



Training for Transformation

2016 – 2019



The Grail Centre Trust

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GENERAL INFORMATION

1.1 Name of Partner Organization - The Grail Centre Trust

1.2 Project Title and Number - Training for Transformation

1.3 Reporting Period - 01 July 2016 – 31st December 2019

1.4 Legal Holder of the project (organization)

a. Name and legal form as registered: The Grail Centre Trust

b. Postal address: P. O. Box 80 Kleinmond, 7195, South Africa

c. Phone (landline and mobile) and fax: L+27 (0)28 271 4887; Fax + 27 (0)86 576 8865

d. Email: tft@grailprogrammes.org.za

e. Official representative of Legal Holder:

Name: Ntombi Nyathi

Email: ntombi@grailprogrammes.org.za

Phone land and mobile: L + 27 (0)28 271 5153

1.4.1

Person responsible for financial management

Name: Eunice Ndlovu

Email: eunice@grailprogrammes.org.za

Phone land:+ 27 (0)28 271 5549

1. REPORT PREPARATION AND WRITING PROCESS

This report was prepared by 4 Training for Transformation (TFT) team members including (i) the Monitoring and Evaluation (M&E) Officer who provided qualitative and quantitative data collected from TFT graduates; (ii) the Programme Director who compiled the report; (iii) the Communication Officer who edited and layout the report; and (iv) the Finance Officer who provided the financial statistics. The four sources of information used in the report included (i) telephonic, online or face-to-face conversations with TFT graduates, (ii) social media sources as the TFT Facebook page, (iii) the most significant stories of TFT in Practice written by graduates ('Voices of Practice') and (iv) report back from organizations currently engaging TFT in training of their field workers. To give examples of each source:

(i) Telephonic, online or face-to-face conversations with TFT graduates: The M&E Officer had conversations with several graduates. As an example, out of the conversation with Wakisa Munde, a diaconal worker from the United Church of Zambia (UCZ), TFT got the notice that Munde launched a Facebook project called Friends of the Environment. The project uses food distributions to create environmental awareness with communities as for instance early crop planting which he claims has yielded positive results. Furthermore, Munde is working with schools and churches on a tree planting programme; he is also engaging with the District Commissioner and pushing for an environmental policy (See voices of practice (VOP) 2019).

(ii) TFT Facebook page: During the reporting period the TFT Facebook page increased its hits from 300 to more than 500 per reaching; in some occasions the posts attracted more than 2,000 hits. As a way of illustration, Moureen Wagubi from Institute of Social Transformation's article on creating employment and savings clubs with women in the communities received 2,033 and engaged with more than 200 people. Facebook has been therefore a reliable platform for information exchange among TFT practitioners.

Most significant stories of TFT in practice: TFT Voices of Practice (VOP) is a collection of stories from TFT graduates and trained practitioners highlighting success and challenges they experience in their work. In her article Sr Annacletter Ncube states that she initiated a project with young people to grow vegetables in the south of Zimbabwe encouraging the whole community to participate. As a result, the community was allocated more land by the local authorities. The income raised from the project is used to pay school fees for the children and has contributed to improved child nutrition in the community (see VOP 2017).

(iv) Report back from organizations currently engaging TFT in training of their field workers: As an example, in the case of the Angolan Mosaiko – Institute for Citizenship partnership one week extra was built-in on the TFT trainings and budget adjusted due to the need of comprehension of the TFT methodology before activists putting into practice. In the same partnership, a presentation was held to the funder FEC/EU in Portugal on reporting on achievements, challenges and way forward. Other sources of information include online news, publications on community development and readings sources such as newspapers and radios.

2. CHANGES IN THE PROJECT CONTEXT

According to the *Conflict Friends Article Issue 2, 2019*, the winds of change are blowing more across the African Continent. While shackles of poverty, unemployment, inequality drive conflict and winds of change on the African Continent, at the same time, bad governance, corruption and human rights abuses add fuel to the flames. In three years of the reporting period (2016 – 2019), the African continent witnessed the removal of long-standing rulers who failed to redress issues of poverty, unemployment and inequality. Streets protests in the highly populated cities of Zimbabwe, Sudan and Algeria successfully removed the failed leadership. The class consciousness and solidarity has been welcomed at national, regional, and global levels. However, the challenges of managing these transitions remain local, national and global. For instance, according to Mail & Guardian (<https://mg.co.za/article/2019-08-05-unemployment-in-south-africa-is-worse-than-you-think>) 46 percent of black Africans constitute the total unemployed statistics in South Africa. Gender aggregated statistics show that 43 percent of women are unemployed as compared to 35 percent men.

This could explain the increasing xenophobic attacks against foreign nationals in South Africa. At the time of writing this report, a group of refugees and asylum seekers who sought shelter after xenophobic attacks at the United Methodist Church in Cape Town had been evicted into the streets.

The crises above could be exacerbated by declining of donor funding for social justice work implemented by Nongovernmental Organizations (NGOs), Faith Based Organizations (FBOs) and Community Based Organizations (CBOs) especially in the Global South. As stated above, countries in the Global South are also confronted with serious issues of bad governance, corruption and increase instability within the continent, as for instance Junta governments in Sudan and Zimbabwe.

2.2 IMPACT ON TARGET GROUPS

There is no defined “project area” as TFT operates wherever there is a need. The relevance of the work of TFT in relation to this background is its empowering of leaders and activists from NGOs, FBOs and CBOs, particularly those that work with women and the youth, to find ways through which the communities with whom they engage can address and/or mitigate the effects of these crises. The TFT skills and tools enhance their capacity to mobilize and engage with communities to find solutions to their problems within their specific environment. An illustration of local initiative in this context is derived from Sudan. Asjad Alnoo employed by the Regional Center for Training and Development organized and raised awareness among the youth about citizen’s participation in good governance. Her work is said to have contributed to the youth activism in the Sudanese revolution. Post the revolution Alnoo is working with a new project ‘Developing and Supporting Pre-democracy Neighborhoods Committees for Advancing Political Transition’. The project builds capacity of the youth to understand the meaning and practice of democracy and good governance (See VOP 2019).

2.3 ORGANIZATIONAL CONTEXT

The TFT strategic plan developed in 2016 focused on decentralization of the trainings by building regional facilitation teams. This move was meant to make TFT accessible and affordable to NGOs, FBOs and CBOs who were struggling with time and funding, to support the participation of their staff members in the TFT Diploma and Certificate Courses in South Africa. TFT appointed part-time trainers from the regional facilitation teams to assist with the trainings within their countries and regions. These included (1) Dan Glass and Maria Latumahina for Europe and South East Asia (particularly Western Papua, Indonesia), who co-facilitated TFT trainings in London, Scotland and in Western Papua; (2) Sunil Gangavane (India – ‘South Gujarati’), Jumana Eltigani (Sudan) and Josephine Kasande (Uganda) from East Africa; and Mahara Goteka (Zimbabwe) from Southern Africa who all co-facilitated on the 2018/2019 TFT Diploma Course in South Africa; (3) Carmen Opperman (South Africa), Naftal Gwambe (Mozambique) from Southern Africa region who co-facilitated TFT trainings with the United Methodist Women. Naftal Gwambe also co-facilitates TFT Introduction Courses in Portuguese speaking countries such as Angola and Mozambique.

This was the period when most NGOs, FBOs and CBOs were experiencing serious financial challenges. For example, the United Church of Zambia (UCZ)’s enrolled six participants dropped out from the 2016/17 TFT Diploma Course due to lack of funding, and this withdrawal had negative quantitative impact on the course registering the lowest number of 24 participants in the history of the diploma course.

The low attendance stated above did not only create challenges regarding it also created opportunities for TFT to think creatively and explore financial human resources and methodology sustainability measures. As a result, financially, the TFT Introduction Courses facilitated for partners organizations generated substantial income for TFT (ZAR 5,763,127 equivalent to USD 413,721.00) making up 42 percent of the total income for the reporting period. Table 4 provides details on income returned from TFT Introduction Courses. From a human resource perspective, 12 regional team members were trained to facilitate TFT Introduction Courses in their countries and regions; (i) South East Asia 2, (ii) Europe 2; (iii) East Africa 2 (iv) Southern Africa 6.

2.3.2 TFT RESTRUCTURING

The TFT restructuring process was informed by one of the key recommendations of the 2018 external evaluation regarding the structures and governance of the Grail Centre Trust. The suggestion concerned the need to separate programmes of the The Grail Centre Trust (Mthimkhulu Community Development and Training for Transformation) from properties, and commercial businesses as The Grail Centre retreat and accommodation facilities.

In response to the above recommendation, The Grail Centre Trustees and Executive Board agreed to the proposition that TFT had matured as a programme and could assume autonomous status as a Non-Profit Organization registered as TFT in Practice. The Grail Centre Trust appointed a committee of four members tasked to support the TFT in Practice transitional process to a fully-fledged organization with clear structures of governance, systems and policies. These are Ina Conradie, the current legal tender holder on behalf of the Trust, Shirley Pendlebury and Joan Daries – outgoing and incoming Chairperson of the The Grail Centre Trust Programmes, and Lindiwe Mthembu-Salter, Trustee. To further explain, the Grail Centre Trust has a history of growing programmes into fully fledged organizations. For instance, the Wellness Foundation was founded out of the Aids Response, a programme founded by The Grail Centre Western Cape to assist care givers, especially women who bore the brunt of looking after people affected by HIV/AIDS in South Africa.

In March 2019 TFT organized a ThinkWell which was attended by 30 delegates; TFT founding members, graduates, facilitators and The Grail Centre Trust representatives from 13 countries and 23 organizations. The purpose of the ThinkWell was to facilitate refresher training for the country and regional teams and to map the TFT in Practice NPC structures, processes and procedures. To achieve this two boards were set up – advisory and executive. The advisory board was tasked to ensure that the TFT in Practice NPC is informed by fundamental spiritual values of the Grail International Women's Movement of achieving social justice, environmental protection and empowerment of women and girl children.

At the ThinkWell committees were formed to work on TFT policies and procedure documents. These can be combined in the following areas: (i) Organizational development to develop structures of governance (Constitution, MOI), operational procedures and policies for the TFT NPC employees and facilitators; (ii) Finance committee to develop finance policies, including appointment of auditors, and fundraising; (iii) Human resources to design and produce employment policies; (iv) Facilitator's Guide to develop an overall facilitators' guide for TFT Introduction Courses; and (v) Organizational learning and Monitoring & Evaluation to develop a framework for best practices, evaluations and sharing of lessons learned. (See annex 1 – TFT 2019 ThinkWell report summary).

The registration procedures for the new organization were set in three stages: the first to register TFT in Practice Not-For-Profit-Company (NPC registration number 2019/149527/08); the second to register as a Non-Profit Organization (NPO registration no. 242 -358 NPO), and the third as a Public Benefit Organization (PBO) for tax exemption of all the income donated or generated for the purpose of the TFT in Practice activities. The process to register as a PBO is still in process. All processes should be completed in a period of not more than twenty-four months.

2.3.3 IMPLICATIONS OF THE CHANGES

The mentioned changes challenged TFT to reflect on two aspects of the work including the regional teams' roles and responsibilities, and, TFT core staffing and the operational needs.

The Regional Teams roles and responsibilities

The 2017 Regional ThinkWell hosted in Tanzania concluded that the regional teams were neither sustainable nor effective because the country teams were weak. The country teams volunteered to strengthen their regional teams. However, they still experienced time and financial challenges. Organizations had neither financial resources nor time allocated for TFT work. *"We do not only struggle to separate the day to day running of the office with the regional TFT work, but also the fact that our*

organizations have no budgets for these activities. It is a little bit messy and needs more clarity” said Rita Atukwasa from the Institute of Social Transformation in Uganda. For this reason, the 2020-2022 proposal and plan focused on strengthening roles, structures policies and procedures for the country regional teams. This in turn required reviewing the TFT core staff, their roles and responsibilities.

TFT Core staffing and operational needs

By the end of 2018 TFT operated with a thin team of (3) full time staff, the Programme Director, the Communication Officer and the Administrator. The Accountant was shared with Mthimukulu Community Development Programme. Two posts were relinquished: the Senior Administrator’s had to move to her hometown to attend her parents’ sickness. Her position was strategic in ensuring that the programme complied with the South African legislations. This role was passed on to the Junior Administrator and the Accountant and they performed to the best of their abilities. The Academic Consultant was working 45 percent of her time focussing on the accredited training, i.e. grading essays and research projects. She relocated to Johannesburg and continued to support from a distance. This in turn increased pressure on the Programme Director who had to take on some of the Academic Consultant and Senior Administrator’s tasks until resources were secured to employ other persons.

In 2019 TFT appointed a part-time M&E Officer. Her appointment improved the collection of both qualitative and quantitative data from the TFT trained staff members and leaders from NGOs, FBOs, and CBOs (see VOP 2019). TFT identified regional team members with academic qualifications and experience in facilitation as core support staff for both TFT Diploma and Introduction Courses; to be precise, Josephine Kasande from Uganda, Jumana Eltigani from Sudan, Mahara Goteka from Zimbabwe and Naftal Gwambe from Mozambique. This move is attributed to the success of TFT Introduction Courses, hence the increased demand for TFT Introduction Courses.

TFT New Identity

The TFT in Practice is a new identity independent from The Grail Centre Trust which will need to build its own reputation and secure enough external financial support. TFT in Practice will have to intensify its marketing strategy, focus strengthening the facilitation capacity of both country and regional teams and positioning TFT in Practice services to civil society organizations whose focus is to achieve social justice. For this reason the current TFT Director Ntombi Nyathi will step down from her position, and assume a new role as Strategic Partnership & Sustainability Manager to focus on setting up a sustainable organization, and ensure that structures, policies and procedures of TFT in Practice are functional, grounded in the social justice values and that its work is effective and sustainable. She will be responsible for building effective and functional country and regional teams, long-term partnerships, and coaching Ines Neto-Dunstan into The Directorship to ensure efficacy of the TFT current and future programmes. Ines has been with the TFT for more than ten years and has grown through its structures and is strong to assume its leadership. The rationale for this decision is to ensure that both current TFT programmes and building a new organization processes are not compromised. This process will be discussed and finalized by the end of April 2020.

Lack Of Funding

Most of the NGOs, FBOs and CBOs that partner with TFT are facing serious financial challenges, as such were not be able to pay for the TFT Diploma Course especially the 2017/2018. Misereor advanced TFT ZAR 500,000 to complete the 2017/2018 Diploma Course simultaneously with during the external evaluation. This created a serious cash flow and programmatic challenges such that TFT had to request for an extension of the project from July 2016 to December 2019 to allow it to raise funds to cover the advanced funds. The extension created space for TFT to negotiate new partnerships and to facilitate more TFT Introduction Courses. During this period TFT Introduction Courses were facilitated with global partners including: Catholic Organization for Relief Aid and Development (CORDAID), Mosaiko – Institute for Citizenship and the United Methodist Women (UMW) in the last quarter of 2019; which generated ZAR 786,268, sufficient to cover advance costs incurred. The partnership with CORDAID was peculiar because it was based on TFT providing advice regarding equity between North and South partners.

3. IMPLEMENTING THE PROJECT AND ACHIEVED OBJECTIVES

OBJECTIVE 1

TRAINING FOR TRANSFORMATION DIPLOMA TRAININGS (TFT)

By the end of the funding period 108 staff members of NGOs and CBO's have been equipped with tools and skills to effectively integrate target groups in planning and implementation of development initiatives and programmes.

Indicators

- By the end of the funding period 70% of the trained development workers and leaders have trained 30 change agents each and equipped them with skills to organize communities.
- Participants in the Training for Transformation Diploma Training start development initiatives in which local communities actively participate in all phases of the project cycle and document the initiatives.

Activities Implemented: A total 79 (73%) out of the expected 108 enrolled staff members from NOGs, FBOs, and CBOs completed the TFT Diploma Courses during the reporting period as illustrated in the table below.

Table 1. July 2016 –December 2019 Courses enrolment and attendance

Period	Enrolment totals countries/people		F	M	Reasons for dropouts				No. of people and organizations who completed the Course	
	Countries	People			Visas	Work	Funding	Health	People	Organizations
2016-2017	13	36	25	1 1	1	4	-		31	22
2017-2018	12	29	20	9			5		24	23
2018-2019	10	36	31	5	4	3	4	1	24	16
Totals	35	101	76	2 5	5	7	10	2	79	61

The statistics above demonstrate that lack of funding, work pressure and South African stringent visa requirements are the three main challenges affecting the participation of civil society workers in the TFT courses in South Africa. As stated earlier, the United Church of Zambia withdrew 5 participants less than 72 hours before the commencement of the 2017-2018 TFT Diploma Course. *“...this morning the meeting was called with synod officials to deliberate on the financial issue, especially on the possibility of sourcing money elsewhere because our partner is not funding us for this training this year...”* wrote the UZC secretary. The South African visa stringent regulations; *“I understand that those unacceptable rules that immigration system imposed to foreigners was what stopped me to join TFT second phase”* (Carolina Cajas from Ecuador, VOP 2019).

The strict visa conditions could have derived from the complex global challenges such as unemployment, increased poverty coupled with governance and human rights abuses. This exacerbates migration especially from sub-Saharan African countries to South Africa, especially among the youth. The other important point to be observed from the table is that 75 % of those enrolled were women. These conclusions corroborate the Grail Centre Trust policy that TFT Diploma Course should create more space for women and empower them with skills, tools and methods to find their voice, and claim their dignity. The final point to note from the table is that even if the table demonstrates that 34 countries participated in the training, retrospectively, only 16 participated because some of the countries repeatedly sent participants to all the TFT Diploma Courses conducted during the reporting period. Interviews carried out with 24 TFT Diploma Course participants and 36 stories of TFT Voices of Practices (VOP) captured during the reporting period revealed that 3,786 change agents had been trained through 81 workshops that were facilitated in 11 countries. Change agents in this context refer to community leaders or activists capable of mobilizing and organizing people in the communities to solve their own problems as illustrated in table two.

Table 2. Number Of Workshops, Themes Covered, And Number Of Change Agents Trained

Year	Country	Theme	workshops	Change agents trained	F	M
2016/ 2017	India	Self-awareness, Gender Sensitization research, Collaborative leadership Teamwork, Management of natural resources, Monitoring and evaluation	7	314	209	105
	Mozambique	Introduction to TFT in Theology Dangers of Drug and substance abuse among the youth	5	90	63	27
	South Africa	Environmental protection Women Empowerment Youth Leadership	6	308	215	93
2017/ 2018	India	Constitution of India, Women's Rights, Voter's Rights, Employees Rights Training of Trainers	6	340	204	136
	Kenya	Women empowerment, Gender based violence and income earning projects	15	1500	1500	-
	Malawi	Teenage pregnancy	3	50	50	-
	Nigeria	Appreciative inquiry and gender mainstreaming in radio broadcasting	4	125	125	-
	Tanzania	Self-Awareness in catholic female religious communities	4	20	20	-
2018/ 2019	Ecuador	Environmental awareness and climate change. Violence in Families	7	93	68	25
	Indonesia	Self-awareness and Coffee Farming Methods	3	84	84	
	Kenya	Women empowerment	2	20	20	-
	South Africa	Lack of birth certificates, Women empowerment, Cultural rituals for preserving natural resources	4	251	200	51
	Sudan	Youth leadership, Developing and supporting democracy post the revolution	4	98	68	30
	Zambia	Peace building, Conflict transformation, Early marriages, Environmental and climate change awareness	3	77	61	16
	Zimbabwe	Preservation of natural resources Team building, Gender based violence, Widows' challenges	8	416	291	125
Totals			81	3,786	3,178	605

This table shows that 81 workshops were facilitated during the three years of reporting. It also highlights that the majority of the people trained were women; hence it could be concluded that most of the trainings were facilitated in rural areas where women constitute the majority of the population, while men migrate to the cities in search of employment. Another important point to note from the table is that even if the

TFT Diploma Courses of the reporting period catered for only 73 percent of the expected target staff members from NGOs, FBOs and CBOs, on the other hand, each of the trained reached out to more than 46 community activist which is 16 above the expected 30 for each. Social change and justice with people in the communities as illustrated in the following table could be accredited to the trainings.

Table 3. Selected Regional Highlights of Training Outcomes

Year /Region	Country	Theme	Outcomes
2016/2017 South East Asia	India	Women's Rights income generating projects and Monitoring and Evaluation	Women used income earned to buy food and this contributed to improved child nutrition. Women monitor and evaluate progress in the project work thereby contributing to improved planning and accountability. As a result women have the power of voice in local decision-making structures and processes, starting with their families. It was reported that women were now influencing income and expenditure (Sr. Marykutty Mathew Palaparambi VOP 2018).
		Land rights for the Advasi People	"I learned that TFT is a good method to remove the apathy from the people and motivate them to work for their own transformation" Ramesh Tadvi, Director of Legal Rights and Human Rights Centre of SHARKIT. His work successfully secured land rights for indigenous (Ramesh Tadvi VOP 2017).
2017/2018 South East Asia	Indonesia	Self-Awareness and good coffee farming methods	Women have the courage to speak out at meetings. <i>"Because of culture women do not speak in public spaces but when I am there they do"</i> states Miskin Gombo from the Walo Community Western Papua (Miskin Gombo VOP 2018).
2017/2018 Southern Africa	Malawi	Women and girls programme	Women launched a sustainable bakery business. "I don't normally influence change. I facilitate the change process and give them support" (Twandu Mwangonde VOP 2019).
2018/2019 Southern Africa	Zambia	Food security and advocacy for environmental awareness practices and policies	District policies on environment in local schools. Drought resistant crops. An online movement 'Friends of the Environment' launched <i>"We started by donating food to the people that were affected by drought while teaching them about environmental protection and climate change resilient methods of farming"</i> (Wakisa Munde VOP 2019).
2017/2018 East Africa	Uganda	Leadership and business skills-creating employment with market women	Increased women's access to finance, women acquired land to build houses. The market leadership especially men have started to appreciate market women's contribution to leadership (Moureen Wagubi VOP 2018-2019).
2018/2019 East Africa	Sudan	Role of Sudanese youth during and post the revolution	Young people in the fore-front of the revolution, especially young women breaking religious barriers for women's voices in public spaces <i>"...use TFT methodology to build youth capacity and knowledge in different concepts such as democracy and good governance"</i> (Asjad Alnoo VOP 2019).
2018/2019 West Africa	Nigeria	Gender advocacy and awareness in the national broadcasting of Nigeria	Increased women representation in the management of Nigeria National Broadcasting Radio Stations. The radio stations have mainstreamed gender awareness in programmes. <i>"I am the first woman to take on a leadership"</i>

Year /Region	Country	Theme	Outcomes
			<i>position in the National Broadcasting and Labor Union. I have created spaces for other women to come in but its hard work....” Obiodun Ozurumba</i>
2017/2018 South America	Ecuador	Raising awareness on environmental degradation with corporations and children Domestic violence with indigenous women	Building alliances between hydroelectric companies and neighboring communities created greater impact on environmental issues. “The activities of the Grail Movement in Ecuador have been more spiritual contemplative...we have taken this foundation and moved into more action...” (Carolina VOP 2019).

OBJECTIVE 2

TRAINING FOR TRANSFORMATION INTRODUCTION COURSES

By the end of the funding period 300 staff members and leaders from NGOs have been trained in (12) Training for Transformation Introduction Course.

Indicators

- Participants in the Training for Transformation Introduction Courses use their newly gained knowledge on participatory planning and monitoring of projects in their work with communities.

Activities Implemented: In the reporting period (July 2016 – December 2019) TFT designed and facilitated 22 TFT Introduction Courses attended by a total of 1,171 participants in 4 countries: Angola, South Africa, United Kingdom and Zimbabwe.

As aforementioned, TFT Introduction Courses serve as training of trainers for country and regional team facilitators. A total of 11 regional team facilitators facilitated Introduction courses in their country or regional teams; at the Grail Centre at Diploma level; in some cases both types of TFT training. To be more specific, at regional level (i) in Southern Africa Antony Sungisai and Mahara Goteka co-facilitated Introduction courses in Zimbabwe; Shula Mafokoane, Ines Neto and Carmen Opperman in South Africa; and Naftal Guambe from Mozambique co-facilitated Introduction courses in Angola. (ii) From Europe and South East Asia ‘Indonesia’ Daniel Glass and Maria Latumahina facilitated in London and Glasgow. (iii) From East Africa Jumana Eltigani facilitated Introduction courses for the United Methodist Women in Kleinmond. Additionally, TFT used as strategy to further up skill regional team facilitators by including trainers as part of the core facilitation team in the 2018/19 Diploma course. Examples of that are Sunil Gangavane (South East Asia ‘India’), Josephine Kasande and Jumana Eltigani (East Africa) and Mahara Goteka (Southern Africa).

TFT Introduction Courses are self-sustaining and could have an element of social business for TFT. Social business in the TFT context refers to income that is generated through TFT activities and is used to subsidize the training of participants from needy organizations to participate in the TFT Diploma and Certificate Courses; as well as to subsidize 50 percent funding from donor partners.

Table 4. TFT Introduction Courses Outcomes and Income

Year	Country	Trainings	Participants	Outcomes	Income in ZAR
2016/2017	South Africa	Iliso Care Society	12	Iliso engaged the elderly in food production, cooking than giving food handouts.	2,531.115
		Development Action Group	25	Development Action Group Youth developed a five-year plan, to go back to school, launched reading clubs in Khayalitsha.	
		Pinotage Youth Academy	22		
		Tekano – Health Equity Modules 1-2	50	TFT secured a long-term contract to facilitate trainings for Tekano – Health Equity.	
	Zimbabwe	Catholic Commission for Justice and Peace (three phases of two weeks)	66	CCJP now grounded in people and more effective. “CCJP translated the constitution into local languages and adopted TFT methods this transformed CCJP work” (Elias Khumbule TFT report July 2016-July 2017).	
2017/2018	South Africa	Tekano x 3 Modules	50	Continued support to the leadership in the determinants of public health	952.943
		TFT Introduction course	19	Kleinmond community leaders that participated on the workshop created a group of 8 people to plan/rethink strategies to overcome local ‘poverties’.	
	Zimbabwe	Leonard Cheshire	25	Shifted their programming focus from charity to helping disabled people help themselves.	
2019	Angola	Mosaiko Institute of Citizenship (3 modules x 15 days each)		Lawyers for human rights engage with people improved programmes and approaches to working with people. “TFT changed the way I see development of communities. You can only do development work when people are involved in processes and decisions. (Sr. Cecilia Prudencio, MosaikoInform Issue 44)	
		Direct (Mosaiko facilitators)	45		
		Regional (Mosaiko trainers on field work with TFT mentorship)	715	Women’s participation in local government increased.	

Year	Country	Trainings	Participants	Outcomes	Income in ZAR
				“5 women were appointed as head of the department in local government and 6 in leadership in schools in Jamba Mineira” states José das Mocidades, Jamba, Local Group of Human Rights)	2,279,069
	South Africa	Tekano Modules 2 - 3 Grail Centre and Durban	50	“This training helped me to discover my passion and this is what I want to be remembered for when I die...” Atholl 2019 TEKANO Fellow South Africa.	
		TFT Introduction course	11	“TFT taught me that community work must be for the people by the people. I now value everyone’s different knowledge and contributions far more.” (Nina Hendricks, VOP 2019).	
	United Kingdom London Glasgow	Society for African Oriental Studies (SOAS) with London Queer Tours	49	Organized and facilitated workshops with the homeless, single parents and improved health System (SOAS) is exploring a PHD based on the TFT model. Participants from the Glasgow training are organizing joint TFT Introduction Course for young Palestinians and Jews against Israel occupation. This has high risk and is sensitive the first workshop is scheduled for September 2020	
	South Africa	TFT Introduction course	11		
		United Methodist Women	32	A long-term partnership was established by the UMW coordination team and TFT for more Introduction courses in South Africa. At the same time, TFT trainings to be held in 3 pilot countries in 2020: DRC, Mozambique and Sierra Leone with the trained women in Kleinmond.	
			1,171		5,763,127

Three conclusions could be derived from the above table. The first is the increased demand of TFT skills, tools, and methods to engage with people from civil society organizations. For instance, TEKANO an Atlantic Philanthropists sponsored organizations that seeks to achieve equity in the determinants of public health in South Africa mainstreamed TFT methods in all the training modules.

The second is that direct engagement with organizations has more immediate outcomes. An illustration under this context is taken from two organizations Development Action Group (DAG) in South Africa and Mosaiko in Angola. The DAG youth from Kayalitsha developed a five year work plan that enhanced the group's capacity to initiate activities in the communities that consist of (i) initiating performing arts club with out of school young people, (ii) secured and painting contract with a construction company creating employment for more than 20 young people, (iii) working with terminally ill, (iv) reading clubs (v) back to school (vi) started a preschool. These activities are said to have boosted confidence among the youth, earned the youth trust in the communities and as a result some of them were elected into the community advisory committees (See Annex 2 - summary of the DAG Youth 5 Year Plan). In Angola Mosaiko TFT Introduction Courses trained participants worked with 6 local communities from 6 regions. As an example, in Luanda local women organized to demand improved health delivery; as a result the local hospital nominated the trained local women into the structures of decision-making. This move is reported not only to have improved the delivery of health services, but it also improved relationships between the community members and health workers.

The third is that TFT Introduction Courses contribute significantly towards financial sustainability of TFT and builds the facilitation capacity of regional teams. The table demonstrates that more than five million (ZAR 5,763,127 equivalent to USD413,721) was generated from TFT Introduction Courses and Diploma (Local Contribution). In addition to that more than one million (ZAR 1,086,940) was contributed by individual members of the Grail International to support women through the Anne Hope Scholarship Fund. This fund is meant to support women from needy organizations that cannot afford to pay for their participation in the TFT Diploma Courses. Some of the women include women from Catholic Religious Communities, as for instance, Sr. Sharon of the Missionary Daughters of Calvary who, after the training, became a community coordinator at the age of 28 which is not common and highly commendable. She wrote: *"My courage and confidence increased. I speak my likes and dislikes freely ...My way of looking at things is different from my fellow sisters...I considered the magistrate to be a feared person by now I can converse with him..."* (VOP 2018).

OBJECTIVE 3

DECENTRALIZATION OF TRAINING FOR TRANSFORMATION

Four regional teams each consisting of 5 Training for Transformation have been set up.

Indicators

- By the end of the funding period each regional team has conducted six Training for Transformation Introduction Courses in its country of origin.

Activities Implemented: In 2016 Five Regional teams were set up: (i) Europe in England and Scotland (ii) South East Asia in Gujarati India and Western Papua in Indonesia (iii) East, (iv) West and (v) Southern Africa Regions (See Annex 3 – 2016-2020 strategic plan summary). A TFT Introduction Course curriculum was developed to ensure that the skills, tool and methods offered were by country and regional facilitators would not be compromised. In India the same curriculum was used to train change agents who worked with people on women's rights and raised awareness on the Indian constitution. *"After training young people created awareness on indigenous people's rights to access natural resources. As a result of these workshops mobilized and lobbied for indigenous people's rights to land ownership and benefit from natural resources"* (Shashikant Parmar, VOP 2019).

The TFT Introduction Course training with CCJP in Zimbabwe assisted The Hwange Diocese to work with mine workers who had not been paid for over five years to receive their salaries. *“For the first time priests realised the pastoral work goes beyond the pulpit to being with the people in their struggles...this is how Christ lived...”* Fr. Lumano country TFT facilitator. In England and Scotland the curriculum was used to facilitate trainings on LGBTQI rights *“My latest is co-founding Queer Tours of London –Mince through time for this year 50th anniversary of partial discrimination of homosexuality we exist to bring forth our visibility our incredible community and journey to how we became who we are today”* (Dan Glass VOP 2017). In Indonesia the facilitators raised awareness on environmental issues which contributed to policy formulation of ‘Seventythree’ approach on community empowerment in areas of conservation and sustainable development in three areas, Raja Ampat and Wolo of Western Papua, and Archipelago on the bird’s head of New Guinea. *“The work with these communities resulted in the establishment of community-based organizations including: Homestay Association of Raja Ampat, Virgin Coconut Oil Producers co-operating on Numfor Island and Coffee Farmers’ Association of Wolo...I inspire my communities to liberate themselves”* (Maria Latumahina VOP 2018).

The most functional regional teams were Europe and South East Asia, particularly Indonesia, and South Gujarati in India. Dan Glass of England worked with Maria Latumahina in all her trainings. In South Gujarati Sr. Marykutty Mathew worked with Shashikant Parmarand, and Rameshi Tadv. The rest of the people worked as individual country facilitators. The table below summarized number of people trained by these regional teams.

Table 5. Regional Workshops and outcomes

Year and region	Number of workshops	Outcomes
2016/2017 South East Asia South Gujarati	6 India is too big a country, for this reason South Gujarati could be recognized as a region	Young people worked with indigenous communities and achieved land rights and benefits from natural resources (VOP 2017, 2018, 2019). Women economic empowerment through income generating projects, food security improving child nutrition.
2016/2019 Indonesia with England	4 These workshops were facilitated by regional teams from Europe ‘Scotland’ and Western Papua	Literacy programme for women coffee farmers so that they could negotiate prices resulted in improved income and child nutrition. Women participation in local structures of decision-making environmental policy adapted by the provincial government of Western Papua in Indonesia. In England creative community of LGBTQI communities transforming trauma into joy ‘London Queer Tours (VOP 2017).
2016/2019 East Africa Kenya (3) Sudan (4) Tanzania (6) and Uganda (6)	19 All the workshops were facilitated by country teams	Young people participated in the revolution; young people became more aware of their rights against female genital mutilation in Sudan. In Tanzania, improved teaching methods in Catholic schools where the TFT trained nuns teach. Women economic empowerment and participation in local markets decision-making structures in Uganda (VOP 2017, 2018, 2019).
2016/2019 Southern Africa Angola (6), Malawi (4), Mozambique (4), South Africa (13), Zambia (5), Zimbabwe (7)	39 Workshops Angolan were facilitated by regional team members from South Africa and Mozambique. The rest were country teams.	Teachers use participatory methods in schools and children participate more in the learning process in Angola. Environmental policies at district level and a social network on environmental movement <i>Friends of the Environment</i> launched and farmers grow draught resistant crops improving community food security in Zambia. In Mozambique a new organization launched ‘SPARK’ working with young people raising awareness on the dangers of drug and substance abuse in schools thereby contributing to reducing delinquency in schools where the programme is run. Women’s groups formed to support girls with Matric studies in South Africa; as a result improved pass rates among the girls who participate in the learning groups.

		Children of Christ - a new organization launched in Malawi through the Anglican Church working with street children against stigmatization. The organization facilitates counselling and support for their education beyond passing exams to community integration. The national constitution was translated into local languages by CCJP and used to raise awareness on citizens' rights and democracy; it is believed that this contributed significantly to activism within the church especially ordinary parishioners and as a result they were able to work with other citizens in the popular demonstration that forced change of government in Zimbabwe.
2018/2019 South America Ecuador	3 This region is not yet established because only two people from Brazil and Ecuador have participated in the TFT Diploma Courses	Shifted the Grail approach in Ecuador from spiritual contemplation into activism. Bridged corporations and indigenous communities' knowledge on climate change and environmental management. Created awareness on violence against women in families as a result contributed to reduced gender-based violence in the villages which the Grail engages with.
2018/2019 West Africa Nigeria	3	Voice of Nigeria (VON) mainstreamed gender issues in their broadcasting. More women in the management and decision-making structures of VON and in the labour union.

The preceding illustrations reveal that Southern and East Africa regions had the most workshops. However, it is also important to underline that most of the workshops were at country level. Some countries occupy vast geographical spaces such that provinces could be recognized as national regions or sub-regions, for instance, South Gujarati in India and South African provinces. The country or regional sizes has impact on the resources and time that the regional teams would need to facilitate the trainings. The above highlighted outcomes demonstrate that the regional or country teams engage with people on issues of socio-economic, political and environmental justice. These include raising awareness on domestic violence, women's roles and participation indecision-making structures and processes in Ecuador, Nigeria, Indonesia, Malawi, South Africa and Zimbabwe. The work also includes conscientization about environmental issues, climate change, land rights and benefits from natural resources for indigenous communities in India, Indonesia, Ecuador, and Zambia.

In 2017 a review of the regional teams in Tanzania revealed that the regional teams were weak, did not have time and resources to implement TFT activities. A resolution was passed that the country teams needed to be strengthened first and members from the country teams would be seconded to the regional teams. The 2020-2022 funding proposal and plan was specifically aimed at strengthening the regional teams, this in turn would decentralise and empower more TFT regional and country teams to facilitate trainings making the skills, tools and methods to engage with people both affordable and accessible and affordable for NGOs, FBOs and CBOs. In March 2019 TFT organized a regional training of trainers and ThinkWell attended by 30 delegates including TFT founding members, facilitators and graduates from 12 countries and 22 organizations illustrated in table 6.

Table 6. 2019 TFT regional training of trainers and ThinkWell

Country	Delegates	Organizations
India	1	1
Indonesia	2	2
Kenya	2	2
Nigeria	1	1
Scotland	1	1
South Africa	11	4
Sudan	2	2
Tanzania	2	2
Uganda	1	1
USA	1	1
Zambia	2	1
Zimbabwe	4	3

The purpose of the regional training of trainers and ThinkWell was to review the decentralization process, and develop a tentative strategic plan for the TFT autonomy process by setting up structures and committees responsible for developing policies and procedures. Two Boards were set up – the Advisory Board to oversee the process and provide guidance in setting up, structures, policies and procedures of TFT in Practice. The Executive Board will be responsible for overseeing staff and programme implementation of TFT in Practice. Both boards consisted of TFT founding members, facilitators, graduates, representatives of the Grail Centre Trust. At the ThinkWell eight committees were formed: (i) Financial and Human Resources Policies, (ii) Facilitator Guides, (iii) Fundraising Policy, (iv) Operational Guidelines, (v) Code of Conduct, (vi) Constitution and MOUs, (vii) Monitoring and Evaluation, (viii) Organizational Learning.

3.2 OVERALL ACHIEVEMENTS TOWARDS THE PROJECT GOAL

The project goal achievements could be best assessed by measuring both quantitative and qualitative evidence of the activities implemented on each objective. Simultaneously one can relate the projects initiated by linking them to the Sustainable Development Goals (SDG's); especially SDG 1 - No poverty, SDG 2 - Zero Hunger, - Gender equity and SDG 15 Life on Land.

Objective 1: 79 which translates to 73 percent of the 108 staff leaders and staff members from NGOs, FBOs, CBOs were empowered with skills, tools and methods to engage with communities and achieve social justices. The trained leaders and staff members trained 46 change agents each, which is 53 percent above the target of 30 each. There were more than 18 new socio-economic empowerment projects that directly benefited 2628 persons; these projects included interventions that targeted abused women, sustainable boarding schools, mentorship for girls in South Africa, Sudan and Zimbabwe (SDG 5 Gender equity); credit schemes; food gardens, catering services sustainable farming in Kenya, Malawi, Zambia and Uganda (SDG 1 No poverty, SDG 2 Zero Hunger and SDG 15 Life on Land). These projects were reported to have contributed to improved child nutrition and women's participation in decision-making structures and process in households and at local government levels. For example, in Uganda the market women working with Institute for Social Transformation were elected in the local markets leadership which used to be exclusively men as a result women's issues are prioritized (Moureen Wagubi VOP 2018, 2019).

Objective 2: 22 TFT Introduction Courses trained 1,171 community leaders and activists from NGOs, FBOs, and CBOs in 9 countries, more than 100 percent of the estimated 300. Another important outcome included the training of 11 Regional Team members who core facilitated the trainings with the TFT senior trainers, and the income of ZAR 5,763,127 equivalent to USD 413,721 was generated to cover 54% of the total income and expenditure of the reporting period.

Objective 3: Decentralization of Training for Transformation: Five regional teams each consisting of 5 Training for Transformation graduates have been set up in Europe, South East Asia, East, West and Southern Africa. A new region is emerging in South America because of the participation of the Brazil and Ecuador Grail. Three regions, Europe and South East Asia, and Southern Africa functioned effectively as teams in facilitating Introduction Courses. South Asia co-facilitated trainings in Indonesia London and Scotland. In Southern Africa facilitators from Mozambique and South Africa co-facilitated Introduction Courses in Angola. The most significant experience working with regional teams was the fact that some countries were geographically vast such that they needed to be split into national regions. For instance, in South East Asia both India and Indonesia are vast countries, in India only South Gujarat teams co-ordinated and co-facilitated trainings. It is for this reason that 2020 – 2022 plan focuses on building and strengthening country and regional teams.

3.3 OTHER EFFECTS

Unexpected achievements of the reporting period were in three areas including: (i) TFT external evaluation, (ii) New partnership with institutions of higher learning and (iii) Partnerships with Faith Based Organizations.

3.3.1 TFT External Evaluation

The final external evaluation report was presented to the Board of Trustees on 18 August. A strategic planning was held on 28-29 September to explore the recommendations and the way forward for the Grail Centre Trust. A decision was taken that TFT should register as a separate legal entity from The Grail Centre Trust. The autonomy includes setting up structures, systems and policies of the new organization. To this end, two governance boards; the Advisory and the Executive Board were constituted. The Grail Centre Trust is represented in both structures. Important learning from the registration process was that the time required to complete the process could be 18 – 24 months, because each level requires not less than three months.

The focus of the TFT in Practice is to make skills, tools, and methods to engage with people more accessible and affordable to NGOs, FBOs, and CBOs. This could be achieved by strengthening country and regional teams of TFT facilitators and strengthening partnerships with other likeminded institutions and organizations.

3.3.2 Partnership with Institutions of higher learning and Faith Based Organizations

The TFT Partnership with Arrupe Jesuit University in Harare, Zimbabwe, is attributed to the inception of a Bachelor of Arts Honors Degree in Transformational Leadership. The first intake derived from TFT Diploma Course graduates commenced their learning programme on the 25th of February 2019. The second intake has since been advertised and is opening on the 20th of April. TFT successfully negotiated academic recognition of the 2018/2019 Diplomas, while negotiations with this university for accreditation of the TFT Diploma Courses in progress at the time of reporting. The challenge with this partnership is that the degree process neither generates income nor financially supports TFT facilitators, consequently limiting their participation in the programme. However, it is important to note that the methodology could also be expanded and mainstreamed in institutions of higher learning in the same way Paulo Freire, Jack Mezirow's epistemologies are fundamentally rooted in adult and transformative education.

3.3.3 TFT Mosaiko Angola and United Methodist Women Partnerships

TFT successfully negotiated a two-year partnership (February 2019-February 2021) with FEC/ Mosaiko to run 6 modules in 6 provinces, namely the Luanda, Uíge, Benguela, Huíla, Lunda Norte and Cunene. Through this project lawyers for human rights were empowered with skills, tools, and methods to engage with people on human rights issues. Their interventions helped communities to participate in local decision-making structures to improve health delivery in a public hospital in Luanda. Gender mainstreaming made women to participate in local governance structures. Through this initiative more than 300 hundred community leaders and activists were trained.

The United Methodist Women is the largest global movement of Christian women on earth with more than 800,000 members. The partnership between TFT derived from the movement's quest to achieve social justice through Christ's work. *"We want the women to be able to ground activism in people's needs, and we believe that this TFT methodology will provide the skills tools and methods..."* Tatiana Dwyer, Coordinator UMW, New York. In addition to training partnerships, TFT was invited to advise the CORDAID's new vision on equal partnerships and leading from the South. Engaging with faith-based institutions increase their capacity to engage with partners as subjects and grounding their intervention in people's reality. *"The trainings generate income used to train activists and empower them with skills, tools and methods to engage with people to find their voices, take ownership and control of development programmes that impact their livelihoods"* (Cape Town Diocese Catholic Bishop's Support letter 2020).

During the reporting period TFT generated more than five million (ZAR5, 763,127, equivalent to USD413,721). It can be concluded that institutional partnerships are imperative for TFT financial sustainability.

3.4 RISKS AND UNEXPECTED OPPORTUNITIES

Four main risk areas relevant to the implementation of this project include (i) Shrinking space for civil society work (ii) employed country and regional team members, (iii) TFT new identity, (iv) lack of funding.

3.4.1 Spaces for civil society work: TFT offers conscientization skills that may be seen to be promoting regime change or organising citizens to rebel against governments; because of this, some of the facilitators could face incarceration. For instance, in Zimbabwe gatherings must secure police clearance – measures that thwart citizens' freedom of association. TFT teams should ensure that they forge partnerships with human rights lawyers in the countries or regions. In Sudan the TFT trainers used the revolution as an opportunity to create awareness among young people not only to encourage them to participate in the revolutions but also to envision the future. *"...Supporting Pre-democracy Neighbourhoods Committees for Advancing Political transition ...is designed to use different TFT methodologies to build youth capacity and knowledge in different concepts such as development, democracy and good governance..."*(Asjad Alnoo VOP 2019). The illustration could imply that the civil society spaces are contextual, while in Zimbabwe the space is shrinking, on the contrary, in Sudan new opportunities were opening.

3.4.2 Employed country and regional team members: country regional teams are made up of full-time employees of other organisations who might not have enough time to prioritize TFT activities. In turn this may decrease regional trainings; thereby negatively impacting on NGOs, FBOs and CBOs capacity to work for development and social justice. On the same vein regional and country teams present an opportunity for organizations to easily access the trainings affordably and thus grounding their programmes in community needs. *"In 2018 CCJP managed to do a listening survey ...we informed the national office that people in the communities cannot understand a constitution that was written in English...in collaboration with the Ministry of Justice Legal and Parliamentary Affairs translated the constitution into 16 languages spoken in Zimbabwe...."*(Eugenia Masimba VOP 2019).

3.4.3 TFT new identity: The TFT in Practice is a new identity, independent of The Grail Centre Trust and needs to build its own reputation. TFT in Practice is challenged to intensify its marketing strategy and focus on building relationships and generating own income. TFT in Practice brings with it opportunities to decentralize the training, increase the critical mass of facilitators through the training of the regional and country teams. *"... my way of looking at things is a bit different from my fellow workmatesmy confidence and courage has increased...I am able to speak freely without fear...I considered a Magistrate to be a feared person. Now I converse with him freely..."* (Sr. Maybongwe Ngwenya VOP 2018). Sr. Mayibongwe is a TFT trainer and became a leader in her congregation after participating in the TFT Diploma Course at the age of 28 – a unique and commendable achievement.

3.4.4 Lack of funding: Most of the NGOs, FBOs and CBOs are facing serious financial challenges; as a result may not be able to pay for the TFT Courses. TFT will negotiate tariffs for the Introduction Courses with the hosting organizations. Needy organizations will be supported through Anne Hope Scholarship Fund for women working in development. However, it is important to highlight that lack of funding has pushed NGOs, FBOs, and CBOs out of charity work. For instance, in Uganda the Institute for Social Transformation trained market women to find their voices and participate in structures of decision-making. *"Before I used to fear market leaders even when we had serious issues affecting market women ... we were always intimidated with expulsion from the market. After learning about my rights, I present market women's issues to the market office without fear..."* (Moureen Wagubi, 'Nanyonjo Gorret's Story' VOP 2018). Confirming the relevance of the TFT, The Archdiocese Bishop in his recommendation letter dated 30 January 2020 wrote; *"This training makes it possible for the marginalized to become agents of their own transformation rather than passive recipients of hand-outs thereby enhancing their dignity as human beings."*

3.5 EVALUATION

A TFT external evaluation (February – May 2018) made three conclusions: (i) TFT relevance, (ii) TFT Introduction Courses, (iii) Building the capacity of TFT graduates.

3.5.1 Relevance: *“TFT is still relevant for organizations that focus on social justice, the challenge is that the TFT Diploma Course is subsidized through donor funding and still remains expensive in the context of diminishing donor funding in the NGO sector, this approach is unaffordable and unsustainable. TFT should consider sustainability for this level of training, for instance hosting the course once in three years could create ample time for organizations to mobilize financial resources”* (Wim Piels 2018). This conclusion presented an opportunity for TFT to rethink the training approach. For this reason, in 2019 TFT organized and hosted a ThinkWell attended by 30 delegates from 13 countries and 22 organizations including TFT graduates, and facilitators. The group reviewed the external evaluation recommendation and designed a strategy for decentralization to make the training not only affordable and accessible, but also to build the capacity of trained leaders and community activists to facilitate TFT Introduction Courses and enhance their capacity to organize people to become agents of their own transformation.

3.5.2 TFT Introduction Courses: These courses were recommended as effective, affordable, and sustainable and empower more people in organizations with short-term outcomes. As a way of illustration in the reporting period 22 TFT Introduction were facilitated in 5 countries and altogether trained 1,171 local leaders and community activists. Additionally, 11 regional and country team facilitators were trained to facilitate. The outcomes of these workshops included community based initiatives to tackle school dropout in South Africa by launching back to school campaigns, and reading clubs in Khayalitsha South Africa, conscientization on LGBTQI communities in England, constitutional awareness in Zimbabwe, India, and women’s rights in Angola, Indonesia and South Africa.

3.5.3 TFT graduate’s capacity building: The evaluation recommended separate legal entities for the Grail Trust Programmes from the properties The Grail Retreat Centre and Mthimukulu Centre for social cohesion. The Grail Centre Trust appointed a team of four representatives – outgoing and incoming chairpersons of the Grail Centre Programmes respectively, Ina Conradie – a trustee and current signatory to the legal tender, and Lindiwe Salters – a trustee to support the TFT autonomy process. An advisory board comprising of TFT founding members, Sally Timmel and Fr. Phillip Fanchette, facilitators, graduates, and Grail Centre Trust was constituted. Committees were formed and assigned to design and produce policies needed for registration compliance in South Africa. These committees included organizational development, structures and roles, constitution, policies and procedures (Finance, employment, and partnerships with other organizations).

TFT in Practice was registered as a Non-profit Company Name (NPC registration number 2019/149527/08). TFT in Practice Non-Profit Organization (NPO registration number 242-358 NPO) and Public Benefit Organization (PBO) for tax exemption of all the money donated or raised for TFT in Practice The TFT in Practice. The autonomy process is expected to take not less than 24 months.

4. INTERIM CONCLUSIONS

The reporting period (July 2016 – December 2019) marks an important milestone in the history of TFT. The programme was externally evaluated after 46 years of inception and since then; it had trained development practitioners, civil society leaders and community activists from five continents of our planet. TFT has footprints in 61 countries and over 100 civil society organizations. In all the years of practice TFT trained visionaries, emerging leaders who were inspired to create work to achieve social justice and expand opportunities that improve people’s lives. In the reporting period, more than 18 new projects aligned with Sustainable Development Goals including: (1) No poverty - crafting social business and village banking schemes in Zambia. (2) Zero Hunger - gardening projects and banana plantation in Uganda, Zimbabwe and India, (5) Gender equity - working with girls to bring them back to school

programmes and women income generating projects in South Africa, Indonesia, Tanzania and Sudan. (15) Life on the Land, Friends of nature planting trees, sustainable farming with coffee and bananas in Ecuador, Uganda, Indonesia, and Zambia.

In addition to the above, during this period TFT increased institutional partnerships with faith-based organizations. These long-term partnership include (i) The United Methodist Women in the USA for the training of missionaries, regional and country leaders could be attributed to this effort to build partnerships; (ii) The partnership with Catholic Organization for Relief Development Aid (CORDAID) in the Netherlands for developing equitable partnerships with organizations in fragile states is another example; (iii) Mosaiko Institute for Citizenship that was founded by the Dominican Congregation of the Catholic Church in Angola for the training of human rights lawyers, community leaders and civil society activists; and (iv) The partnership with the United Church of Zambia for diaconal workers training.

The increased demand for TFT Introduction Courses prompted decentralization as a way to making the skills, tools and methods offered through the training accessible and affordable. Decentralization helped to explore institutional, financial and human resources sustainability for the programme. Institutional sustainability meant pursuing TFT autonomy from a programme of the Grail Centre Trust to a Public Benefit Organization. Financial sustainability – the TFT Introduction Courses generated 42 percent of the total income and expenditure of the period in reporting. Further, 11 regional team facilitators were empowered with skills to facilitate TFT Introduction Courses.

Decentralization was the most challenging objective, the regional teams are still weak, TFT graduates operate in silos of their organizations and this approach could instill competition for resources among the TFT facilitators. There is need to define scope and responsibilities of both country and regional teams as part of addressing this challenge. For this reason, the 2020-2022 strategic plan focuses on building collaborative and strong country and regional teams.

The most significant lesson of the reporting period is that TFT skills, tools, and methods are still relevant in development work. However, the challenge is that most NGOs, FBOs and CBOs are struggling to secure funding for the TFT long-term training of trainers.

5. INTERNAL AND EXTERNAL STAKEHOLDERS AND ACTORS

5.1 PROJECT STAFF IMPLEMENTATION TEAM

The project was implemented with seven staff members: The Programme Director was fulltime overseeing the implementation of the programmes aligned with the objectives agreed to in the funding agreements and adhering with the Grail Center Trust values. She was also responsible for report writing, strategic thinking, networking with other institutions and resource mobilization. She facilitated TFT Diploma Courses, TFT Introduction Courses with strategic partners such as institutions of higher learning and global NGOs and FBOs.

The Senior Administrator was fulltime and overseer of the administration and financial accountability processes and policies ensuring that these adhered to the legal framework of the South Africa and the Grail Center Trust. She was a senior facilitator of the TFT Introduction Courses in South Africa. The Junior Administrator was fulltime and responsible for keeping all the office records including telephone and petty cash, logistical arrangements for the office, all the TFT courses and facilitators travel to and from the trainings.

The Accountant was part-time 75 percent and the service shared with the Grail Centre Trust Mthimkhulu Community Development Programme. Her task was to keep TFT books of accounts, provide budget projection and monitor that income and expenditure is aligned with the proposals and activity plans. Her most important task was to ensure that TFT programme obtains clean external audit reports.

The Communication Officer was fulltime responsible for communications with all stakeholders through being responsible for all digital and printed publications including TFT website, GR@ilvine newsletter, Facebook, case studies booklets and TFT Manuals translations (in the reporting period Arabic and Swahili). She was also a senior trainer who facilitated TFT Introduction Courses in South Africa and FBOs especially in Portuguese speaking countries namely, Angola and Mozambique.

The Academic Consultant was part-time 45 percent of her role was to ensure that the TFT Diploma Course process, curriculum design, facilitation and students assignments, essays and research projects met the academic requirements of Kimmage Development Studies Centre and ensure that the TFT Diploma Course and Certificates were signed. She facilitated TFT Diploma, Certificate and Introduction Courses in South Africa and with global institutions. She moderated the designing of the Arrupe Bachelor's Degree in Transformational Leadership. She also edited TFT reports and other published documents.

The Monitoring and Evaluation Officer, part-time (75 percent) was responsible for follow-up with TFT Courses participants, collecting quantitative and qualitative data about the work of all the people who attended TFT Courses. In addition to that she co-facilitated TFT Introduction Courses with senior facilitators in South Africa.

TFT Diploma Course facilitators – all part-time were a collective of development scholars and practitioners drawn from different countries including South East Asia, Europe, and Africa. They facilitate specific modules in their area of expertise, for instance Mercy Kappen from India is a Gender specialist, who would facilitate the gender module.

In December 2018 the Senior Administrator and the Academic Consultant resigned. The Senior Administrator due to family demands, she had to take care of her ailing parents, but availed herself to mentor the Junior Administrator who mastered the skills sooner than expected. The Academic Consultant relocated to Johannesburg for family reasons but was available to support from a distance, hence the academic process continued as expected.

5.2 OTHER ACTORS

Other actors include, Sally Timmel and the International Grail, Sending Organizations, and Kimmage Development Study Centre.

5.2.1 Sally Timmel, co-author TFT development manuals and co-founder of the TFT continues to play a pivotal role mobilizing financial resources through the International Grail for the Anne Hope Scholarship Fund which contributed over a million (ZAR1.086,940) attributed to 66 percent of the third part contributions to the income and expenditure of the reporting period. The Anne Hope Scholarship Fund was initiated to honor one of the co-authors of TFT books and founders of TFT training Anne Hope who passed away in December 2015. The Cape Town Diocese newspaper The Southern Cross of the 31st July to 6 August 2019 described Anne Hope as “The life of a model Catholic Social Teaching”. This fund is channeled to supporting women from needy organizations to participate in TFT Courses. Since its inception the Anne Hope fund supported 30 women from 14 countries and 25 organizations. After the training the women engaged with people in their communities and helped them to become self-reliant. Sr. Annacletter Ncube of Mary the Queen in Zimbabwe initiated a garden project at the parish using 5 litre containers. The project expanded in the community, and community secured land to grow vegetables which they supply to the local schools and communities. The vegetables grown are said to have contributed to improved child nutrition in the community and the income generated was used to pay for children's education (VOP 2018). In Indonesia 'Western Papua Miskin Gombo started a literacy programme with women coffee farmers and helped them to negotiate favorable market prizes (VOP 2018).

5.2.2 Sending organizations support employees and community-based activists with time and financially contribute to the TFT training. For instance, the TFT Introduction Course with CCJP in Zimbabwe was financially resourced by the Catholic Bishop's Conference. The United Church of Zambia mobilizes

resources for the training of diaconal workers. It is reported that the trained diaconal workers are empowered with leadership skills, tools and methods that enhance their capacity to engage more effectively with communities. For instance, Wakisa Munde started a social media movement for environmental protection, initiated a process to put in place an environmental policy at district level and assisted local farmers to grow drought resistant crops (VOP 2019).

5.2.3. Kimmage Development Studies Centre was founded by the Holy Ghost Fathers and accredited by the European Higher Education Qualification Authority. The partnership between Kimmage and TFT Diploma Course was established in 2002 in Ireland. In this partnership Kimmage provides external moderation and certification of the TFT Diploma and Certificate Courses. This process facilitated further studies for TFT graduates in Ireland and elsewhere around the world. Due to lack of funding in 2017 Kimmage Development Studies Centre closed and merged with Maynooth University and became its Faculty of International Development. TFT lost the Kimmage moderation and certification of 2018/2019 Diploma Course as a result of this change. However, TFT negotiated academic recognition of its Diploma Course with Arrupe Jesuit University in Zimbabwe and, as result; the first degree in Transformational Leadership was launched in 2019.

The most significant learning from the partnerships with higher learning institutions is that TFT does not have any financial benefits but hopes that the methodology could positively influence the usually orthodox development education approaches.

6. MONITORING AND EVALUATION

TFT used participatory qualitative and quantitative monitoring and evaluation methods. These methods were applied with internal and external monitoring and evaluation processes.

6.1 MONITORING AND EVALUATION

Internal monitoring and evaluation is a process mainstreamed in the design and implementation of all the TFT Courses. The first part of this process includes questionnaires that participants complete at the end of each training. This is intended to measure the effectiveness of the module delivery in the training. The second level is follow-up on participants' practice; this is done with the support from identified mentors conversant with the TFT methodology who journey with the participants while practicing the skills, tools and methods learned in their work spaces. The participants write reports using TFT guidelines to show the workshop design and process, the number of participants, and the outcomes in terms of planned action. The third is a collection of stories based on the experiences of the participants' practices. These are 12 stories 'Training for Transformation Voices of Practice' (VOP) published at the end of each year. The TFT VOP stories do not only unveil the most effective skills, tools and methods used by the activists but they also highlight challenges in the work of the TFT trained leaders and activists. The fourth and last level of internal monitoring and evaluation is done through biannual and annual reviews and planning. This process is implemented by the TFT office staff to assess the performance of individual members, the effectiveness of programme implementation aligned with the set goals in the partnership signed agreements, expectations of sending organizations and the Grail Centre Trust values.

6.2 EXTERNAL MONITORING AND EVALUATION

This process is implemented by hiring professional evaluation teams. The terms of reference for the evaluation teams are collaboratively developed by selected representatives of TFT core staff, facilitators, graduates and sending organization.

In 2018 another external evaluation was requested by Misereor. At this point in time Misereor had supported TFT for more than 45 years. Terms of reference for this specific evaluation were developed collaboratively with Misereor the Grail Centre Trust, TFT programme staff. The most significant finding

from this evaluation confirmed that the skills, tools, and methods, offered to NGO, FBO and CBO leaders and activists were relevant to achieve social justice.

On the other hand, the TFT Diploma Course was expensive, and subsidized by the income generated from the funding partners and the TFT Introduction Courses, as a result was unsustainable. However, the evaluation commended the TFT Introduction Courses for being demand driven, grounded in the reality of NGOs, FBOs CBOs with immediate outcomes and sustainable. Further, the evaluation reviewed structural and governance gaps within the Grail Centre Trust and recommended separation between The Grail Centre Trust's commercial business 'The Grail Accommodation and retreat Centre and Mthimukulu Centre for Social Property and the Grail Centre Programmes including TFT. At this point both The Grail Centre Trust and Board of Directors on the Programmes agreed that TFT with foot prints in 61 countries and 5 continents had outgrown the size of a programme and should be established as a nonprofit organization. As a result, The Grail Centre Trust and The Board of The Grail Centre Trust Programmes have representation in the structures and processes of setting up the TFT in Practice NPC, which is now registered, but still finalizing the Public Benefit Organization (PBO) status.

7. OUTLOOK SUSTAINABILITY

TFT was launched in the 1970s initially through Anne Hope's work with Steve Biko and South African Students Union upon her return from Brazil where she had an encounter with Paulo Freire. The process was further developed in the Northern Kenya through Development Leadership Training in Action (DELTA) where Anne Hope and Sally Timmel worked with Catholic Secretariat in Machakos District. The DELTA experience was documented into TFT books first three volumes Training for Transformation now five. The books have been translated into French, Portuguese, Spanish, Arabic, Bahasa, Kinyarwanda, and Kiswahili. This is evidence that the skills, tools and methods offered through this training remain relevant to development practices and could be attributed to TFT presence in 61 countries. *"This training makes it possible for the marginalized to become agents of their own transformation rather than passive recipients of handouts thereby enhancing their dignity as human beings (Bishop's support letter 2020).* The reporting period of July 2016 – December 2019 established more partnerships, these in turn created more opportunities the training of trainers in countries and regions as illustrated in the proceeding table.

Table 6. Partners country and regional teams trained

Year	Partners	Country and Regional Team members trained	
2016/2017	Development Action Group South Africa	Southern Africa	5
	Pinotage Youth Academy	South East Asia	2
	CCJP Zimbabwe		
	Provincial Government Western Papua Indonesia		
2017/2018	Tekano Health Equity South Africa Curriculum Development Unity South Africa Leonard Cheshire Zimbabwe	Southern Africa	4
2018/2019	Tekano Health Equity South Africa	Southern Africa	6
	Women of Farms South Africa	East Africa	2
	Queer Tours with SOAS University England	Europe	2
	United Methodist Women CORDAID Netherlands		
	13 partners	3 regions	21

This table demonstrates decline of partnerships in 2017 – 2018 and increasing number of partners in 2018 – 2019 this could be accredited to two reasons. The first is that 2017 – 2018 period facilitated external evaluation while the Director was on sabbatical when the thin TFT team had to facilitate both the TFT Diploma Course and the external evaluation, hence they had limited time to build new partnerships. The 2018-2019 increase in partnerships could be attributed to the fact TFT operationalized the key findings and recommendations of the 2018 external evaluation. The second is co-ownership of TFT Introduction Courses which are co-created with host organization grounded in the NGOs, FBOs, and CBOs reality, and the outcomes could be measured on short-term. For instance, the outcome of the TFT Introduction Courses with Mosaiko in Angola got more women appointed into decision-making structures at local government. For example, 6 women were appointed as head teachers of primary schools and 6 women as section leaders in local government offices. At family level, inclusive budgeting with partners and children improved relationships. *“The gender took me home helped me in the relationship with my wife because I realize that women can also make decisions”* said Euetentonio.

7.2 STRUCTURAL SUSTAINABILITY

TFT has more than 46 years of practice in development training. Throughout the years TFT was governed by The Grail, a movement of women committed to social justice. The evaluation reviewed structural and governance gaps within the Grail Centre Trust and recommended separation between The Grail Centre Trust commercial business ‘The Retreat Centre and Mthimukulu Centre for Social Cohesion and the Grail Programmes. At this point both The Grail Centre Trust and Board of Directors on the Programmes agreed that TFT, being rooted in 61 countries, had outgrown the size of a programme and needed to be established as a nonprofit organization (NPO). The Grail Centre Trust and The Board of The Grail Centre Programmes have representation in the structures and processes of setting up the TFT in Practice NPC which is now registered but is still finalizing the Public Benefit Status. Through its decentralization TFT in Practice intends to build grounded sustainable mass of critical facilitators who in turn will design sustainable and grounded structures at country and regional level. Decentralization could be attributed to both the growing demand for skills, tools, and methods to engage with people and the need to enhance the capacity of TFT trained people to facilitate country and regional TFT Introduction Courses.

From these analyses it can be concluded that TFT is sustainable because the practice is grounded in people’s reality lived beyond the trainings, women taking leadership positions and family cohesion is behavioral change that can be mainstreamed as culture. The establishment of country and regional teams of facilitators the training is a human resources and methodology sustainable strategy.

7.3 FINANCIAL SUSTAINABILITY

In the reporting period TFT Introduction Courses contributed 42% of the total income and expenditure of the reporting period summarized in the table below.

Table 7. Income generated from TFT activities and Anne Hope Fund

Year	Income in ZAR		
2016-2017	TFT Introduction Courses	Diploma Fees	Total
	2,253,354	277,761	2,531,115
2017-2018	877,514	75,429	952,943
2018-2019	1,629,102	649,967	2,279,069
Anne Hope Scholarship Fund			1,086,940
Total Income			6,850,067

This table demonstrates that three factors contributed to TFT financial sustainability; TFT introduction Courses, TFT Diploma fees and Anne Hope Scholarship Fund. The most important lesson derived from these activities was that organizations are more attracted to the TFT Introduction Courses because they minimize costs and maximize outputs; the USD7, 000 used for training of one person in the TFT Diploma Course could be used to empower 12 members of staff and leadership in NGOs, FBOs, and CBOs with skills, tools, and methods to engage with people. The second reason could be credited to the fact that the Introduction Course curriculum is developed collaboratively with the hosting organizations, hence the conclusion that TFT Introduction Courses are grounded in the needs of the NGOs, FBOs and CBOs. It is for this reason that it may be substantial to conclude that the reporting period demonstrated that TFT is financially sustainable. See annex 5 for the Financial summary for the period July 2016 – December 2019.

8. SUMMARY OF ASSESSMENT

8.1 PROJECT EFFECTIVENESS

TFT was effective. 73% of the expected leaders and staff from 16 countries and 24 NGOs FBOs and CBOs were empowered with skills, tools and methods to engage with communities and achieve social justice. Interviews carried out with 24 TFT Diploma Course participants and 36 stories of TFT voices of practices of the reporting period revealed that 3,786 change agents among whom 3,178 (84%) were women had been trained through 81 workshops. The trained leaders and staff members trained 46 change agent each, 53 percent above the expected 30 each. The outcome of this work was demonstrated by 18 socio-economic projects that benefit 2,628 persons directly including; abused women, sustainable boarding schools, mentorship for girls in South Africa, Sudan and Zimbabwe; credit schemes in Kenya, Malawi, Zambia and Uganda; food gardens, catering services sustainable farming. These projects were reported to have contributed to improved child nutrition and women's participation in decision-making structures and process in households and local government.

8.2 PROJECT OUTCOME RELEVANCE

22 TFT Introduction Courses attended by a total of 1,171 (well over the target of 300) community leaders and members from NGOs, FBOs, and CBOs were empowered with skills to engage with people and achieve social justice. Another important outcome is that of the training of 11 regional team members who were empowered to facilitate TFT Introduction Courses, making the skills and tools to engage with people more accessible and affordable. Notwithstanding the fact that TFT Introduction Courses are not only co-created with hosting organizations, they are grounded in the organizations' reality, hence facilitates co-ownership of the process and outcomes. Increased demand for skills, tools, and methods to engage with people from NGOs, FBOs, and CBOs is evidence that TFT is relevant. Long-term partnerships with The United Methodist Women in New York, Mosaiko in Angola, and The United Church of Zambia show as well its pertinence.

Due to the increased demand 5 regional teams were set up; (1) Europe, (2) South East Asia, (3) East, (4) West and (5) Southern Africa another region is emerging in South America because of the participation of the Grail from Brazil and Ecuador.

8.3 PROJECT LONG-TERM DEVELOPMENT PLAN

TFT used the external evaluation as springboard into the future. TFT is being supported by the Grail Centre Trust in a process to become autonomous and is already registered as TFT in Practice NPC and Non-Profit Organization (NPO); waiting for the Public Benefit Organization status at the time of reporting. This will facilitate tax exemption of all the financial resources donated or generated for TFT in Practice activities. The primary focus for TFT in Practice NPC is to build a critical mass of TFT facilitators thereby strengthening regional and country teams.

8.4 RESULTS SUSTAINABILITY

TFT sustainability can be analyzed through three main clusters of results. Firstly, the relevance of the course that can be revealed by 73 percent of the targeted leaders and staff from 16 countries and 24 NGOs FBOs and CBOs were empowered with skills, tools and methods to engage with communities and achieve social justice. Interviews carried out with 24 TFT Diploma Course participants and 36 stories of TFT voices of practices of the reporting period revealed that 3,787 change agents among whom 3,182 (81%) were women had been trained through 81 workshops. Secondly, the increased demand of TFT Introduction courses that translates in 22 TFT Introduction Courses attended by a total of 1,171 (over 100% of the target of 300) community leaders and members from NGOs, FBOs, and CBOs in 9 countries were empowered with skills to engage with people and achieve social justice. Thirdly the income generated as a financial sustainable measure. In the reporting period TFT generated 6,850,067.

Moreover, the trained regional and country teams will continue to empower leaders and staff members from NGOs, FBOs, CBOs in their countries and regions. Community initiatives are owned and controlled by the people; hence it can be concluded that they will be sustainable. For instance, the women coffee farmers in Western Papua, the indigenous people and land in South Gujarati, the banana planting in Uganda, conscientization and role of young people in Sudan to name but a few. The partnership with Arrupe Jesuit University in Harare introduced Transformational Leadership Degree. Even if this cooperation does not attract financial benefits to TFT, of significance is TFT breaking through the mainstream education processes. The partnership with the United Methodist Women is a value-based collaboration which is hoped to reach out to 800.000 global membership.

8.5 LESSONS LEARNED

Three critical lessons can be drawn from this project; the purpose of external evaluation, co-ownership of Introduction Courses with host organizations and the significance of monitoring and evaluation.

External evaluation conclusions and recommendations can contribute to organizational growth if adapted to the needs of the organization. The 2018 TFT external evaluation helped the programme to redesign the practice, enhance its capacity to share the skills, tools and methods needed to achieve social justice through the work of NGOs, FBOs and CBOs. The birth of TFT in Practice NPO is largely credited to the 2018 external evaluation.

Co-creating TFT Introduction Courses with host organizations set equitable conditions in ownership, control and accountability between TFT and the participating organizations could be attributed to increased demand for the Introduction Courses. Notably, value based collaborative partnerships tend to be long-term and sustainable. For example working with Tekano in South Africa Mosaiko in Angola for over two years, as well as the United Methodist Women intention for more than two years is evidence of value based collaborative partnerships.

TFT Introduction Courses are both human resource and financially sustainable. The training of regional and country team increases the critical mass of facilitators and sustain the skills, tools, and methods for engaging with people in development. The trainings are financially resourced by host organizations for this reason it is imperative important to ensure that both country and regional teams are empowered with skills to facilitate TFT Introduction Courses.

Monitoring and Evaluation: The employment of M&E Officer improved qualitative and quantitative data obtained from leaders and staff members from NGOs, FBOs and CBOs trained. The TFT VOP could be attributed to the M/E officer's work. However, TFT needs to strengthen monitoring and evaluation by exploring and developing online M&E processes with partner organizations.

Although TFT Diploma Courses are financially and time costly for organizations, they serve as a platform for universal integrated and collaborative thinking and dialogue among development leaders and practitioners. The TFT Diploma Course will be hosted every three years. It is hoped that organizations will have ample time to mobilize and organize financial resource and allocate time for the leaders and staff members to attend the training.

ACKNOWLEDGMENTS

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MISEREOR

BREAD FOR THE WORLD

ANNE HOPE LEGACY FUND CONTRIBUTORS

We are grateful to Paddy Reilly and the team at Kimmage Development Study Centre for the continued support and mentorship to ensure that the course delivers credible acceptable learning standards in development education.

ANNEXES

ANNEX 1. TFT 2019 THINKWELL REPORT SUMMARY

The TFT Thinkwell was held from 11-15 March 2019 and attended by 30 delegates who, among them, were TFT graduates, development practitioners and facilitators from 22 organizations and 13 countries (See table 1). The overall goal of the Thinkwell was a) to follow up on the work of regional teams formed in Tanzania 2017, b) to reflect on the 2018 external evaluation report and c) to map a way into the TFT NPO future, structures, policies and procedures.

Objectives

The four objectives of the Thinkwell were:

- Decentralization progress is reviewed and strategies for strengthening country and regional teams are mapped roles, accountability, procedures clarified.
- A plan for further networking and growth of regional TFT teams and TFT NPC is produced.
- Regional team facilitators enhance their skills and capacity to facilitate.
- TFT NPC committees are set up to produce policies and procedures documents.

Table 1
Number of countries, delegates and organizations

Country	Delegates	Organizations
India	1	1
Indonesia	2	2
Kenya	2	2
Scotland	1	1
South Africa	11	4
Sudan	2	2
Tanzania	2	2
Netherlands	1	1
Nigeria	1	1
Uganda	1	1
USA	1	1
Zambia	2	1
Zimbabwe	4	3

Methodology: The methodology of the Thinkwell was participatory, delegates worked as individuals, teams and groups using creative ways such as storytelling, poetry and art. This was done to facilitate an intergenerational learning maximizing the wisdom that was in the room which included the founders of TFT and development practitioners who had worked with the methodology for more than forty years, and young activists undergoing training in adult and popular education through the TFT courses.

Roles and responsibilities of delegates: Session facilitation, record keeping, and centering were the main activities of each day. Responsibilities for the daily tasks were shared among delegates. Facilitation combined teams of experienced and new facilitators – the former playing a coaching role for the latter.

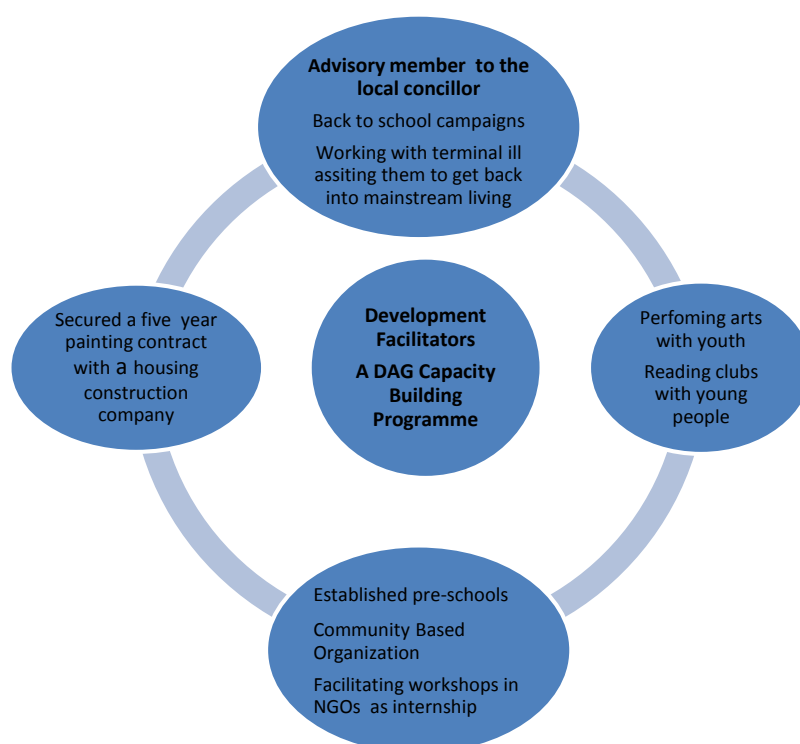
Delegates' expectations: The key expectations of delegates for this Thinkwell were largely based on the challenges that TFT trainers experience in their practice. These included (i) strengthening country teams before regional teams, (ii) an opportunity to practice facilitation, especially social and structural analysis, (iii) reflecting on how to lobby and advocate with intersectional and environmental lenses and (iv) explore sustainability strategies for the new TFT NPC.

Most significant learnings from Regional Teams: South East Asia and Europe were the most effective regional teams. In South Gujarati India, 100 women were empowered with skills, methods and tools to start income generating activities. Additionally, 50 women were trained in evaluation and monitoring their projects. This intervention improved accountability, food security and income. In Western Papua 50 women were trained in coffee processing and packaging.

This initiative assisted village coffee growers to realise that they can earn income from agricultural activities, and is reported to have attracted people to utilization of land in their villages; thereby curbing rural to urban migration. The East Africa region training will be facilitated in the last quarter of 2019. West and Southern Africa suggested that they needed to strengthen country teams before they could function as regions. It was also noted that because of the wide geographic coverage, countries such as Nigeria and South Africa could be divided into internal regions. For instance, East and Western Cape and Kwazulu Natal provinces of South Africa have a concentration of TFT graduates that were effectively engaging with communities; thus each of the provinces could be recognized as regions for purposes of forming teams.

TFT NPC: The Thinkwell agreed that TFT should be underpinned by the Grail values, hence it was deemed imperative to have Grail representation both in the Board and Advisory Committee of the NPC. Committees were formed and assigned to design documents needed for registration and legal compliance in South Africa. These committees included; organizational development, structures and policies, constitution, roles, and finance procedures, employment, partnerships with other organizations. The delegates emphasised the need to continue the TFT Diploma trainings at the Grail Centre because it provides the best environment for the course. The delegates agreed that there was need for the TFT NPC to appoint a new director, however they emphasised the need for transition; this implies that the current director ensures that the TFT NPO is registered, has clear policies and structures, identify the permanent base and secure funding at least for three.

ANNEX 2. DEVELOPMENT ACTION GROUP YOUTH FIVE-YEAR PLAN



The DAG youth developed a five year strategic plan with clear goals stated below:

- An environmental friendly, peaceful, and safe community in which young people have space to show case their talents and skills.
- Communities that are free non racial united happy and safe with adequate service delivery, skills development for young people, reading clubs and safe spaces for children.
- Government service delivery is adequate for citizens to have access to housing, health, education, recreation.
- Citizens take care of their environment, protect trees, do garbage recycling.
- Young people have access to skills and entrepreneurship training.
- Young people abstain from drug and substance abuse.
- Young people do not drop out from school.

ANNEX 3. 2016-2020 STRATEGIC PLAN SUMMARY

The aim of the strategic plan is summarized in the TFT creed proposed by the group underlined below.

Training for Transformation believes that life is sacred.
We are called to care for Mother Nature the provider of life to all creation
We join forces in the struggle to transform ourselves and the world around us
in order to create safe spaces for our children,
and to advocate for equity between women and men
In solidarity with the poor, we pledge for equitable ownership,
control and redistribution of our nations' wealth as hallmarks
for liberation, freedom, peace and justice.

Vision: A new level of critically conscious leaders in development education whose theory is grounded in practice.

Mission: To build a global movement of TFT animators from strategic organizations and initiatives, and to equip them with skills to enhance communities' ownership and control of development initiatives that impact on their lives.

Aim:

- To train teams of leaders from strategic organizations in development facilitation and animation.
- To establish TFT regional teams as local hubs for TFT Introduction Courses.
- To link community development initiatives with local and global movements.
- To ensure that the issue of climate change is prioritized by community development initiatives.

Strategic Pillars; 1) cohesive leadership, ii) vibrant citizenship, iii) climate change awareness, iv) child protection, v) gender equity, vi) human and financial resources mobilization

Strategy 1 - Prioritize high conflict countries and regions: South Africa, South Sudan, Nigeria and Indonesia. Support regional TFT teams in rolling out Introduction Courses and Change Agent Training focusing on: community healing, conflict transformation, rights based approach and climate change.

Strategy 2 - Low conflict areas: build strong partnerships with faith based organizations and rights based movements. Facilitate TFT Diploma Courses and refresher courses on: leadership, economic literacy, social and structural analysis, indigenous knowledge systems, and climate change.

Strategy 3 - Provide a curriculum for Introduction Courses. Support regional teams and facilitate annual reviews and refresher training programmes at The Grail Centre in Kleinmond.

Outcomes:

- i) A curriculum for Introduction Courses,
- ii) Five TFT regional teams of 5 members each established for West, East; Southern Africa, Asia and Europe,
- iii) Three Diploma Courses attended by a total of 108 leaders from strategic organizations,
- iv) 360 animators trained through Introduction Courses facilitated by Tft from The Grail Centre, South Africa,

- i) A curriculum for Introduction Courses,
- v) 8,200 change agents trained by regional teams,
- vi) 164 000 people directly reached by community change agents,
- vii) 7,500 copies of Tft books volume 1- 3 translated into: Arabic (1 500 copies), Bahasa Indonesia (4 000 copies) and in Swahili (2 000 copies),
- viii) Cases of the most significant stories of practice published, 5 x 5 minute videos and 20 newsletters produced and published on Tft website and social media,
- ix) 5 annual reports, 5 biannual reports, 10 Tft external audits and 5 Grail Trust institutional audits produced.

Impact Indicators: Tft decentralized; Tft is 40% self sustaining; local leaders held accountable by communities; food sufficiency; gender mainstreaming in local government; child protection laws enacted and enforced; reforestation; Tft youth programmes curb drug and substance abuse among young people and in communities.

ANNEX 4. TFT IN PICTURES 2016 - 2019

TFT Diploma Courses



TFT Diploma course 2016-17 Phase 1, Kleinmond, South Africa, January - March 2016.



TFT Diploma course 2017-18 Phase 1, Kleinmond, South Africa, June - July 2017.



TfT Diploma course 2018-19 Phase 2, Kleinmond, South Africa, May - June 2019.

Change agents trainings by TFT Diploma graduates



Training on substance abuse among the youth, Mozambique, 2016.



Training on 'Women's Rights income generating projects, India, 2016 - 17.



Facilitator Miskin Gombo runs trainings on 'good coffee farming methods', Indonesia, 2017-18.



Training on Advocacy for youth, Sudan, 2018.



'Cerealeño Market women sharing their learnings and challenges', Uganda, 2019.



Training on 'Environmental awareness', Zambia, 2019.

TFT IN PICTURES 2016 - 2019

TFT Introduction Courses



DAG Introduction Course, Cape Town, South Africa, March 2016.



CCJP Z Phase 1, Bulawayo, Zimbabwe, May 2016.



Pinotage Youth Academy Introduction Course, Cape Town, South Africa, August 2016.



Tekano Introduction course, Module 2 - Nutrition and Food security, Cape Town, November 2017.



Leonard Cheshire Introduction course, Harare, Zimbabwe, November 2018.



Change Agents TFT Introduction course, Kleinmond, South Africa 2019.



Society for African Oriental Studies and London Queer Tours Introduction course, London, UK, August 2019.



United Methodist Women Introduction course, Kleinmond, South Africa, September 2019.



TFT Gender and Shared Leadership training run by Mosaiko activists, Luanda, November 2019.

TFT IN PICTURES 2016 - 2019

TFT Decentralization



‘Growing from Practice Thinkwell’-
Regional group meeting, Dar es
Salaam, Tanzania, September 2017.



‘Regional Teams Thinkwell’,
Kleinmond, South Africa, March 2019.



TFT in Practice Interim Board, Advisory
Committee and Committees members,
Kleinmond, South Africa, March 2019.

Coaching regional teams facilitators



Mentoring and coaching facilitators
2016-17 Certificate course, Phase 1,
May 2016.



Mentoring and coaching younger
facilitators 2016-17 Certificate course,
Phase 3, May 2017.



Jumana Eltigani (Sudan) core team
facilitator, at the TFT Diploma course
2017-18, Phase 1, September 2018.



Sunil Gangavane (India) and Josephine
Kasande (Uganda) as core team
facilitators, TFT Diploma course 2017-
18 Phase 2, May - June 2019.



Carmen Opperman (South Africa),
co-facilitator at the United Methodist
Women Introduction course,
September 2019.



Naftal Gwambe (Mozambique) co-
facilitator at the TFT Introduction
course Mosaiko Mosule 3, Luanda,
Angola, November 2019.



Training for Transformation

The Grail Centre, 15th Avenue, PO Box 80, Kleinmond 7195, South Africa

Tel: +27 (0)28 271 4887 Fax + 27 (0)86 576 8865

Email: tft@grailprogrammes.org.za Website: www.trainingfortransformation.co.za

Facebook: www.facebook.com/Training4Transformation

The Grail Centre Trust Reg. № 035-076-NPO

