



**CORE**



## **COALITION ON CIVIL SOCIETY RESOURCE MOBILISATION**

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**Meeting Report**

**Pilot Workshop  
KwaZulu-Natal Provincial Consultative Dialogue Session**

**21 April 2010**

**Held at Temple David, 369 Ridge Road, Berea, Durban**

### **Opening & Welcome**

Dale Schonewolf, Chairperson of the Kwa-Zulu Natal (KZN) Welfare Forum opened the consultative dialogue session. She introduced the facilitators David Barnard (Lead) and Rajesh Latchman (Scribe) as the facilitators of the workshop.

The workshop participants introduced themselves and the attendance list is attached as Appendix 1.

The facilitator then commenced the presentation. The recorded slides commence from number 3 with numbers 1 and 2 being title and logos of the participating organisations in the coalition.

### **Slide 3**

- **Background**
- **Resource Mobilisation Challenges**
- **Programme Aims**
- **Cape Town Initiative**
- **Expected Outcomes**

The facilitator gave an overview of the organizations in the current coalition and the rationale for gathering together to pursue a process of research and understanding of the challenges of the NLDTF, NDA and the broader funding landscape for NGOs in South Africa.

He noted that each organization in the coalition had over the past few years, provided support and other services to organizations experiencing challenges with the above-mentioned funding entities.

The facilitator then, outlined the ongoing process to develop the idea of working towards providing positive support to civil society to find ways to ensure that these crucial funding institutions functioned effectively.

He also stressed the complementary and collaborative relationship between the current actions of the Cape Town collective.

The key aims of the programme were outlined as follows:

1. Unlocking funding for civil society functioning, with sound and efficient disbursements.
2. Civil society must act as both beneficiaries and critical stakeholders in the function of these funding entities.

#### Slide 4

- **Monthly coalition meetings**
- **Provincial meetings / consultations**
- **Case studies**
- **Engagement with / submission to Government**
- **Feedback / communication**

The facilitator described the functioning of the coalition including the role of Lucy Smith and various other individuals engaged with the provision of specialised services.

The value of the provincial consultations was highlighted as a tool to add value to the thinking of the process and outcomes.

Case studies were outlined as a value adding process to highlight the recommendations. It must be based on fact.

Engagement with government is ongoing and the idea is based on keeping key officials and departments informed and acting as champions in government spheres.

Feedback is crucial and this is a listening process both bottom up and as a key public awareness process for society in general. It is important for society in general to understand why funding for NGOs and civil society in general is important for the development of society as a whole.

#### Slide 5

##### **Primary mandate**

- **To contribute towards the eradication of poverty and its causes by granting funds to civil society organisations for the purposes of:**
- **Implementing development projects of poor communities;**
- **Strengthening the institutional capacity of other civil society organisations that provide services to poor communities.**

##### **Secondary mandate**

- **To promote consultation, dialogue and sharing of development experience between civil society organisations and relevant organs of state, debate development policy;**
- **To undertake research and publication aimed at providing the basis for development policy.**

The facilitator elaborated as follows:

- We are developing comprehensive position papers on the NDA and NLDTF and proposals for the change of legislation and or operations
- The intent of the Act is sound and the question is in relation to how this is being achieved or not?
- Is R100M enough for the work of about 100 000 civil society organisations?
- Where does the NDA fit into the larger development picture for SA?

## Slide 6

- **Governance / legal issues**
- **Mandate - clarity**
- **Funding criteria - too restrictive**
- **Leadership**
- **Dialogue with civil society lacking**
- **Admin problems and delays**

The facilitator seeded the dialogue with various comments on the slide content, including:

- It is not a good indication if the key NDA submission to Parliament is about chicken projects.
- How can an organisation like the NDA function if it has no CEO for almost 2 years?
- Is the NDA worth keeping?
- The one-way, top-down information flows to civil society and failure to engage with CS positions is not a productive working relationship
- What about the basic operational anomalies and failures of the NDA?

## Slide 7

**The Lotteries Act prescribes the establishment of the NLDTF, which is to be managed by the National Lotteries Board. Funds in the NLDTF, together with the interest accumulated, will be used for the purposes as stipulated in section 26 of the Lotteries Act.**

**The Lotteries Act identifies as beneficiaries of funds accumulated for good causes, the following categories:**

**Charities: 45%**

**Arts, Culture and National Heritage: 28%**

**Sport and Recreation: 22%**

**Miscellaneous: 5%**

- The key point that the facilitator made here was the fact that the NLDTF legal mandate was not as clear as the NDA mandate.

## Slide 8

- **Governance / legal issues**
- **Structural and capacity challenges**
- **Development funding mandate - clarity**
- **Admin problems and delays**

Again, the facilitator provided a series of dialogue starters:

- How are the Distributing Agencies (DAs) constituted and who serves on them?
- How do they make these funding choices?
- Is there a lack of understanding about the nature of the work performed by CS?

- What about the 20M allocation to the national soccer team? Is this a critical aspect of the development of SA?
- What does this say about the NLDTF and its priorities?
- The process to review of the NPO Act and what does this mean for the silo based policy change initiatives between various government departments?
- How does this relate to the greater developmental imperatives for SA as a nation?
- If we cannot keep the NPO database up to date, does the Act need to be changed for this administrative function to be implemented?
- The key matter appears to be if the mandates, which already exist, are being implemented.

After the presentation, participants asked the following questions for clarity:

1. What is the timeline for the project?
2. Where are you now in the timeline?
3. Has there been dialogue between the coalition and government already?
4. What have been the outcomes of these meetings?
5. There were concerns about application process and feedback from NDA – provincial manager was not responsive in clarifying application process and the status of proposal (comment)

The facilitator and the scribe answered each of the questions from the floor and the responses were in accordance with the current knowledge and information available to the coalition.

The scribe then presented the key questions for the dialogue session, made arrangements for the distribution of participants into three groups. Participants utilised an hour and a half (90 mins.) for dialogue in small groups of seven people each. The key questions for the dialogues are listed below as content from Slide 9.

After the dialogue session, participants spent 45 minutes in open and informal dialogue with each other before the collective re-grouped for a formal feedback session from each of the three groups.

After the feedback session, the lead facilitator introduced Janine Ogle, who had attended the session on behalf of the Cape Town based collective working on a similar project. Janine then proceeded to provide an overview of the plans and actions of the project and re-iterated the need for strong collaboration between the two groups to ensure that civil society action was not seen as fragmented.

The participant list in Appendix 1 provides a list of the specific composition of each of the three groups. The main points noted by each group are listed below as a summary, with theme headings. The actual responses follow the themes. The content generated from the session do however require a rigorous analysis especially in light of further planned workshops and information entering the public domain from other organisations and networks engaged in policy development.

## Slide 9 – Key Dialogue Questions

### •How can the Lottery structure / funding process be improved?

The feedback from the 3 groups can be broadly grouped under the following themes:

#### 1. Application Process

Must be simpler, more accessible, and preferably standardised to an annual time frame. The application form could also be simplified. There was a clear request for ongoing learning sessions on the actual process of application and training in the use of the forms.

#### 2. Adjudication

The process could be streamlined by setting criteria for different types of organisations and the adjudicators should be drawn from people with exposure to a range of organisations and specialities.

#### 3. Appeals

In general, the feedback focused on allowing greater interaction with applicants and revised time frames for submission of missing documentation. A regional (per province) basis for appeals was also suggested to provide greater nuance to be applied in appeals.

#### 4. Administrative Support

Streamline the service with a single person acting as a grant officer, from application to disbursement. The call centre system came in for heavy criticism mostly due to the lack of records of calls made, people spoken to and outcomes not being adhered to. Provincial offices for the NLDTF were also mooted.

#### 5. Communication

The feedback focused again on a dedicated individual to deal with each applicant on a provincial basis. It was recommended that all time frames be made public to ensure that there was clarity for funding planning. It was also recommended that communication from applicants to the NLDTF be recorded and integrated into improving systems.

#### Actual feedback

- CFP to be accessible to all prospective applicants – incl. CBOs*
- Standardised: timelines eg. 31 March annually, structures, adjudication processes – alignment to standard NGO financial year*
  - User friendly application form*
  - Assessment criteria differentiated for NGOs/CBOs (capacity issues for CBOs)*
  - Categorise applications*
  - Specialists in various areas/ fields trained, and know what the org. is about*
  - Each category reviewing each application*
  - One Stop service*
  - Skilled/specialist Distributing Agencies*
- Consolidated structure to address appeals per region*
- Administrative Support*
  - Capacity to cope with number of applications coming in*
  - Decentralisation of process/ offices*

- Allocation of admin resources – bottle neck in process
- No splitting of applications to various depts. in Lotto
- Letter of receipt
- Process/ time frame for approval lessened
- One lump sum payment
  - greater sustainability and a reduction of tranche payment delays
- Regular (6 monthly) progress reports
- Presentation to Portfolio Committee
  - Naming/ shaming
  - Good governance issues – must apply to NLDTF equally
- 5. Perception (is it a right or privilege?) from Lotto towards beneficiaries
  - Communication – process & outcome. Personal contact
  - Accessibility, esp for critical beneficiaries - CBOs
- Timing
  - Call for applications, earlier in year
  - Adjudication./ decision transfer
  - Management of internal timing processes
- Forms – if they stay the same:
  - Roadshow to understand and use forms/ coordinators – regional offices (2 people)
  - Accuracy of forms
- Capacity building – within the NLDTF system
  - Communication and feedback iro failed bids.
  - Grace/ window period for submission rectification e.g missing documents etc
  - Feedback on why application was unsuccessful
- Only 1 person per sector handling application – dedicated grant officer

## Slide 9 – Key Dialogue Questions

### •How can the NDA structure / funding process be improved?

The feedback for the NDA was much less than for the NLDTF and this can be ascribed to the smaller number of recipients of and applicants for NDA funding. In essence the feedback mirrored the NLDTF feedback above and thus the same items are applicable.

#### Actual Feedback

##### Call for funding

- when? how?
- criteria? Clarity on mandate?

##### Communication channels/ structures

- accountability of NDA officials – failure to keep appointments

Channels and reporting format – complex and onerous. Resubmissions reqd.

## Slide 9 – Key Dialogue Questions

### •How can we improve the visibility and perceived value of civil society in government?

#### 1. Collective Action

A key item emerging from this question was the repeated need for collective action as a way to improve visibility and ensure state recognition. It was also suggested that civil society could take a greater role in engaging with Parliament as tool for visibility and value to society.

#### 2. Awareness Raising

The main points raised here included the improvement of civil society understanding of the systems and initiatives of government as a key tool to raise awareness in those platforms. It was made clear that the approach needs to be one that occurs between equals and highlighted the major problem of power relations between state and civil society. Participants vehemently rejected the perceived lack of status of civil society.

#### 3. Relationship Building

Finally, the key issue of utilising existing networks to leverage greater appreciation of the work of civil society was re-iterated. The role of a national, membership-based coalition was given a boost with the suggestions that civil society needs to act in concert and with strength in claiming a space for itself in society.

#### Actual Feedback

- Speaking with one voice (e.g. coalition)*
- Team work/ support within the coalition*
- Aware of government policies and agenda of department, acts, criteria, etc.*
- Their visions = using knowledge from research to get in with them*
- Meet as EQUALS, and build relationships*
- Advocacy thru existing structures + local level mobilisation. Eg NACOSS*
- Improve/ mobilise participation*
- Local level*
- Mobilise NGO structures e.g. sangoco, sangonet*
- Public awareness campaigns/ media, Civil Society (CS) has a wide awareness of what is happening*
- Approach parliamentarians through portfolio committees*

## Slide 9 – Key Dialogue Questions

### •How can the civil society sector hold the Lottery and NDA more accountable to their mandates?

#### Contact Details of senior officials

In general, there was a “can-do” attitude amongst the participants, with many suggesting that if there was a good list of contact details, they would be willing to pursue their applications themselves. This is probably a response to the fact that there has not been a effective national coalition in SA for such a long time that organisations have become used to just working through hurdles as best they can.

Reports and other supporting documents: It was also suggested that funding agencies must also ensure they distribute as much information as possible about their work, funding priorities and grantees on a regular basis to ensure there is clear accountability to everyone.

#### Actual Feedback

- *Contact details of senior NDA and lottery officials to lodge complaints, and parliamentary process through*
  - *Media*
  - *Courts: class action*
- *Access to:*
  - *Documents, e.g. annual reports*
  - *Information re sectors to be funded etc*
- *Organisations need feedback on why application was not successful, or how it could be improved*
- *Organisations demotivated due to past experiences – no longer applying*
- *Charities – review % allocated, should be more than 45%? – based on lack of delivery (current surplus 3.6B)*
- *Being aware of the avenues that civil society can use to hold NDA/ NLDTF accountable*
- *Held accountable by attending workshops run by coalitions*
- *Increase their own engagement with civil society*
- *Have a clear mandate – lottery*
- *Improved “strength” of civil society – stop complacency currently fragmented*

#### Slide 9 – Key Dialogue Questions

##### • **Any other issues to be considered?**

The main item raised here was part of the running theme throughout the feedback session that civil society appears to be lacking the capacity to engage on issues from a position of strength. The current fragmented landscape and lack of a membership based representational body are key limiters to the ability to engage in matters beyond immediate survival and delivery of services.

#### Actual Feedback:

- *Capacity of civil society*

#### Acknowledgements

The members of the Coalition on Civil Society Resource Mobilisation would like to acknowledge the contributions of:

- Stuart Kilburn of **HIV 911** and Thato Modise of the **NWF** for the logistical arrangements.
- The **Kwa-Zulu Natal Welfare Forum** for their support for the workshop.
- All the participants for their valuable contributions.

## Appendix 1 – List of participants

|    | <b>Organisation</b>                        | <b>Participant</b> | <b>Email</b>   | <b>Group</b> | <b>GCAP-SA</b> | <b>SANGOCO</b> | <b>NWF</b> |
|----|--|--------------------|--|--------------|----------------|----------------|------------|
| 1  | Art of Living Foundation                   | Arthie Reddy       | <a href="mailto:arthie.jgd@gmail.com">arthie.jgd@gmail.com</a>                 | 3            | YES            | NO             | NO         |
| 2  | Built Environment Support Group            | Mbhe Mdlalose      | <a href="mailto:mbhe@besg.co.za">mbhe@besg.co.za</a>                           | 1            | NO             | NO             | YES        |
| 3  | Durban & Coastal Mental Health             | Gita Harie         | <a href="mailto:dmhmail@dmh.org.za">dmhmail@dmh.org.za</a>                     | 2            | NO             | NO             | YES        |
| 4  | FAMSA Durban                               | Zama Mabaso        | <a href="mailto:famsadbn@mweb.co.za">famsadbn@mweb.co.za</a>                   | 1            | NO             | NO             | YES        |
| 5  | GCAP-Global                                | Caitlin Blaser     | <a href="mailto:caitlin.blaser@whiteband.org">caitlin.blaser@whiteband.org</a> |              | NO             | NO             | NO         |
| 6  | Gold Peer Education and Development Agency | Dinesha Perera     | <a href="mailto:dinesha@goldpe.org.za">dinesha@goldpe.org.za</a>               | 3            | YES            | NO             | NO         |
| 7  | Kenilworth Respite Centre                  | Sabera Timol       | <a href="mailto:krc@telkomsa.net">krc@telkomsa.net</a>                         | 2            | NO             | NO             | YES        |
| 8  | KZN CMD                                    | Philip de Bruyn    | <a href="mailto:philip@ngkzn.org.za">philip@ngkzn.org.za</a>                   | 3            | NO             | NO             | YES        |
| 9  | KZN Deaf Association                       | Dale               | <a href="mailto:kznda@telkomsa.net">kznda@telkomsa.net</a>                     | 3            | YES            | NO             | YES        |
| 10 | KZN Deaf Association                       | Upasna Ramballi    | <a href="mailto:kznda@telkomsa.net">kznda@telkomsa.net</a>                     | 2            | YES            | NO             | YES        |
| 11 | NICRO                                      | Bhavamisha         | <a href="mailto:bhavanisha@nicro.co.za">bhavanisha@nicro.co.za</a>             | 1            | NO             | NO             | YES        |
| 12 | NKZN Bind & Deaf Society                   | Belinda Naidoo     | <a href="mailto:rehab@nbds.org.za">rehab@nbds.org.za</a>                       | 2            | NO             | NO             | YES        |
| 13 | NWF/GCAP-SA                                | Rajesh Latchman    | <a href="mailto:rajesh@forum.org.za">rajesh@forum.org.za</a>                   |              | YES            | NO             | YES        |
| 14 | Olive Leaf Foundation                      | Rooks Moodley      | <a href="mailto:rooks.moodley@olf.org.za">rooks.moodley@olf.org.za</a>         | 1            | YES            | NO             | NO         |
| 15 | Operation Upgrade of South Africa          | Vasu Moodley       | <a href="mailto:vasu@operationupgrade.org.za">vasu@operationupgrade.org.za</a> | 1            | NO             | NO             | YES        |
| 16 | SANCA                                      | Carol Du Toit      | <a href="mailto:lulama@mweb.co.za">lulama@mweb.co.za</a>                       | 2            | NO             | NO             | YES        |
| 17 | SANGOCO KZN                                | Njabulo Mthiyane   | <a href="mailto:sthe.madlala@webmail.co.za">sthe.madlala@webmail.co.za</a>     | 3            | YES            | YES            | NO         |
| 18 | SANGONeT                                   | David Barnard      | <a href="mailto:dbarnard@sangonet.org.za">dbarnard@sangonet.org.za</a>         |              | YES            | NO             | NO         |
| 19 | SCAT, CDRA, REAP, Inyathelo                | Janine Ogle        | <a href="mailto:janine@inyathelo.co.za">janine@inyathelo.co.za</a>             | 3            | NO             | NO             | NO         |
| 20 | TAFTA                                      | Femada Shamam      | <a href="mailto:femada@tafta.org.za">femada@tafta.org.za</a>                   | 1            | NO             | NO             | YES        |
| 21 | TAFTA                                      | Samuel Gormley     | <a href="mailto:samuelg@tafta.org.za">samuelg@tafta.org.za</a>                 | 2            | NO             | NO             | YES        |
| 22 | TREE                                       | Nirupa Kasserchun  | <a href="mailto:Nirupa@tree-eed.co.za">Nirupa@tree-eed.co.za</a>               | 1            | NO             | NO             | YES        |