

ANNUAL REPORT

2014 - 2015



Community Development Resource Association

STATEMENT OF INTENT

The CDRA is a centre for organisational innovation and developmental practice. We value organisational forms and practices that seek to transform power towards a just world characterized by freedom, inclusion and sufficiency.



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Chairperson's introduction

It is with delight that I introduce and present to you the CDRA Annual Report for the past year.

The year 2015 marks the 28th anniversary of the CDRA, a milestone that forces us to reflect on the journey and all those who came before and did the foundational work of shaping the identity, practice and ideals of the organisation. We think of all those connected to the origins of the CDRA and their pioneering energies and passion that gave birth to the organisation. On behalf of the board, staff and associates I wish to express our sincerest gratitude and appreciation for their self-less contribution and commitment.

As the CDRA forges ahead even during these very trying times, we remain inspired by the dedication, love and distinction with which they served the organisation. For many who have come before the organisation was more than just a job, it was a social space that allowed for the emergence of new ideas, actions and relationships. The organisation was and continues to be a space that nurtures individual agency and provides a platform for collective intention. We continue to strive for authentic community where human dignity is nurtured and people can realise their self-worth.

As South Africa celebrates 60 years of the Freedom Charter, we are reminded that allowing individuals the freedom to bring and work with their own agency in unconstrained ways is important. This has been and continues to be integral to the culture of the CDRA. Whilst we know that a strong collective is important, the organisation has always afforded individuals space to find their voice, express their vulnerability and bring their authentic selves into the space – a space that has allowed them to connect with their own ideas and will. The organisational space has always been a generative environment that has and continues to foster co-creation – leading both individuals and the collective to new awareness in ways that allow for innovation.

As South Africa's democracy is maturing, it calls for a maturation of relationships between government, civil society formations and private sector. Civil society

organisations are challenged to shift away from a confrontational stance that stems from our history to cultivating relationships of critical solidarity with government and the private sector. Now, more than ever before, civil society's role to contribute to the deepening of our democracy becomes pertinent. Organisations like the CDRA have a role to play in nurturing the spaces of civil society to re-shape the narrative and conversations of our democracy. One of the challenges the organisation faces is to connect to the platforms where these conversations are happening.

The past year has seen the organisation make strides in terms of establishing itself as a more enterprising entity; through its self-generated income from services rendered the organisation has successfully covered its operational costs and subsidised some programme activities. We remain conscious that the level of self-generated income should not compromise our identity and purpose. However, we have also witnessed a drop in our donor grant funding. Similar to many other civil society organisations, we continue to face the challenges of mobilizing donor funding for the more proactive aspects of our work. We are investing time/energy in exploring new funding relationships and experimenting with new fundraising modalities.

In terms of our work, we are thrilled that the CDRA continues to be seen as a resource for civil society organisations and remain indebted to the many civil society formations, institutions and agencies that have drawn on our services, experience and expertise over the past year – thank you for using our services! Not only does this affirm us, it also points to our ongoing relevance in the civil society and social change landscape.

I am extremely grateful for my colleagues on the board, staff, associates, interns, strategic alliances and donor partners who make my work of leading the organisation so much enjoyable – your commitment and dedication is hugely appreciated.

Lastly, thanks and appreciation to the community of civil society organisations who have shared our physical space in the past year; we are happy that the CDRA space became home for the Collective Leadership Institute, Positive Vibes, New Day United and EMEP.

The year in context

The global context is characterised by the relentless pursuit of short-term profiteering, self-interest, self-protection and reckless consumption, and emerging as its shadow are certain fundamentalisms that seek to correct these causes in ways that further entrench them. 'Victims' are responding in ways that brings out the worst in their oppressors. It's a self-reinforcing and validating cycle. Fear is the principle. Doubt is its handmaiden. Hatred is its motivation.

Climate change, caused by predatory capitalism, is now our biggest threat, yet we refuse to see it. We cannot because we are in the thrall of our economic system, like rabbits staring into the lights of an oncoming vehicle.

The irony is that all of this is happening at a time when human ingenuity is at its height. Technological, social, organisational and political innovations abound like never before – but they too are isolated and disconnected and few of them make a big difference to the larger narrative, except where they can feed the beast – information and military technology are all the rage.

Looking into this context, it is not a new thing that the social change landscape is growing increasingly complex – we have observed this for the last few years now. The frenetic pace of the world, as well as its harshness and uncertainty, has become constant features and contribute to the growing complexity of the social change landscape and challenges. Although the impact of the social problems on people is destructive and dehumanizing; the yearning for a more human and caring world is real. There is a cry for a world where humanity has a voice.

It is questioned whether civil society is proactive enough to shape the discourse both at global and national levels. For example, the role of civil society in relation to the post-Millennium Development Goals (MDG) agenda is questioned. Regarding the legitimacy of civil society, it is questionable whether civil society is using its knowledge, experience, track record and grounded practice adequately to influence the discourse regarding the post-MDG agenda as well as in challenging prevailing hierarchies. Part of this is the need for strategic engagement with the private sector.

At a national level, the political context is concerning and the absence of political leadership and direction is not new. The space for dialogue, countervailing power and dissident voices seems to be shrinking each day.

From the periphery, there is a growing restlessness, questioning and a yearning for action. Economically, life is tough and more and more people are struggling. Violent protests in South Africa have gone up from 900 to 1,800 over the 2012-2013 timeframe. But one should ask which side it is that is violent.

The disconnection of civil society formations from grassroots struggles remains an issue and the challenge it faces regarding deepening participation by citizens in democratic and economic processes remains a critical challenge. There is a missing layer that brings protests occurring at the micro and local level into the political framing. We need a different kind of citizen engagement with the state and economy as well as new frameworks (ideas) for understanding the nature and purpose of these interactions.

We have exceptional skills in 'uncivil' society. We have a civilized society; it is that link that we have failed to make. There is no resolution, maybe in the times of the United Democratic Front (UDF) there was some of that mixture going on between NGOs and the 'street', but to get to the point of really working together, really bridging these two worlds, maybe one needs to understand power better?¹

In a way, a sense of hopelessness prevails and a lot of people feel that way so they revert to their own small world and belief system. As Professor Bond points out², the socio-economic situation in South Africa offers the material conditions for thousands of 'popcorn' protests, which are up in the air one day, and falling quickly the next. But with so much frustration, if the wind is blowing from the right, while in the air, they can become xenophobic protests very easily. It's because of the missing link of ideology and/or vision.

1. Professor Patrick Bond in: Mott Foundation (2014) Interactions and Contestations: Exploring the Relationship between NGOs and Social Movements Report of the Convening of Mott Foundation Partners, 16 October 2014
2. Ibid.

In this continuous state of protest in South Africa, people experience collective power, but there is no sense of a real dream of what a better situation should look like. For us as development practitioners, our task is to help local efforts to dream again. We can assist them to get beyond the current struggles and develop tools, practices and values that will point the way into a new direction. We will not bring answers, but a human processes and a way of working with the relationships, feelings and motivations that shape our world. Although at the national/global level it seems almost impossible to dream a vision, at the personal and local level it is still possible. Our values and principles will be the dream. It's about a way of being rather than a destination.

As civil society organisations we need to strengthen that countervailing power; we need to find a way of meeting that impulse freshly and nurturing its growth. We need social change practices and approaches that will enable this. The adage: Think globally and act locally now more than ever holds true. Unless local struggles confront global issues and there is an emergence of a global citizen's movement, we will continue to suffer the aberrations of the current system.

Our Role and Purpose

The CDRA has, since inception, been rooted in civil society and our work relates to the deeper intention and impulse of civil society towards affecting positive social change – social change that addresses issues of inequality, human rights, freedom, choice, access and the participation of citizens in democratic and economic processes. We believe that those on the periphery, the poor and excluded, represent our richest resource for fundamental social change. As a civil society centre we act as a catalyst, resource and co-learner with those who want to innovate and push the boundaries of their social change practice.

Through supportive work and solidarity, human agency can be unlocked and organised in a way that liberates our human potential and creativity towards opening paths for new ways of living together and co-existing with the planet. At the heart of our programme activities are humanising processes that seek to restore wholeness, dignity and the health of organisational/community systems. The work of the CDRA predominantly connects with and serves the interests of those on the periphery of society; our allegiance is to the excluded and marginalised.

Though our aspirations are towards strengthening and enabling positive social change emerging on the margins of society, we do this through providing services to civil society formations (NGOs, CBOs, social movements, faith-based organisations), government institutions, donors, and other agencies that engage directly with communities.

Our approach aims to support social facilitators, community development practitioners, organisations, institutions and networks in improving the quality and effectiveness of their practice – we see ourselves as contributing towards the quest for approaches and practices to social change that truly enhance capacity, empower, ensure substantial participation, are responsive, creative, adaptable and thoughtful in the face of polarizing demands and complex realities. Such social change practices require a learning, inquiry, collaborative and co-creative orientation and approach. This is reflected in

our practical approach and methods which strive to develop capacity and transform power relations.

The CDRA brings particular capacities and competencies such as a theory and practice of working with the social as it manifests in communities and organisation; faculties for observation and sense making in relation to organisation development (OD) interventions, evaluation and action research; competence in process design and facilitation and capacity development that focuses on the real work of social change.

Our work, guided by an emphasis on practice, includes:

1. Organisational development accompaniment support that works directly with the lived organisational reality and accompanies organisations through processes of change, learning and development. This aspect of our work also includes inter-organisational collaborations in the establishment of reflective learning processes aimed at strengthening the practice of collaboration.
2. Courses in organisational, community and leadership development and monitoring/evaluation as well as in the art of facilitation and writing for development aimed at supporting social change practice and learning in individual practitioners, organisations, communities, networks and collaborations that we serve.

3. External evaluations and other forms of social research that emphasise reflection, participation and learning with a view to clarifying strategy and improving practice. This work has a broader focus than the purely objective orientated work of traditional evaluation and assessment and demands the active involvement of all parties in any given system.
4. Facilitated dialogue and action research processes aimed at helping those working in complex systems to interact and reach greater understanding and congruence with one another. These are facilitative and collaborative processes aimed at rigorous peer learning from experience, designed to surface, share and improve practice, to generate practitioner voice on matters that shape the social change and development landscape.
5. Developing and publishing resource materials, from the conceptual to the very practical, to support a wide range of practitioners and social change actors.
6. Programmatic interventions which create a platform for social change practitioners and organisations to learn situationally, about thematic focus areas with a view to improve social change approaches and practices. Our programmes serve as laboratories for experimentation, innovation and learning.

Actions We Implemented

PROGRAMMES + LEARNING EVENTS

Our programmes continue to comprise of responsive and proactive initiatives; the proactive initiatives provide the holding energy and are complemented by learning events. Both the responsive initiatives and learning events feed into and inform the proactive initiatives and in this way the centre is kept alive and re-created through the dynamic relationships. The programmes, held/managed by the core practitioner team, are conceptually co-created together with associates and enable the organisation to be experimental and to learn situationally about thematic focus areas.

ORGANISATIONAL ACCOMPANIMENT + COURSES (STRUCTURED LEARNING)

This aspect of our work forms the core of our practice and contributes to our self-generated income and financial sustainability; through the income generated we cover the operational costs of the organisation.

In the past year we accompanied 32 organisations, institutions and agencies from Botswana, France, Malawi, Namibia, the Netherlands, Rwanda, South Africa, Sudan, Tanzania, and Zambia. Of these 23 were civil society organisations, 2 multilateral organisations, 1 District Municipality, 1 government department (national), 2 private foundations, 1 green energy association, 1 quasi-governmental agency and 1 donor agency.

Our work with these organisations and institutions covered external evaluations, leadership coaching, developing planning/monitoring/evaluation systems, strategic review, facilitation of learning, strengthening social change practice and facilitation of stakeholder engagement. The external evaluations undertaken have allowed us to further hone our approach to evaluation.

The Writing for Development course was facilitated in total 8 times; as a public course Kenya, South Africa and Tanzania and as an in-house course for 2 international NGOs and 1 South African civil society organisation. The Facilitating Organisation Development (FOD) course was run as an in-house course for a District Council in Botswana. A total of 100 practitioners participated in our courses for the past year.

BAREFOOT GUIDE CONNECTION

Identity, purpose and work

The BFG Connection was portrayed last year by a supporter as an “un-organisation”. It was meant as a compliment to describe it as something that lives between people and organisations, and that is flexible and ever-changing. There are no positions or official members, nor a constitution or even a project plan. The CDRA does play a key support role, when required, and with a wider group of practitioners from organisations like Kepa and F3E, and some freelancers, there is a co-holding of leadership, more as process than as position. But in general, the various initiatives are led at different times by different people, by those who do the work.

It is an ongoing experiment that has allowed for much creativity – but there are limitations. We are exploring different ways of working, not to lose the creativity but rather to gain some firmer foundations on which to grow our influence.

At present we are essentially a community of practice that comes together around two things:

- a. The website, which contains the four Barefoot Guides, a growing Resource Library (everything freely downloadable), plus news and the odd blog, supported by a Facebook page
- b. The next Barefoot Guide. At the moment this is Barefoot Guide 5 on evaluation and social change. Ideas for two others are being chewed on slowly, one on emerging forms of organisation and one on creative schooling.

The purpose of the Barefoot Guide Connection is to promote good practice for social change based on real experience, in language that is accessible to field practitioners and civil society leaders. The writings and resources in the Guides and the Resource Library either mostly come from the field or have been tested in the field, whether they are case studies, frameworks, exercises or tools. They have been developed by practitioners and leaders (who don't usually write) for practitioners and leaders (who don't usually read).

We have a gifting philosophy, providing everything as free downloads (though hard copies can be bought), partly to encourage widespread distribution but also to encourage sharing and a spirit of generosity. One of the pleasant surprises we have had is that most of the translations were done freely and unprompted by practitioners around the world wanting to use it in their own contexts and made available back to us.

The first and second guides, between them, have been translated into 8 languages: Arabic (just published), Bahasa, Chinese, French, Ki-Swahili, Portuguese, Spanish and Vietnamese. The Fourth Guide is being translated into French as we write.

We completed and published the "Barefoot Guide 4 – Exploring the Real Work of Social Change" in March 2015, launching it at the World Social Forum in Tunisia. The book began its life at a writeshop in November 2013 in Johannesburg (South Africa), of 30 practitioners from 16 countries from 5 continents. Over 2014 the pieces were further developed and others contributed before final editing and illustration.

Preparations, including research, for Barefoot Guide 5 – Evaluation for Social Transformation have begun; a group from Africa, Latin America and Europe has started regular meetings to move it forward.

Impact

We have tried to keep track of website visits and downloads but this has proven difficult because the Guides are hosted on several different sites, beyond our control and without our consent. However we have about 350 unique visitors a day, about half downloading the guides and the other half downloading resources. We receive countless recognition from different contexts about how the Guides are used, by all sorts of people, not only in social change settings but also by government and business.

Over 243 people from all over the world have been involved directly in producing Barefoot Guides and Resources.

Resourcing

The website is low-cost. The hosting is paid by CDRA (about R1000 per year) and the technical maintenance is done voluntarily by three people. We have had a part-time curator, paid by CDRA, for a few months in the past year, and for a while she was able to generate some interactivity (especially through Facebook). We are in the process of reviewing that experience - this discussion is intertwined with the “leading image” discussion we are having.

The funding for all BFG initiatives has always been distributed and shoestring, apart from BFG2 which had a single donor. The writers of BFG4 all paid for themselves to attend the writeshop. We had over 90 contributors through Indiegogo crowdfunding, and small pieces from donors, here and there. This means we have not been dependent on any one donor, but it has also meant we have had a rather insecure, hand-to-mouth existence. Good for creativity sometimes, but not for consistency.

Towards a Leading Image

Around the launch of BFG4 in Tunis in March, where many of the Barefoot Guide practitioners were present, we began a conversation about the future of the BFG Connection. As maverick and interesting as the idea of being an un-organisation is, we are beginning to think that this has been a pioneering phase and that a new phase of development is beckoning. We are playing

with a number of ideas, like bringing CDRA, Kepa and F3E into a more formal alliance around the BFG Connection. The idea of a BFG Foundation to raise funds has also been suggested. We are imagining more publications, courses and a more conscious identity and definition of the practice that is described in so many ways in what we produce. We are looking for ways to hold and engage a more consistent membership.

SOCIAL CHANGE PRACTICE SEMINARS

The CDRA has always been a place where practitioners meet and (re) connect with one another around issues of developmental practice. We find there are many social change practitioners looking for opportunities to learn from and engage with their peers to share skills and experiences. At CDRA, whenever we invite people to participate in open learning sessions to share and network they realise that they need more of these kind of opportunities to pause, reflect and open themselves to other people, experiences and ideas. In response to this we established a regular Social Change Practice Seminar series.

From July 2014-February 2015, we invited a variety of practitioners, researchers, academics and facilitators to offer an input in order to stimulate peer learning and networking. In total, 106 practitioners attended the following seminars:

- *The Healing Virus of Transformational Dialogue* by Lawrence Ngorora and Lydia Plaatjies of the 'No-name Initiative' (30 participants)
- *Human rights education: is it time to 'workshop' the elite?* by Kayum Ahmed CEO of the South African Human Rights Commission (33 participants)
- *The Barefoot Guide 4 Power Play Test Run* by Doug Reeler and Marianne Brittijn (CDRA) (11 participants)
- The South African launch of Peter Westoby's new book: *Theorising the Practice of Community Development: A South African Perspective* (21 participants)
- *Making the Invisible Visible: Stepping Into Systems* by Robyn Lewis of The Inner Process (11 participants)

In the coming year, rather than inviting individual practitioners, we plan to focus the seminar series around 'Leading Practices' of South African civil society organisations, networks and social movements. Each seminar will focus on a leading practice from a different sector of society, for example housing, citizen monitoring, green energy, etc. and provide a platform for leading social change organisations and practitioners to showcase their practices. We believe this will help popularize the quality of approaches existing in the field, contribute to a deeper understanding of practice and advance a developmental agenda whilst connecting civil society to itself.

EVALUATION PRACTICE

Over the past year CDRA was commissioned in several evaluations differing widely in scope and thematic areas. This work ranged from global, a formative evaluation of an international programme involving several countries across 4 continents with the CDRA team engaging locally; to national, involving programme evaluations within several SA based non-governmental organisations. With respect to thematic areas, the organisations/programmes evaluated covered a number of areas such as fundraising capacity, youth development, sustainable energy and building practice for supporting grassroots agency and community development.

Reflecting on these encounters we find that evaluations are still largely externally driven with some measure of influence on the part of organisations to determine the ToR as well as commissioning the evaluator. In a prevailing context where organisations are increasingly doing more with fewer resources, the intended 'added value' of evaluation is not easily absorbed. In most cases it takes a fair degree of energy to provide the necessary persuasion to get the organisation to commit energy and resources (mainly human) to participate fully in the evaluation process, apart from the usual releasing of relevant documents, facilitating access to beneficiaries and being available for interviews.

Invariably this is energy and resources that have to be taken away from the ongoing and pressing programme commitments that are central to organisational life. In these situations approaches to evaluation that are less

participatory may be easier to administer, programme results assessed and analysed with recommendations largely informed by the expert evaluator. Here the question about the extent to which these evaluation outcomes are truly owned and integrated into the programme practice of the organisation remains vexing.

CDRA's longstanding practice of organisational learning and self-evaluation has had a profound impact on our approach to evaluation. We call our approach 'Sovereign Evaluation' which essentially means that the overall responsibility and authority over the evaluation process is devolved to the organisation being evaluated. Such level of responsibility requires a high degree of ownership as well as competency in striking a productive partnership with the evaluator. We have been fortunate in encountering such organisations in our practice. They have a propensity for asking questions, an intense curiosity about the extent to which they are achieving programme outcomes as well as the practices and kind of organisation which are supporting this.

With organisations slightly less endowed we have seen evaluation processes as opportunities for nurturing and building such capacities. Where we worked with organisations who were not familiar with this approach, we were heartened by the positive reaction and valuing of the methodology. Organisations who became involved in framing their own terms of reference, making input into the data gathering process and participating in the analysis and generating recommendations found it to be deeply empowering. Here the evaluator, though maintaining an external eye, acts also as a facilitator and critical friend. The capacity for translating lessons into new organisational practice is obviously strengthened in this way.

2015 being the year of Evaluation, we at CDRA felt emboldened to embark on the latest initiative in the Barefoot Guide series – BFG5 which is on the contentious topic 'evaluation'. Along with our global partners we will be exploring the theme of evaluation in service of social transformation. We hope to share more on this exciting venture in our next annual report.

LETSEMA PROGRAMME

This alliance of Early Childhood Development (ECD) organisations, leaders and caregivers has, since inception, provided a platform for collaboration and shared learning from the provinces of Limpopo, Free State, KwaZulu Natal and the Western Cape. As an alliance of organisations working at local, provincial and national levels, it aimed to strengthen the working relationship between organised primary caregivers, government, donors, business and other civil society actors enabling them to engage more effectively to co-produce vital services that young children and their caregivers require for their well-being.

In the past year the programme continued its focus on leadership development and a two-phase residential programme aimed at building leadership at community level was implemented in collaboration with 4 other organisations. The leadership training provided opportunity for 6 emerging leaders from the Letsema Alliance to participate as part of a group of 21 community leaders in the Firelight Leadership Training.

The leadership training was implemented through two residential workshops and a home phase. In keeping with the leadership focus, each participant was expected to undertake a home phase project to allow participants opportunities to apply learnings from the first residential phase in a real situation back in their communities. Participants emerged from the leadership development with greater confidence in their own leadership ability and increased awareness of their leadership roles and capacity to do their work in communities. There is evidence that the leadership development initiative equipped participants with new knowledge and skills which they found helpful, interesting and informative.

Because participants were at different levels in terms of their experiences, they ended up using their space provided by the leadership training and development to different ends. Whilst some came into the programme with a strong and grounded community activist practice with a good understanding of the importance of community organising and mobilizing, others had limited

experience and some of the issues were very new for them. Although this created opportunity for learning and exchanging, it affected the sharing within the group.

We have started the process of documenting the journey of the Letsema Programme as a story of horizontal learning and authentic collaboration. The lessons and challenges of collaboration experienced along the journey will be shared with all member organisations and donors who supported the process over the last 8 years.

WOODSTOCK COMMUNITY DEVELOPMENT ACTION RESEARCH PROGRAMME

This is a new programme initiative that seeks to enable the CDRA, partnering with other civil society formations and the City of Cape Town to develop a multi-stakeholder community development approach which can inform future policy and practice of community engagement. We envisage that such an initiative will stimulate within the Woodstock area community dialogues/conversations to strengthen people's understanding of the social issues and dynamics impacting communities. At the heart of this programme lies a commitment to build community leadership and support community-led initiatives aimed at renewal and revitalization of communities in the Woodstock area.

The CDRA completed a scoping exercise which focused on building relationships with key stakeholders and identifying/connecting with community leaders, projects and CBOs and programmes of government and business with a community development orientation. In the coming year the programme will focus on Community Leadership Development; we recognize that community is sustained through good leadership and organisation – the aim is to grow community leadership for providing the human basis from which they can engage local government and business.

The people of the CDRA

BOARD

Di Oliver

Farid Esack (Professor) - chairperson

James Taylor

Kayum Ahmed – deputy chairperson

Mzwandile Msoki

Nomvula Dlamini (Director)

Sisasenkosi Maboza

ADMINISTRATION

Marlene Tromp (Admin & Finance Coordinator)

Selena Maharage (Housekeeping)

CORE PRACTITIONER TEAM

Doug Reeler, Nomvula Dlamini, Marianne Brittijn, Rubert Van Blerk

ASSOCIATES

Desiree Paulsen, Dzvinka Kachur, Elis Cardoso Motta, James Taylor, Shelley Arendse, Sue Soal, Tracey Martin, William Williams

INTERNS

Ilhaam Adams (administration)

Whilst we have made a breakthrough in terms of establishing the CDRA as a lean enterprise with a very small administrative team and core practitioners, we have some way to go in terms of shaping the model of organisational form more consciously. Whilst this new organisational form makes the organisation more agile, adaptive and responsive, there is need to explore ways of expanding our associate relationships in ways that will enhance organisational capacity, increase the diversity of competencies/skills and earning capacity.

As an organisation we remain committed to creating opportunities for work experience and learning for young professionals through internships. Through collaboration with Siyaya Skills Institute, an organisation that provides skills training for people living with disabilities, we continue to provide work experience for their learners.

In our endeavor to establish ourselves into a lean enterprise with a small core of full-time staff, we sadly had to let go of Logie Soobramoney and Linda Njambatwa who have served the organisation for 5 and 17 years respectively. We would like to take this opportunity to thank them for their service to the organisation.

STRATEGIC ALLIANCES AND COLLABORATING PARTNERS

- **Letsema Alliance** – we remain connected to member organisations in Limpopo and the Free State provinces. In the coming year we will adapt the community leadership development programme and run it in collaboration with Lesedi, one of the Letsema Alliance members in the Free State province.
- **Funding Practice Alliance** – together with Inyathelo and SCAT, this alliance keeps the CDRA connected to advocacy for effective, good funding practice that benefits civil society and social justice initiatives. Nomvula and James participate on this platform and in the past year we attended 8 FPA meetings. In 2014, through funding support from the National Lotteries Distribution Trust Fund the FPA initiated research into funding of civil society. This research will be completed in 2015.
- KEPA (Finland) and F3E (France) remain key collaborators on the **BFG Connection** and, together with CDRA, have served as anchor organisations in the writing, production and publication of Barefoot Guide 4.
- The past year saw the CDRA initiate and firm up collaboration with the **IFP (International Forum of national NGO Platforms)** – this collaboration focuses on capacity development of the members of the IFP who are national NGO platforms across 90 countries.

- We entered into relationship with **Cathy Masters Development Services (CMDS)** to provide bookkeeping and financial management services –through this relationship we are improving our financial management systems, increasing our financial consciousness and capacity in building a more enterprising organisation.

DONOR PARTNERS

Dan Church Aid

Indiegogo (online fundraising platform)

Kepa (Finland)

National Lotteries Distribution Trust Fund (South Africa)

Tshikululu Social Investments (South Africa)

Ubuntu Technology Proprietary Limited (South Africa)

Governance and Learning

In the past year we had 1 Annual General Meeting, 1 full board meeting and 2 Executive Committee meetings.

As an organisation we remain extremely grateful to the board members who continue to serve the organisation with commitment and very generously give of their time and share their knowledge and expertise with the organisation.

During the transition of the last 2 years our learning rhythms have become irregular and this has made us more conscious of their importance. Irrespective of this, we have managed to sustain our reflective learning sessions using reflective reports for our strategy and review sessions. Moving forward we will renew our learning rhythms and will use various practices to give expression to these.

We had 3 strategic conversations, 2 reflective learning sessions and 1 end of year review session.

ANNUAL FINANCIAL STATEMENTS

for the year ended 28 February 2015

COMMUNITY DEVELOPMENT RESOURCE

ASSOCIATION NPC

(registration number 1987/004090/08)

DETAILED STATEMENT OF SURPLUS AND DEFICIT

Figures in Rand	2015	2014
OPERATING EXPENSES		
Accounting fees	86 317	42 567
Annual report	6 517	6 267
Auditor's remuneration	60 065	109 400
Bad debts	500	-
Bank charges	34 969	31 805
Consulting and professional fees	6 489	-
Deficit on sale of assets	-	27 613
Depreciation	56 288	24 389
Employee costs	543 350	3 205 941
Fines and penalties	5 023	-
Fundraising	-	17 514
Governance	40 664	62 424
Home week	173	11 026
IT expenses	65 518	158 242
Insurance	37 769	51 898
Intern program	-	38 000
Legal expenses	-	1 900
Networking	7 348	64 892
Organisation development expenses	2 459 033	813 119
Postage	1 407	14 138
Printing and stationery	29 802	56 721
Programme activities	595 588	341 183
Publications	-	80 412
Repairs and maintenance	32 178	168 793
Security	9 170	26 660
Social change seminar	972	-
Staff development	1 105	9 668
Teas and cleaning	18 010	31 001
Telephone and fax	54 430	90 288
Training	8 388	1 189 022
Utilities	71 856	70 153
Writing development expenses	129 237	-
	4 362 166	6 745 036

	2015	2014
REVENUE		
Book sales	9 866	6 938
Grant income	1 009 448	5 006 236
Rendering of services	3 506 232	1 411 339
	4 525 546	6 424 513

GRANT INCOME

Revenue includes grant income from the following funders:

Bernard Van Leer Foundation	-	2 167 801
Dan ChurchAid	21 870	-
EED (Evangelische Entwicklungsdienste EV)	-	1 572 688
Indiegogo	39 689	-
KEPA	264 944	57 683
Mott Foundation	-	736 598
National Lottery Distribution Fund	440 000	-
OIF	-	106 868
The Rolf-Stephan Nussbaum Foundation	-	292 543
Tshikululu Social Investments	80 000	-
Ubuntu Technology Proprietary Limited	162 945	72 055
	1 009 448	5 006 236



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The CDRA logo is a rare Cedar tree, endemic to the Cedarberg Mountains north of Cape Town, whose roots grow miraculously out of harsh rock.