



Desmond Tutu Centre for Leadership

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2010 - 2020 STRATEGIC FRAMEWORK

The “4-by-S” Plan

Anford House Manifesto



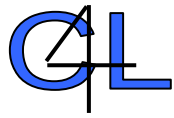
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Preamble

On its tenth birthday, the Board of C4L decided to undertake a strategic review and to revise its framework of organizational goals, and thus its structure.

This process began at Anford House in November 2009, and came to its conclusion at the AGM in June 2010.



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STRATEGY

Vision:

*Seamless and coherent human services across Africa
with empowered and responsible leaders*

Mission:

*Human development, organizational innovation and community intervention to enable
change agents through training, mentoring, counseling and appropriate tools*

Slogans:

- *Equipping God's people for works of service*
- *Shaking and moving the shakers and movers*
- *Transforming leadership, so that children are safe*

Values:

Honesty, Integrity, Faith, Spirituality, Teamwork

1. Strategic Goals

1.1 Race, tribes, genders, ages and creeds that are comfortably working together

Core Themes	<ul style="list-style-type: none"> ▪ Youth Empowerment ▪ Gender balance ▪ Inter-denominational (e.g C4L Board Profile) ▪ Regional Coherence (English & Portuguese language) ▪ Affirmation action
Projects	<ul style="list-style-type: none"> ▪ English Access
Pending	<ul style="list-style-type: none"> ▪ Advocacy about Racism, Xenophobia and Intolerance
Other	<ul style="list-style-type: none"> ▪ Campus composition – diversity, rainbow community

1.2 Regional and denominational coherence in the human services – development and disasters

OD Modules	<ul style="list-style-type: none"> ▪ Development Practice ▪ Disaster Management Plans ▪ Capacity Building (Training Trainers) ▪ Advocacy ▪ Counseling ▪ Enterprise Development ▪ The Nonprofit Sector ▪ Culture and Management
Projects	<ul style="list-style-type: none"> ▪ Mentor.org.za – <i>Part 1 Human Services</i> ▪ Child Protection (Kids Clubs for OVC) ▪ Psycho-social Support Camps ▪ Advocacy – Body Parts Trafficking ▪ Advocacy – Child Trafficking
Pending	<ul style="list-style-type: none"> ▪ Caster Cup
Other	<ul style="list-style-type: none"> ▪ Total Transformation (training video & manuals) ▪ C4L Manual: Teacher Counseling for OVC ▪ C4L Manual: Kids Club Handbook ▪ C4L Manual: Psycho-social Support Camps

1.3 High standards of corporate governance, leadership and management in CSOs and SMEs

OD Modules	<ul style="list-style-type: none"> ▪ Board Leadership ▪ Strategic Planning ▪ Policy formulation ▪ Servant Leadership ▪ HR Management ▪ Resource Mobilization ▪ Financial Management ▪ Information and Technology Management ▪ Time Management ▪ Project Cycle Management
Projects	<ul style="list-style-type: none"> ▪ Mentoring Youth Organizations (DED) ▪ ICT for NGO (CIWI) ▪ Mentor.org.za – <i>Part 2 Nonprofit Management</i>
Pending	<ul style="list-style-type: none"> ▪ Boardware ▪ Fundtrac software ▪ Computer labs
Other	<ul style="list-style-type: none"> ▪ C4L Manual: Leading Groups in Civil Society ▪ C4L Manual: Managing People and Groups ▪ C4L Manual: Managing Work ▪ Obstacle course at C4L Campus ▪ Translation of SMC manuals on OD ▪ OD Board game

1.4 A constituted Youth Corps that offer hope and opportunity with annual ingress and positive exit strategies

OD Modules	<ul style="list-style-type: none"> ▪ Youth and Child Care Worker (Level 4 qualification) ▪ Small Business Owner (Level 3 qualification)
Projects	<ul style="list-style-type: none"> ▪ NSFAS Intermediation
Pending	<ul style="list-style-type: none"> ▪ Learnerships for APOLICO
Other	<ul style="list-style-type: none"> ▪ IVEP placements

1.5 Access to learning through various media by people far and near

OD Modules	<ul style="list-style-type: none"> ▪ On-line mentors, deans and assessors (English & Portuguese)
Projects	<ul style="list-style-type: none"> ▪ Mentoring.org (Kellogg) ▪ Boardware
Pending	<ul style="list-style-type: none"> ▪ Life Long Learning Zones in client NGOs ▪ Client NGOs with functioning computer networks
Other	<ul style="list-style-type: none"> ▪ Portal shared with CIWI

1.6 A balanced programme portfolio in terms of Advocacy, Development & Disaster

OD Modules	<ul style="list-style-type: none"> ▪ Advocacy ▪ Human Services course (Mentor.org.za) ▪ Disaster Management Plans
Projects	<ul style="list-style-type: none"> ▪ Advocacy (LDH, IOM, etc) ▪ Child Protection & PSS Camps
Pending	<ul style="list-style-type: none"> ▪ More Advocacy projects ▪ Accredited training (W&R SETA + H&W SETA)
Other	<ul style="list-style-type: none"> ▪ Total Transformation (Training video & manual)

1.7 A holistic balance between Knowledge dissemination, Skills development and Attitudinal change

OD Modules	<ul style="list-style-type: none"> ▪ Servant Leadership emphasis
Projects	<ul style="list-style-type: none"> ▪ Meditations in every topic of Mentor-org.za
Pending	<ul style="list-style-type: none"> ▪ Leaders Calendar for 2011 ▪ Be a Leader for God's Sake (Bruce Winston – based on the <i>Beatitudes</i>)
Other	<ul style="list-style-type: none"> ▪ Morning meditations at C4L training events

2. Programme Goals (Draft)

OD Programme Goals

- A civil society composed of networks that are legitimate, transparent, accountable and holistic
- Organizations that are creative, dynamic, evolving, resilient, adaptive and sustainable due to visionary, authentic and empowering leaders
- Access to and deployment of the highest standards of technology for both “intra” and “inter” information sharing

Opportunities for Youth Programme Goals

- A tradition of youth empowerment that continues from generation to generation
- A high degree of youth-and-child influence in decisions that affect them
- A high sense of ownership in Lowveld communities of their child protection services
- A safe, protective and nurturing child rights environment in Mpumalanga province

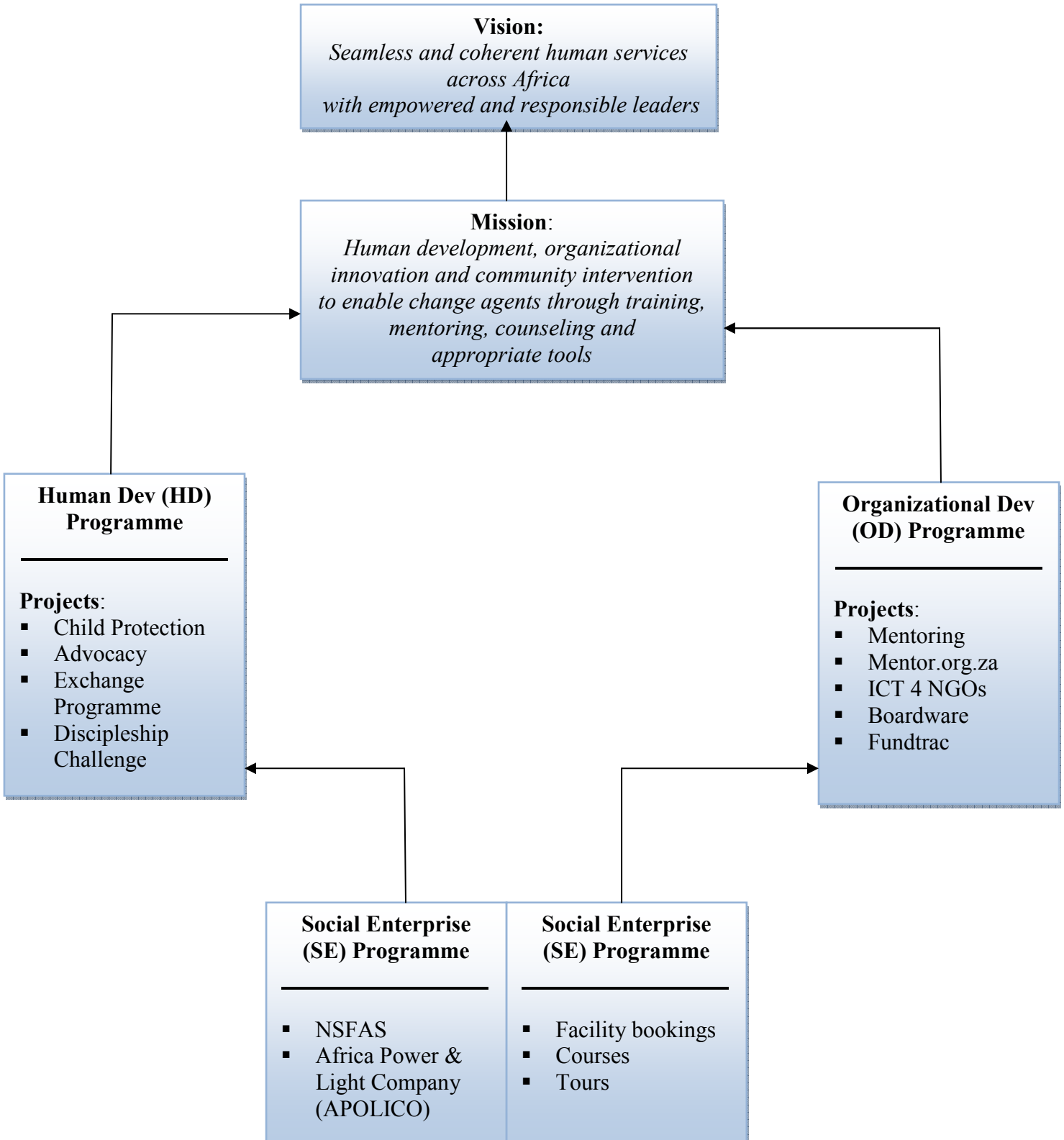
Social Enterprise Goals

- All C4L people and planning imbued with an orientation to self-sustaining services
- A cadre of activists and interveners that neither drain C4L financially nor situate it at the top of a pyramid (C4L as prima inter pares – first among equals)
- Sound, business-like decision-making at all levels of C4L management

	Organization Development Programme	Human Development Programme	Social Enterprises Programme
<i>1. Race, tribes, genders, ages and creeds that are comfortably working together</i>		A high degree of youth-and-child influence in decisions that affect them	
<i>2. Regional and denominational coherence in the</i>	A civil society composed of networks that are		

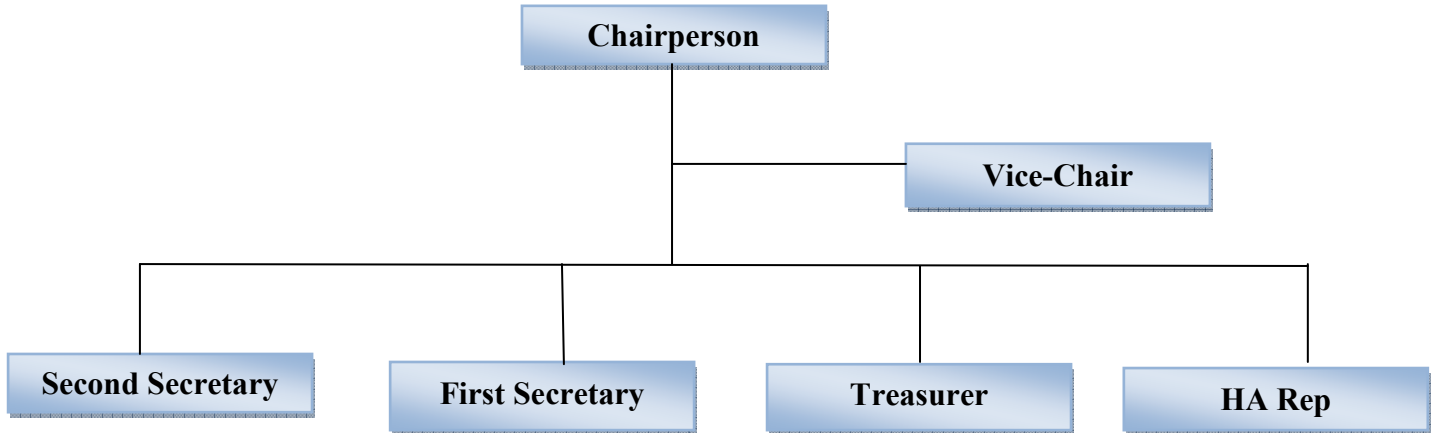
<i>human services – development and disasters</i>	legitimate, transparent, accountable and holistic		
<i>3. High standards of corporate governance, leadership and management in CSOs and SMEs</i>	Organizations that are creative, dynamic, evolving, resilient, adaptive and sustainable due to visionary, authentic and empowering leaders		Sound, business-like decision-making at all levels of C4L management
<i>4. A constituted Youth Corps that offer hope and opportunity with annual ingress and positive exit strategies</i>		A tradition of youth empowerment that continues from generation to generation	A cadre of activists and interveners that neither drain C4L financially nor situate it at the top of a pyramid (C4L as prima inter pares – first among equals)
<i>5. Access to learning through various media by people far and near</i>	Access to and deployment of the highest standards of technology for both “intra” and “inter” information sharing		
<i>6. A balanced programme portfolio in terms of Advocacy, Development & Disaster</i>		A safe, protective and nurturing child rights environment in Mpumalanga province	All C4L people and planning imbued with an orientation to self-sustaining services
<i>7. A holistic balance between Knowledge dissemination, Skills development and Attitudinal change</i>		A high sense of ownership in Lowveld communities of their child protection services	

STRUCTURE

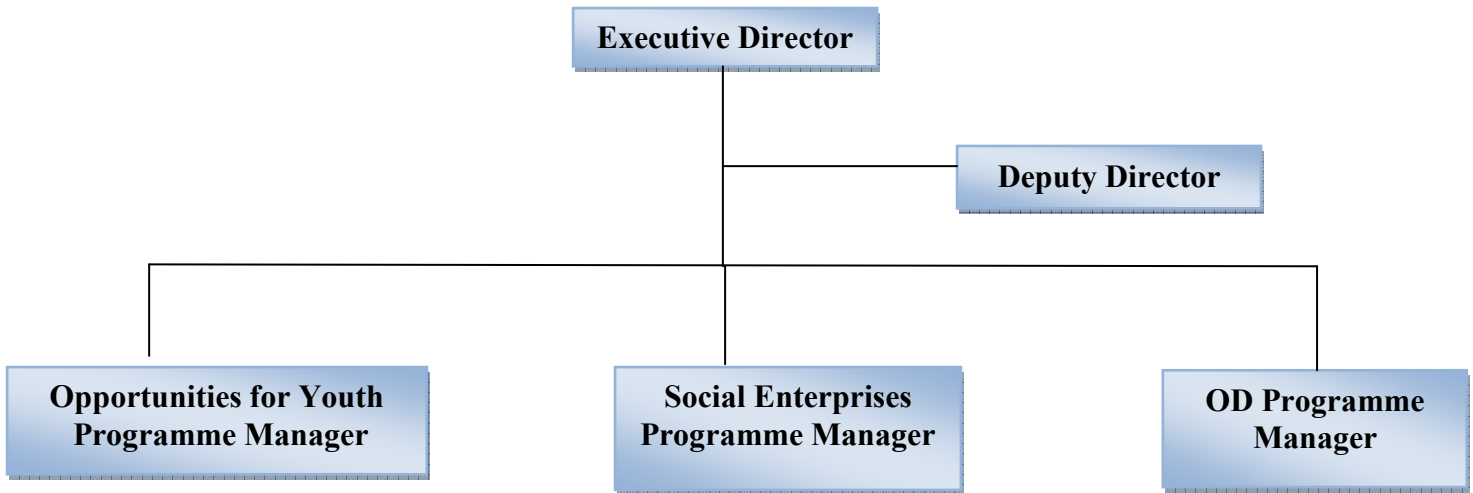


3. C4L Organizational Chart

3.1 Board Level



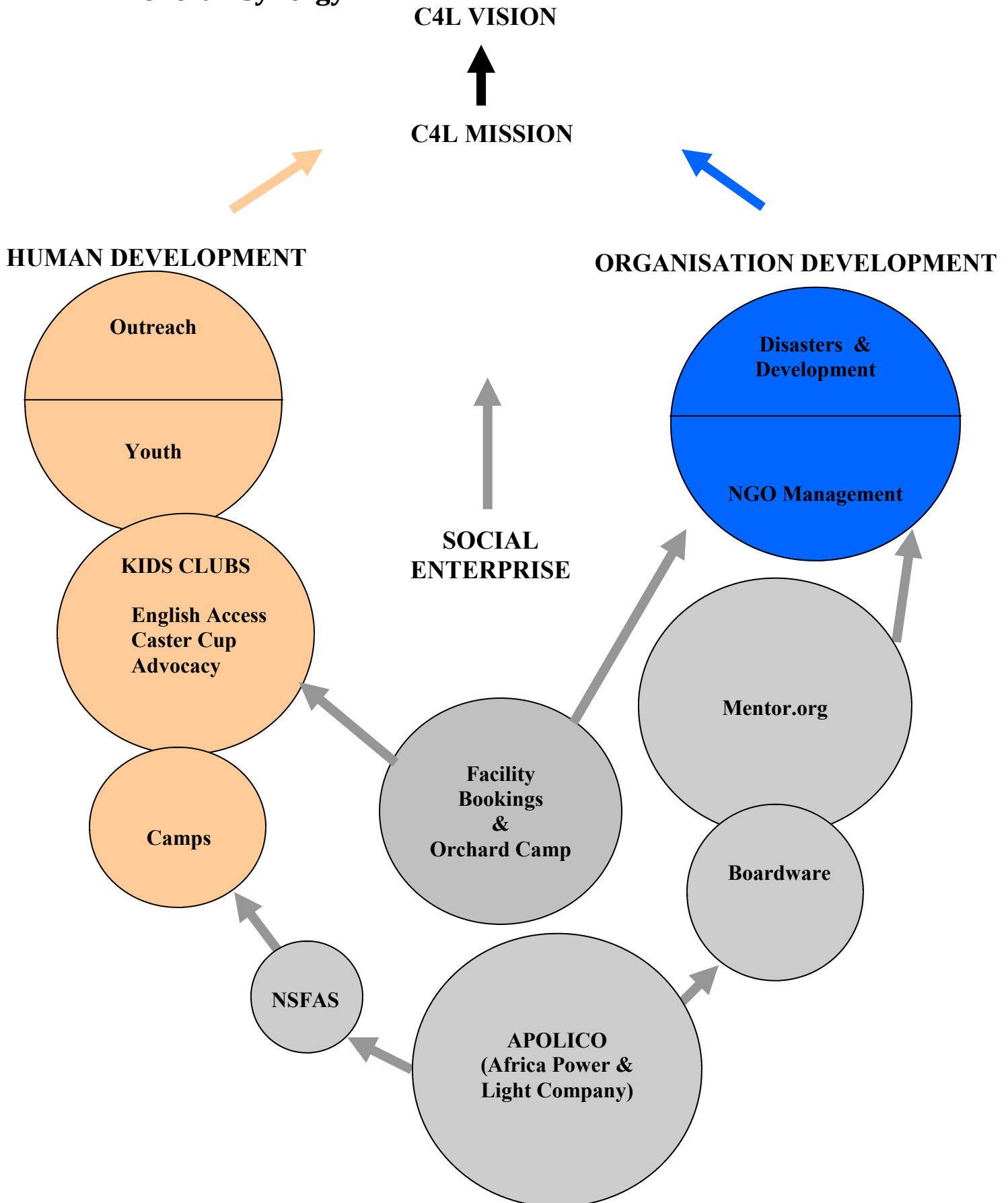
3.2 Senior Management Level



3.3 Cross-Functional Level



4. Overall Synergy



5. Strategic Roles and Responsibilities

5.1 Board's Overall Functions

- determining the structure, systems, controls and policies of the group
- defining corporate culture and spirituality (atmosphere and ethics)
- renovating the vision and mission of the group
- revising strategy - approving goals, objectives, targets and budgets
- monitoring activities and outcomes of the group to ensure that goals are reached
- selecting, evaluating and replacing the executive director
- public and community relations (information dissemination)
- resource mobilization

5.2 Governance, Leadership and Management Tasks

Governance tasks	Leadership tasks	Management tasks
Agree on the long term vision	Establish and communicate the long-term vision	Relate the long-term vision to current activities
Agree on the mission and strategy	Formulate the mission and strategy	Translate the mission and strategy into achievable objectives
Appoint suitable people	Inspire people to use their creativity	Ensure that people can do what is expected of them
Ensure that the organization is adequately staffed	Develop staff by example and praise	Seek improvements through training, briefing and teamwork
Identify major performance problems	Create more effective systems	Establish procedures and ensure that staff know how to use them
Focus on long term overview, on going in the right direction	Focus on effectiveness, on <i>doing the right things</i>	Focus on efficiency and economy, on <i>doing things right</i> , at minimum cost
Monitor significant changes in the external environment	Look to the future and create new opportunities	Look to the present and take advantage of current opportunities

5.3 Board, Leader and Staff Responsibilities

	Board	Leader	Staff
Planning			
- <i>determine</i> basic purpose and goals	X		
- assess needs, identify projects			X
- <i>develop</i> long-range plans & budgets	X		
- develop program evaluation system		X	
Policy			
- provide background information			X
- give input and recommend		X	
- make policy guidelines	X		
Fundraising			
- develop a plan, identify sources			X
- solicit funds and other resources	X		
- evaluate success		X	
Financial Management			
- prepare budgets			X
- monitor day-to-day spending		X	
- monitor overall financial condition	X		
- annual audit	X		
- bookkeeping			X
Personnel			
- recruit, screen, hire, supervise, terminate			
a) executive director	X		
b) paid staff		X	
c) board members		X	
d) volunteers			X
Public Relations			
- develop a PR plan		X	
- liaise with government, press, public	X		
- network with other groups			X
Board Recruitment			
- develop nomination procedures		X	
- elect or coopt new board members	X		
- board orientation and training		X	

SUSTAINABILITY

There are various kinds of sustainability. The three that concern C4L the most are:

- Financial sustainability
- Environmental sustainability
- Sustainability of know-how

One also needs to consider the anchors of sustainability.

6. Financial sustainability

C4L basically has 3 income streams:

- Grantseeking
- Social enterprise
- Contributions
- Gifts-in-kind

6.1 Grantseeking

This is the largest of the three income streams. Grant funding is available on either a “project” or “programme” basis. In other words, one-off grants or multi-year funding. The catch is that donors rarely give an initial grant on a multi-year basis. They like to start small and increase later. So the first grants to C4L were relatively small and scattered. But as donors gain confidence, then they include their “partners” on a programme basis. Some of the project grants received by C4L are listed in the following table:

Funder	Amount	Component
IMAGO	R60 000	Equipment
British Council	R55 000	DMP course (Mozambique)
DBSA	R150 000	Trainers
Tearfund	R140 000	On-line advocacy (Zimbabwe)
ETDP-SETA	R350 000	Teacher Counseling for OVC pilot
CIDA	R500 000	OVC project expansion
EMAS	R25 000	Orchard Camp

C4L Canada	R175 000	Orchard Camp
PAO	R230 000	AIDS conference (Mozambique)
Dep't Health & Social Services	R450 000	OVC programme
Rotary International	R110 000	Project Vehicle
Human Rights League	R35 000	Advocacy – body parts trafficking
Int'l Organization of Migration	R200 000	Advocacy – child trafficking
National Arts Council	R80 000	Youth performing arts
PPP (Greman Government)	R100 000	Matching funds for ICT training

Multi-year funding (MYF) is another term for “programme funding”. It is like reaching a plateau. For example, the ABSA Foundation allocated one grant of R100 000 to C4L in 2005. Then it repeated three years in a row. Remember that this makes their job easier! They can't spend all their time looking for new partners, after all.

We received the first MYF - a 3-year grant - from Tearfund UK. We received two others for 3-years each - from the Swedish Mission Council and Kellogg Foundation. Once you get up to this level, you can spend more time nurturing future sources through networking. It basically means you are working from a stronger position than ever.

Funder	Amount	Component
Tearfund	R1 400 000	Resource pool
Reachout To Africa	R400 000 per year	Psychosocial support camps
ABSA Foundation	R100 000 per year	Caregiver training
Swedish Mission Council	R1 200 000	Partner capacity building (Mozambique)
DED	R150 000 per year	Mentoring youth organizations
Kellogg Foundation	R3 200 000	On-line computer-based training

6.2 Social Enterprise

The second income stream is “social enterprise”. For example, C4L charges users for its conference facility on a cost recovery basis. This helps to keep the baseline cash-flow turning over. C4L is exploring ways to increase this income stream.

Conference facility - C4L has a baseline of income from bookings. This has gone through two stages. In the early years (1999 – 2004) this was a significant percentage. But it was collected by selling seats to individual learners. As C4L became better known among client organizations, it began to focus on “block bookings”. The baseline income of C4L is still from selling training, but we now market to organizations rather than individuals. Thus the facility came to be seen as a larger version of koki-pens and flip-chart paper – an essential ingredient of the main focus – Training.

One footnote is telling. One C4L donor has refused to pay for the Conference Room during its training sessions, and has asked for a discount on room and board – *but is willing to add a 10 per cent Admin line-item on the overall budget*. Our preference would be for there to be both. However, donors may see this trend to training projects that contain bulk bookings as “opportunism”.

Tours – Quite aside from the conference centre rental is the organizing of tours. These can be educational and/or eco-tours. Some recent ones have been “voluntourism”.

Mentor.org.za – C4L is busy moving its training modules into the Internet environment. This will allow mentoring to happen on-line.

Boardware – C4L has invested in another Internet platform

NSFAS – Fee for services rendered, just like conference bookings but off-campus

APOLICO – the “training dividend” of an emerging Cooperative empowering youth to distribute and install photo-voltaic and photo-thermal solutions to households

6.3 Contributions

As a third income stream, C4L raises support – volunteers and finance – in Canada, the USA, the UK and Germany, through established contacts.

Churches, families and individuals can send contributions through different channels:

- Reachout To Africa in Canada
- Second Presbyterian in the USA
- George Muller Foundation in the UK

Volunteers have come to C4L from:

- Mennonite Central Committee

- USA Peace Corps
- German Development Service (DED)

6.4 Gifts-in-kind

C4L has received some equipment on this basis. It has also received goods to pass on to beneficiaries, for example, used clothing for campers.

But the big score has been accredited training for it Youth Corps. In these trilateral schemes, C4L is regarded by the SETAs as the Employer. Its “employees” (actually volunteers, but certainly under C4L’s command) have been given training. But C4L is not the training provider, nor does it appoint a Training Provider. So it amounts to a GIK.

Funder	Qualification	Component
ETDP-SETA	New venture Creation	12 youth graduated
ETDP-SETA	Development Practice	37 youth graduated
Construction SETA	Plumbers Plumbers helpers	20 youth 40 youth
Services SETA	Child & Youth care Worker	60 youth
W & R SETA	Small Micro Business Practice	30 youth

7. Environmental Sustainability

C4L has begun to switch over its energy from electrical to gas and solar.

C4L is seeking certification as a Green organization.

8. Sustainability of Know-how

C4L is also seeking certification as a Fairtrade organization. Because treating people right is the best investment any organization can make.

7.1 Data storage & Filing – major improvements have been made in 2010

7.2 *Succession Plan* – has been formalized in 2010

7.3 *Hand-over periods* – these have to be

7.4 *Quality Assurance Plan* – procedures must be written down

9. Anchors of Sustainability

The accrued equity that C4L has built up in its campus facility over the years is another anchor of sustainability. While C4L is not speculating, it does own and use a strategically-located piece of property. The area between Nelspruit and White River is urbanizing fast.

9.1 *Green belt* – A 1-hectare plot adjacent to C4L was bought in 2008. Some saw it as a future site for expansion, others as a n investment. The jury is still out on whether or not it was a good buy...

When speaking of sustainability anchors, youth volunteering should not go unmentioned. It constitutes a huge resource, although not usually expressed in monetary value.

9.2 *Access Bond* – This mechanism allows C4L to use any cash-flow surpluses to reduce its debt burden. Monthly payments remain the same, but principal is paid of faster this way.

9.3 *Sustainability Fund* – Other terms used have been Rainy-day Fund, Endowment Fund, Investment Fund and Strategic Reserve. The rules suggested are as follows:

- a) The capital of the fund will not be spent on C4L programming or operations
- b) Only interest generated by the capital can be utilized for C4L programming or operations
- c) Decisions about utilization of the interest will be made at C4L Board level
- d) The fund manager does not decide how to utilize the interest generated, but decides how to invest the capital
- e) The fund manager might use the capital as collateral to make a loan to C4L, but only if the interest due can be covered by interest generated by the capital
- f) In the event of winding up either C4L or the Fund Manager, the capital will be transferred to a similar institution with similar goals and objectives

Recent variation

A suggestion has recently been made that forming one “investment company” could serve two purposes. This would allow it to contain both donations and investments.

Donations would be routed through C4L. Earmarked for the Sustainability Fund, C4L would then buy (more) stock on the investment company.

The stock owned by C4L in the investment company would be subject to the rules outlined in the previous section (1-6).

Investments would be routed direct into the company. The value of these would grow according to the company’s investment portfolio.

The proportion of equity owned by investors other than C4L could be loaned to C4L. However, it has to be re-paid by C4L with interest. Thus it contributes to the investment portfolio.

SUCCESSION

Background

Part of sustainability is durability. One of the reasons that organizations are formed is to out-live individuals. C4L's ability to effect a smooth transition from the first generation of leadership to the second will enhance its sustainability. Three mechanisms have been identified:

1. A youth wing
2. Grooming
3. Bondage

A Board resolution in 2002 started an intentional effort to lower the average age of the target group reached by C4L. That led to the approach to *Bridgebuilders* in 2003, to launch a racial reconciliation project for youth. The wheels came off that initiative in 2004. But C4L already had a youth worker on staff, who was one of the volunteers that went to Masiye Camp (on reconnaissance) in December 2004. In 2005, C4L approached CIDA for funding for its Teacher Counseling Project. CIDA said they could not fund teacher training, they only had funds available for training youth – could C4L adapt its plan of action? C4L did – fusing youth work with OVC work for the first time, fully three years after looking for ways to lower the average age of its target group.

It soon became apparent that to work with youth and children, C4L would need more than adults among its cadres. So the Youth Corps was formed – consisting of youth volunteers. They worked both at community level (i.e. Kids Clubs) and at campus level (i.e. PSS camps).

But youth still did not have a voice in senior leadership and governance, so the CEO nominated a youth leader and the Board coopted her. This was part of a broader Board renovation process, and another step to making C4L get younger and younger, not older and older.

By 2008, the Youth Corps was growing and its own members were getting older – raising questions about optimal size and thus exit strategies. In the analysis that arose from this, several steps were taken. Running the *New Venture Creations* course, for example, for 12 youth leaders, was an effort to encourage a few Youth Corps members to begin looking for life after C4L. Another step that was taken was to promise to “reach in” to the Youth Corps instead of “reaching out” to the marketplace when it came to staffing up C4L projects.

Over the next two years, the age of C4L staff came down dramatically. Quality of service also came down as a result – we have to be honest that youth do not yet have the high standards of more senior workers. During this period, C4L made a fundamental

shift from the Youth Corps as a target group to youth leaders as one team within the C4L framework of teams. For this reason, the ETDP-SETA saw fit to award training to 40 C4L youth leaders. C4L was not the Training Provider. C4L was the “Employer”. In the work study approach, the “placements” were in Kids Clubs and PSS camps.

Not until the Anford House process began did a conscious effort begin to map the way for youth on C4L’s Board, staff and Youth Corps to gradually take over the ownership and running of the organization. The CEO had taken a few ad hoc steps, but with official Board sanction.

Assuming that a generation is 20 years long, the baton has to be passed on in nine years time. That is not a case of someone reaching retirement age and the Board recruiting a replacement. A succession plan is much deeper than that.

10. A Youth Wing

It is not unheard of for organizations to have a youth wing. In fact, in the recent Sports and Social Change workshop attended by some C4L staff, the point was made that a youth wing allows youth leaders to learn and gain experience that will be valuable when they are called upon to assume positions in the organization later on.

The suggestion of the working group was simple – that a Board sub-committee be formed as a “youth advisory board”. It would be composed of youth, on a basis of functionalities not of geography. That is, seats for Training, Child Protection, Camps, Advocacy, Sports, Music, English, Bursaries and Social Enterprise.

This committee would meet at least four times a year at C4L. It would provide advice to the Opportunities for Youth Programme. Major issues would be referred to C4L Board meetings.

The purpose of this group would be to involve C4L Youth Corps members in way that prepares cadres for leadership and governance positions in future.

This is not a recipe for two centres of power. It comprises some delegation by the Board, but without delegating “oversight”. That remains with the C4L Board. The sub-committee is asked to advise the staff team of Opportunities for Youth, and to liaise with the C4L Board.

11. Grooming

Not just the CEO, but all SMT members, should be grooming youth leaders, especially those on staff.

However, it can also apply to others. One example that is not hidden is Mpho Singane. The CEO has indicated to him and to Nqaba Ndlovu that he would like to see Mpho join C4L staff when he graduates from Social Work in late 2011. By that time, Nqaba will still have a year to go as Programme Manager before returning to Zimbabwe with his

Masters degree. The CEO is already grooming Mpho, and intentionally so. His hope is that when Nqaba departs, at the end of 2012, that Mpho will assume his position.

To that end, the CEO has found ways from time to time to support Mpho's needs. This is very ad hoc and quite informal, but not hidden. It is an example of grooming. It is right for senior leaders to groom people they see with exceptional potential. After all, "there is no success without successors". But succession may not happen unless there is a corporate sanction for what executives are doing in this respect.

13. Bondage

This system is not unknown – for example, governments may require four years of government service to award-winners who they provide with four years of education.

The time has come for C4L to put its money where its mouth is in this respect. If we are grooming people, and contributing to their needs, then they need to reciprocate. This is not asking too much, it is natural in the ebb and flow, the give and take of relationships. In doing so, C4L would only be acting intentionally in terms of succession planning. A succession plan protects C4L executives from any appearance of favoritism and keeps that sense of entitlement in check on the youth leader's side.

The SMT needs to sit down with some exceptional people like Mpho and negotiate mutual parameters that are clearly understood by all. But this needs to be done in the context of a Succession Plan that recognizes Bondage as one of its mechanisms.