



TRAINING FOR TRANSFORMATION

MID YEAR REPORT

January - June 2019



The Grail Centre Trust

1. REPORT PREPARATION AND WRITING PROCESS

This report was prepared by the four TFT team members including: (i) the Monitoring and Evaluation Officer who provided qualitative and quantitative data collected from TFT graduates; (ii) The Programme Director who compiled the report; (iii) The Communication Officer for report editing and layout; and (iv) The Finance Officer who provided the financial statistics contained herein.

The three sources of information used in the report included (i) telephonic conversations with TFT graduates, (ii) Face-to-face interviews and (iii) TFT in practice stories written by graduates for annual booklet and digital publishing.

Telephonic and face-to-face interviews carried out by the Monitoring and Evaluation Officer with TFT graduates revealed that the skills and tools learned in the training are relevant in development work. For instance, conversations with Eugenia Masimba, a participant in the 2018 - 2019 TFT Diploma Course from Catholic Commission for Justice and Peace Zimbabwe (CCJP) revealed that after participating in the TFT Certificate Course run for CCJP in Zimbabwe, the organization had translated the Zimbabwean constitutional pamphlets into eleven local languages which were used to create constitutional awareness by both CCJP and the Zimbabwe Council of Churches.

Digital communication (Facebook, Whatsapp groups) has been a reliable source for updates on TFT in Practice stories and outcomes among TFT practitioners. For instance, through a conversation with Nigerian graduates, TFT was kept posted on their engagement in creating religious diversity awareness with Christian and Muslim communities. The village peace committees set up in this process restore peace and protect communities from Boko Haram abuse.

Others sources of information include online news, publications on community development and readings sources such as news papers and radios.

2. CHANGES IN THE PROJECT CONTEXT

According to the Migration Data Portal run by the International Organization for Migration (IOM), in 2017, South Africa was home to four million immigrants. A large number of immigrants fled socio-economic crises in their countries, for instance, Zimbabwe's unemployment rate is estimated as 80 percent. It is estimated that more than one million Zimbabweans migrated to South Africa and most of them live as undocumented immigrants. According to <https://mg.co.za/article/2019-08-05-unemployment-in-south-africa-is-worse-than-you-think>, 46 percent of black South Africans are unemployed and more that 50 percent of them are youth. This could explain the increasing xenophobic attacks against foreign nationals happening in South Africa. At the time of writing this report 12 people had lost their lives and many shops destroyed especially in the major cities such as Johannesburg.

Although there is increased demand for the services of NGOs, FBOs, and CBOs, funding for these organizations have been drastically reduced, especially in South Africa, a country that is perceived as developing. Countries in the region are also confronted with serious issues of bad governance, corruption, 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 relevant background has therefore been described in the section above. The relevance of TFT work in relation to this background is its empowering of leaders and activists from NGOs, FBOs and CBOs, particularly those that work with women and youth, to find ways in which the communities with whom they engage can address and or mitigate the effects of these crises.

2.3 Organizational context

TFT did not extend the contract for two staff members; the Academic Consultant and Senior Administrator. The rationale for this decision is that the current staff members, the junior administrator and the accountant,

took on the administrative tasks competently. Second, the extension of the contract with Misereor was without additional funding. TFT channelled most of the mobilized funding into project implementation; for instance the second phase of the 2018 - 2019 TFT Diploma Course.

2.3.2 TFT Restructuring

The Grail Centre Management Board and Trustees jointly supported the decision to register TFT as a nonprofit making company (NPC) in April 2019 (see annex 2 registration notification). TFT is still to complete the last two stages of registration so as to obtain the Non Profit Organization (NPO) status and the tax clearance. The most important learning in the setting up of the NPC is that the process is long and would require more time, hence the rationale for suggesting a transitional period of not less than 24 months to set up the structures and the processes. During the transitional period TFT will maintain the office at the Grail Centre, continue with the Introduction Courses and decentralization programmes. This gives organizations enough time to mobilize financial resources to pay for the formal accredited courses.

The purpose of the TFT in Practice NPC is threefold, the first, to make TFT accessible and affordable, the second is to create a critical mass of development facilitators and ground the training in organizations. The third is sustainability through TFT Introduction Courses hosted and sponsored by organizations. For instance, from January to June TFT raised ZAR 859,577 and is expecting ZAR 851,441 this implies that ZAR 1, 711,018 would be generated by the 31st of December 2019 (see table 4 Local income).

2.3.3 Implications of the changes

The implication of the changes includes; (1) staff roles and positions (2) TFT new identity, (3) and lack of funding.

- 1. Staff roles:** The TFT in Practice NPC will work with six full time staff, (i) the Programme Director, (ii) the Communication Officer, (iii) the Administrator, (iv) the Accountant, (v) the Monitoring and Evaluation officer and (vi) the post of the Senior Trainer will be combined resource mobilization, strengthening regional teams and networking. The Academic Consultant will not be necessary because TFT will be working in partnership with Arrupe Jesuit University in Harare. If need arises, consultancy services will be secured for that specific period of time.
- 2. TFT new identity:** The TFT in Practice NPC is a new entity with a new identity, independent from The Grail Centre Trust which will need to build its own reputation. TFT may not secure sufficient external financial support as a result of this transition, however, it is hoped that TFT will be able to intensify its marketing strategy and focus on generating own income.
- 3. Lack of funding:** Most of the NGOs, FBOs and CBOs that partner with TFT are facing serious financial challenges, as such may not be able to pay for the TFT trainings. This was evidenced in the 2018-2019 Diploma Course when 5 participants dropped out due to lack of funding. In future TFT will negotiate tariffs with the organizations especially for TFT Introduction Courses so as to ensure that as many that require the trainings are able to get them and complete.

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

Designed and facilitated 2 x 8 weeks last phase of the 2018 - 2019 TFT Diploma Course.

A total of 24 (66%) of the 36 originally enrolled completed the second phase of the 2018 -2019 TFT Diploma Course. The participating staff members from NGOs, FBOs and CBOs were equipped with skills and tools to integrated target groups in planning and implementation of development initiatives. Although the number of participants is below the expected, of significance is the fact that all the participants that enrolled in the first phase completed the second phase. The home phase activities implemented by staff from NGOs, FBOs and CBOs attests to the fact that TFT skills and tools derived from the training are relevant and valued by NGOs, FBOs and CBOs in community development work.

South African new stringent visa requirements, work commitments, and lack of funding in organizations contributed to the TFT Diploma Course lower than anticipated attendance. For example, out of the twelve who explained their reason for not attending the 2018 -2019 TFT Diploma Course, four of them were due to lack of visas, five due to lack of funding. These are challenges that might require relocation of the training to other countries that are more easily accessible. Interviews carried out with 12 participants of the 2018 – 2019 Diploma Course demonstrated that the skills and tools they had obtained during the training had been used in their community development work as illustrated in the following table.

Table 1. Illustrations of activities implemented by the 2018 -2019 TFT Diploma participants

Name	Organization and Country	Activities implemented during the home phase
Abiodun Ozurumba	Voice of Nigeria Nigeria	Facilitated a workshop with 20 Voice of Nigeria staff members using Appreciative Inquiry, as a result team relations improved. The Labor Union negotiated salary increase successfully and mainstreamed women leadership in the broadcast programmes. “As the first woman leader of Radio Nigeria after TFT now support staff more to do their work better. I support women leaders to be recognized both in the radio station and the Labor Union.”
Asjad Alnoo	Regional Center for Training and Development Society Sudan	Trained 15 young people who participated and became leaders in the recent revolution that took place in South Sudan. “They organized themselves, they started awareness raising workshops with the communities and became influential during the revolution” said Asjad. Among them were Weiam Alrian and Fatima Musaad who later applied the TFT Introduction training in July taking place at The Grail Centre.
Danisa Muchichwa	The Anglican Church Zimbabwe	Facilitated two workshops on the preservation of natural resources and team building attended by a total of 67 high school learners. “The young people demonstrated high level of self-confidence after the training and launched projects such as tree planting in their communities” commented Fr. Danisa
Maureen Wangubi	Institute for Social Transformation Uganda	Started income generating projects including banana planting and piggery with 15 women. The group also started a savings club through which each woman contributes USD100. “We can support each other financially because unemployment is more on the high for women than men in Uganda”.
Noluthando Gwelani	Mqanduli Community Advise Center South Africa	Trained 40 women on lack of child birth certificates. Birth certificates facilitate access to social grants for children in South Africa. All the women who attended the workshop were assisted to get birth certificates for their children and are said to have access to social grants.

Name	Organization and Country	Activities implemented during the home phase
Nontuthuko Xaba	Women Leadership Training Programme South Africa	Trained 31 teenagers on the significance of cultural rituals in preserving natural resources and to celebrate cultural diversity. She claims that this process contributes to preventing tribal conflicts especially in the rural areas. Additionally, the young women learn to grow their own food. This in turn contributes to improved food security and nutrition in the villages.
Otilia Chinyanyi	Katswe Sista Hood Zimbabwe	Facilitated a workshop on Gender Based Violence attended by 25 young people. The trained young people in turn organized 150 other young people to participate in 16 days of activism against Gender Based Violence. "Some of the activities were broadcast live on television, and the initiative is said to have increase GBV awareness in the rural areas" said Otilia.
Sharlotte Nakazwe	The United Church of Zambia Zambia	Facilitated two workshops on peace building and conflict transformation attended by a total of 50 women. After the workshop women produced plans to launch income generating projects such as organic gardening and credit schemes.
Shean Mukocheya	Zivakwakabva Zimbabwe	Trained 14 widows and single mothers. The workshop helped young mothers to support their children to trace their roots especially young men. She reported that the process helps to reduce delinquency derived from stress among young people. "My new awareness helps me to work with people find their voice, and curb stigmatization because the identities of children whose fathers are not known are often not accepted in the communities" said Shean.
Sr. Veneranda Mwanisi	Immaculate Heart Sisters of Africa Tanzania	Her teaching skills are more effective "After phase one of TFT Diploma Course, a topic I used to teach for one month now takes me a week only, because of my improved teaching skills." Sr. Veneranda reported that she will be training other teachers in participatory teaching methods.
Veronica Wangeri	Wings Net Community Based Kenya	Facilitated a workshop with 30 divorcee women and single mothers. The training created space for women to share their stories and design strategies to support each other. All the women are also members of the savings and credit scheme through which they lend each other money to support their income earning activities such as basket weaving. The income generated is used to support children's education and secure food and finance other family needs.
Wakisa Munde	The United Church of Zambia Zambia	Facilitated two workshops on (1) early marriages with his colleague Vivian Chinyanta, (2) the dangers of alcoholism and unprotected sex attended by a total of 38 young people. The trained young people facilitated awareness workshops on the same issues in the communities. He hopes that the workshops will enhance the young people's capacity refrain from alcoholism and unprotected sex.

The table above illustrates that even if the numbers of the staff members who complete the TFT Diploma Course is below the estimated figures; on the other hand, their practical work is relevant and responds to community issues. Additionally, each trained staff is expected to reach out and train 30 community based change agents.

Table 2. Number of people trained by age and gender segregation

Name	Country	People trained	Ages	M	F
Abiodun Ozurumba	Nigeria	20	25-60	16	4
Asjad Alnoo	Sudan	15	18-35	5	10
Danisa Muchichwa	Zimbabwe	67	14-17	27	40
Moureen Wagubi	Uganda	15	23-50		15
Noluthando Gwelani	South Africa	40	21-45		40
Nontuthuko Xaba	South Africa	31	14-25		31
Otilia Chinyanyi	Zimbabwe	25	15-35	5	20
Sharlotte Nakazwe	Zambia	50	23-60		50
Shean Mukocheya	Zimbabwe	14	18-45		14
Veneranda Mwanisi	Tanzania		18-35		
Veronica Wangari	Kenya	30	17-45		30
Wakisa Munde	Zambia	38	14-25	17	21
Totals		345		70	275

The table above shows that 345 community activists were trained through onward trainings in the reporting period. This could imply that the expected number of trained people at the end of the project funding period could be much higher. The gender and age aggregation also reveal that 74 per cent young women are trained as change agents. This suggests that the majority of activists with whom the TFT participants engage are young women, hence it could be concluded that these are in the majority of rural population. As cited in the preceding segment the trainings enhance the trained people to find their voice, use the skills and tools learned to organize and launch income earning activities, for example the market women co-operatives in Uganda. In Sudan young women enhanced their capacity to take leadership positions in organizing and participating in the revolution, breaking the cultural boundaries of Islamic accepted norms of keeping women out of political activism and decision-making processes and structures. Furthermore, KatsweSistahood in Zimbabwe and the Women’s Leadership Training Programme in South Africa, work with young women against GBV and environmental awareness.

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 twelve Training for Transformation Introduction Courses.

Indicator: 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.

Implemented activities: Facilitate five TFT Introduction Courses attended by a total of 333 change agents.

Table 3. Number of Change Agents trained in TFT Introduction Courses

Country	Workshops	Trained	Total
Angola	<ul style="list-style-type: none"> • Mosaiko staff Luanda • Cubal • Jamba Mineira • Trained by Mosaiko staff in four regions 	18 54 44 167	283
South Africa	<ul style="list-style-type: none"> • Tekano Module 1 - The Grail Centre • Tekano Module 2 - Durban 	25 25	50
2 countries	Workshops in 9 regions		333

The Introduction Courses corroborates the 2018 evaluation recommendation that TFT courses that are taken to the organizations are most effective. For example, after the training in Angola, the trained human rights activists trained 167 community organizers and facilitators. “A water and sanitation project was started by a woman’s organization ‘Mulher Raiz da Vida’ after the training” in Luanda reported MOSAIKO staff. At an organizational level, MOSAIKO staff reports a considerable improvement on gender relationships, planning methods, facilitation skills and a new effective methodology that they mainstreamed in their work.

As cited in the previous report TEKANO mainstreamed the TFT methods in the design, implementation and monitoring of the leadership training and signed a one year contract (February 2019 - February 2020). In addition to the facilitation TFT is entrusted with monitoring the training process and methods used to engage with the TEKANO fellows. It is hoped that the trained young leaders will be able to organize for health equity using skills and tools derived from the training.

In the reporting period, trainings in London and Glasgow were organized jointly by two regional team members Maria Latumahina from Indonesia and Dan Glass from the United Kingdom to be co-facilitated by the TFT office South Africa in August 2019. The Society of Oriental African Studies (SOAS) University sponsored the Introduction Courses in Glasgow and London.

The TFT Introduction Courses contribute significantly towards financial sustainability, as noted under restructuring. TFT generated ZAR 1,252,377 inclusive of Anne Hope Scholarship Fund from these courses. The income generated was 58 percent of ZAR 2, 175,124 total expenditure of the reporting period (See details in the table below).

Table 4. Country, source of income and amount

Country	Source of income	Income in SA Rand
Netherlands	Anne Hope - Struggle for Freedom biography	158,013
Anonymous	Anne Hope Scholarship Fund	392,800
Angola/Portugal	Mosaiko Angola/FEC	208,587
Course fees	TFT Diploma course	309,848
United Kingdom	London/Glasgow workshops	38,733
Tekano	Module 1 and Module 2	144,396
Totals		1,252,377

This table illustrates that with a strong marketing and communication strategy TFT in Practice NPC could generate adequate income to cover training and administrative costs. This could create more opportunities for external funding to be used for building and coaching regional and country teams, as well as to support the trainings for needy organizations that struggle to mobilize financial resources to participate in the trainings. The TFT Diploma and Certificate Courses require strategic positioning for sustainability because of the high costs incurred. For instance, the second phase of the 2018 - 2019 Diploma Course utilized Rand 786,921 - 36 percent of the total expenditure of the reporting period in eight weeks only. For this reason TFT might have to consider accredited TFT trainings to partners in formal institutions of learning such as the Arrupe Jesuit University (AJU) and The Society for Oriental African Studies (England). It is hoped that in the future most of the candidates for the TFT formal courses with universities will be recruited through regional training teams.

Objective 3

Decentralization of Training for Transformation

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

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

Implemented Activities: TFT facilitated a Regional ThinkWell attended by 30 delegates, 13 countries and 22 organizations with TFT graduates, facilitators and development practitioners as illustrated in table 5.

Table 5 TFT Regional ThinkWell countries, number of delegates and organizations

Country	Delegates	Organizations
India	1	1
Indonesia	2	2
Kenya	2	2
Netherlands	1	1
Nigeria	1	1
Scotland	1	1
South Africa	9	4
Sudan	2	2
Tanzania	2	2
Uganda	1	1
USA	1	1
Zambia	2	1
Zimbabwe	4	3
13	30	22

The purpose of the ThinkWell was threefold; (i) Review the decentralization progress and strengthen country and regional teams, (ii) Produce a plan for strengthening the TFT NPC networks and regional growth, (iii) Set up the TFT NPC committees to develop policies, structures and procedures. The following interim structures were set-up.

Interim Board

Nobuzwe Mafokeng, Philani Mkhize and Sibonigile Mtungwa – in Chair for registration (South Africa), Leticia Hari (Southern Africa), Mercy Kappen (South East Asia), Beji Benjamin Jibe (West Africa), Shirley Silva (Latin America).

Interim Advisory Committee

Sally Timmel, Filip Fanchette, Xavier Manjooran, Thelma Awori, Ina Conradie, Dian Yanuardi, Joyce Saiko, Otilia Chinyani, Carolina Cajas, Dan Glass, Asjad Alnoo and David Kaulem.

Committees

Financial Policy (Audits) by Leticia Hari

Human Resources Policy by Philani Mkhize

Facilitator Guide by Zunaid Moolla

Code of Conduct by Gloria Kavishe

Fundraising Policy by David Kaulem

Operational Guidelines by Xavier Manjooran

The Constitution, Memorandum of Understanding and, Memorandum of Incorporation - Shula Mafokoane, Nobuzwe Mofokeng, Mike Abrams, Asjad Alnoo and Beji Jibe

Monitoring and Evaluation by Carmen Opperman, Dian Yanuardy, Maria Latumahina, Sibongile Mtungwa

Organizational Learning by Ruth Mattison, Otilia Chinyani, Dan Glass and Jumana Eltigani

All the policy documents were submitted to the TFT office in the reporting period. The documents are being edited and the NPC registration is in third stage. The third stage includes the already submitted Memorandum Of Incorporation (MOI) to be used for obtaining the NPO status (see attached Regional ThinkWell report).

Two regional teams Europe and South East Asia, specifically the United Kingdom, Indonesia, and South East Gujarati facilitated training workshops attended by a total of 150 community activists. The South Gujarati workshop was facilitated by a regional team of three. In South Gujarati young people trained raise cultural awareness against the cast system and forced marriages. This is said to resonate with young people who are said to be reversing the cultural boundaries. “After the training the young people create awareness about the indigenous people’s rights enshrined in the Indian constitution; as a result the communities demand implementation of the laws at local level, such as the right to land ownership and benefits from local resources.

The Indonesian workshops were facilitated jointly by the UK team and the Western Papua team to 50 women. The training is said to have enhanced women’s capacity to organize economic activities such as coffee growing, processing and marketing combined with literacy programmes. “We thought that women’s problems were only about the quality of their produce and access to markets, but we have also learned from women that literacy is imperative for women to negotiate prices. For this reason we launched a literacy programme with women”.

TFT is still waiting for case studies on this issue to be published as one of the most significant stories of TFT in practice by the end of December 2019.

3.2 Overall achievements towards the project goal

The achievements towards the project goal could be best assessed by measuring both quantitative and qualitative evidence of the activities implemented on each objective.

Training for Transformation Diploma Trainings achieved 66 percent of its targeted staff members enrolled for the reporting period. High costs of training and difficulties of securing South African visas for participants from some countries contribute to lower rates of the TFT Diploma Course attendance. However, it is important to note that the outcome of their work in their organizations and communities with whom they engage is socially, economically and politically contributing to justice and human dignity. For instance, Noluthando Gwelani from Mqanduli Community Advise Center trained 40 women who after the training secured birth certificates for their children and accessed social grants, and consequently improved the wellbeing of the children. Another illustration is derived from Voice of Nigeria radio station where Abiodun Ozurumba is the first female Executive of Voice of Nigeria who has worked to mainstream gender issues into their radio programmes and supports other women to take leadership positions. Lastly Veronica Wangeri worked with women in the Slams of Eldoret in Kenya and improved the management of a credit scheme resulting into enhanced women’s capacity to support income earning initiatives used to secure food for the families and education children’s education.

Training for Transformation Introduction Courses – the project achieved more than 100 percent of its target of planned trainings and even had new courses planned to conduct in London and Glasgow that are a direct consequence of the March 2019 ThinkWell. The numbers increased through ongoing partnerships as Tekano; and the Mosaiko 2 year contract that include staff training and thereafter TFT Introduction courses with 6 regions within the country, with the trained staff.

Decentralization of Training for Transformation – the project achieved 75 percent of the planned activities of the reporting period. The challenge still remains with the setting up of active regional teams especially in Sub-Saharan Africa where countries are too vast, and TFT graduates have fulltime jobs. The process is more effective in South Gujarati India and in Western Papua and United Kingdom. In South Gujarati the team facilitates Introduction Courses attended by 50 young people from indigenous communities every month, 150 community activist were trained in the last three months of the reporting period.

Some regions and countries continue to experience financial resource and distance challenges. For instance, the Institute for Social Transformation had planned to host a Regional ThinkWell for East Africa that was postponed to the last quarter of the year due lack of financial resources. In Nigeria Beji Jibe from the Northern part of Nigeria struggled to connect with the other Nigerian TFT graduates because of the distances they have to travel. TFT hopes that the transitional period will also focus on ensuring that the regional and country teams are functional. Vast country such as Nigeria and South Africa could be organized into national regions. These tasks will be mainstreamed in the 2020 -2021 strategic plan proposed in the 2019 Regional Coaching ThinkWell.

Decentralization and Introduction Courses are strategic in creating a critical mass of facilitators in ways that are accessible and affordable to the organizations. For instance, the ZAR 70.000 for the training of one person in the TFT Diploma could be used to train 12-30 people in three weeks in the TFT Introduction Courses.

3.3 Other effects

Unexpected achievements of the reporting period are new partnerships forged. First, TFT Introduction course in England and Scotland to be conducted in August 2019. Second, a new partnership formed with The United Methodist Church Women Leadership Training hosted by the USA women, whose trainings are spread over a period of one and half years. Third, it is hoped that TFT will extend the FEC partnership to other Portuguese speaking countries in Africa (e.g. Guinea-Bissau) for more Introduction Courses, inspired by the Angolan TFT partnership with Mosaiko.

A partnership in a different shape but with extremely relevance is that TFT was contracted by Catholic Relief and Development Aid (CORDAID) in the Netherlands as a strategic partner to provide advice on participatory and transformative partnerships for six months (June-December 2019).

3.3.1 TFT in Practice NPC Process

Although the first stages of registration have been completed, TFT learned that the process takes much longer than anticipated. TFT is in process of finalizing the last two stages including the NPO status required for tax exemption certificate; hence it is imperative to have a transitional period of not less than twenty-four months in order to set up a fully fledged and functioning organization.

3.3.2 Partnership with Arrupe Jesuits University

The University could not fully accredit TFT Diploma Certificates for the 2018-2019 participants because it has not registered the Diploma in Transformative Leadership Course with the Zimbabwe National Qualification Framework. TFT successfully negotiated an academic recognition of the 2018-2019 Diploma Course for the students who might want to enroll for further studies with Arrupe Jesuit University. A decision will have to be taken in the future to explore the possibility of placing the academic element of TFT with Arrupe and the TFT NPC to focus on decentralization and training staff and leaders from organizations that focus on social justice issues.

3.3.3 TFT Mosaiko Angola partnership

The partnership in Angola trained a total of 283 development practitioners in the reporting period. As highlighted earlier a water and sanitation programme was initiated in Luanda after training. For this reason the TFT coordinator of the training in Angola Inês Neto was invited to make a presentation to the leadership of FEC in Portugal. The feedback is that FEC may enter into partnerships with TFT to facilitate Introduction Courses in other Portuguese speaking countries.

3.4 Risks And Unexpected Opportunities

TFT perceives four main risk areas relevant to the implementation of this project include; (i) TFT partnerships in new regions, (ii) Setting up functioning Regional Teams (iii) TFT new identity and (iv) Sustainability.

3.4.1 TFT partnerships in new regions: The TFT Introduction Courses to be facilitated in London and Glasgow seeds TFT in Europe. This move could pose both challenging and growth opportunities. For instance, expansion of the trainings may require more competent and experienced staff to facilitate in the different regions. This is a challenge because TFT is still in the process of coaching regional teams. The opportunity is that there is continued demand for the training which is evidence that the methodology is relevant and enhances the capacity of organizations working in development to engage with people more effectively. Furthermore, the training contributes significantly to TFT sustainability through the income generated. For instance, TFT was contracted by Catholic Relief and Development Aid (CORDAID) in the Netherlands as a strategic partner to provide insights and advise on participatory and transformative partnerships for six months (June-December 2019) This initiative will generate more than ZAR 200.000.

3.4.2 Setting up effective and functioning TFT Regional Teams: The March Regional Coaching ThinkWell revealed that in some countries TFT graduates were spread through vast geographic regions making it difficult to organize local meetings. An illustration of this situation came from Nigeria where Beji Jibe based in Catholic Justice Peace Office in the North struggled to organize a national TFT meeting with participants based in the South. In light of this situation, it is imperative for TFT consider hiring a staff person who will work direct with the country and regional teams.

3.4.3 Training for Transformation new identity: The threat is that the TFT in Practice NPC is a new identity independent of The Grail Centre Trust which will need to build its own reputation. TFT will be officially launched by the Grail Centre Trust when the registration is complete. The new opportunity is that TFT is building new partnerships in Europe and in Portuguese speaking countries.

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3.4.4 Lack of funding: The threat is that funding for NGOs, FBOs and CBOs is dwindling against the increasing demand for the services the organizations offer because of poor performance and corrupt practices of the governments especially in Sub-Saharan Africa where TFT derives most of the participants. The opportunity is that TFT will intensify the decentralization process to ensure that it is strategic affordable, and sustainable. This will be achieved through a twofold approach, (i) spacing out the Diploma and Certificate Courses held at the Grail Centre to once every three years allowing organizations ample time to mobilize financial resources. (ii) TFT will negotiate tariffs for the Introduction Courses with the hosting organizations.

4. INTERIM CONCLUSIONS

The project met more than 80% of the target in the stated objectives of the reporting period and increased the number of partnerships.

Training for Transformation Diploma Trainings

Although the 2018-2019 TFT Diploma Course had the lowest figure of attendance 66 percent, it important to underline that South African stringent visa process and lack of funding among the organizations that send participants contributed to high rates of dropouts. For this reason the TFT in Practice NPC will have to space out such trainings to allow ample time for organizations to mobilize resources. The other option would be for the NPC to focus on decentralization and partner with institutions of higher learning for the accredited courses.

Training for Transformation Introduction Courses

TFT Introduction Courses are not only affordable, accessible and sustainable, but they also serve as coaching for regional and country team facilitators. Notwithstanding the fact that TFT Introduction Courses are a source of income; for instance, TFT generated 58 percent of the funding needed for implanting activities of the reporting period.

Decentralization of Training for Transformation

Decentralization remains the most challenging objective only two out of the five regions; Europe and South East Asia are grounded and active. The Sub-Saharan Africa regional teams are still weak; the proposed strategy is to strengthen country teams by creating national regions in countries such as South Africa and Nigeria because of their geographic vastness. TFT graduates in the other countries operate in silos of their organizations and this weakens the training approach and could instill competition for resources among the TFT facilitators. The focus of the 2020-2022 calls for robust approaches for building the regional and country teams by creating a staff post within TFT to work with country and regional teams.

The most significant lesson of the reporting period is that there is increased demand for TFT in Africa, Europe, South East Asia, and other parts of the world. TFT needs to build a critical base of graduates capable of facilitating TFT Introduction Courses. For this reason decentralization and building collaborative approaches among TFT country and team graduates will be imperative towards TFT accessibility, affordability and sustainability.

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.

TFT IN PICTURES JANUARY – JUNE 2019



TFT in Practice NPC Interim Board, The Grail Centre, Kleinmond, March 2019.



Regional Think Well – Envisioning the Future, The Grail Centre, Kleinmond, March 2019.



TFT Introduction course Mosaiko, Luanda Angola, February - March 2019.



TFT Introduction course Mosaiko, Cubal, Angola, March 2019.



Group discussion. TFT Tekano Module 1 – Tekano Health Equity, 05 – 13 April, The Grail Centre.



'Ice breaker'. TFT Tekano Module 2 – Tekano Health Equity, 3 – 7 June 2019, in Johannesburg.



Diploma participants in solidarity with Sudan supported the 'million man march' 2019 in social media platforms.



Advert TFT Introduction courses UK (London and Scotland).