

**KAGISO TRUST
CAPACITY BUILDING COURSE**

**MAKHANDA PILOT –
DRAFT REPORT**

**July/ August 2023
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(facilitating team)**

CONTENTS PAGE

1. EXECUTIVE SUMMARY (one page)	3
2. INTRODUCTION	4
3. PARTICIPANTS	5
5. COURSE CONTENT	6
6. FUTURE SUPPORT	13
7. RECOMMENDATIONS	14
8. CONCLUSION	17
APPENDIX 1: List of Participants Who Completed the Course	Error! Bookmark not defined.
APPENDIX 2: Organizations, Sectors, Organizational and Individual Needs	18
APPENDIX 3 (a): Module 3 – KT CSO Course - Evaluation Responses and Comparison	27
APPENDIX 3 (b): Participants' Suggestions on How to Improve the Course	28

1. EXECUTIVE SUMMARY

(one page, to be compiled once we have received Kagiso's input)

2. INTRODUCTION

- 2.1 Kagiso Trust recognises the remarkable role played by civil society, both in opposing apartheid and contributing to the development and the functioning of a post-1994 democracy. While the post Covid pandemic civil society sector is challenged, it has the potential to contribute to socio-economic transformation, strengthening democracy and the empowerment of communities. Kagiso Trust is well-placed, given its vast knowledge and experience, to play a strategic role in strengthening the non-profit sector in South Africa.
- 2.2 In October 2022, Kagiso Trust launched its Framework for Capacity Development¹ to improve CSOs' ability to provide services and advocate for social justice. Capacity development, according to the Report, "should promote transformation of the leadership of CSOs, encourage collaborative learning and respond to the contextual challenges of CSOs". Furthermore, the report advances that, "generic training programmes" ought to be delivered alongside capacity development that are bespoke to the CSO context(s).
- 2.3 Kagiso Trust initiated an integrated programme in Makana East (Makhanda, Eastern Cape) with three area of intervention, namely:
- the development of a database of local NPOs;*
 - Capacity Building for NPOs** to effectively manage their organisations and strengthen their community intervention programme;
 - An *Asset Based Community Development (ABCD)* intervention to map existing capacities/resources.
- 2.4 Lynette Maart and Doug Reeler were contracted² to conduct a pilot **Capacity Building for NPOs in Mkhanda**. The scope included key deliverables:

No.	Action	Timeframe	No. of days	Progress
1.	Term of Reference (finalised and signed)	February 2023	1	Completed
2.	Training Manual	March to August 2023 (April 2023, with adjustment prior to and after training sessions)	22 days	Completed Outstanding: Final editing/layout
3.	Pilot 3 Training Modules in Makhanda	March to July 2023 (April, May & July)	25 days	Completed -
4.	Building learning community/ Networks - linkages/ Advocacy and other opportunities	April to June 2023	4 days	Completed
			50 days	

¹ NPO & CSO Governance and Management Capacity Development Framework Final Draft October 2022 compiled by Mzabalazo Advisory Services

² Contract between Kagiso Trust and the facilitation team –February 2023

3. PARTICIPANTS

- 3.1 A CSO invitation list was compiled from several databases including the Department of Social Development (DSD). Invitations were also sent to organizations who attended the Kagiso Trust CSO consultation meeting(s) held in February 2023. These attendance registers included smaller and less resourced organizations working in Makhanda South (disadvantage communities).
- 3.2 The invitation made provision for two participants per organization. In our experience, organizations benefit from sending at least two participants to courses like this for mutual support during the course and to collaborate on back home tasks, including bringing back the benefits of the process to help build the organization. We envisaged a combination of one leader and one emerging leader (someone already with leadership/managerial responsibilities or to be groomed for such responsibilities). We ended up with different combinations of a leader/ emerging leaders including two colleagues at middle level management or two colleagues operating within a flat organizational structure or a leader and a volunteer. Two organisations only had one participant each.
- 3.3 Successful applications were restricted to Mkhanda, due to budget constraints particularly for accommodation and transportation.
- 3.4 The course was attended by CSOs from a variety of sectors - see Appendix 1. All the participants appreciated the recruitment of and working with different CSO sectors during the pilot course (see Appendix 3b).

One sector	0	Mix of sectors	16
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As one participant remarked *“mixed sectors is good because you get different views, from different schools of thought that broadens the understanding of how other sectors operate.”*

- 4.1 The sectors were:
- Children with Special Needs/Disability;
 - Early Childhood Development/ Children’s Development;
 - Tertiary Education;
 - Information and Communication Technology/Internet;
 - Sports;
 - Skills Development for productive livelihoods including agriculture, life skills;
 - Youth development; and
 - Women’s development (including GBV)
- 4.2 **The recruitment process:** The capacity building course started with 25 participants from 13 organizations. From the participants’ perspective (Appendix 3), the recruitment process was generally smooth with the requirements easy to understand. Suggestions included advertising through social media, local newspapers in addition to compiling databases and working through civil society networks. A participant indicated that the length of the course should be better

explained in the future as this may have hindered more organisations/ participants from applying.

- 4.3 Most organizations were in possession of a NPO registration, with the exception of Isikhalo Womxn's Movement (who was in the process of registering).
- 4.4 **Twenty participants from 12 organizations completed the course** (Appendix 1). Fourteen (14) females and 7 males - see explanation below:
- Two (2) participants from Child Welfare dropped out of the course after Module 1. Attempts to secure telephonic or online interviews failed.
 - Two organizations strengthened their participation as the 1) Centre Manager of Isibanya Day Care Centre; and 2) the secretary of the Vukani Boxing Club joined the course during Module 2.
 - Plagued by ill health, the Raphael general manager only attending four out of 10 days and therefore did not meet the course requirements.
 - The Unemployment People's Movement (UPM) arrived with four participants at the start of Module 1. During the Module 2 a fifth participant came along. The cohort of UPM participants was a challenge. Some seem to have prioritized other organizational activities over the course, which was at times disruptive. Other participating organizations questioned the fairness of five UPM participants. Kabelo (Kagiso team) was asked to address these challenges. By Module 3 only one participant remained.
 - In future, there is need to enforce the criteria of two participants per organization, backed up by a consent form signed by both the participant and a manager of organization. We also need to put in place a mechanism for supporting participants who are experiencing personal challenges.

5. COURSE CONTENT

- 5.1 The course was grounded in and continually referenced the participants' experience and contexts. The approach adopted was creative, collaborative, peer-learning and relationship building process. The facilitators introduced various frameworks and challenged ways of seeing, to help participants make better sense of their own experience and contextual knowledge. Several valuable techniques and skills were also introduced and practice.
- 5.2 The pilot course was anchored in three Modules detailed below. Each comprised three days and one extra day to the 3rd Module to complete the course evaluation.
- *Module 1*: 24 to 26 April 2023;
 - *Module 2*: 23 to 25 May 2023; and
 - *Module 3*: 10 to 13 July 2023.

- 5.3 The summary application survey³ (Appendix 2) helped us to surface the initial course content both from an organizational and individual perspective. These included roughly (not in order of priority):
- *Resource Mobilisation/ Sustainability* i.e. drafting funding proposals; to secure sponsors/funders; NGO to become more economically sustainable; marketing strategies
 - *Programme Development/ Theory of Change* including creating a realistic Theory of Change; How to measure and monitor behavioral change in learners; Restoring community agency, understanding asset based community led development; Action Plan for each programme
 - *Organizational Leadership & Management*: i.e. elements of leadership; strategic management; ways to build effective teams; strategic planning; monitoring, evaluation & learning (MEL); templates for best NGO practice; reflection analysis, exit strategies, databases; smart solutions to administrative challenges in small and medium size NPOs;
 - *Human Resources*: including criteria for recruiting new staff; time and other forms of management; organizational structure; staff empowerment
 - *Governance*
 - Increase capacity in *financial management*; and
 - More *software skills*.
- 5.4 These topics guided the course design. An assessment of the relevance of the contents was conducted, at the start of most Modules. The facilitators were upfront that the course did not cover any financial management bar simple budgeting. No specific assessment was performed on IT software skills, but participants were exposed to a range of online tools (see Appendix 2 &3 of and Module 3 Course Process Notes)
- 5.5 The readings in the manual, themes and topics covered in the pilot course as well as the participants' composite assessment are detailed below. Appendix 3 contain suggestions from participants on how we can improve the course content, methodology and delivery.

³ Full application survey(s) are available on request.

THEME	CONTENT	MANUAL	MODULE			EVALUATION				
			1	2	3	Very Useful	Useful	Not Useful	I was confused	I can't remember
Programme Development/ Theories of Change/ Advocacy	Different Theories - Ilana Shapiro (including levels of impact from individual to societal)	X	X			10	5	1		
	What is the role of learning in Social Change; What is resistance to Change? How do we see and work with power?	X	X							
	The Treatment Action Campaign	X	X							
	Reading and discussion of "Understanding and Facing the Deepening Global Crisis"	X	X			7	8		1	1
	Reading and discussion of "Organised Civil Society – Redefining our Role and Relevance"	X	X			9	8	1		
	Introduction National Development Plan 2023 (SA) framework	X	X			8	7			1
	Agenda 2030 (UN) framework	X	X							
	Evaluating your own organisation's or programme's Theory of Change	X	X			14	1	1		
	Threats/ Gaps for your CSO in the local, provincial, South Africa and globally		X			7	7		1	1
	5 Strategies of Change	X		X	X	15	1	1		
	4 Spaces of Collaboration	X		X	X	12	3			
	Black Sash Case Study: Hands Off Our Grant Campaign	Book		X		11	4	1		
	Black Sash Hands Off Our Grants Case Study : Usefulness/Implications for our organisational practice	Book		X		12	6			
RECOMMENDATIONS			<ul style="list-style-type: none"> • Include discussion on municipal structures and directors, RDP housing and how to access it. • Participants should bring working texts of e.g. funding proposals, strategic goals and plans, annual plans, PMEL etc. to work on and improve. • Include videos for those who are struggling to read and study text 							

THEME	CONTENT	MANUAL	MODULE			EVALUATION				
			1	2	3	Very Useful	Useful	Not Useful	I was confused	I can't remember
Resource Mobilization	How Donors Can Nurture Collaboration	X	X							
	National Development Agency & National Lottery – presentation, information sharing & materials 2023/24 Call for Applicants per <u>Sector</u> : 1. Arts, Culture & National Heritage; 2. Miscellaneous Purpose; 3. Sports & Recreation	Additional notes		X		8	7		1	1
		Additional notes			X					
	Developing a Concept Note - How to write a Concept Note (with different examples)	X	X	X	X	15	2			
	How to write a Winning Grant proposal	X			X					
	Input and exercises on Sustainability / Resource Mobilisation Strategy	X		X	X	13	4			
	Planning Monitoring Evaluation and Learning (PME&L)	X		X	X	13	2			1
	Budgeting – How to Develop a Project Budget	X			X	11	4		1	
	RECOMMENDATIONS			<ul style="list-style-type: none"> • Better preparation and more time for online input by donors (National Lottery) • Share more donor info, databases & websites • More time (during the course) to complete a budget • Create a special digital literacy (including budgeting) unit for the course • Encourage participants to develop collaborative projects • Develop skills in crafting and formulating sentences to give expression to what is in one's head. • More tools for PMEL 						

THEME	CONTENT	MANUAL	MODULE			EVALUATION				
			1	2	3	Very Useful	Useful	Not Useful	I was confused	I can't remember
Tools of Leading & Managing	Listening at 3 levels (Head, Heart and Feet)	X	X			11	4	1		
	Levels of Complexity in Organisations	X	X			8	6			
	SWOT analysis	X	X							
	World Café methodology		X		X					
	Free writing exercise		X	X	X	9	5			1
	The Action Learning Cycle	X	X	X	X	15		1		
	Leadership Polarities	X			X	12	3	1		
	Game: Chairs game			X		9	5			
	Game: Organisation game (constructing the helicopter)	X		X		7	9			
	Exposure to different Internet Services/ Resources including Google services, Canva and ChatGPT	Demonstration			X	12	4			
RECOMMENDATIONS			<ul style="list-style-type: none"> • More tips on cyber platforms e.g. Google Drive, more information on the internet • How do we deal with participants, staff, volunteers who have never used the internet, a computer or a laptop? • Add YouTube to the list of online resources • Bring more games and exercises to free the mind • More free writing exercises, team building games and energizers 							

THEME	CONTENT	MANUAL	MODULE			EVALUATION				
			1	2	3	Very Useful	Useful	Not Useful	I was confused	I can't remember
Group Development	Phases of Group Development	X								
	Key Roles of Facilitator	X								
	Group Processes – the qualities to look for	X								
	Some Techniques to get great involvements at meetings	X								
Governance	Baseline Questionnaires: Assess your Board Legislation (Internal Functioning)	X			X	13	3			
	Legal Structures available for NPOs in South Africa	X			X	12	3		1	
	Governing NPOs in South Africa	X			X	12	3		1	
	Case Study of Life Esidimeni (risks, conflict of interest)	X			X	10	6			
	Respective roles of the Board and the Chief Executive Officer	X			X	12	1		1	1
	Qualities and skills of board members	X			X	9	6		1	
	RECOMMENDATIONS			<ul style="list-style-type: none"> • More examples of Conflicts of Interest i.e. boards vs management • More information on the qualities and skills of board members • More information on the structure of the board • More on financial management and oversight • Municipalities: why are some doing well (best practice) and other are failing? 						

5.6 Most participants appreciated the course notes – see Appendix 3(a&b). One participant observed the following: *“I liked the colour printing of Module 1 (change to black and white copies due to cost). The page number of Module 3 notes we're out. Some participants may need some pre-training on etiquette or expectations regarding course notes..... Consider the Capacity Building course for accreditation.”*

5.7 Apart from attending all three Modules (10 days) participants also had to complete homework between modules. Participants were required to write and submit the pieces detailed below:

HOMEWORK		
after Module 1	after Module 2	after Module 3
<p><u>Task 1</u></p> <ul style="list-style-type: none"> •What local needs (including opportunities) are you project, programme or organization trying to address.? - How are these linked to the National Development Plan (NDP) and the Sustainable Development Goals (SDG)? - Write a 400-word response. 	<p><u>Task 1</u></p> <ul style="list-style-type: none"> •Towards developing a Concept Note that could be used to inform funding proposals, engaging partners and stakeholders; as well as for communication and marketing purposes 	<p><u>Task 1</u></p> <ul style="list-style-type: none"> •Refinement of your Concept Note (insert governance, sustainability, PMEL and Budget components)
<p><u>Task 2</u></p> <ul style="list-style-type: none"> •Drawing on the Theories of Change article by Ilana Shapiro and case studies such as Treatment Action Campaign (TAC) what are the Theories of Change behind your programme work? - Work with your organization (Staff, volunteers, board members etc.). - Write 400 words to answer this question which could include drawings or diagrams. 		
		<p><u>Task 2</u></p> <ul style="list-style-type: none"> •A plan for Sustainability/Resources Mobilization (up to three elements)
		<p><u>Task 3</u></p> <ul style="list-style-type: none"> •A plan for governance/Internal functioning (up to three elements)
<p><u>Task 3</u></p> <ul style="list-style-type: none"> •What leadership/ management skill(s) will you practice drawing on the tools introduced during Module 1. Describe what you will do. 		<p><u>Task 4</u></p> <ul style="list-style-type: none"> •A reflection piece on skills, tools and methodologies learnt during the course.

5.8 The homework tasks were well received – see scores below, with useful recommendations. Submitted homework is an important source of information for the course design of the next module. We have to find a creative way of dealing with participants who submit homework late as this has a knock on effect.

NO.	QUESTION	YES	SCORE	NO	SCORE
i.	Were the tasks of the homework clear?	X	14		0
ii.	Was it useful for you to do the homework for your own practice?	X	13		1
iii.	Was the time given adequate?	X	11		2
iv.	Was the feedback from the facilitators helpful?	X	15		0
RECOMMENDATIONS What advice do you have on how we could improve or what we could include in the Homework tasks?			<ul style="list-style-type: none"> • A bit pressured due to work tasks and demands outside of the training but must be managed • Maybe each organization could also show an example of a funding application in progress and receive feedback on that as part of the homework 		

5.9 Administration, venue, food and transport. The overall feedback on the:

- Administration was that *“the support was great”*. Other comments included *“Mbali was efficient and so kind. Everything was well organized and planned.”* *Our needs were taken care of. Basically, your guys went above and beyond.”*
- The venue received mixed reviews. Recommendations included: a venue with windows; consider other venues including one of the NPOs, on a farm.
- Participants were very grateful for the introduction of a healthy breakfast snack during Module 2. Recommendations included: more food choices (lunch); second or more servings of food; and problematic staff attitudes to be addressed.
- The provision of transport after Module 1 was greatly appreciated. Recommendations included: arrange the transport with the participants; taxi to drop participants closed to home, particularly when it rains; encourage the drivers to be punctual; and lastly pay participants the return fare per day to use the public transport of their choice.

5.10 Participants appreciated the opportunity of learning and working together as CSOs operating in Mkhanda.

6. FUTURE SUPPORT

6.1 Create spaces for *continued learning, education and collaboration*, establish a forum in Makhanda and consider conducting online classes of 30 to 40 minutes to recap (subject to access to internet, data, devices).

- 6.2 *Mentorship and coaching*: Feedback on real funding proposals and strategic plans; NPO registration, risk management, management and conflict resolution etc.
- 6.3 *Ongoing support with Resource Mobilisation*: feedback fundraising proposals; help us to obtain funding databases; provide help / follow-up for existing organisations without funding; Get Start Up funding as well as provide a course on resource mobilization; More emphasis on financial management
- 6.4 *Additional Resources* such as videos, books, publications.
- 6.5 Quarterly (6 monthly) organizational assessments to track progress and provide support where the organizations are struggling. Facilitators to check in on the development of plans for governance, resource mobilization and sustainability.
- 6.6 Ongoing communication through emails. WhatsApp, podcasts and slides.

7. RECOMMENDATIONS

- 7.1 Participants requested the inclusion of financial management training (for non-financial managers) not on offer during the pilot course. The **revised capacity building course be extended to four modules of four days each**, spaced in a manner, that allows sufficient time for homework between modules. Future iterations of course should include financial management, other identified topics and tools as well more time for practice.
- 7.2 **Expand the training manual** to include the new content.
- 7.3 **Work towards the accreditation of the course** and ensure that the capacity building programme benefit from SETA accreditation and funding for its long term sustainability The facilitators still have to test the course content and its short term impact. Working towards accreditation can only commence after the third or fourth module.
- 7.4 Put in place an **ongoing monitoring and evaluation mechanism** for assessing the impact of participating organization and individuals (i.e. within six months, 12 months, 18 months, 24 months). This should include an opportunity for the facilitators to visit each organization prior or during the course.
- 7.5 The organization and participant **selection criteria** must be tightened. Below some criteria to consider on both the organizational and individual levels.

7.5.1 Organizations	
Criteria	Options
Geography	<p>Within a specific geographical boundary</p> <p><i>Option 1:</i> Town</p> <p><i>Option 2:</i> Municipality</p> <p><i>Option 3:</i> Province</p> <p><i>Option 1:</i> Rural</p> <p><i>Option 2:</i> Urban</p>
Going Concern	<p><i>Option 1:</i> Ought to be in operation for at least one year</p> <p><i>Option 2:</i> Ought to be in operation for at least two years</p> <p><i>Option 3:</i> Ought to be in operation for at least five years</p>
Registration	<p><i>Option 1:</i> Applied for registration as a Voluntary Association or Trust or Section 21 of the Companies Act</p> <p><i>Option 2:</i> Applied for NPO registration (also implications for organizational bank account)</p> <p><i>Option 3:</i> Has NPO registration and is complying</p> <p><i>Option 4:</i> NPO registration is suspended due to non-compliance</p>
Income Tax Act	<p><i>Option 1:</i> Applied for PBO and Section 18A income status</p> <p><i>Option 2:</i> Has PBO and Section 18A income status</p> <p><i>Option 3:</i> PBO and Section 18A income status is suspended due to non-compliance</p>
Board/ Trustees	<p><i>Option 1:</i> in the process of forming a board</p> <p><i>Option 2:</i> An established board at least two years' old</p> <p><i>Option 3:</i> An established board at least five years' old</p>
Financial Audits	<p><i>Option 1:</i> No completed no audits</p> <p><i>Option 2:</i> Completed at least two audits</p> <p><i>Option 3:</i> Completed at least five audits</p>
Budget	<p><i>Option 1:</i> R10 000 to R50 000;</p> <p><i>Option 2:</i> between R50 000 and R100 000;</p> <p><i>Option 3:</i> Above R100 000</p> <p><i>Option 4:</i> Above R500 000</p>
Resource Mobilization	<p><i>Option 1:</i> Has not submitted fundraising proposals yet</p> <p><i>Option 2:</i> Has submitted a funding proposal (or more) but these were unsuccessful</p> <p><i>Option 3:</i> Have submitted funding proposals but want to scale up from for example small to medium size CSO</p>
Staff, volunteers, EPWP (interns and trainees)	<p>Many organizations operate with a considerable number of volunteers. Often there is more volunteers than staff.</p> <p>Staff complement (XX) vs number of volunteers or/ and public works programmes</p>
Profile, Visibility and Marketing	<p>Active website, social media – Facebook, Twitter, Instagram and also YouTube</p>

7.5.2 Individuals

Criteria	Option(s)
Number of Participants	Two participants per organization - a CEO or organization head and an emerging leader;
Number of years in the job (experiencing)	Accumulative: should be working in the CSO sector at least two years? Or five years?
Education level	Grade 12
Any other	Gender mix

7.6 **Resource mobilization/ Sustainability was a priority**, in particular writing funding proposals (working from briefs) and connecting to donors.

- There is need to develop a *database of funders* and divided for example into themes and size of operation (small, medium and larger).
- As many CSO operate with the support of volunteers, a volunteer management strategy ought to be built in the course to enhance and appreciate this invaluable resource.
- Some organizations submitted proposals, which are still in the adjudication pipelines. The facilitators gave *feedback on funding proposals*, between modules and after the course is built into the program. Participants to bring to the course their – “work in progress” - funding proposals for workshopping.
- Donors tend to invest in “big change and transformation” by funding and investing in larger blue chip CSOs. This is understandable from an administrative perspective. Smaller community based initiatives are ignored, which are critical to building a healthy CSO eco environment. There is a big need to capitalize on the **associative strength of smaller CSOs** within a geographic area. During the course organizations discover each other’s niche, specialties and talents. Some started to explore working relationships which can in future spark better collaboration and even result in joint projects/ programmes and resource mobilisation.
- Future support: Create funding opportunities for smaller organizations with a budget under R50 000 (after which they can apply to the NDA); quarterly convening of the pilot cohort to track progress and explore topics for their development; provide mentoring support around resource mobilization.

7.7 With regards to ongoing support, create local and online spaces for *continued learning, education and collaboration* (subject to access to internet, data, devices). Develop a 6 monthly organizational assessments to track progress and provide support where the organizations are struggling.

8. CONCLUSION

The facilitation team would like to express our gratitude and thanks to:

- The course participants for their, respective and collective, valuable contribution to the Makhanda pilot. You can, like a proud parents say, that your DNA is in this course as rollout continues, it will impact on wider the CSO sector.
- Kagiso Trust for your commitment to CSO sector particularly, those organisations deeply connected to local and grassroots communities. It is possible to rebuild the sector and to enhance the development of passionate, grounded and ethically-lead CSOs that are able to make an impact.
- It was an absolute pleasure to work the Boichoko, Mbali, Buhle and Kabilo
- In August 2023 we will commemorate the 40th anniversary of the United Democratic Front (UDF). Constituted as an eco-system of passionate informal networks and grassroots movements, which operated at local, provincial and national organisations, it worked on a shoe string. With critical mass it was sufficiently powerful to rid us of apartheid and got us over the finishing line towards a new democratic system. BUT the socio-economic work is not done, we turned a page to another chapter.

Lynette Maart and Doug Reeler

July/ August 2023

APPENDIX 1: Organizations, Sectors, Organizational and Individual Needs

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
Disability/ Special Needs	1.	<p>Sibanye Special Day Care Centre</p> <p><u>Started:</u> 2014 <u>Registered:</u> Not yet registered <u>Staff:</u> 2 Full time, 3 part-time & 12 volunteers <u>Budget:</u> 15 000 (per month?), 20% funding secured <u>Social media:</u> Facebook</p>	<p><u>Vision:</u> Caring for disabled society, protecting and developing then educationally as to improve their lives</p> <p><u>Mission:</u> To improve lives well-being of the disabled with special focus on children and their families (3 to 18 years)</p>	<p><u>Organizational Level</u> <i>Challenges:</i> We need funds to run the Centre and also extend our Programmes. We need funds for staff stipends, transport and skills trainings. Not having enough resources like internet, outdoor material etc.</p> <p><u>Participant 1:</u> (Centre Manager, Female, 39 years) <i>Challenges:</i> None except for earning small amount <i>Opportunities:</i> Recruit more children <i>What should the course cover?</i> Helping the NGO to become sustainable.</p> <p><u>Participant 2:</u> (Administrator & Educator, Female, 24 years) <i>Challenges:</i> Work load is huge but the salary is very small. <i>Opportunities:</i> Fundraising, getting sponsors or funders <i>What should the course cover?</i> How to generate income for the centre as everything needs funds in order to succeed.</p>

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
Early Childhood/ Children' s Development (0-9 years)	2.	<p>Lebone Centre: The Integrated Community Development Programme (ICDP) Trust</p> <p><u>Started:</u> 2005 <u>Registered:</u> Trust, NPO <u>Staff:</u> 7 Full time, 5 part-time, 10 Social Employment Fund participants & 9 volunteers <u>Budget:</u> R1.5, 60% funding secured <u>Social media:</u> Website Instagram, Facebook (currently trying to reactivate)</p>	<ul style="list-style-type: none"> • <u>Vision:</u> Families, homes, and educational spaces that are strengthened for the development of young children (0-9) in Scott's Farm, Makhanda. • <u>Mission:</u> To implement innovative early stimulation/preventative programmes at age-appropriate stages that will support young children's development. <u>Motto:</u> because children matter • The Lebone Centre offers a Pipeline Programme which aims to impact children's development through early stimulation and literacy and nurturing the parent-child relationship. • <u>Key Programmes:</u> <ol style="list-style-type: none"> 1. <u>#Every Baby Matters (#EBM):</u> First 100 days programme (0-2 years and mothers) community awareness raising on stimulations and communication with babies and infants and the effects of substance abuse on the unborn child. Home visit sessions with 50 individual mothers and infant dyads to increase material knowledge and skill in communication/stimulation/caring to enhance bonding. 2. <u>Next Step, Baby!</u> (1-3 years and mothers): twice a month opportunities for mothers and children to meet at the Lebone Centre for training and education on book sharing techniques, general stimulation and play, making toys from recycling for home use. 3. <u>Little Red Dragon Preschool</u> (3-5 years): on-site, multilingual preschool for 28 learners. 4. <u>Lebone Literacy Programme:</u> Grade R - 2 support at two local schools with provision of TIME materials, 1:1 reading and literacy support and Nalibali Reading Club. 5. <u>Aftercare and Enrichment Programme:</u> 20 Grade 1-3 learners from vulnerable home circumstances attend five afternoons per week from a comprehensive programme offering mathematics and literacy support, food gardening and community engagement with learners from Kingswood College. 6. <u>Parenting education and support across the Pipeline Programme</u> on book sharing techniques. 	<p><u>Organizational Level</u> <u>Challenges:</u> funding requests <u>Opportunities:</u> learning opportunities and networking <u>Solutions:</u> explore alternative national and international funder and grow reserve fund account. <u>Internal:</u> Expand current robust Internal operating plan, Theory of Change and Risk Management strategy. <u>How can the course help?</u> Developing strategic plans, MEL templates, as well as best NPO practice</p> <p><u>Participant 1:</u> (Director, full time, Female, 49 years) <u>Challenges:</u> Fundraising <u>Opportunities:</u> Increasing visibility and impact of the interventions on social media, creating social enterprise. Being recognised as a leader in early childhood literacy. <u>What should the course cover?</u> Organisational management</p> <p><u>Participant 2:</u> (Office Manager, full time, Female, 40 years) <u>Challenges:</u> Timeous coding of petty cash <u>Opportunities:</u> Reminders <u>What should the course cover?</u> Increasing capacity in financial management and funding proposals</p>

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
Education (Tertiary)	3.	<p>Rhodes University Community Engagement</p> <p><u>Started:</u> 2008 <u>Registered:</u> Higher Education <u>Staff:</u> 5 Full time, 7 part-time & 500 plus <u>Budget:</u> R2 million, 70% funding secured <u>Social media:</u> website, Facebook</p>	<p><u>Vision:</u> To establish & nurture community-university partnerships that contribute to sustainable community development & promote university & student social responsibility.</p> <p><u>Mission:</u> DEVELOPMENTAL ROLE OF UNIVERSITIES – Supporting Higher Education policy and providing a powerful platform from which the university can play its social responsibility role. SUSTAINABLE COMMUNITY DEVELOPMENT – Creating bonds of reciprocity and community which recognise the interdependent and interconnected relationship between people; and between people and the environment. KNOWLEDGE DEMOCRACY – Promoting a reciprocal process of knowledge creation and dissemination where all who contribute to knowledge creation are acknowledged. CIVIC & SOCIAL RESPONSIBILITY – Embedding and activating the civic and social responsibility of all students and staff through community engagement activities and programmes from formal volunteerism to credit bearing programmes. RESPONSIVE TO SOCIAL CONTEXT – Embedding community engagement by making the university more responsive to its social context and more accessible to the community. TRANSFORMATION & DEVELOPMENT – Contributing to individual transformation and sustainable human and community development in Makhanda, the Eastern Cape, and South Africa.</p> <p><u>Programmes:</u> Volunteerism, Engaged research, Service Learning and Social Innovation</p> <p><u>Who do we serve:</u> Non-Profit Organizations, Public & Private Schools, Civic Society Organizations, Community Based Organizations</p>	<p><u>Organizational</u> <i>Major challenges/ opportunities:</i> Resource Mobilisation, Funding, more demands <i>Internal challenges:</i> too many community demands and limited social capital <i>What should the course cover?</i> Restoring Community's Agency, understanding asset based community led development</p> <p><u>Participant 1:</u> (Senior community relations & student organisation coordinator, full time, Female, 38 years) <i>Challenges/ What should the course cover?</i> Time management, reflection analysis, monitoring and evaluation, exit strategies, database.</p>

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
Information and Communications Technology (ICT)	4.	<p>Awarenet</p> <p><u>Started:</u> 2010 <u>Registered</u> as a Trust, NPO <u>Staff:</u> 4 Full time, 50 part-time & 1 volunteer <u>Budget:</u> 1.6 million, 70% funding secured <u>Social media:</u> website, Facebook</p>	<ul style="list-style-type: none"> • We help bridge the gap of inequality in South Africa by introducing schools and individuals in historically disadvantaged communities to information and communications technology (ICT). • With increased skills in the use of ICT for educational purposes we equip people with a tool whereby they can acquire knowledge and interact with the wider world on their own terms. • Current key programs are: <ul style="list-style-type: none"> - the <i>Core Group</i> (following groups of learners on a weekly basis from grade 8 to 12), - <i>Robotics and Coding</i> (Teaching robotics to increase coding skills to learners from grade 7 - 9), - <i>Open Lab</i> (Giving all community members access to a computer lab and internet free of charge), - <i>Talking Technology to Power</i> (a youth advocacy group for increasing access to technology); and - <i>Rejuvenating Rivers</i> (adopting a local river by cleaning it and creating media content about its current and past uses). • Many of these projects are served by our participation in the <i>Social Employment Fund</i> where previously unemployed people from the community get paid by government to work in our programs. 	<p><u>Organizational level</u> <i>Challenges:</i> As we expand our programs we also have to expand <i>our fundraising</i>. We cannot do worse in that area compared to the previous year without closing programs and making staff redundant. The major challenges are:</p> <ul style="list-style-type: none"> - to have a system where projects and tasks are divided efficiently between staff members. In a relatively small organisation it is inevitable that there is some <i>overlap on what people are doing</i> but sometimes that can make the organisation less efficient. To solve this problem, we try to delineate the task(s) better. - Another challenge is the lack of <i>physical space</i> for our expanding programs. We try to solve that by making of use of space at schools, Rhodes university etc. <p><u>Participants 1</u> (Director, full-time, male, 46 years)</p> <ul style="list-style-type: none"> • <i>Challenge:</i> to explore how to combine a variety of responsibilities in a productive way. • <i>Opportunity:</i> Be good at delegating when that is needed and also be good at taking responsibility when that is needed too. • <i>What should the course cover?</i> Smart solutions to administrative challenges in small and medium-sized Non Profit organisations. <p><u>Participant 2</u> (Trainee Manager/Team Leader, short fixed term contract, female, 26 years):</p> <ul style="list-style-type: none"> • <i>Challenge:</i> Inspiring others, guiding change, developing others and managing relations • <i>Opportunity:</i> There is an opportunity for me to know my people, clear purpose of tasks. Learn to collaborate and get role clarity while maximising my value. • <i>What should the course cover?</i> Elements of leadership and strategic management, together with ways of effective development and team building.

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
	5.	Inkululeko	No organizational information provided	<p><u>Participant 1:</u> (Managing logistics including lessons. Bridge builder schools & ADC, Female, 29 years):</p> <ul style="list-style-type: none"> • <i>Challenge:</i> Face-to-face tutors • <i>Opportunity:</i> Getting more tutors specially for maths and science, get more funding for our learners. • <i>What should the course cover?</i> More software skills, encourage youth, signs to look out for in hiring new staff & behavioural changes in learners <p><u>Participant 2:</u> (Assisting Entrepreneurs, female, 28 years):</p> <ul style="list-style-type: none"> • <i>Challenge:</i> Time management • <i>Opportunity:</i> Being able to work with different organizations in the community and wanting to get an opportunity and achieve it for other communities • <i>What should the course cover?</i> Leadership training, how to achieve task that will help me to be able to help other communities and organizations like program development; and governance
	6.	Assumption Development Centre	<ul style="list-style-type: none"> • No organizational information provided 	<p><u>Participant 1:</u> (Assistant manager/Second chance matric coordinator, Male, 34 years):</p> <ul style="list-style-type: none"> • <i>Challenge:</i> The staff seemed to be overwhelmed with work as the organisation is growing rapidly, beyond the staff capabilities at the moment. • <i>Opportunity:</i> Training in designing structures that balances all the work done. • <i>What should the course cover?</i> Organisational structure and staff empowerment. <p><u>Participant 1:</u> (Life skills Facilitator and Coordinator, Female, 29 years):</p> <ul style="list-style-type: none"> • <i>Challenge:</i> The hardest part of my work is when participants come to me for comfort and advice. How do I react to such situations because I am not a

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
				<p>qualified psychologist? I don't want to provide advice and end up making matters worse.</p> <ul style="list-style-type: none"> • <i>Opportunity</i>: If I could receive training on how to support participants with psychosocial issues. For instance, a Trauma Counselling training would make a difference. • <i>What should the course cover?</i> Networking and Collaboration; M&E learning practices; & Programme development
Skills Development for productive livelihoods, including agriculture, life skills, adult Education	7.	<p>Raphael Support and Skills Development</p> <p><u>Started</u>: 1994 <u>Registered</u>: Section 21 Company <u>Staff</u>: 3 Full time, 29 part-time & 5 volunteers <u>Budget</u>: R500 000, 40% funding secured <u>Social media</u>: website, Facebook</p>	<ul style="list-style-type: none"> • <i>Vision</i>: People trust in their abilities when working towards social. • Our <i>mission</i> is to inspire social cohesion and transform household livelihoods through identifying and utilising people 's own strengths. • <i>Serving</i>: the unemployed, youth, women and children, 	<p><u>Organizational level</u>:</p> <p><i>Challenges</i>: Sharing an office space with our field workers on daily bases has been difficult therefore we had to place them around local primary schools. We held team meetings twice a month than doing it on weekly basis. Office space which is conducive to accommodate all the programmes, which we end up hiring venues for Trainings and workshops. Our solution is to find a bigger space to run a Multi-purpose centre where our programs can operate from.</p> <p><i>What should the course cover?</i> To be able to go through creating an Action Plan for each program. Creating a realistic Theory of Change</p> <p><u>Participant 1</u> (General Manager, female, 40 years):</p> <ul style="list-style-type: none"> • <i>Challenges</i>: Office machinery such as computer and scanning printer since we have to share 2 laptops • <i>Opportunity</i>: Proposals will be easy written and circulated to possible donors of funders • <i>What should the course cover?</i> Economic sustainability development/planning <p><u>Participant 1</u> (Volunteer, female, XX years): No further information was required</p>
	8.	<p>Umthathi Training Project Trust</p>	<ul style="list-style-type: none"> • <i>Mission</i>: Umthathi provides quality, innovative and accessible training to vulnerable and disadvantaged 	<p><u>Organisational</u>:</p> <ul style="list-style-type: none"> • <i>Major challenges/ opportunities</i>: Administration, fundraising, understaff.

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
		<p><u>Started:</u> 1992 <u>Registered:</u> Trust <u>Staff:</u> 4 Full time, 2 part-time & 0 volunteers <u>Budget:</u> R300 000, 10% funding secured <u>Social media:</u> website, Facebook</p>	<p>communities in the Eastern Cape within a 200km radius of Grahamstown.</p> <ul style="list-style-type: none"> • <i>Umthathi</i> is adaptive and responsive to the need(s) of the community though facilitating linkages and ongoing mentoring support. • The mission is based on the following <i>principles</i>: pro-poor, pro-woman, pro-youth and pro-adult education methodology and respect for all • <i>What groups and clients are you serving?</i> Community, schools and clinics. 	<ul style="list-style-type: none"> • <i>What should the course cover?</i> Proposal writing, collaboration and marketing strategies <p><u>Participant 1:</u> (Facilitator, female, 37 years):</p> <ul style="list-style-type: none"> • <i>Challenge:</i> Funding at the moment after Covid 19 things haven't been good but we are pushing • <i>Opportunity:</i> Income generation, marketing strategies and proposal writing • <i>What should the course cover?</i> Report writing and fundraising <p><u>Participant 2</u> (Facilitator/ Helping with managerial tasks, male, 48 years)</p> <ul style="list-style-type: none"> • <i>Challenge:</i> Lack communication, useful resources • <i>Opportunity:</i> More training on group, and work dynamics. • <i>What should the course cover?</i> Fundraising techniques
Sports	9.	<p>Mfuzo Boxing Camp <u>Started:</u> 1995 <u>Registered:</u> Other <u>Staff:</u> 12 volunteers (ring officials, coaches and administrators) <u>Budget:</u> R80 000, 75% funding secured <u>Social media:</u> Facebook</p>	<ul style="list-style-type: none"> • Vision to build one of the biggest and effective boxing camps in South Africa that produces Olympic medallist, future world champion and progressive citizens. • Youth, Elite, Junior and cadet boxers 	<p><u>Organizational Level</u> <i>Challenges:</i> Funding, exposure to vacant land and funds to purchase the property, enough space to train/practise transport and equipment facilities. To have access to funding.</p> <p><u>Participant 1</u> (President of Mfuzo Boxing Camp & Dep. President of Sarah Baartman Boxing, male, 23 years) <i>Challenges:</i> To uplift from Level 2 to Level 3 <i>Opportunities:</i> To receive training in capacity building <i>What should the course cover?</i> Management skills, Administration skills and drafting funding proposals</p> <p><u>Participant 2</u> (Internet Boxing Researcher, male, 62 years) <i>Challenges:</i> Co-operation to my teammates & having enough space to train/practise. <i>Opportunities:</i> Organise workshops for boxer & Exposure to vacant land that fund properties.</p>

Sector	No.	CSO	Strategic Direction/ Programmes	Organizational/ Individual needs
	10.	Vukani Boxing Club		<p><i>What should the course cover?</i> Functions of a NPO & Funding for NPO networking with other organisations.</p> <p><u>Participant 1</u>: No information provided</p> <p><u>Participant 2</u> (Club secretary, male, 30 years):</p> <p><i>Challenge</i>: Fundraising</p> <p><i>Opportunity</i>: Training in resource mobilization</p> <p><i>What should the course cover?</i> Fundraising and Financial Management</p>
Women Development & GBV	11.	<p>Isikhalo Womxn's Movement</p> <p><u>Started</u>: 2022</p> <p><u>Registered</u>: In the process of registration</p> <p><u>Staff</u>: 4 volunteers initiated Isikhalo; 20 volunteers (women & girls)</p> <p><u>Budget</u>: Last received funds in October 2022</p> <p><u>Social media</u>: Facebook</p>	<ul style="list-style-type: none"> • Women documenting their own stories • Isikhalo (newly established) work in partnership with the Unemployed People's Movement and the Right to Know campaign 	<p><u>Participant 1</u> (Co-director, female, 33 years):</p> <p><i>Challenge</i>: Not having an office currently</p> <p><i>Opportunity</i>: We using our face book page for marketing ourselves that we exist currently</p> <p><i>What should the course cover?</i> Ways of nailing an interview in a radio or TV interview</p>
General	12.	Unemployment People's Movement	<ul style="list-style-type: none"> • No information provided 	<ul style="list-style-type: none"> • Organisation (no information) • Five participants (no information)

APPENDIX 2: List of Participants Who Completed the Capacity Building Course (July 2023)

	Name & Surname	Organisation	Email	Contact No. (0)	No. per org	Total Attendance	Module 3 10-13 July Attendance	Module 2 23-25 May Attendance	Module 1 23-26 April Attendance	Home Work	Certificate
1.	Anelisa Bentele	Isikhalo Women's Movement	anelisabentele27@gmail.com	733859681	1	10	4 Days	3 Days	3 days	Yes	Yes
2.	Asive Mzizi	Awarenet	asivenathy97@gmail.com	732839439	2	10	4 Days	3 Days	3 days	Yes	Yes
3.	Kjetil Torp		kjetil@awarenet.org	84828 4700		10	4 Days	3 Days	3 days	Yes	Yes
4.	Jolene Tarr	The ICDP Trust :Lebone Centre	J.tarr@lebonecentre.org	726866999	2	10	4 Days	3 Days	3 days	Yes	Yes
5.	Natalie Cannon		n.cannon@lebonecentre.org	729402828		10	4 Days	3 Days	3 days	Yes	Yes
6.	Leandra Fobe	Inkululeko	Leandra.fobe@inkululeko.org	60 880 8358	2	10	4 Days	3 Days	3 days	Yes	Yes
7.	Zinzani Makapela		Zinzanimakapela@gmail.com	791052874		8	3 Days	3 Days	2 days	Yes	Yes
8.	Lungelwa Diko	Vukani Boxing	Lungiediko@gmail.com or Lungelwadiko74@gmail.com	824785063	2	9	4 Days	2 Day	3 days	No	Yes
9.	Sandiso Maguma		magums16@gmail.com	710165503		6	3 Days	3 Days		No	Yes
10.	Nomalungisa Maloui	Isibanye Day Care Centre	Lungi2808@gmail.com	603564762	2	7	4 Days	3 Days		No	Yes
11.	Lusanele Nquma		Lusanele99@gmail.com	652505715		9	4 Days	2 Days	3 days	No	Yes
12.	Madoda Mkaupi	Assumption Development Centre	madoda@adcjoza.co.za	782272643	2	10	4 Days	3 Days	3 days	Yes	Yes
13.	Princess Makhatha		Princessmakhatha@gmail.com			6	4 Days	2 Days		No	Yes
14.	Nosipho Nkwinti	Rhodes University Community Engagement	n.nkwinti@ru.ac.za	833933313	1	10	4 Days	3 Days	3 days	Yes	Yes
15.	Ntsikelelo Maholo	Mfuzo Boxing Camp	ntsikelelomaholo@gmail.com	711424237	2	10	4 Days	3 Days	3 days	No	Yes
16.	Sisphesihle Mpolweni		shwemeben10@gmail.com	732113790		9	3 Days	3 Days	3 days	Yes	Yes
17.	Sipho Maboza		siphomaboza@gmail.com	763022446	10	4 Days	3 Days	3 days	No	Yes	

	Name & Surname	Organisation	Email	Contact No. (0)	No. per org	Total Attendance	Module 3 10-13 July Attendance	Module 2 23-25 May Attendance	Module 1 23-26 April Attendance	Home Work	Certificate
18.	Phumeza Mdingi	Umathathi Training Programme	p.mdingi5@gmail.com	785865893	2	9	4 Days	2 Days	3 days	Yes	Yes
19.	Wongalethu Luguxa		wnluguxa@gmail.com	731192274		10	4 Days	3 Days	3 days	Yes	Yes
20.	Precious Fani	Raphael Centre	xaxa@raphaelcentre.co.za or nomaxabisofani@gmail.com	829662555	2	4	0	3 Days	1 day	Yes	No
21.	Zodwa Goje		Zodgoje@gmail.com	786643341		10	4 Days	3 Days	3 days	Yes	Yes

APPENDIX 3 (a): KT CSO Course – Participants’ Evaluation Responses and Comparison

1 = Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree	The content was well-planned and organised	The course workload was appropriate	The course allowed us to participate fully	The learning from the case study was relevant to our needs	The facilitators were effective	Presentations were clear and organized	The facilitators stimulated our interest	The facilitators used time effectively during the sessions	The facilitators were available and helpful between sessions if needed	The venue was suitable for the course	The administration and communication were good	Average per person
Average for Module 3	4.87	4.60	4.93	4.60	4.87	4.93	4.80	4.60	4.93	4.27	4.93	4.76
Average for Module 2	4.67	4.60	4.73	4.60	4.67	4.60	4.73	4.60	4.93	4.33	4.8	4.66
Average for Module 1	4.62	4.15	4.69	not asked	4.46	4.54	4.38	4.38	4.62	4.31	4.62	4.48

APPENDIX 3 (b): Participants' Suggestions on How to Improve the Course

1. Programme Development / Theories of Change / Advocacy

What advice do you have on how we could improve or what we could include in this section?

- There is no need to change anything that was taught here everything was helpful
- That was needed was included. You did a great job.
- Everything was on point and all the information or knowledge I have gained with no doubt is going to make a difference to my community
- What is very useful course for our organization as all learning will be applied in the organization but the time to get all the modules with so little
- We could include municipality structure and directors
- At the end it would be nice if participants compiled a document list e.g. we need to have strategic plan, strategic goals, annual plan, PMEL, etcetera
- My advice is that if you can put more information so that even someone who can come to me and have a question I can answer him or her through the information I received. Also the issue of RDP houses so that people can know who deserves to have an RDP house, and what she or he must do in order for him or her to have access.
- Provision of hands on practical work on presentation
- Perhaps include more videos for extra support for those who struggle to read more text study skills on how to break down the content (briefly about 15 minutes)
- More emphasis on concrete practical examples from the nonprofit sector the better. Lessons learned from these examples are much more useful and easy to implement when one returns to one's organization then abstract theoretical frameworks which often get forgotten when back at work. This is not a criticism of theory per se but rather a context where the theory becomes the terrain and not one of many disposable maps.

2. Resource Mobilization

What advice do you have on how we could improve or what we could include in this section?

- For me, everything was good
- The (National) Lottery facilitator should send content or presentation prior to the actual presentation to minimize miscommunication due to bad Internet (connectivity)
- There should have been more audio visual presentations to make it (the content) more understandable with the National Development Agency and National Lottery as well as the budgeting.
- Maybe we could have been given a chance to do an example of a budget so the facilitators could see that we understood the budgeting
- *Budgeting or digital literacy may be a unit on its own* where people can use own devices to log on to Google use Google Sheets or formulas etc.
- Possibly giving NPOs (participants from each organization) a task to develop a collaborative project opportunity - if such opportunity arises e.g. LC Mfuso Boxing to mentor aftercare one week. Awarinet can facilitate in STEM. How can we be consultants for each other to generate income?

- Maybe some basic training in the skill of formulating sentences which are unambiguous and to the point. Many organizations seem to struggle with this. The idea in your head might be brilliant but if you can't put it clearly in writing you will fail
- Please share some database of different donors or website where we can get such information
- Everything was covered but I would like you to elaborate more on PMEL in the next workshop
- Give more working tools on PMEL and on budgeting

3. Tools of Leading and Managing

What advice do you have on how we could improve or what we could include in this section?

- I'm happy with how it was taught
- The action learning cycle is of great use. More examples, just like what was done in the Concept Note would be of great value
- Everything was clear to me even the new information. Can I have more tips on how to secure information of cyber platforms e.g. Google Drive
- Every presentation here was great there's nothing to change but add more people to explain anything that deals with Internet stuff for those who have never used the Internet computer or laptop
- You can add YouTube as one of your resources. YouTube has a lot of relevant information.
- Listening skills has really stuck with me. Also did in workplace and feedback very positive
- Many of the practical learning exercises worked well, I think so even more of that would be great. Theories around listening to your feet are very esoteric and have little or no value in a real workplace situation so I would prefer these to be replaced.
- Bring more games and exercises in order for the mind to free. It can help me so that I can share them to a younger generation to come
- More free writing exercises and other team building games or energizers

4. Governance

What advice do you have on how we could improve or what we could include in this section?

- This worked very well because NPOs could immediately relate to the issues. If I have to suggest something maybe more examples of potential conflicts (of interest) such as board versus management etc.
- Session on qualities and skills (of board members) to be revisited
- Elaborate more on legal information
- Structures of a board and how their individual roles are in an NPO workplace.
- Everything is fine but presentations need to be more personal be able to gather around when presenting a certain topic
- More on financial management and also include staff management and conflict resolution (Financial management for Non-financial manager will be part of the next course)
- The issue of municipalities those that are doing bad and those that are doing good. Also what is the secret of those that are doing good also those that are doing bad

5. Homework/ Portfolio

(Context Analysis - Writing the concept note of two modules - Practicing Leadership tool and Skills;
A good governance plan - A sustainability/resource mobilization plan)

- a. **Were the tasks of the homework clear?** Yes (14) / No (0)
- b. **Was it useful for you to do the homework for your own practice?** Yes (13) / No (1)
- c. **Was the time given adequate?** Yes (11)/ No (2)
 - A bit pressured due to work tasks and demands outside of the training but must be managed
- d. **Was the feedback from the facilitators helpful?** Yes (15) / No (0)
- e. **What advice do you have on how we could improve or what we could include in the Homework tasks?**
 - Nothing needs to be changed here
 - The homework was clear. If we didn't understand it, we could call the facilitator.
 - Everything about the homework tasks are useful. The onus is on us to remind ourselves about the due dates of the homework
 - I learnt the value of taking time to reflect and consolidate the previous day's learning
 - Continual evaluation of the course pre and post is very valuable. I must incorporate (this method) into skills development training at the workplace
 - Homework improvement need to be done by close sectors
 - Maybe each of the organizations could also show an example of a funding application in progress and get feedback on that as part of homework. As now, I somehow get a feeling I am wasting my time on real concept notes and applications by using so much time on doing mock ones.
 - Feedback is what we need so bring it more so that we can arm ourselves with the right information and information that we won't hide.
 - All facilitators avail themselves to help all unclear questions
 - The facilitators were more than welcoming us as participants to call them whenever we were stuck and not knowing how to proceed. I am grateful to have met and worked with you both facilitators and the KT stuff.
 - I just want to express my appreciation to KT and the facilitators for the great opportunity

6. Future Support

What kind of support would have been helpful between the modules?

- No complaints
- What we received was adequate. We also need to focus on normal work between sessions
- To bring others to these workshops in order for the number to grow
- Online classes of 30 to 40 minutes to recap
- the facilitators were available for support, no problem
- individual evaluation on the course overall (doug is this to make it available)
- because I will be involved in funding I will ask for support between the modules
- start management and conflict resolution

- all the support was there if only we as participants could utilize the support more
- not really sure at the moment as most of the support that we needed we received
- Each module is helpful to me. I can't wait to have new board members and share
- None, you have supported us throughout
- I have no complaints about that on my side

What kind of support might you need after the course?

- Follow up *mentoring*
- It would be amazing to have the *facilitators come to organizations to check in and develop plans for governance or resource mobilization etc.*
- Feedback on real existing funding proposals and strategic plans
- All those things I wrote like resources and other needy things
- Writing of proposals
- the facilitators can be my mentors
- e-mail and WhatsApp updates
- revising our concept note to check if we are on the right track
- check up on the organizations functionality
- funding proposal for the corporate sector e.g. Ford, Mercedes-Benz as well as government institution
- encouragement and support to overcome fear for those who might want to open their own organizations in the future
- if we could be helped in getting more funders on board
- I will engage more with the facilitators and ask where I need help. They are more willing to help
- I will look into our organization and shout if any help is needed, thanks.
- I might need assistance in the homework but that I need to start first
- database of funders.
- Distribute relevant podcasts if possible
- Send out slide docs
- Mentoring programs for professional guidance
- proposal writing and strategic planning, I would like to challenge this by starting writing my own proposals and strategic plan and send to the facilitators for corrections in order to grow. Proposal writing skills.

7. Recruitment

Should we recruit only from one sector (e.g. ECD), or is it good to have participants from a mix of sectors?

One sector	0		Mix of sectors		16
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- Gives different perspectives and possible collaboration opportunities
- Mixed sectors is good because you get different views, from different schools of thought, that broadens the understanding of how other sectors operate.
- Good to have mixed sectors because we gain much information

How did you experience the recruitment process? What advice do you have for us to improve the recruitment?

- The selection was good and the mixture of sectors was good
- The recruitment was good and easy to understand the requirements
- Recruitment is always challenging but this time it was smooth and acceptable.
- The process was a smooth one and shows from the beginning how serious the course is
- The recruitment process is fine. However, each organization should also recommend other organizations that might benefit from this course
- My organization informed me about the course
- The process was very easy and understandable since I know how to use my e-mail and phone
- Because of networking with other organizations we find it very easy to receive information.
- The recruitment was not done properly as a number of organizations valuable you can use the radio social media and even local newspapers to advertise
- Social media platform very good
- Good process although you don't always know what you don't know so it was hard to answer some of the questions
- I and many others, I think, were discouraged by the length of the course so had to be strongly encouraged many times to finally join. More could have been done to explain the value of using all that time, which it actually was, I mean it was valuable.
- I now want to learn every day. I love to equip myself with knowledge so I found it easy for me to be recruited for the training
- They were two questions I struggled to complete but after much thinking it was easy to answer
- It need more organization especially on the recruitment of the board members of the organization

8. Administration, venue, food and transport

How did you experience the admin support?

- The administrative support is excellent.
- It was great; they did a great job
- Good; It was good; Very good; Very good. Mbali is very efficient and so kind
- The support from the administrative staff was well, fruitful, they know what it is to administrate
- All worked well; Perfect administration
- They were well organized and very informative in time
- Well supported; We got full support.
- Admin support was on point
- Everything was well organized and planned.
- The support was amazing, everything was on point. Our needs were taken care of. Basically, you guys went above and beyond.

How was the venue? Any advice?

- Good: The venue was good
- Perfect for me on venue
- Everything was perfect for me: venue, team. It felt like my second home
- Amazing, amazing - I experienced 5-star treatment, felt like I was on an educational holiday.
- The venue was suitable but cold

Recommendations

- Although the venue was lovely, I would have like more open windows. Air-conditioning and central heating can make the venue stuffy.
- Maybe consider a venue at one of the NPOs. Income generation for NPO and capacity building.
- Yes, the venue was good though I would love to have the other venue
- Change to maybe a farm and have the workshop there

How was the food? Any advice?

- As for the food it was amazing
- The food was good; Good, Thank you guys
- Good, since the attempt to introduce more-healthy food as snacks (during Module 2)
- All was perfect from my side
- The food no complaint
- Everything (food) was perfect for me.
- Perfect for me both food but you are overfeeding us
- Food sometimes is bad, sometimes I would not eat during lunch

Recommendations

- The food was great but it would be better if we were to choose what we want to eat
- They have a good menu but they did not want us to get more if we wanted more
- there were days the food was not good but other days the food was delicious. The workers though from the hotel were rude when we dished up.

How did you experience the transport arrangements? Any advice to improve this?

- the transport was good and always on time
- the experience was great
- love it.
- It was perfect - Just sometimes the driver did not keep the time to pick us up
- it helped a lot so there's no complaint from me
- It was confusing in the beginning but it all worked out well
- Good. Thank you for organizing transport for us
- I didn't even expect there would be transport arrangements. It is greatly appreciated

Recommendations

- Not good, next time arrange with participants
- It was a little problematic especially when it is raining, therefore I will suggest to be taken very close at home.
- If the transport could be consistent with their pick up time
- Drivers should be encouraged to be punctual
- The drivers were not punctual we struggle sometimes having to wait 45 minutes for transport in this cold weather. I advise we give each person R30 return transport fee per day, so we can use public transport.