

ANNUAL REPORT

2013 - 2014



Community Development Resource Association

STATEMENT OF INTENT

The CDRA is a centre for organizational innovation and developmental practice.

We value people's ability to organize, and so shape the world. We foster and promote innovative organisational forms and practices that seek to transform power towards a just world characterised by freedom, inclusion and sufficiency.



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Chairperson's introduction

It is my pleasure to introduce you to the CDRA Annual Report for the past year. The Annual Report gives an account for our strategic alliances, donor partners and programme collaborators of the actions we implemented, achievements, lessons learned and challenges we continue to face.

The year 2014 marks the 20th anniversary of democracy in South Africa; a milestone that has forced us as a country to reflect on our journey from apartheid to a democracy. It also forces us to reflect on our shared destiny as a people struggling to forge an identity. As a country we find ourselves in a reflective space, pondering how we move forward and shape a shared destiny and future free of the social ills and challenges that currently characterise our society. Big questions are asked about the roles of the different sectors – government, business, civil society in all its formations and the media in shaping the broader society as well as of the expectations we have of one another.

Civil society organisations find themselves in such a reflective space; pondering its role and contributions towards shaping a South characterised by a respect for human rights, dignity, inclusion – a South Africa that can hold space for all voices, perspectives, orientations and where all can be truly free and enjoy the benefits of our democracy. We are aware that for a healthy democracy there is need for a robust and vibrant civil society; civil society formations have a contribution to make towards deepening our democracy and allowing for devolution of power to citizens. It is within civil society that democratic attitudes and strong civic action is fostered.

Stimulated by the transformation process of 2011, the CDRA has created a reflective space for itself; pondering and questioning how to move forward and forging a renewed identity within a changed context. We continue to grapple with issues of purpose, identity and practice. We are becoming much clearer about our work and the contributions we are seeking to make in our social change landscape. The passion and energy that has been rekindled over the last two years has been harnessed and has brought forth new initiatives. The risks taken by the organisation over the last year continue to hold potential to shift the organisation to new levels.

The programme initiatives piloted over the last two years have generated crucial learning for the organisation. In addition, new strategic alliances both locally and globally have been fostered. The organisation is inspired by the growing demand for its professional services and being regarded as a resource and knowledge centre for civil society. A key learning is that we cannot continue to bring our offerings in old ways, we have to find new forms through which to engage our work.

The CDRA takes issues of governance extremely seriously and board members play an important role in oversight and leadership of the organisation. I would therefore like to thank my fellow board members for the support and stewardship of the organisation during a very difficult and challenging phase in the life of the organisation. We sadly bid farewell to Rory Wilson, Judith Mtsewu and Pieter Grove - after many years of committed service to the organisation they stepped down from the board. I sincerely thank them all for their contributions and for sharing their expertise in shaping the CDRA.

I also wish to express, on behalf of fellow board members and the organisation, my sincere thanks to our donor partners and peer organisations collaborating on programmes for the support. Thanks also to our auditors – in addition to the professional service, we appreciate the advice and the hard questions you raise with us.

The year 2014 brings to an end some long-term relationships with three of our donor partners – Cordaid (Netherlands), Brot-fuer-die-Welt/Evangelischer Entwicklungsdienste (Germany) and Charles Stewart Mott Foundation (USA). It is through your support that we have been able to make our own small contribution to strengthening civil society. Allow me to express thanks to our new donor partners, your support to the organisation is appreciated.

Lastly but not least, thanks and appreciation to the staff, associates and interns for the commitment and hard work – your love for the organisation is admirable.

Professor Farid Esack - Chairperson

The year in context

The year 2014 marks the 20th anniversary of our democracy in South Africa and whilst we have a lot to celebrate, we do so with an awareness of the many challenges and social problems that this face us. As we reflect on the last 20 years, we cannot escape thinking about the role civil society formations and their contributions to shaping the broader society. Looking back, the contributions of civil society to the struggle for liberation are well-documented. The mobilisation of communities and civic action was driven from a civil society impulse. Realising our dream of a democratic South Africa was a momentous occasion, we celebrated it with enthusiasm. Twenty years down the line we look back and the excitement of those early years feels far away. We ask questions about our democracy, our activism as citizens and about the role of civil society.

The CDRA, similar to many other civil society formations recognises the importance of a robust, vibrant and creative civil society and its role in deepening our democracy. Our organisation and its work are rooted in civil society and we recognise this as the realm in which democratic attitudes have to be developed. Through our work we strive for practices and processes that are transformative, creative, inclusive and that give voice to those on the margins of society.

For us democracy is a human process, it comes alive in the relationships between people; between a government and its citizens, between leaders and followers and between municipalities and the communities they serve. Democracy, therefore, has to be in service of the people. Democratic processes and practices therefore have to adopt a humanistic orientation – they have to recognise that transformation and change initiatives involve the facilitation of inherent forces of life and not simply the implementation of projects. So, we remain acutely aware of the role of civil society formations towards the deepening of our democracy.

We find ourselves in a political and socio-economic context that is ever-evolving – our organisations are constantly faced with new realities which impact our work, our contributions, practices and programmatic

interventions. The social problems that our organisations are seeking to address are becoming increasingly complex and as social change activists and practitioners we can no longer go it alone in addressing such problems. We are drawn into situations where we have to interact and engage with other role players in pursuit of sustainable solutions. As civil society organisations and activists the last 20 years have challenged us to make the shift to working in a diverse and complex array of multi-stakeholder, collaborative and partnership arrangements.

The last few years has seen the CDRA challenged to work beyond the artificial boundaries of our sector; we have been challenged to work in new ways – this has required that we develop new capacities, abilities and competencies. The positive effect this has had on our work is that not only are we developing the capacities to work in multi-stakeholder spaces but, we are also developing conceptual frameworks that enable us to coordinate and facilitate such processes with increased effectiveness.

On a national level, the triple challenges of inequality, poverty and unemployment continue to define South Africa. The growing inequality and poverty require of government and civil society to make a distinction between these two social ills and to recognise that different interventions are needed to address them. It has become imperative that our programme interventions not only seek to build capacity and empower people, they must include aspects that give attention to the material conditions of people.

Although the National Development Plan (NDP) has been embraced as the framework for articulation of responses to the developmental challenges the country is facing, little has happened in terms of a coherent implementation process towards realising the vision articulated in the NDP. Whilst we recognise the challenges related to implementation of the NDP, there is an opportunity for civil society organisations to align our programme interventions to the overarching goals of the NDP and to build partnerships with government and business that would enable this. Whilst we recognise the importance of aligning our programmes with the goals of the NDP, we have not yet engaged the NDP in a robust way that explores synergies with the work of government, business and other role players.

On a political level, we see a ruling party that continues to undermine the social contract entered into between the state and citizens at the dawn of our democracy in 1994. Owing to break in the trust, there is a growing call for the need for responsible citizenship as well as for a new social contract between state and citizens. We continue to witness growing social unrest, dissatisfaction and anger from communities. There is need for programme interventions to address the issue of responsible citizenship. In addition, there remains an inability on the part of government to engage communities in ways that recognises them as active citizens instead of mere recipients of services. There is a need for government to engage communities in ways that recognise their initiative and resourcefulness.

In South Africa civil society formations have moved away from a reliance on foreign donor funding for supporting their work and interventions; there is a shift towards local resources to support our work. Whilst there are adequate resources in the country, the main challenge lies in accessing them. This is particularly so for the formal segments of civil society that have become dependent on donor funding – the informal and unorganised segments of civil society have less reliance on donor funding, they have been supported through own means.

The shift towards seeking local resources has resulted in growing pressure on funding from the National Lotteries Distribution Trust Fund, Corporate Social Investment funds and private foundations. Whilst each of these is making significant contributions towards supporting the work of civil society organisations, the absence of a dedicated mechanism for supporting civil society organisations remains a concern and challenge. Looking at the bigger picture, whilst there is funding to support for small community projects and organisations, support for work that seeks to effect positive social change remains difficult to secure.

Although some organisations have entered into successful partnerships with government, this continues to lock civil society organisations into service delivery relationships. Such relationships, to some extent, limit civil society organisations from pursuing a social change agenda. Although we at the CDRA remain hesitant to become locked into service delivery relationships

with government, we do recognise the importance of pursuing partnership arrangements with government that are in service of communities. The challenge, we recognise, is building relationships with government that are authentic, co-creative and are in support of the initiatives and aspirations of communities.

One of the biggest challenges civil society organisations face in their engagement with government is to open up and hold moments for change – being able to do this will allow for growing engagement of citizens in local issues. This, we recognise, is the orientation that should guide our engagement with government. In supporting the engagement of communities with government, our work as civil society is to help people develop the capacity and resilience to engage. So, the quality of participation becomes important. We have to seek participation that amplifies the voice and contributions of people – we have to ensure a quality of participation that is transformative.

In response to the economic challenges, we have witnessed civil society organisations restructuring and exploring new organisational forms. There is a growing number of organisations that are challenging themselves to be innovative and creative in how they respond to challenges. Many are making concerted efforts to transform from old-style, recipient organisations to establishing themselves as more enterprising organisations premised on a new financial logic. Whilst this sets civil society organisations on a new growth path, it is crucial that the learning from such efforts are not lost.

The past year has seen the CDRA continue on its path of renewal, adapting and re-positioning itself in relation to the contextual realities and challenges. We have taken significant steps towards pushing our boundaries and being innovative. The process of re-imagining and envisioning a CDRA that can continue to create value and make a contribution to the social change landscape and deepening our democracy continued. Our strategy sessions of the past year have brought us closer to articulating a strategic outlook with clear intent, objectives, programmes and strategic alliances. We are, to some extent, bringing an edge and focus to our work and programmes.

In the last year we have experienced an increase in requests for support from our networks and other civil society organisations. Whilst we remain a resource for practitioners and organisations, we have to be innovative and find new ways in which we can share the vast experience and expertise we have developed over the years. The last two years have been intense, we have experimented, pushed our own boundaries and worked hard to re-discover and reconnect with our edge. We have adapted to building a new economic model whilst still caring for the organisation's functioning and health in a time of fundamental shift. On a programme level, the last two years have seen us consolidate work of the last two years – the programmatic orientation has taken root.

We have successfully concluded the 18-month pilot programme focusing on monitoring and evaluation and have drawn learning from the experience. Barefoot Guide Connection has developed and evolved into a programme that has created a platform for social change practitioners and activists to establish themselves as writers grounded in practice. After 7 years the Letsema programme has offered us rich learnings and insights into the practice of collaboration. The main section of the report provides detail on these programmes.

Through our programmes we have contributed towards strengthening capacities of practitioners and organisations, we have provided a space for practitioners to connect and learn together and have supported them develop reflective practices. In a small way, in spite of the challenges of transforming ourselves in a very harsh and trying context, we have planted seeds that are our modest contribution to the strengthening of those civil society organisations and practitioners whose learning journeys have come together with ours. We remain indebted to all who have afforded us an opportunity to learn together.

In the last year we extended renewal of the organisation to our internal systems and with the support of one of our donors we have successfully revamped our IT and information management system – this has not only helped us operate more smoothly, it has enabled us to make huge cost savings.

The CDRA will continue its work of re-imagining itself; for us this is process characterising by continuous questioning and making sense of what we are doing, how we are doing it and why. We continue to shape our co-creative, collaborative and associative orientation which is the essence of our identity and work into the future. The past year has seen us come together with new strategic alliances beyond the boundaries of our own country. Since inception the CDRA has learned through both its local and global networks and this practice continues. In the past we have learned from engagement with civil society organisations from the global north while rooted in the global south. Our work and practice are rooted in, informed by and shaped by experiences and developmental challenges of South Africa – this remains the main source from which we learn.

The past year also marks the end of traditional donor relationships with Cordaid in the Netherlands, Brot-fuer-die-Welt/Evangelischer Entwicklungsdienste (EED) in Germany and the Charles Stewart Mott Foundation in the USA – all three have supported our work over decades. We will remain indebted to them not only for the funding but, for supporting the CDRA's journey as a learning organisation committed to struggling against un-developmental practices. Thank you very much for walking alongside us as we continue to hold a space for practices, approaches and organisational forms that expand freedoms, are inclusive and genuinely give voice to all. Your support has enabled our small contribution towards strengthening civil society.

I wish to thank all colleagues, board members, peer organisations and networking partners for the support over the last year – together we have navigated the challenges but have also enjoyed some delightful moments on this journey of re-imagining the CDRA. I wish to thank the new donor partners who have come on board to support the organisation over the last two years – in times of uncertainty we appreciate those who risk with us most!

Nomvula Dlamini - Director

Actions We Implemented

PROGRAMMES

In the past year we developed our programmes into more coherent interventions with clear elements and deliverables. All are programmes are collaborative initiatives that contribute towards knowledge creation, experimenting with innovative practices, approaches and forms of organizing. Practitioners assumed the role of programme managers, their role expanded into resource mobilization, monitoring budgets and holding a space for innovation, programme development and learning.

MONITORING AND EVALUATION CAPACITY DEVELOPMENT PROGRAMME

The programme combined four processes namely action learning, skills training, organizational development accompaniment and mentoring into a coherent process offered to a group of 9 civil society organisations over a period of 18 months. Each organization formed a living case study over the period and addition to the four processes the programme intentionally formed a community of practice that was closely connected to its members, and to surrounding context.

The programme contextualized Monitoring & Evaluation and made use of case studies during the action learning sessions – skills like observation, listening and questioning were practiced in these contexts, both relying upon group trust and further deepening it. The programme was accompanied by action research; this allowed practitioners to improve understanding of their practice through reflection on that practice, proceeding directly to adjustments and improvements, depending on what has been seen in the process of reflection.

A key learning from the programme is that monitoring & evaluation are integral practices of the process of development of an organization. Despite high pressure from the donor community around accountability in terms of frameworks that they can access easily, learning remains an essential element for success of the NGO's activities, including success in their abilities to account. In addition, there is increased understanding of M & E as essential

practices of organization development allow for focusing around the interests of organization in Monitoring & Evaluation rather than simply fulfilling the requirements of donors. To ensure changes in organizations toward a learning-oriented approach, it is important that organizations understand the purpose of M & E as integral to effective organizational life and that they pay attention to data collection as well as properly run processes of learning, including integrating and sense-making. Leadership plays a critical role in effecting changes toward integrating learning in organisations – it is the vision of the leader, the opportunity to change the power between different groups inside organization, creation of space and processes for learning that can support learning within organization.

Over the 18-month period we had 9 organisations participate in the programme and 7 case studies have been documented. An article entitled “*Stretching between learning and accountability*” has been produced for publication in a SAMEA journal and lessons from this programme will inform a new Barefoot Guide on *Evaluation Practices and Social Change*.

For the CDRA, a key insight from this programme is that sustaining the participation of organisations in a learning-oriented programme over a longer timeframe is challenging. In the current context the attention of NGOs is on financial sustainability and helping them manage tensions between “learning and earning” requires certain competencies. As a result, the withdrawal of 2 organisations from the programme due to restructuring was unavoidable.

BAREFOOT GUIDE CONNECTION

This programme implemented a Writeshop in November 2013 for the development of a barefoot guide type publication focusing on **The Real Work of Social Change** will present and illustrate many leading examples of social change in different contexts from across the world. The Writeshop brought together a group of 28 social change practitioners from 16 countries to create a peer learning network exploring not just the stories and activities but, digging deeply into what the practice and real work are that have made social change possible.

The Barefoot Guide will focus on those social change approaches and practices that are inclusive, co-creative and holistic, that bring diverse actors together enabling those who have been marginalized to organize and express themselves to meet on equal terms with others, to shape future processes for the benefit of all.

In addition to the Writeshop we commissioned articles by leading practitioners and organisations and also hosted an online platform for the duration of the writeshop for those practitioners who wished to contribute but could not attend. The Writeshop itself was a collaborative writing experience as part of a community of practice - it allowed for feedback from a diverse group of practitioners, shaping/sharpening each other's perspectives and viewpoints, reflection on practice, development of writing skills and processes of thinking together (we sparked each other).

The Writeshop provided a space for co-creation not only of a publication but also an opportunity to refine a writeshop methodology as a creative process. In addition, the Barefoot Guide Connection and the writeshop process has created a platform for social change practitioners and activists to establish themselves as writers – writing that is grounded in practice. This gives voice to the experiences of social change practitioners and activists.

Through the Barefoot Guide Connection we have created a platform for individual and organisational collaboration and this allows for 'pooling' resources and resourcefulness.

In June this year the core editorial team met to start compiling the guide in line with the architecture that was designed – the architecture gives an overview of the design and content themes. The guide will be finalized by the end of 2014 and the intention is to launch it at the World Social Forum in Tunisia next year.

Some key learnings; we come away from this process with a deepened understanding of a writeshop as an essentially creative process and the design/methodology thereof has to allow for this. In addition, a critical mass of diversity is required to ensure rich and meaningful exchange of ideas, perspectives and practices.

In the last year we explored, experimented with and successfully implemented an innovative resourcing strategy for the Barefoot Guide Connection; this combines crowd funding, small grants and individuals paying their own way. This has helped to shift the programme away from dependence on one main donor and holds potential for longer-term sustainability.

LETSEMA PROGRAMME

The programme combined horizontal learning exchanges, leadership development, mentoring and facilitation of community-government engagement offered to caregiver forums/groups of young children from formal/informal Early Childhood Development centres, community play groups, community self-help groups and community development workers. The programme is a collaboration involving 12 organizations working to strengthen the mobilization, organization and leadership of community (grassroots) caregiver forums in Limpopo, Free State and KwaZulu Natal provinces. Letsema provides a collaborative platform that connects these community caregiver forums with each other to nurture a groundswell of community-level learning, solidarity, collaboration and initiative. This helps to unlock the resourcefulness that exists at community level and to positively connect this to the work of government and business for young children.

In addition to the horizontal learning, leadership training, mentoring and facilitation of community-government engagement, the programme intentionally formed a federated network that was closely connected to its members and to what was happening at community level. The action learning events were contextualized to speak to the realities and challenges of the caregivers and their forums. In addition to the listening, questioning, observation and problem-solving skills, the leadership development component enabled the caregivers to discover their voice, courage and initiative – it enabled them to connect to their own power and out of that, to find the courage for development and active collaboration with all role-players.

In the last year 2 leadership training modules were conducted in Limpopo, KwaZulu Natal and Free State provinces and a total of 62 caregivers of young children and community leaders have successfully completed the

training. In Limpopo province ALERT, a network of 7 organisations, meets regularly and have collaborated on the Department of Social Development audit on ECD centres in Limpopo province.

In terms of impact; multiple learning exchanges between caregiver forums have been sustained – this has strengthened relationships of solidarity. In one province, caregiver forums are having regular meetings with the Department of Social Development and in Limpopo province there has been a mushrooming of caregiver forums at community level. Though not happening as regularly as we would have desired, exchanges between provinces hold potential for growth and the leadership training has contributed towards caregivers finding their voice. This is an aspect of the work that we are particularly passionate about and support for this would be deeply appreciated.

We are currently documenting this process of learning and working together which was started in 2007 – this will capture reflections, insights and learnings which will be published online and in the form of a booklet.

Sadly, the collapse of 2 participating organisations in the Free State province was unavoidable; financial sustainability remains a challenge faced by many organisations that lack the capacity and competence to explore new ways of resourcing their work.

Some key learnings we come away with ...

Authentic and effective collaboration requires properly designed processes, good facilitation and an ability to work beyond the boundaries of your own organisation. Collaboration is effectively a learning process that requires regular reflection and such reflection should also focus on the relationships through which the collaboration happens.

Horizontal learning remains an effective strategy and practice for unlocking the resourcefulness of people – it enables solutions to “catch fire” and spark mobilization.

Also, supporting and sustaining healthy community organisations provides a solid foundation for citizens' action. Sadly, the resources to support this kind of work are not easy to secure.

Lastly, connecting the work of NGOs to the development programmes and initiatives of government and business is a learning process that requires an investment in time, good process design and a groundswell of community learning.

CIVIL SOCIETY AT CROSSROADS

The 2 open dialogue sessions conducted provided a platform for the CDRA to launch the findings and emerging lessons from the inquiry process into the nature, roles and challenges of civil society in a changed context. The collective of practitioners from civil society, government, business and academics critically reflected on the implications of these dialogue sessions held in Cape Town (30) and Port Elizabeth in partnership with Ikhala Trust (20) these sessions allowed a space for critical reflection, honest dialogue and robust engagement.

The dialogue sessions helped to raise awareness about the identity and roles of the formal segments of civil society as well as of the capacity requirements of civil society organisations in our country and beyond.

Sadly, with limited budget support for this initiative we are not able to continue with the dialogue sessions. However, we are exploring other platforms where these conversations can be taken forward.

COURSES (STRUCTURED LEARNING)

At the end of 2012 we put our Courses Programme on hold – this was to afford ourselves opportunity to reinvigorate and breathe new life into them.

However, we did innovate a Writing-for-Development course which we piloted for Plan International with a group of 20 monitoring and evaluation officers in Zimbabwe.

Having done some serious re-thinking with regard to our courses, we will re-introduce a coherent mix of course focusing on Community Development Practice. Organisation Development, Monitoring and Evaluation and Facilitation Skills. With regard to the Writing-for-Development course, the intention is to expand this into a programme comprising a basic and advanced course.

ORGANISATIONAL ACCOMPANIMENT

In the past financial year we provided support to 26 civil society organisations. Although the majority of these are South African organisations, work has been undertaken with civil society organisations from other African countries and the global north.

Our work with these organisations has covered: strategic thinking and planning, leadership coaching, monitoring and evaluation, practice development, external evaluations and facilitating horizontal learning.

This aspect of our work remains important for our own financial sustainability; we continue to provide professional services to other civil society organisations through which we generate income. This self-generated income contributes towards budget support for operational costs of the organisation.

The people of the CDRA

BOARD

Prof. Farid Esack – chairperson
Di Oliver – deputy chairperson
Rory Wilson
Mzwandile Msoki
Pieter Grove
Sisasenkosi Maboza
Judith Mtsewu
James Taylor
Kayum Ahmed
Nomvula Dlamini (Director)

FULL-TIME PRACTITIONERS

Doug Reeler, Rubert Van Blerk, Nomvula Dlamini

ASSOCIATE PRACTITIONERS

Shelley Arendse, Marianne Brittijn, Vuyelwa Jacobs, Catherine Collingwood, Dzvinka Kachur, Desiree Paulsen, Sue Soal, James Taylor and Undine Whande

ADMINISTRATION

Logie Soobramoney (finance), Marlene Tromp (administration), Linda Njambatwa (administration), Selena Maharage (housekeeping)

INTERNS

Jean-Claude Manaliyo

Lizet Verwoerd

Elis Cardoso Motta

Busisiwe Rayisa

We continue to create opportunities for work experience and learning for young graduates through internships. The organisation has been fortunate in that the cost of having interns was not carried by us alone – Elis's internship was supported by her university in the USA and Busi, our admin intern, was supported through the arrangement between West Coast FET College and the Services Seta. Lizet's stipend has been covered through the Barefoot Guide budget from previous and current years and Jean-Claude's stipend was covered by core funding.

We continued to work through associates and this has helped to increase the programme capacity of the organization. Whilst we remain committed to expanding our associate base, this is a slow process that requires investment in relationship building.

STRATEGIC ALLIANCES AND COLLABORATING PARTNERS

Letsema Alliance – with 11 member organisations in Limpopo, Free State and KwaZulu Natal provinces

Barefoot Guide Connection – with individual and institutional collaboration from across the globe

Funding Practice Alliance – together with South African Institute for Advancement (Inyathelo) and The Social Change Assistance Trust (SCAT)

KEPA – umbrella body for civil society organisations in Finland

F3E – civil society organisation in France

Society for Participatory Research in Asia (PRIA) – India

DONOR PARTNERS

Brot-fuer-die-Welt – Germany

Charles Stewart Mott Foundation – USA

Rolf-Stephan Nussbaum Foundation – South Africa

Ubuntu Technologies – South Africa

KEPA – Finland

La Francophonie – France

Bernard Van Leer Foundation – Netherlands

Tshikululu Social Investment – South Africa

Renewal of IT and Information Management System

Funding support from Ubuntu Technologies, a Pretoria-based IT company, has helped us renew our aging equipment and most importantly to shift most of our systems to the cloud. This has enabled us to make use of new technologies whilst affording us substantial savings.

Our systems are now simpler, smoother, a lot more useful and cheaper with an overall saving of about R150 000 a year. The shift to the cloud has also made us less reliant on our computer consultant enabling us some good savings. We have moved our email system to Microsoft 365 and developed a centralized database covering all systems. Both the CDRA and Barefoot Guide websites have been moved to Weebly. Using Google Forms for registrations of learning events and courses has improved our effectiveness and efficiency.

Governance, Leadership and Learning

While the board is responsible for financial oversight, financial management and accountability extends to all staff in the organisation. Programme managers and administrators have assumed a role in terms of financial management. This essentially makes us all responsible for monitoring of programme budgets / expenditure and for ensuring that we keep operational costs minimal. In the last year not only have programme managers become more hands-on in terms of monitoring of programme budgets, they have also played a bigger role in making input into the budgeting process.

As it was becoming more challenging to have separate finance and executive committee meetings at board level, a decision was made to collapse these two meetings – financial oversight now rests with the Executive Committee. To ensure accountability and transparency, financial matters are discussed at both staff and board level.

In the past year we had 1 AGM, 1 full board meeting and 4 joint Executive and Finance committee meetings.

The CDRA has, since inception, promoted collective / shared leadership that combines positions with leadership processes. Senior practitioners who are programme managers play a critical role in the leadership of the

organization – not only do they lead the conceptualization, implementation, delivery and resourcing of programmes, they are central to the strategic direction, practice development, profiling and identity of the organization. In the current phase, re-inventing and re-positioning the CDRA in a changed context is a shared responsibility.

In the last two years the board has embarked on a process of renewal; whilst a core of board members have been sustained to ensure continuity, bringing on board new members with requisite knowledge and skills is enabling renewal at board level. Having said this, we continue to face the challenge that many other civil society organisations face of finding committed board members who can freely give of their time and generously share their expertise to benefit the development of the organisation.

With regard to our own learning, we remain committed and in the past year we have successfully sustained the Programme Development sessions and Strategic Sessions. Each programme managed a minimum of 3 Programme Development sessions and we had a total of 6 Strategy Sessions.

ANNUAL FINANCIAL STATEMENTS

for the year ended 28 February 2014

COMMUNITY DEVELOPMENT RESOURCE

ASSOCIATION NPC

(registration number 1987/004090/08)

DETAILED STATEMENT OF SURPLUS AND DEFICIT

Figures in Rand	2014	2013
OPERATING EXPENSES		
Accounting fees	42 567	13 653
Annual report	6 267	5 221
Auditors' remuneration	159 400	99 435
Bank charges	31 805	39 023
CTA conference	-	495 402
Depreciation	24 389	70 758
Employee costs	3 205 941	2 238 160
Fundraising	17 514	950
Governance	62 424	35 756
Home week	11 026	6 785
Teas and cleaning	31 001	16 516
IT Expenses	158 242	129 459
Insurance	51 898	54 870
Intern program	38 000	34 650
Legal expenses	1 900	4 000
Loss on disposal of assets	27 613	36
Loss on exchange differences	-	2 717
Networking	64 892	318 727
Organisational development expense	790 499	335 609
Postage	14 138	7 744
Printing and stationery	56 721	48 738
Publications	80 412	17 741
Repairs and maintenance	168 793	52 998
Research and development costs	363 804	692 852
Security	26 660	25 052
Staff development	9 668	5 890
Telephone and fax	90 288	72 733
Training	1 189 022	841 288
Utilities	70 153	51 447
	6 795 037	5 718 210

	2014	2013
REVENUE		
Book sales	6 938	-
Grant income	5 006 236	5 734 151
Rendering of services	1 411 339	973 273
	6 424 513	6 707 424

GRANT INCOME

Revenue includes grant income from the following funders

Bernard Van Leer Foundation	2 167 801	1 343 308
Charles Stewart Mott Foundation	-	483 396
Cordaid	-	524 460
Cordaid Consultancy	-	519 035
EED (Evangelische Entwicklungsdienste EV)	1 572 688	1 048 877
KEPA	57 683	-
Mott Foundation	736 598	-
OIF	106 868	-
PSO	-	1 043 770
Technical Centre for Agricultural and Rural Co-operation	-	473 721
The Rolf-Stephan Nussbaum Foundation	292 543	102 584
Ubuntu Technology Proprietary Limited	72 055	195 000
TOTAL	5 006 236	5 734 151



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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.