased by 8%, B.P.S.A. & Wooltru joined continued support from BVLF & Community Chest, Claude Leon Harris Trust, J.E.T. Lee Trust & Cohen Trust. Setting and converting of Financial Accounts to Pastel Accounting. Kellogg's Foundation gave lifeline to Education & Training Unit.	Presentations; briefing sessions and 'coaching' to Erongo Pro-child Initiative of Swakopmund, Namibia. ECD Unit of Ministry of Education; Lesotho & Directorate of Community Development & Family Support Programme, Namibia. Interested groups from USA, Spain & the UK.	Swansong – the Education and Training Unit, after retrenchments and scaling down process, finally bowed out. 70 Adult learners received Certificated in Level-based training. Dr. Edna Van Harte inspired FCW and community with message of hope and encouragement. An emotional farewell to the small team of Madeline Foster, Vanessa Davidson and Mathulo Masitsa.	Rapid growth in FIF programme: Inroads into Witsands & Kleinvlei; more children reached; 5 project coordinators & 14 home visitors & 34 committee members. *FIF Atlantis partner Cape Metropolitan Council in Atlantis Arts & Cultural Festival. *FIF Mitchell's Plain & RAPCAN conduct workshops on safety & security. *FIF GreenPoint ventures income – generating projects. *Masincedane and Tygerberg City Council organise the Ingwe Clean-up Campaign. Restructuring & adapting of FIF Training modules; alignment to Outcome-Based Education. Two Dutch students initiate Playtime Project & Toy making Workshop. FIF Unit Manager present FIF Programme at conference held in Uganda (show casing innovative programmes in promotion of family & Community well being on African Continent). Two FIF Community workers present FIF Programme at 21st Century Strategies for Children Conference – excellent PRO & Marketing opportunity. Strategic Planning took the shape of 6 workshops for FIF projects; addressing development needs, shared concerns and future plans.

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2000 – onwards

25 Years of community service celebrations.
Millennium era – new challenges.

- Post apartheid
- Change in funding climate.
- Reconstruction and Development Programme replaced by growth, employment and redistribution (1996)
- NGO's scaling down / closure for many.
- HIV / AIDS pandemic.
- Poverty alleviation programmes under spotlight.

Governance & organisational development	Funding	Other activities	Family In Focus
Good governance & support is a FCW trademark. Strong leadership with vision & integrity; acknowledge diversity, anticipate change, embrace opportunities & prepare to take risk.	AEA Investors, DG Murray Trust & Pierhead Rotary Club joined FCW donor base. Certificate short course in Financial Accounting. 22 trainees completed a 6-month module course. Hands-on, practical with assessment & evaluation.	Broad-based networking; RDP's SANCO and other relevant Civic structures. Community Radio initiative spearheaded by FIF Programmes.	Integrated approach to ECD provision. Contextually appropriate. Culturally relevant. Broad-based family & community support. Community outreach. Contextually relevant & appropriately aligned training programme. Poverty alleviation tool. Linkages / networking tool – connected with partners in Southern Africa. Areas of operation: Atlantis, Bokmakierie, GreenPoint, Kewtown, and Mitchell's Plain & Masincedane. Consolidating FIF Projects focuses on: Income generation projects; AGM's for all FIF projects & participatory mid-year evaluations ensure action-oriented & focused work plans, based on timeframes & outcomes. 13 FIF home visitors completed financial training in practical accounting. Management Committee training completed by 28 committee members representing 6 FIF projects. Project coordinators participate in orientation to FIF Training Programme – link between practice & training. 9 FIF staff members graduated from a 36-week FIF Certificate Programme in Home visiting & Childminding. A delegation of 5 ECD practitioners from the Lesotho Ministry Education in ECD Division on fact finding and learning mission; hosted by FIF.

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2001
HIV/AIDS Pandemic
Poverty Alleviation
Information Technology
Globalisation
FCW AT CROSSROADS-REGENERATION...TO WHAT

Governance & organisational development	Funding	ECD Projects	Other activities	Family In Focus
People, FCW's biggest asset base. FCW one of 5 partners in Masibambane Consortium – a way of pooling respective resources in the interest of building communities. Feasibility study – BVLF funded –aim is to assess the organisation's sustainability & to give directives for medium to long-term sustainability programme. The feasibility study provided framework for a systemic process towards sustainable development.	Shift in funding environment. Funding perspective suggests complex situation, forcing NGO's to reposition & align to a more focused approach to service delivery. Forging partnerships; key to sustainability. FCW-BVLF and FCW-SCAT. FRIS initiative. Masibambane Consortium FCW – clear Channel & UniCity ABSA Foundation; Corpcom Outdoor Ryland Fisher Communications Liberty Foundations. Funds from the NDA helped with the decentralisation of training to Atlantis & Khayelitsha. Capacity building includes understanding SARS requirements; PAYE & UIF; personal & organisational developments & better contextual understanding of accounting principles, procedures & systems.	Impact of Grade R & early admission to schools severely impact on Capacity of ECD centres. Scorpio Road, ELC & Annette se Speelkring in crisis.	Workshops & Networking. Advocacy & Lobbying. FCW serve on planning committee for a national 3-day workshop on advocacy training & development of strategies for the ECD sector. Linkages with Salvation Army, Quake Peace, Ikamba Labantu & CCECD.	FIF Programme includes Witsands & Kleinvlei. In total 1570 children, 671 parents, 1239 families, 173 homebases & 78 committee members. Marketing & Communication programme with community radio in Atlantis, Bellville & Khayelisha focusing on the involvement of parents. Hart Fellow student from Duke University (USA) develops marketing tools. Linkages with informal traders & retailers boost income generation initiative. FIF Unit staff participate in Woz 'obona HIV / AIDS Training; follow- up on empowering project coordinators to run awareness training programmes. Developing indicators for the FIF Programme – participatory research undertaken under guidance of UWC. Findings call for Parent involvement strategy; Child Development Assessment tool; and stronger emphasis on the role of home visitors. Sebastiao Rocha from Brazil assesses and discusses findings.

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2002
HIV/AIDS Pandemic
Poverty Alleviation
Information Technology
Globalisation
REGENERATION PROCESS

Governance & organisational development	Funding	ECD Projects	Other activities	Family In Focus
'Where to from here – it cannot be business as usual' becomes the critical question in reflective process. Ever-changing operational environment impacts on the service delivery programmes – the FCW Board critical about impact and whether the organisation is making a difference. Decision taken to explore viable future scenario for FCW and the process for exploratory research implemented. *Closure *Maintain status quo *FIF as independent *New organisation – Community Development Foundation model? Invited by the Ford Foundation, the director participated in the 5th Networking meeting of the European Foundation Centre, held in Brussels – seeded the regeneration process and culminated in funding proposal to the said grantor. Following the Brussels meeting, consultative process with FCW stakeholders. Why should FCW regenerate and to what was met with much resistance from staff stakeholder group. FCW Board steadfast in decision, but with understanding and support. BVLF support process and visit to KCDF (Kenya) in future.	Funding crisis for NGO's in the Country. The Liberty Foundation came out in support of FCW and made substantial grant available towards expenses and assets. Funding from the Lottery Board. FCW FIF and Social Change Assistance Trust in partnership with the BVLF on a pilot Capacity Building programme for FIF Projects.	Limited focus on ECD centre work. Most ECD centre in crisis. Spate of burglaries put ELC under siege. Maintenance crisis for buildings in Ocean View, Athlone, Paarl and Durbanville. Low morale, poor capacity and limited parent and community support. Assets vs. Liabilities the critical question for FCW and the ECD centres.	Covey training for the FCW director sponsored by the NDA. Masibambane Consortium saw the opening of the Isibane Sethu Enrichment Centre – but process is flawed with political rivalry. Costly exercise for FCW and re-think of involvement in Consortium under the spotlight.	FIF Programme soaring to new heights. *Pilot Parent Programme *Leadership training *Project Coordinators' refresher course *FIF Certificate in Homevisiting Programme Marketing strategies focus on broader media coverage; community radio; communication and media empowerment training; and pamphlet development. The Faranani external evaluation evaluated the partnership relationship between FCW and SCAT and as a result of the findings, the BVLF approved a second tier funding for capacity building and life skills training. Sustainability issues focus on FRIS initiative; financial training and budgeting. Basic Business Skills training – linkage with the ABSA Foundation and Matieland- for 18 women for FIF communities. FIF Project committees apply for Lottery and Community Chest funding with great success.

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APPENDIX B

KENYAN COMMUNITY DEVELOPMENT FOUNDATION FORMATION PROCESS

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APPENDIX B

KENYAN COMMUNITY DEVELOPMENT FOUNDATION FORMATION PROCESS

The Kenyan Community Development Foundation, incubated by the Aga Khan Foundation, followed an in-depth developmental process, which, stretched over a period of more than three years.

KCDF incubation process

The historical context set the framework and rationale for the emergence of the Kenyan Community Development Foundation.

The transformation and regeneration was a process characterised by the following phases:

1. Consultative process and research. (+ 2 years)
2. Planning process. (2 years)
3. Working towards independence status and the related processes that would eventually shape the KCDF. (3 years)

1. Consultative process and research

The consultative process followed a period of more than two years of discussions with various stakeholders and an in-depth analysis of the poverty situation in Kenya. The primary focus was to build and strengthen capacity for communities and the CBO's to effectively respond to the poverty and other related development issues.

- The Ford Foundation (US- based donor) supported and funded this entire process. The reason for this specific donor's involvement was twofold: (i) concern for the rapid growth of poverty and (ii) the need for an alternative way in dealing with poverty and development.
- An external researcher was appointed to research community and developmental problems. The research processes included interviews with NGO's / CBO's / practitioners) and brainstorming sessions with professionals involved in community development with NGO's / CBO's.

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In concluding the first leg of the research findings, the following powerful affirmations of the general belief system were raised:

1. Outsiders and not the local people were controlling the development agenda.
2. Donors, who provide the resources, also set the agenda with the NGO's and service providers merely following the prescribed agenda.

A direct recommendation of the consultative process was the need for a Kenyan Institute that would build the capacity of local people - with accessibility to funds that would support this kind of development. The need to raise and mobilise local funds and resources was also stipulated.

2. Planning Process - (funded by the Ford Foundation)

The consultative process (A) was followed by a two-year planning process and led to the establishment of an Advisory Committee.
(The Advisory Committee included experts from NGO sector, donors, and private sector.)

During this phase of the process, the Advisory Committee was exposed to the concepts relating to community development; via field visits to US based Community Foundations, scanning of the literature, broad-based discussions and participation in workshops.

Towards the end of the two-year planning process, the Advisory Committee expressed the opinion that the concept of a Community Foundation kind of model should be tried out – and most importantly within the context of the Kenyan Society.

The Advisory Committee concluded that the flexibility of the concept and its ability to address long-term funding issues (if well structured and supported)

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could make for interesting and thought-provoking alternatives in its fight against poverty.

It was at this stage of the deliberations that the Aga Khan Foundation came into the fray of things; expressing the desire to become involved in the pilot phase of an emerging local Community (Development) Foundation.

In 1997, underpinned by a tripartite agreement between the Advisory Committee, The Aga Khan Foundation and The Ford Foundation, the emerging new foundation was then piloted as a project of the Aga Khan Foundation. This process took another three years of institutional building and resource mobilisation, to shape the organisation into a structure with the emphasis on community development and empowerment.
During this phase of the development the vision and mission statements were regularly reviewed and fine-tuned. The fine-tuning of the "mission statement" was a process that involved the board and staff and focused on critical analyses and self-assessments via annual retreats and strategic planning workshops.

In summary, the vision and mission statements evolved over a period of time

1996 - Mission statement – broad, capacity building focus.
No discussion on endowment building.
1998 - Introduction of developing "own" or local resources.
1999 - Strong focus on identity.
2000 - Clearer focus and understanding.
2001 - Endowment building
2000 - Revisited strategic focus and endowment building.

Similarly the vision of The Kenya Community Development Foundation took time to develop – a parallel process to the mission statement. Dream (entry point). Organization's greatest power is the ability to organize.
1996 -1999 - Information (knowledge, experiences, wisdom).
2000 onwards -Technology, linkages and capital (wealth).

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An interesting point to note is that the Mission statement was the entry of discussions – the vision followed.

The incubating process at the end of 1999 was followed by an external evaluation by an American fellow. The external Evaluation process was flawed and Kenyans differed in terms of processes, attitude of researcher and the final recommendation that listed the need for a strong endowment portfolio. The major point of contention was the need for an endowment based on the American concept of Community Foundations. The Kenyans thought it fitting to establish a Community Development Foundation as a grant-making institution without endowments. They argued that Kenya has wealthy Kenyans and local donors and these resources should be tapped. They felt strongly that the grant-making component be shelved and that the Community Development Foundation concept be marketed on the basis of a strong capacity building and training. Building the endowment was a goal shifted to a later date – 2001 was the beginning of the endowment building process.

3. Working towards independence status

In spite of the recommendations in the report, the Kenyan Community Development Foundation severed ties with The Aga Khan Foundation in 2001.

(Summary December, 2004, based on educational visit by Beulah Fredericks to the Kenyan Community Development Foundation, Nairobi, Kenya in November 2004).

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APPENDIX C

TITLE DEEDS, CONDITIONS AND VALUATIONS OF COMMUNITY EARLY CHILDHOOD DEVELOPMENT CENTRES

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APPENDIX C

TITLE DEEDS, CONDITIONS AND VALUATION OF PROPERTY OF THE COMMUNITY EARLY CHILDHOOD DEVELOPMENT CENTRES

1. Annette Se Speelkring Wellington

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
5755	**TRANSFEROR:** Municipality of Wellington **TRANSFEREE:** Weskaaplandse Stigting vir Gemeenskapswerk	T3540 (1984) **ERF ONLY** Purchase price R100

CONDITIONS

Zoned according to town Planning
(Local Government prerequisites.

Educational Purposes only.
In the case of re-zoning, the transferee either pays R11, 999 to the Municipality – subject of approval, or the land reverts back to the Transferor without any cost or repayment.

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
LAND: 114 500 BUILDING: 230 000 **TOTAL: 344 500**	LAND: 122 040 BUILDING: 286 092 **TOTAL: 408 132**	1 150 000 **24 P/M**

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2. Aquila Pre-School – Ocean View

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
16	**TRANSFEROR:** Division of the Cape **TRANSFEREE:** Weskaaplandse Stigting vir Gemeenskapswerk	T 35953 (1987) Purchase price: R2.00

CONDITIONS

Clause C (b) 1. and 2. (p5)

Solely for crèche purposes.

Should the land at any time cease to be used for crèche purposes, the land shall revert back to the Transferor without payment of compensation of any nature whatsoever and the Transferee shall be bound to do all things necessary and to sign all documents for the purpose of effecting retransfer to the Transferor, the cost of such transfer to be borne by the Transferee.

Should the land hereby transferred, revert to the Transferor, in terms of the above condition, and should it or an authorized agent utilised the buildings for purposes other than a crèche, for which the capital subsidies were paid from time to time, by the (Administration of Coloured Affairs) to the Transferee, it shall refund such capital subsidies to the State.

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
TOTAL: 230 000	LAND: 99 810 BUILDING: 396 858 **TOTAL: 496 668**	1 150 000 P/A or **245 P/M**

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3. Early Learning Centre - Kewtown

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
110214	**TRANSFEROR:** Cape Educational Trust **TRANSFEREE:** Western Cape Foundation For Community Work	T 24570 (1987)

CONDITIONS
Educational purposes.

VALUATION (RAND)		
MUNICIPAL	**MARKET**	**INSURANCE**
LAND: 160 000 BUILDING: 940 000 **TOTAL: 1100 000**	LAND: 182 350 BUILDING: 2 073 534 **TOTAL: 2 255 884**	1 725 000 P/A **772 P/M**

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4. Happy Tots Nursery School – Grassy Park

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
6347 430 (on lease)	**TRANSRERROR:** Salie Abrahams **TRANSFEREE:** Happy Tots Nursery School Organisation	T 37104 (1984) Purchased price of R35 000 Interest -free Loan from urban Foundation of which was repaid as in instalments follows: 7x R2 400 4x R3 750 1x R2 000 1x R1200

CONDITIONS

Educational zoned.
Loan was given for crèche purposes.

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
TOTAL: 820 000	LAND: 0 BUILDING: 1 088 796 **TOTAL:** 1 088 796	1 150 000 P/A or **489 P/M**

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5. Jack ń Jill Crèche - Durbanville

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
1577	**TRANSFEROR:** Municipality to Trustees of Durbanville crèche 1963 (T 17258) **TRANSFEREE:** Weskaaplandse Stigting vir Gemeenskapswerk	T 11590 (1981) Purchase price: R2.00 Stamp duty R400

CONDITIONS

Clause B (p63)
Solely for crèche purposes.

Should the land at any time cease to be used for crèche purposes, the land shall either revert back to the Municipality of Durbanville without payment of compensation of any nature whatsoever or alternatively the Transferee shall pay the said Council the amount representing the difference between the nominal sale price and R400 being the market value of the land at the date of sale, where after the land may be used for such purposes as the said Council with the consent of the Administrator may permit.

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
TOTAL: 270 000	LAND: 71 020 BUILDING: 368 363 **TOTAL: 439 383**	69 000 P/A **22 P/M**

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6. Little People Pre-School - Paarl

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
10006	**TRANSFEROR:** Gemeenskaps Ontwikkelingsraad. Transfer duty @ R1 050 **TRANSFEREE:** Wes-Kaaplandse Stigting vir Gemeenskapswerk	T 6248 (1980) **ERF ONLY** Building- loan of R17 000 with 1% interest from Urban Foundation for the construction of Multi functional community centre.

CONDITIONS

Zoned according to Town Planning (Local Government) prerequisites

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
LAND: 100 000 BUILDING: 260 000 **TOTAL: 360 000**	LAND: 114 400 BUILDING: 607 294 **TOTAL: 721 694**	82 800 **25 P/M**

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7. Renier van Rooyen Centre - Kuils River

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
5404	**TRANSFEROR:** Rynse Sendinggenoodskap van Barmen, Duitsland (1953); daarna die N.G. Sending gemeente Sarepta **TRANSFEREE:** Wes-Kaaplandse Welsyns Organisasie vir Kleurlinge. Verenigde Titel oorgedra aan die Wes-Kaaplandse Stigting vir Gemeenskapswerk.	T 3342 (1978) Title Deed T 63124/88 Certificate -T 63125 (1988)

CONDITIONS

Zoned according to Town Planning (Local Government) prerequisites

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
LAND: 140 000 BUILDING: 360 000 **TOTAL: 500 000**	LAND: 162 000 BUILDING: 1 001637 **TOTAL: 1163 637**	1 150 000 P/A **450 P/M**

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8. Scorpio Road Pre –School – Ocean View

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
1210	**TRANSFEROR:** Fish Hoek - Kommetjie -Noordhoek Welfare Association. **TRANSFEREE:** Wes-Kaaplandse Stigting vir Gemeenskapswerk	T 19269 (1979) Purchase price: R2.00

CONDITIONS

Clause E (p4)

Solely for crèche purposes.

Should the land at any time cease to be used for crèche purposes, the land shall revert back to the Transferor without payment of compensation of any nature whatsoever and the Transferee shall be bound to do all things necessary and to sign all documents for the purpose of effecting retransfer to the Transferor, the cost of such transfer to be borne by the Transferee.

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
TOTAL: 880 000	LAND: 264 810 BUILDING: 926 350 **TOTAL: 1 19 160**	1 150 000 P/A **245 P/M**

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9. Stepping Stone Pre-Primary -Paarl

ERF #	TITLE DEED HOLDER	DEED OF TRANSFER #
10 100	**TRANSFEROR:** Gemeenskaps Ontwikkelingsraad. Transfer duty @ R1 890 **TRANSFEREE:** Wes-Kaaplandse Stigting vir Gemeenskapswerk	T 18491 (1982) **ERF ONLY** Building- loan of R13 000 with 1% interest from Urban Foundation for the construction of Multi functional community centre.

CONDITIONS

Zoned according to Town Planning (Local Government) prerequisites

VALUATION (RAND)

MUNICIPAL	MARKET	INSURANCE
LAND: 150 000 BUILDING: 130 000 **TOTAL: 280 000**	LAND: 187 500 BUILDING: 369 086 **TOTAL: 556 586**	172 500 P/A **58 P/M**

The total Municipal value of these nine community ECD centres is currently at R4, 784 500 and the Market value in the region of R8 321 940.

But with the exception of HappyTots Nursery School,

Our Little People Pre-school and Renier van Rooyen Centre, the remaining 6 ECD are in desperate need of repairs.

Poor asset management and maintenance structure.

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APPENDIX D

THE FAMILY IN FOCUS PROGRAMME
EIGHT-POINT IMPLEMENTATION PLAN

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ANNEXURE D
FAMILY IN FOCUS PROGRAMME
EIGHT-POINT IMPLEMENTATION FRAMEWORK

Eight-Point Family in Focus implementation framework
Guidelines for engaging communities

1. ***All meetings with members of an interested severely impoverished community are initiated and organized by the community***

- FCW staff makes as many presentations as requested, ensuring a broad cross-section of the community is reached and broad community buy-in to Family in Focus approach is achieved.
- Community members set up an interim Family in Focus Steering Committee to act as a liaison point within the community for questions regarding information on the Family in Focus Programme between scheduled presentations.

2. ***Baseline profile information collected by Committee members (trained by FCW staff) through broadened consultation process with community stakeholders***

- Information gathered is utilised for a range of impact studies of use to the community in its development planning processes with local government, as well as to FCW in its planning processes for the Family-in-Focus Programme.
- Potential stakeholders, who were missed during the introductory phases of the programme, can be included through this process.

3. ***Formalize Family-in-Focus Governing Committee Structure and Functions***

- This occurs under the auspices of the Interim Steering Committee, and in the past has produced more women-dominated Committees than formal

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crèche/day care structures, which tend to have male dominated governing structures.

- The FCW Community Worker explains the roles and functions of the Committee to the entire meeting and answers questions before nominations occur and a vote is taken.
- An FCW Community Worker trains committee in Family-in-Focus Programme purpose, processes, achievements, how to promote the programme and how to recruit members and staff.
- Home visitors are recruited by the committee and trained by the FCW field team.
- Committee members recruit parents for participation in Parent's Programmes.
- Initially, all committee meetings have an FCW Community Worker present as a resource person.

4. Home visiting Programme

- One home visit per week for 1.5 hours for each group of 6 to 13 parents.
- Trained home visitors demonstrate and facilitate stimulating activities parents can do with children using naturally occurring household activities and materials found in and around the home.

5. Parent Programme workshops

- Two to four per month, between 3-5 hours each, supplemented by informal monthly coffee mornings held at a parent's house for community-building purposes.
- Parent workshops discuss topics such as self-esteem, communication, discipline, and early social, mental, emotional and physical development.
- Certificates of attendance awarded to parents who have completed five executive months of parent workshops.

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6. ***Sustainability skills training: mentoring and support by community developers over six to twelve months –depending on the number of committee members***
   - Practical accounting and financial management
   - Budget workshops
   - Fundraising skills
   - FRIS initiative
   - Publicity / media skills
   - Leadership and Management training
   - Labour related skills training
   - Lay counselling training
   - Lobbying and Advocacy training
   - Enterprise development training in co-operation with SCAT (Social Change Assistance Trust).

7. ***Incremental transfer of responsibility for running of Family in Focus programme implemented, from FCW to local FIF governing committees***
   - Includes registering the FIF Project as Public Benefit Organization which allows it to apply for funds both foreign and locally.
   - The FCW assists local Family in Focus projects to complete funding application forms and explore other income generating options, such as enterprise development through Social Change Assistance Trust.

8. ***"Moving on approach"***

FCW assists various Family in Focus committees to develop umbrella strategies on broader lobbying and advocacy issues, publicity campaigns, as well as by examining different financial sustainability options, including addressing the option of a Community Development Foundation (as a model towards sustainable development) and integrated partnerships with local government.

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APPENDIX E

THE FOUNDATION FOR COMMUNITY WORK
CONTRIBUTIONS FROM STAFF

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APPENDIX E

FOUNDATION FOR COMMUNITY WORK
CONTRIBUTION BY THE STAFF

1. Staff would like to see the following happening

1. Want all Family in Focus (FIF) projects to be autonomous.
2. We want to be able to have package to start FIF in any community.
3. We want to see FIF in all parts of the country.
   - Training
   - Support
   - Along steps to autonomy
4. Lobbying – government
   - Research to show FIF works – quality programme.

2. Steps we need to take for successful FIF NGO

Get advice and guidance

- What are legal requirements?
- What will the work of FIF be?
- What resources?

Start training FIF staff in gaps and needs as identified

- Identify gaps in staff.
- Capacity building and Training.

Bernard van Leer Foundation (BVLF)

- What is their take on the envisaged split?
- Can they assist and in what way?

Strategic Planning

- Workshop with the Board, FCW and FIF Sub committee and Staff. New FIF – vision and mission, legal matters and identity status, board/governance. Guidance and support and what as staff can be

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done within budget. What is our ideal organisational structure for the future?

- Specific workshops – the Family in Focus projects need analyses and business plans.

Fundraising and Marketing the FIF Programme

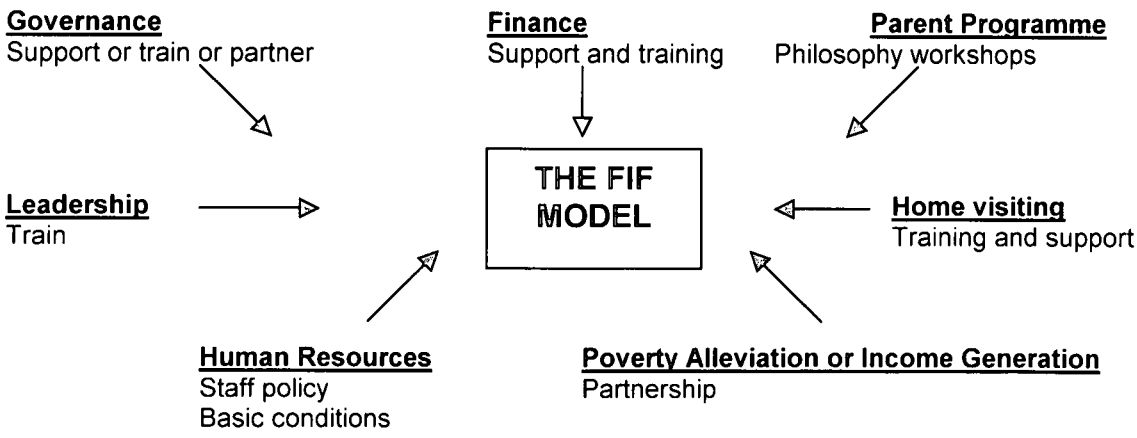
- NPO number.
- PBO registration
- New funding partners and corporate donor support.
- Let the whole world know about existence of the Family in Focus Programme.

Research

- Making FIF a programme of quality so that we can show real change / outcomes.

Evaluation – on-going process and should be part of overall work plans.

CORE FUNCTIONS OF THE FAMILY IN FOCUS PROGRAMME



December 2003

The Family in Focus community development team