

# Training for Transformation

A Programme of  
The Grail Centre Trust



**ANNUAL REPORT 2014**

## **A. GENERAL INFORMATION**

**Name of organization:** The Grail Centre Trust

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**Project title:** Training for Transformation

**Project period:** 2014 – 2015

**Reporting period:** January – December 2014

**Date of report:** 31st December 2014

**Person/s responsible for this report:** Ntombi Nyathi

## **B. CHANGES IN THE PERIOD SETTING**

### **1. Changes in the political, social and economic context of the project**

The world's political, social and economic context is characterized by terrorism, violence, unemployment, increased gap between the rich and the poor. As if the crisis is not enough the abuse of religion to motivate violence is beyond comprehension. According to Aljazeera article of 19th of January 2015 (published online) Amnesty estimated that 2 000 people have been massacred in the Northern parts of Nigeria by Boko Haram. Recently we had the massacre of the satiric journalist in France. But if we were to name it, the list would be endless.

In South Africa – home of Training for Transformation (TfT) – mine workers spent five months striking for better wages. At the end of five months it was shocking to learn through the news that the mine companies had lost 6% of profits in production. On the other hand, the devaluation of the Rand is attributed to low productivity. The impact was felt mainly in 2014. The majority of the people in South Africa suffer from increase in prices of basic commodities. The increases of basic commodities impact on the budget for the project as we have to pay more for food and accommodation.

In The Western Cape province of South Africa social and poverty related crimes such as burglary, theft and drug abuse constitute the majority of criminal cases. (Crime Research and Statistics - South African Police Service Western 2004-2014) The world crisis impact children consequently threatening the future of its citizens, for instance, it is estimated that 153 million children worldwide from infants to teenager have lost one parent or both. ([www.sos-usa.org](http://www.sos-usa.org)). I would summarize the current state of the world as one where human rights are threatened without future for the citizens for the generations to come.

Civil society organizations, especially in South Africa, are closing down due to lack of funding; The Grail Centre Trust -TfT was not spared of this calamity. Responding to the funding crisis TfT was challenged to explore alternative funding processes. The approach included re-packaging TfT into 'Introduction Courses' that are taken to the organizations.

A historic turning point for TfT was marked when the Christian Brothers Congregation brought together all the African leadership including 5 Brothers from Rome in Lusaka [22-27th June] to engage with TfT. Out of the workshop they deliberated the desire to commit the Brothers to TfT within the African Province. The effect of the Lusaka experience was summarised by Br. Tony Shanahan in the Christian Brothers' East African newsletter addition 298 entitled 'Training for Transformation for Beginners'. He wrote "The richest day for me was the one we spent on

leadership. A viewing of the recent movie on the life of Nelson Mandela, “The Long Walk to Freedom”, provided a powerful and moving start to our exploration of leadership and its relationship to such things as power and love...all found it enriching, mind-expanding, challenging and motivating.” After the workshop, Tft committed to create 8 spaces for the Christian Brothers’ participation in the Diploma Courses. Tft perceives this to be a long-term partnership for not less than three years. If the need for the Diploma Course increases from the strategic partners, Tft might put its Certificate Course on the periphery and concentrate on Diploma Courses.

## 2. Changes within the organization

Changes in the organizations were at two levels: Governance and Programmes.

- i) **Governance** – two Trustees also key founders, Anne Hope and Sally Timmel, retired to the Pilgrims Place in the US. New members were recruited to join the Trustees. All the 5 Trustees are Grail Sisters, Ina Conradie, Marilyn Aitken, Mary Hlalele, Zodwa Mabaso, Agatha Modise.
- ii) **Programmes** – We had two resignations at Mthimukulu during 2014. The Programme Director resigned due to health reasons. The Accountant resigned for better opportunities in the private sector. The Grail Centre Trust hired a new accountant with a degree in accounting, Eunice Ndlovu. From October for Tft and Muthimukulu programmes financial records are on track. Tft Communication Officer, Ines Neto, will be taking on the senior trainer position. She has worked with the programme for 5 years in training and other capacities. She holds a MA in Publishing, a Certificate in Development Education, and has been working with the International Grail for 15 years. She is a participant in the Diploma Course 2014 – 15. Between the courses she will be tasked with documentation monitoring graduates and students’ work. She will be tasked with editing key documents before publishing on the website, social media or printing. An online donate button was launched on the Tft website and we will keep a track on the results.

## C. DESCRIPTION OF ACTIVITIES (comparison between planned and implemented activities)

Structured according to programme components

### 1. TFT COURSES

TFT COURSES	Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
<b>Diploma Course 2012-13</b>	To finalize the 2012-13 Diploma Course and Certification by the end of April	24 participants completed the Diploma Course successfully and received a Certificate in Development Education jointly signed by the Grail Tft and Kimmage Development Studies Centre in Ireland.	As discussed in the 2013 Annual Report most of the participants dropped out 48 hours before the commencement of the course due to lack of funding. We adopted a strategy to enroll at least 40 participants for Diploma and Certificate Courses.	The Certificate Course 2013-14 dropout rates were low because of lessons learnt from the Diploma Course.
<b>Certificate Course 2013-14</b>	To facilitate the final phase of the Certificate Course 2013-2014	30 out of the 34 enrolled participants completed the second phase of the Certificate Course.	Out of the 34 enrolled 4 participants dropped out. E.g Brian C., a Christian Brother, was accepted in the university. Bashir A. (Sudan) had a family emergency call.	<b>First</b> , none refundable enrolment fees should be introduced to all Tft applicants. <b>Second</b> , participants that are fully funded, especially those ***

**\*\*\*Comments intended adjustments (cont.)**

from Sudan, should contribute nominally towards transport or other. This increases their level of commitment. Further, fully funded participants should be recommended by civil society networks, possibly from East Africa, for instance from the Institute for Social Transformation based in Kampala. **Third**, Brothers that are on the waiting list of learning institutions should confirm before they enroll for Tft courses.

<b>TFT COURSES</b>	<b>Planned Activities</b>	<b>Implemented Activities</b>	<b>Reasons for deviations</b>	<b>Comments intended adjustments</b>
<b>Introduction Courses</b>	To facilitate three Introduction Courses: Second phase in <b>Ghana</b> with Christian Presentation Brothers Novices <b>Indonesia Papua</b> Provincial Spatial Planning <b>Zambia</b> Lusaka Christian Brothers Leadership	Five Introduction Courses attended by a total of 142 participants were facilitated in five countries, Ghana, Mozambique, Indonesia, Zambia and South Africa. Two Introduction workshops attended by 33 participants were facilitated in Mozambique by the 3 Tft graduates.	There is notable increase in Introduction Courses. It is important for Tft to strengthen this base because the Courses contribute significantly towards Tft finances. The host organizations meet all the costs including the facilitation fee. More details in the financial statement.	There is an increase demand for Diploma Courses from The Brothers, Papua Indonesia and The United Church of Zambia. Tft might have to consider suspending the Certificate for Diploma Courses. Tft participants develop new partnerships in their countries increasing the demand for Tft.
<b>Diploma Course 2014-15</b>	To complete recruitment for the 2014-15 Diploma Course by end of July	41 applicants accepted and 32 enrolled on Phase 1 – Diploma Course.	Early enrolment was offered to participants outside the SADC region because they need time to process visas.	Tft enrolled 41 participants to curb the drop out problem. Tft noted with concern that the number of applications from South Africa is minimal. Efforts will be made to get South African participants.
	To facilitate 2014-15 first in-residence phase of the Diploma Course by December	32 participants from 11 countries attended the first in-residence phase of the Diploma Course. Women constitute 78%. Tft increased the number of males to create space for The Christian Brothers (6).	Tft had accepted 41 participants and 9 dropped out due to financial constraints, work commitments and declined VISA applications.	The discussions are enriched by real life experiences of both females and males in society. For the first time Tft has participants from South Sudan. They work in women empowerment initiatives, linked to the Catholic sisters. That may be able to take participatory methods into the church.

## 2. HUMAN/ FINANCIAL RESOURCES

HUMAN/ FINANCIAL RESOURCES	Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
<b>HUMAN RESOURCES</b>	To recruit two staff members, a second senior trainer and a part time web manager	Inês Neto, a Tft fulltime staff member, moved to the position of Senior Trainer. (See Inês details under section 2). Tft is processing the recruitment of a Web Manager to commence work a month before the Diploma Course.	Most of the expected funding was not received before June. It became increasingly impossible to employ additional staff before the funding was secured. It is hoped that the part-time web manager will be employed during the first half of 2015.	With two senior trainers in place Tft will broaden the national, regional and international base through Introduction workshops.
	To recruit 8 facilitators for the 2013-14 Certificate Course second in-residence phase and 12 facilitators for the 2014-15 Diploma Course	Tft recruited facilitators for: <ul style="list-style-type: none"> <li>• Gender, Eco-Spirituality</li> <li>• Political Economy</li> <li>• Transformative Development</li> <li>• Understanding Paulo Freire's</li> <li>• Principles of Adult and Popular Education</li> <li>• Putting Freire into practice: facilitation and animation</li> <li>• Organizational Development</li> <li>• Strategic Planning</li> </ul>	As noted above, Tft relies on outsourced labor from the alumni and professional facilitators on short-term contract.	Short term contracts are strategic because Tft is not a fully fledged institute to secure enough funding to employ fulltime academia staff. The courses are periodic in the year. The facilitators are lecturers and development practitioners who are dedicated to the course, thus they create space to support the Tft team.
<b>FINANCIAL RESOURCES [See Unaudited accounts]</b>	To mobilize adequate financial resources for Tft 2014 programmes	Secured adequate funding for the 2014 through: <ul style="list-style-type: none"> <li>• Introduction Courses</li> <li>• Cluster funding for Sudanese participants</li> <li>• Sending organizations contributed towards board and lodging for their staff</li> <li>• Arab Translation</li> <li>• Impact Study</li> <li>• Regional Think Wells</li> </ul>	Arab speaking countries is a new boundary crossed by Tft. This area needs more attention and support.	Tft created a strategic approach to funding creating foundations for sustainability and growth. The appointed auditors work through a finance company. The process delays communication between Tft and donor partners. The 2014 audit report for BfW attracted a second opinion from unqualified to qualified, delaying the release of funding till December 2014.

### 3. MONITORING AND EVALUATION

MONITORING AND EVALUATION	Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
	To launch a Tft 10 years Impact Study by May	Impact Study report completed and submitted in November 2014. The main findings included: Increase in Tft staff and space to cope with the demand. Decentralized training to increase the number of people trained by engaging regional training teams. Keep The Grail Centre as a hub for long-term training and Think Wells—with a clear annual calendar for long and short-term courses. Improve the learning space by increasing the size of hall and improved seating. Capacity enhancement for the new Tft staff to effectively respond to the high demand. Develop a clear succession plan with time frames.	Tft suspended the Ugandan Impact Study meetings due to budgetary limitations.	Tft will host a 14 days “supper trainer” workshop for the regional teams. A five year development plan will be facilitated after the presentation of the final report.
	To follow up with Tft alumni through the email, Skype, and ‘success stories’ to put on our Newsletter and website	12 articles were published on ‘Our stories’ – Tft Blog; and on Facebook. 3 Gr@ilvine newsletters were sent to 1000 people on time.	Skype interviews were not carried out, mainly because the Communication Officer was in the Diploma Course. Tft will create Skype network in the first quarter of 2015.	Tft needs to develop a monitoring and evaluation instruments for Introduction Courses.

### 4. MARKETING ‘COMMUNICATIONS’

MARKETING Communications	Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
	To produce brochures for Diploma Course 2014-15 by end of March and Introduction Courses	Printed 50 copies for international marketing of Tft courses, and circulated more than 300 through email.	You Tube movies were not produced because the Communication Officer is attending the Diploma Course. The movies will be produced	Tft plans to publish a booklet with 12 best practices from the alumni by October. The blog and short videos will be posted during the year.

MARKETING Communications	Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
	Marketing is done through: Update the website and create new content Facebook Newsletter You Tube Distribution of Annual and Biannual reports.	A brochure was sent to Mozambique and circulated among 110 people. A donate bottom was inserted, a facilitators page was created. Facebook gets as average 600 hits per week and it reaches 42 countries.	during the first quarter of 2015.	Increased demand for Tft Courses could be attributed to the website, Facebook and newsletters.

## D. ANALYSIS AND ASSESSMENT

### 1. Project implementation and achievement of project objective(s)/project goal(s)

*This report constitutes information from the activity plans of 2014 and information received from participants through the Facebook, emails and telephonic conversations.*

#### **To finalize the 2012/13 Diploma Course and Certification by the end of April**

- Maria Latumahina (Papua, Indonesia) worked with Tft to facilitate two more Introduction Courses. She wrote: "From my 2 months back at home working with you and the communities I certainly see the power of Freire method "human is the subject of development". I could not describe myself when I see in reality how this concept manifests...it is a miracle...! And living in the reality of Indonesia and the civil society approach to development and activism, my ambition for Tft Indonesia is getting stronger and stronger."

#### **To facilitate three Introduction Courses – Second phase in Ghana with Christian Presentation Brothers Novices, Zambia Lusaka Christian Brothers Leadership and Indonesia Papua Provincial Spatial Planning**

- There is increased demand for the Introduction Courses; as a result 2 more were facilitated than the original 3 planned. Tft is challenged to keep the momentum high by building strong relationships and long term partnerships with the partners.
- Tft participants develop new partnerships in their countries increasing the demand for Tft. For instance, 3 Tft graduates from Mozambique facilitated workshops to third year seminarians at a combined theological seminar attended by 7 different churches.

#### **To complete recruitment for the 2014-15 Diploma Course by end of July**

- Most of the enrolled participants come from the Introduction Courses. This is a positive sign for the future. Because of the NGO funding crisis in South Africa, the number of South African participants is dwindling. Tft is exploring alternative funding to support South African participants.

#### **To facilitate 2014-15 first in-residence phase of the Diploma Course by December**

- Women constitute 78% of the 32 participants enrolled for the course. Tft increased the number of males to create space for The Christian Brothers (6). The participation of

males enhances discussions around topics such as Gender. The discussions are enriched by real life experiences of both females and males in society.

- Three Sudanese participants were recruited for the Diploma Course. For the first time Tft has participants from South Sudan. The three women are working in women empowerment initiatives and they are linked to the Catholic sisters, who may be able to take participatory methods into the church.

### **To mobilize adequate financial resources for Tft 2014 programmes**

- Introduction Courses present strong potential for Tft sustainability. Tft is investigating a marketing strategy to increase Introduction Courses demand in South Africa because the courses are affordable and enhance the practical skills to engage with people.
- The resignation of the accountant resulted in delays with financial reporting and disbursement; as a result some of the funding was received at the end of the year and in January 2015.
- Tft discovered that the auditors appointed work through a finance company. This process delays both communication and audit.

### **To launch Tft Impact Study by end of May**

- The Impact Study recommendations could be summarised in twofold:
  - a) Increased Tft demand internationally, consequently need more space and staff for Tft.
  - b) Calls for decentralization and training of regional teams.

## **2. Analysis, comments**

- a. Investigate strategies to increase Introduction Courses, cluster funding and organizational contribution for the sustainability.
- b. The South African civil society is challenged; as a result the number of Tft participants from the country is declining alarmingly. There is urgent need to explore funding support for participants from these organizations.
- c. Cluster funding from partner organizations should be increased. For example, direct support for Sudanese participants in the Tft Course, resulted in need for Arabic translations of the books.
- d. The Trustees may need to consider the position of the auditors and appoint new auditors that would engage direct with The Grail Centre Trust.
- e. Recommendations from the Impact Study call for a Think Well to take Tft into the future. This Think Well could be organized at the same time with the Regional facilitators training. The outcomes of the Think Well will be:
  - A curriculum developed for Introduction Courses
  - A curriculum for 2 days Tft principles workshop for marketing purposes
  - 30 Tft graduates trained to facilitate Introduction Courses and Tft principles workshop

- A five year development plan for setting up The Centre for Transformative Development and Economic Alternative Training
- f. The employment of two fulltime senior trainers is strategic for national and international Introduction Courses. National and international courses could be facilitated simultaneously by teams. The dual approach would increase both income and number of people with the skills for transformational education.

### **3. Challenges for the work to be done in the future**

The South African civil society decreased participation in the Tft courses due to minimal resources in their organizations. Tft is encouraging organization to use the Introduction Courses as a new approach to cluster and network funding. This is also a priority area assigned to one of the Senior Trainers in the Tft office.

Working with a Finance Company as middle people between Tft and the auditors is not the best environment. The Trustees need to appoint auditors that can work direct with Tft.

Arabic translations are taking long due to minimal financial resources. The co-ordinator for the project, Gihad Adam could not secure the best translations service because they are expensive. It is hoped that the books will be printed by end of March.

## **ACKNOWLEDGEMENTS**

We are grateful to the following donor partners who supported the TFT process

**BREAD FOR THE WORLD**

**MISEREOR**

**UN WOMEN**

**ANONYMOUS**

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.

Report prepared by Talent Ntombi Nyathi, Director of Training for Transformation

# TfT IN PICTURES JANUARY — JUNE 2014



Certificate Course 2013-14,  
Phase II, South Africa, March - April 2014



Papua (Indonesia),  
May – June 2014



Christian Brothers,  
Ghana, May 2014



Certificate Course 2013-14,  
Phase II, South Africa, March - April 2014



Mozambique Angola Project,  
Mozambique, February 2014



Christian Brothers, Ghana, May 2014



Christian Brothers Leadership,  
Zambia, June 2014

# TfT IN PICTURES JULY — DECEMBER 2014



Diploma Course 2014-15, Phase I,  
South Africa, October - December 2014



Kudzai Makoni,  
Impact Study, 2014



Regional Think Well,  
South Africa, August 2014



Introduction Course, Curriculum Development  
Programme, South Africa, September 2014



Regional Think Well, Zimbabwe, July 2014



Regional  
Think Well,  
Zimbabwe,  
July 2014

Regional  
Think Well,  
South Africa,  
August 2014



Diploma Course 2014-15, Phase I,  
South Africa, October - December 2014