TRAINING
FOR TRANSFORMATION

STRATEGIC PLAN
2016–2020

A Programme of The Grail Centre Trust

September 2015

TABLE OF CONTENTS

SYNOPSIS

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,

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.

2. INTRODUCTION AND BACKGROUND

The strategic planning meeting followed two weeks of the Thinkwell of TfT Super Trainers – a selected group of TfT implementers that ranks among the most active and visible. The involvement of this group in shaping the curricular for regional TfT short courses made the strategic planning process easy and smooth. It is greatly appreciated.

Training for Transformation further appreciates the support of all partners who supported the strategic planning, including funding partners, sister organizations and collaborating agencies.
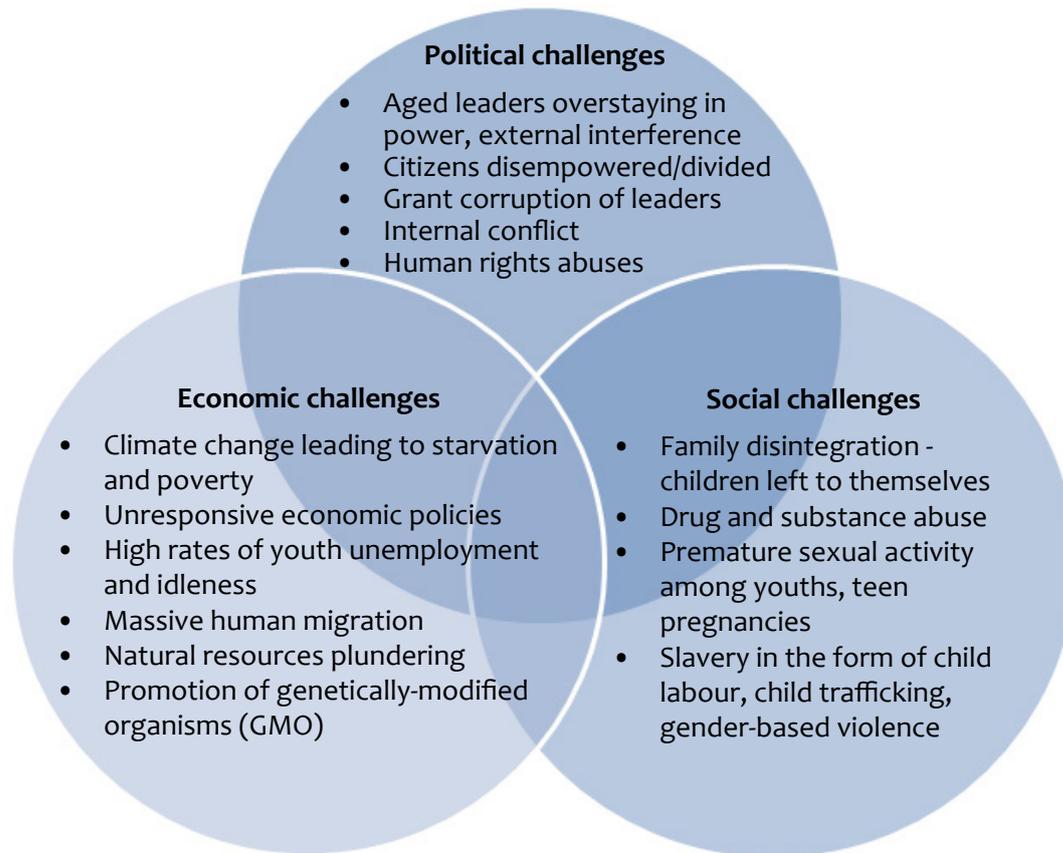
1.1. Objectives of the strategic thinking process

i. To analyze the factors affecting the organization's operations and performance, and their interconnectedness.

ii. To align the strategies of the organization with the realities associated with the factors (in the operating environment) above.

iii. To determine the strategic direction and action path that the organization should take in the period from 2016 to 2020.

A facilitator steered the strategic thinking process, which involved discussion sessions and group work guided by a set of themes agreed upon through prior consultations among stakeholders. Discussions started from an analysis of the circumstances surrounding TfT in various regions in South Africa's Western Cape where the Grail Centre is situated.

1.2. Situational analysis: factors affecting TfT program performance

The workshop agreed that the TfT Program is operating within a period of intense crisis, where developments in other parts of the world, especially fellow African countries, adversely affect events in South Africa where the Grail Centre is located. The challenges in various parts of the world were classified as political, economic and social. The chart below illustrates how the political, economic and social challenges that TfT is responding to are interconnected and difficult to view outside the context of each other.

Political challenges

- Aged leaders overstaying in power, external interference
- Citizens disempowered/divided
- Grant corruption of leaders
- Internal conflict
- Human rights abuses

Economic challenges

- Climate change leading to starvation and poverty
- Unresponsive economic policies
- High rates of youth unemployment and idleness
- Massive human migration
- Natural resources plundering
- Promotion of genetically-modified organisms (GMO)

Social challenges

- Family disintegration - children left to themselves
- Drug and substance abuse
- Premature sexual activity among youths, teen pregnancies
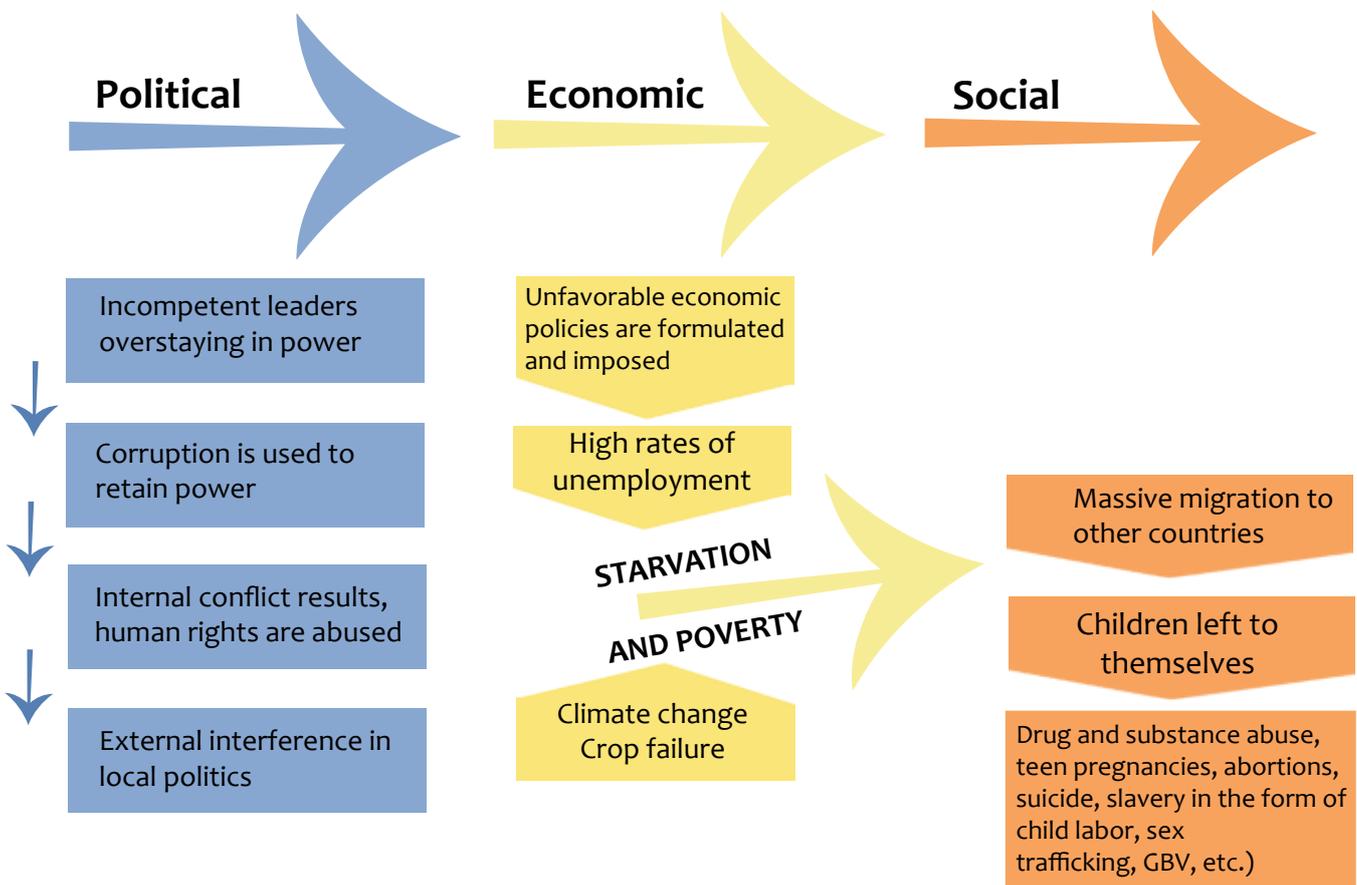- Slavery in the form of child labour, child trafficking, gender-based violence

According to the diagram above, which is an outcome of group work, political challenges are usually the source of economic and social problems, although the relationship is always too complex to describe. It starts with the selfishness of elected political leaders who focus on consolidating their hold on power, at the expense of people's rights or needs, by strengthening the military and using it to intimidate citizens. Disempowered and divided, citizens generally find it difficult and risky to dethrone unpopular leaders who have manipulated constitutions to their benefit. The more they stay in power the more difficult and risky it gets to replace them. Meanwhile, these leaders condone and promote corruption, if not actively participating in it themselves. Where they have successfully associated themselves with specific ethnic groups, internal conflict has arisen along lines of ethnicity, resulting in civil wars during which human rights are seriously abused (e.g., through the use of child soldiers). Accordingly, the workshop distinguished between high and low risk regions in view of the levels of internal conflicts experienced in each. These conflicts and misrule then attract the interference of leaders from developed countries in Europe and the United States of America (USA), who take such measures as imposing sanctions, which cause economic problems.

Starvation and poverty are the commonest economic problems faced in the countries that have benefited from TfT. While that is largely a result of climate change, which causes crop failure, starvation and poverty are traceable to poor governance in the form of unresponsive economic policies and abuse of natural resources such as minerals. GMOs have been allowed on the market in most developing countries to promote western businesses, but at heavy costs of ill health and threats to human life. With poor economic policies that stifle economic growth, rates of youth unemployment rise, forcing people across their national borders in massive human migration.

Social problems can be results of the people's attempts to cope with the economic problems described above, where massive human migration has left families disintegrated with children left to themselves without adult guidance. As a result, crime rates are rising along with drug and substance abuse. Young people are the commonest victims of these problems, being the ones most affected by high unemployment rates. Among drug addicts are found victims of suicide, abortion and mental disorders. Premature sexual activity of young people, if not children, has meant increases in the number of teen pregnancy and a generation of children who are cared for by children. The desperate need of the emerging generation of teen parents has plunged them into sex slavery and gender–based violence (GBV). On the other hand, the fast pace at which the social media is gaining precedence has seen people losing relationships with each other, as they spend more time on mobile phones, laptops and ipads than with friends, spouses and family.

The flow diagram below attempts to show the progression of problems from political to the social.

Political → **Economic** → **Social**

Incompetent leaders overstaying in power

Corruption is used to retain power

Internal conflict results, human rights are abused

External interference in local politics

Unfavorable economic policies are formulated and imposed

High rates of unemployment

STARVATION

AND POVERTY

Climate change Crop failure

Massive migration to other countries

Children left to themselves

Drug and substance abuse, teen pregnancies, abortions, suicide, slavery in the form of child labor, sex trafficking, GBV, etc.)

According to the diagram above, poor leadership accounts for the continuance of unfavorable economic policies which, combined with harsh climatic conditions exacerbate poverty and starvation, leading to social problems that affect the youth more seriously than other groups. There was some consensus that at community level people readily see and feel social problems, but they are manifestations of economic problems emanating from political problems.

At the level of organizations that interact with the TfT Program and the Grail, political problems were seen to affect funding levels that developed nations make available to organizations. That limits the extents to which TfT implementers apply themselves in transformative activities in their

countries and determine how they structure themselves. In addition, communication between organizations becomes more strategic, being restricted to institutions with the biggest potential to benefit others, especially financially. The diagram below illustrates this.

Political

Organizational
Structures

Funding

Communication
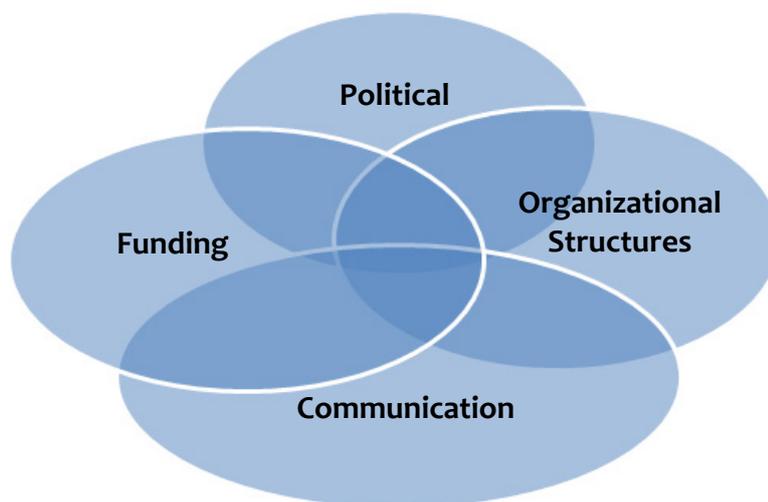
1.3. Implications of regional challenges to TfT

TfT represents a small but highly potent force that can transform the political, economic and social situations in various regions through driving a coordinated movement. It can be likened to an ant, which despite its small size in comparison to an elephant is able to kill it by penetrating its respiratory system. TfT is therefore called to identify the sources of power that prevailing political systems rely on and work progressively to weaken these using the strengths of the network of TfT practitioners. The first such strength is unity of purpose amongst TfT practitioners in various regions.

The second area of strength will be to operate with the most strategic spaces for TfT, where it is able to make the most impact. These spaces include the following:

i.   Ant space – as an ant can slay an elephant regardless of its comparatively small size, TfT practitioners are few in number but have the expertise of building massive movements that dislodge strong systems.

ii. Reclamation of ownership – TfT will maximize its impact by enlightening communities about the things that rightfully belong to them and mobilizing them to own decision making processes.

iii. Focus on youth and children – young people and children are the future and the leading reason why adults struggle for a better tomorrow. TfT can be highly effective if it mobilizes them to take ownership and control of their destinies.

iv. Political Centres – given that politics is the source of a lot of community problems, TfT will be strategically placed by identifying and enlightening politicians who are willing to learn and passionate about positive change.

v.   Funding – emphasis will need to be placed across the TfT network on resource mobilization to secure funding for scaled up operations. Regional networking will be key to the success of this endeavor.

vi. Risk mitigation – it will always be understood that politics can be dangerous and TfT practitioners are called to tread carefully in handling politicians in order to minimize risk. Strategies with minimal risk will be applied in order to preserve the drivers of the TfT movement.

The above implications are the basis of the specific and detailed strategies presented and discussed in Chapter 2.

2. STRATEGIC DIRECTION OF TFT

The situational analysis in Chapter 1 guided the strategic planning process that informed the strategic direction or thrust that TfT will take. Based on that situational analysis, the strategic direction of TfT encompasses the TfT guiding values, strategic focus from 2016 to 2020, and strategic pillars on which specific strategies will be built. These strategies informed the revisions to the TfT vision, mission, objectives, indicators and action plans, which are presented in Chapter 3.

2.1. Guiding principles

The TfT strategy's guiding principles will be:

- **Autonomy for the regions** in deciding on which courses of action to take in building the TfT movement, especially with regards the design of coordination structures and determination of priority community development issues to address. The unified curriculum developed during the super trainers thinkwell will remain the basis for the TfT network's harmony.

- **Separate strategies for different areas** – related to regional autonomy above, different regions will freely develop their own strategies that suit their various realities.

- **TfT pulse: prioritize support** – emphasis will be placed on strengthening the levels of support given to different regions to enable them to accomplish their goals.

- **Reclaiming ownership** – All TfT efforts will strive to empower the people to reclaim ownership of all critical processes for the development of their communities. They will have to be done without them or their input.

2.2. Strategic focus

In view of the above guiding principles, the program's focus will incorporate the following:

a. Application of different (and therefore situation–specific) strategies for:

 i. **High conflict areas/regions**: while Nigeria, Indonesia, South Sudan, Zimbabwe, South Africa and Mozambique qualify to be termed high conflict areas, priority will be given to Nigeria, Indonesia and South Sudan. In these three regions, instability and insecurity levels are not only higher than elsewhere, but the number of trained TfT practitioners is smaller in these. A two–phased approach will be applied in the high conflict zones in order to accelerate the multiplication of TfT practitioners. That will involve a first phase of delivering the **Introductory course** to a larger group of participants from which those with potential to take the training further will be identified.

The second phase will then be the intensive training of **Change Agents** – the group of trainees from the introductory course who will be found with potential to meaningfully change their communities. The strategy anticipates that by rapidly multiplying change agents in high conflict areas the speed of the TfT movement will be faster and its reach will be wider within the period 2016–2020.

ii. **Low conflict areas/regions**: every country and region apart from Nigeria, Indonesia and South Sudan will be considered as low conflict regions. In these, emphasis will be placed on reclaiming ownership of development processes, and questioning decisions making systems (who makes which decisions and for who?). Other areas of focus will be leadership cohesion based on social structural analyses, cohesion of the people, climate change, lobby and advocacy skills, especially with regard the control and ownership of local resources. The training will seek to celebrate and promote indigenous knowledge systems regarding spirituality, ecology, economics and so forth, as well as the rights–based approach to development.

b. **Working with faith–based organizations (FBO) or religious institutions (churches, mosques, etc.)**: these institutions will be targeted because they are listened to and they reach out to large and captive audiences of their congregants, who are consistently available on worship days. The consistency of subscribers to dominant religious movements (e.g., Bahai, Traditionalism, Christianity, Islam, Jewish religions, Hinduism, etc.) combined with the strong urge of all religions to evangelize will see the TfT movement gaining momentum. People at different levels of authority will be recruited for the training.

c. **Leadership cohesio**n – in all areas, whether high or low risk, the program will promote cohesion at leadership level because a movement easily dies if leaders are disjointed.

d. **Youth and children** – TfT will make deliberate efforts to increase the participation of youth and children either through training young change agents or through working with youth–focused or child–Centered organizations. Young people's high levels of energy and enthusiasm are potent sources of the TfT movement's future impact, and should be harnessed.

e. **Reclamation of ownership** – as described in 2.1 above.

f. **Locally sourced funding** – social entrepreneurship and innovative resource mobilization will be promoted and technically supported.

For effectiveness, people with high potential or showing evidence of putting TfT into practice will continue to be targeted. Introduction courses will continue to be delivered to organizations, targeting leaders, and thinkwells will continue as platforms for the networking of TfT practitioners (adults, youth) and organizational directors.

2.3. Strategic pillars

The strategy will be built upon the following pillars:

a. Cohesive leadership; vibrant and active citizens in each area

b. Child, youth and practitioner focus

c. Climate change responses

d. Mobilizing local financial and human resources (social entrepreneurship)

2.4. Strategy statement

The TfT strategy will centre on *Training and building a movement of critically conscious TfT animators who are capable of working with leaders and people to promote citizen participation, accountability, ownership and control of natural resources, thereby tackling poverty.*

The framework illustrated below defines the TfT strategic statement:

Enhanced Training of Change Agents

PRIORITY 1: HIGH CONFLICT AREAS – NIGERIA, SOUTH SUDAN, INDONESIA

MOVEMENT BUILDING

Diploma Course

PRIORITY 2: LOW CONFLICT AREAS

- CITIZEN PARTICIPATION
- OWNERSHIP AND CONTROL OF NATURAL RESOURCES
- TACKLING POVERTY

The above diagram illustrates that the TfT movement will aim to maximize citizen participation in development processes, local ownership and control of natural resources, and ultimately effective tackling of poverty. The enhanced training of changes agents in high conflict areas and delivery of the diploma course to participants from the high and low conflicts areas will ignite and fuel the movement that TfT practitioners in different regions will autonomously drive in response to situational dictates. Three strategies were developed to make this plan possible, as follows:

2.4.1. Strategy 1: High conflict areas – Nigeria, Indonesia and South Sudan

The framework illustrated below defines the TfT strategic In the high conflict areas TfT will emphasize on increasing the effectiveness of:

- Community development;
- Peace building/conflict transformation, and;
- Independence and reconstruction.

A two–phased approach will be employed as follows:

a. Introductory course for participants from strategic organizations (i.e., organizations responding to pertinent issues affecting the people and reaching out to wide populations).

b. Change Agent training, focusing on community healing and conflict transformation.

High conflict areas will be supported by enrolling high numbers of participants from the three regions for the diploma course. The expected outcome of these efforts will be:

TfT rooted in the three high conflict areas based on local financial and human resources.

2.4.2. Strategy 2: Low conflict areas

In low conflict areas, faith–based organizations representing the Bahai, Christian, Islam, traditional, Hindu and other related faiths will be targeted. The recruited participants will represent different levels of authority in these organizations while the trainings and exercises targeting these organizations will focus on:

a. Reclamation of ownership (of processes, decisions, etc.). Questioning will Centre on "who makes what decisions for whom?" The aspects to be covered under this theme include:

- Cohesion of leaders, manifesting in stronger regional networks
- Vibrant and active citizens
- Social and structural analyses for stronger lobby and advocacy
- Children, youth and practitioners (including the targeting of organizations dealing with children and youths)
- Climate change
- Indigenous knowledge systems

b. Regional thinkwells characterized by the following attributes:

- Networking facilitated in order to increase the cohesion of leaders
- Specific sessions held for Directors to help them appreciate and support TfT
- Rights–based approaches to inform effective lobbying and advocacy

c. Delivery of introductory TfT courses for all staff members in organizations

d. TfT Office's prioritization of support to organizations of TfT graduates that demonstrate high commitment levels in order to keep energies and resources invested in the ones that build and grow the movement.

2.4.3. Strategy 3: TfT Office

The TfT office at the Grail Centre will concentrate on the following:

a. Running one diploma class per year, which will be recruited via regional teams

b. Supporting regional thinkwells to support leadership cohesion

c. Maximizing publicity for the movement through the media (multi–media strategies needed)

d. Supporting the introductory courses in the regions

e. Fundraising for diploma courses run in South Africa

f. Drawing up guidelines for writing joint proposals with regional teams

3. STRATEGIC ACTIONS & PERFORMANCE BENCHMARKS

Strategic actions in this Chapter emanate from the strategic plan's revisions of the TfT vision, mission, creed, aims and action plans.

3.1. Vision

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

3.2. Mission

To build a vibrant global movement of TfT animators from strategic organizations and initiatives with the ability to enhance communities' capacity to own and control development initiatives

3.3. Creed

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,
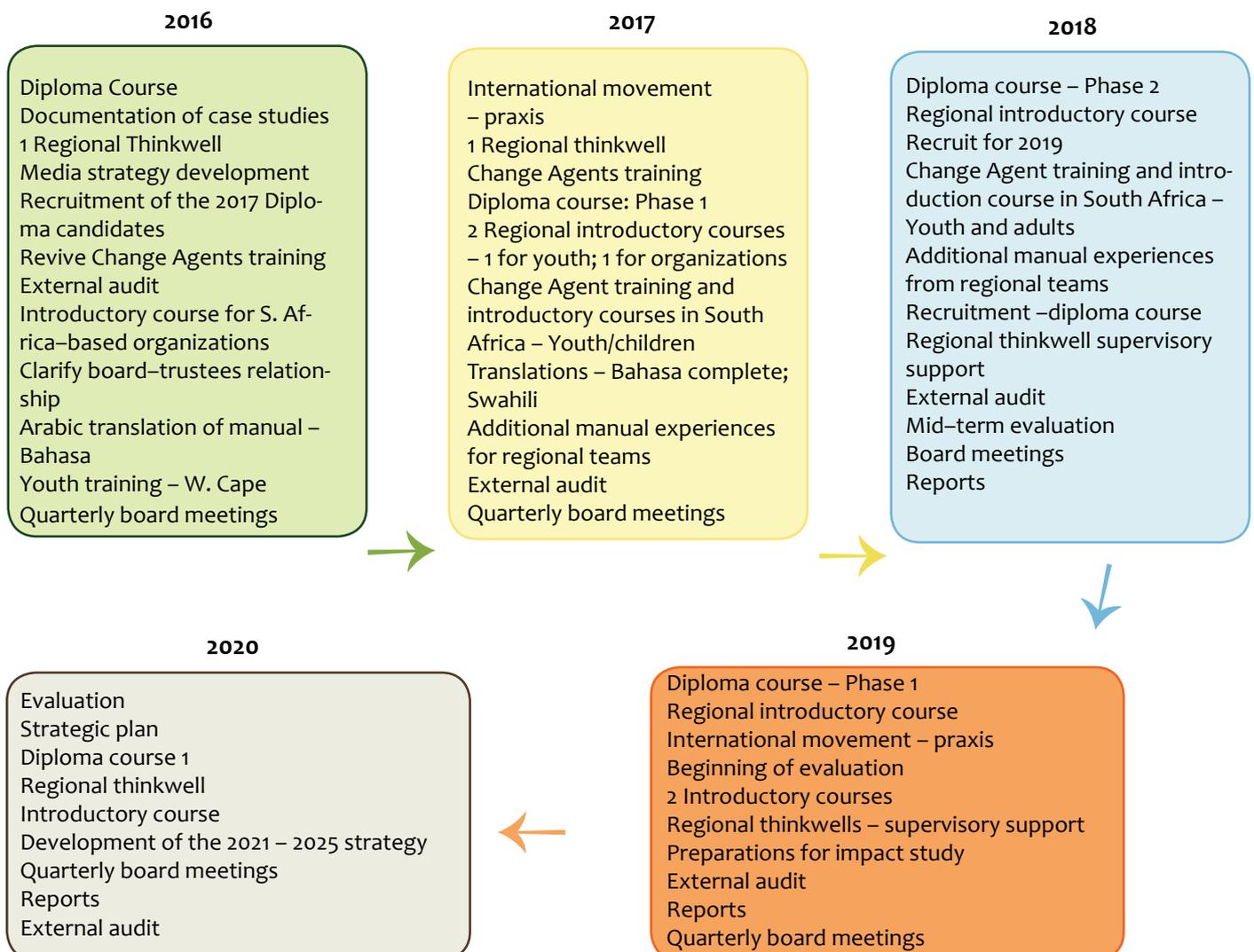*and to advocate for equity between women and men*
In solidarity with the poor, we pledge for equitable ownership, control and
redistribution of our nations' wealth as hallmarks
for liberation, freedom, peace and justice.

3.4. Aims

i.   To train teams from strategic organizations in participatory development facilitation and animation

ii. To form autonomous TfT regional hubs

iii. To work with and challenge local and national leaders to ensure macroeconomic policies that are to the advantage of the marginalized

iv. To link community development efforts with wider national and global civil society

3.5. Action plans

The diagram below enlists the actions that will be taken in pursuit of the vision, mission, creed and aims stated above.

2016

Diploma Course
Documentation of case studies
1 Regional Thinkwell
Media strategy development
Recruitment of the 2017 Diploma candidates
Revive Change Agents training
External audit
Introductory course for S. Africa–based organizations
Clarify board–trustees relationship
Arabic translation of manual – Bahasa
Youth training – W. Cape
Quarterly board meetings

2017

International movement – praxis
1 Regional thinkwell
Change Agents training
Diploma course: Phase 1
2 Regional introductory courses – 1 for youth; 1 for organizations
Change Agent training and introductory courses in South Africa – Youth/children
Translations – Bahasa complete; Swahili
Additional manual experiences for regional teams
External audit
Quarterly board meetings

2018

Diploma course – Phase 2
Regional introductory course
Recruit for 2019
Change Agent training and introduction course in South Africa – Youth and adults
Additional manual experiences from regional teams
Recruitment –diploma course
Regional thinkwell supervisory support
External audit
Mid–term evaluation
Board meetings
Reports

2020

Evaluation
Strategic plan
Diploma course 1
Regional thinkwell
Introductory course
Development of the 2021 – 2025 strategy
Quarterly board meetings
Reports
External audit

2019

Diploma course – Phase 1
Regional introductory course
International movement – praxis
Beginning of evaluation
2 Introductory courses
Regional thinkwells – supervisory support
Preparations for impact study
External audit
Reports
Quarterly board meetings

3.6. Action implementation values

3.6.1. Mainstreaming in all curricular

Across the TfT curricular the following components will be mainstreamed:

- Indigenous knowledge systems related to food production or security, culture, spirituality and so forth

- Climate change

- Rights–based approach

- Ownership and control of natural resources

3.7. Recruitment of participants

The following values will be respected in recruiting participants for all TfT courses, and the TfT office will communicate the participant selection criteria with regional teams:

- Preferential recruitment of youth and children–focused program practitioners.

- Recruitment of participants via regional teams whose selection criteria will include one's track record in their communities, two positive recommendations per person, clean track record verified through internet search (using Big–data), confidential online questionnaire filled in by one's referee.

- Preferential recruitment of female participants at a ratio of at least 60% women and 40% men.

3.8. Media strategy

A robust multi–media strategy will be built around the mechanisms and actions listed below:

- Collection and documentation of case studies of effective and high impact TfT implementation in regions: Jumana Altijani (South Sudan) and Naftal Guambe (Mozambique) will coordinate the collection of these case studies.

- Development of a media strategy for the TfT movement – Dan Glass will initiate and lead the relevant processes with support from Mike Abrams.

- Production and dissemination of quarterly newsletters reporting the most significant TfT tools and/or stories, new innovations and so forth.

- Increase visibility of TfT through branded t–shirts, caps, business cards and so forth.

3.9. Succession strategy

A new Director of TfT should be appointed by 2020, but not without the following preparatory steps for continuity:

- Establish and confirm TfT leadership team well ahead of 2020 for grooming purposes, redefining positions and roles to be played in line with available skills set;

- Identify candidate and appoint into specific succession position;

- Coach appointees to the position;

- New Director to be in place by 2020.

3.10. Milestones

The milestones for the strategic period (2016–2020) are for key activity areas including training, regional team formation, thinkwells, translations of TfT manuals, publications, media, evaluations and strategic planning. The table below enlists the specific milestones under each broad area of activity.

Broad activity area	Milestones
Training: non–South Africans	3 TfT diploma course streams trained
	108 non–South Africans reached with TfT diploma course
	360 non–South Africans reached with the introductory course
	7,200 non–South African Change Agents trained
	43,200 non–South Africans in communities reached by change agents
Training: South Africans	375 South Africans reached with the introductory module
	7,500 South Africans reached via participants of the introductory course
Regional teams	1,000 people trained in TfT introductory course by regional team members
	200 organizations reached in 5 years
Thinkwells	72 participants from 15 countries reached with international movement praxis
	100 participants reached through the regional thinkwell sessions
Translations	1,500 copies of the TfT manual Volumes 1–3 translated to Arabic by November 2015 (500 copies per volume)
	4,000 copies of the TfT manual Volumes 1–4 translated into Bahasa by 2017 (1,000 copies per volume)
	2,000 copies of the TfT manual Volumes 1–4 translated into Swahili by 2018 (500 copies per volume)
Publications	Curriculum for introductory course completed – 2016
	60 case studies of most significant TfT stories of practice documents (12 per year)
	Vol 6 – TfT Movement Inventions produced by 2019
	5 annual reports produced
	10 bi–annual reports produced
	10 external audits produced
Media	5 X 5–minute video on TfT practice (one per year)
	20 newsletters
	Facebook weekly updates
	Monthly updates of the TfT websites
Evaluations	Mid–term evaluation completed by 201
	Impact study completed by 2020
Strategic planning	5 annual assessment of regional teams
	2021–2025 Strategic plan developed by end of 2020

3.11. Impact indicators

In line with milestones in the above table the impact indicators of TfT will relate to the following:

i.   Food sufficiency

ii.   Organic food production

iii. Women elected into local government

iv.   Garbage recycling

v.   Drug and substance abuse reduction

vi.   Reforestation

vii. Local resource management structures in place

viii. Regional TfT entities fully functional

ix.   Local leaders held accountable by communities

x.   Child protection laws enacted and enforced

xi.   Gender is mainstreamed into local government operations

xii. Increased number of TfT courses held in the regions

xiii. TfT is part of the global rights–based movement

xiv. Online, radio TfT programs

xv.   TfT is 40% self–sustaining

ACKNOWLEDGMENTS