



TRAINING
FOR
TRANSFORMATION

ANNUAL REPORT 2013



A PROGRAMME OF THE GRAIL CENTRE TRUST

A. GENERAL INFORMATION

Name of organization: The Grail Centre Trust

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Project title: Training for Transformation

Reporting period: January – December 2013

Date of report: January 2013

Person/s responsible for this report: Ntombi Nyathi

B. CHANGES

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

The first week of December was a global pulse because of Nelson Mandela's death. His unwavering commitment to the liberation of people against all forms of oppression regardless of their race or creed is imperative in development work. Mandela noted that freedom, justice, participation, equal opportunities and access to basic services, such as health and education are pillars that could measure the extent of people's freedoms. The current global challenges include high levels of unemployment and migration among many. According to www.economicoutlook.net 60 per cent of the population are young people who account for 45 per cent of the labour force. On the other hand, it is also estimated that 50 per cent of these young people are either illiterate or have no vocational skills to secure employment. The 8 African countries, Sudan, South Africa, Swaziland, Kenya, Nigeria, Uganda, Zimbabwe, Zambia that are participating in the course are experiencing increased crime, drug and substance abuse and migration otherwise 'skills drain'. A Sudanese student reported that 60 000 young professionals migrate from Sudan with signed contracts to Saudi Arabia, the US and other Western Countries annually.

The most significant lesson from Mandela is that freedom is obtained through turning the processes of suffering and endurance into opportunities to live with hope. In the words of Williams Mathew (1942 – 1997) "The difficulties, hardships and trials of life, the obstacles... are positive blessings. They knit the muscles more firmly and teach self-reliance." The quote encapsulates the financial and human resources challenges that Tft experienced in 2013. We noted that the challenges were not only Tft experiences but also regionally and globally too. Responding to the resources challenges, Tft initiated Introduction Courses as a marketing strategy through which more than R800 000 was generated. Furthermore, Tft is processing 2 – 3 year partnerships with Western Papua and The Christian Brothers Congregation. These institutional arrangements will generate income for Tft but also expand the processes through which the Tft methods are shared with civil society in other countries.

2. Changes within the organisation

Two programmes – Muthimukulu and Community Development – were combined into one programme Muthimukulu Community Development under the Leadership of Doreen February. This means that The Grail Trust has two programmes including Training for Transformation. The latter's programmes are facilitated by outsourced labour during the courses because the programme cannot afford fulltime staff. The Grail Centre and Muthimukulu are properties of the Grail Centre Trust and under the curatorship of the Trustees. Except for the Centre Manager, all the programme leadership is female.

In the beginning of November, Tft hired Shula Mafokoane, a Development Studies and former Tft graduate into the position of a senior trainer. Her support will be significant for growing and rooting Tft in the South African civil society.

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

1. TRAINING

Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
<p>1.1 Diploma Course</p> <p>To facilitate a final phase of the Diploma Course 2012 -2013</p>	<p>23 [4 males and 19 females] participant from 11 countries, attended the last residential phase of the Diploma Course.</p>	<p>Out of the 36 13 participants dropped out, 7 in the first phase and 6 in the last phase, sadly one passed on. All the participants that dropped out were financial challenged because the organizations lost funding.</p>	<p>First, none refundable enrolment fees should be introduced to all Tft applicants.</p> <p>Second, enroll more than 40 participants so that by end of the course Tft would have 36 participants.</p> <p>Third, organize cluster funding for countries such as Sudan. Tft is already working with Jihad Adam, a Sudanese student to this effect.</p> <p>Portuguese speaking countries proposal was initiated and approved.</p>
<p>1.2 Certificate Course</p> <p>To facilitate 1 x 36 first phase of the Certificate Course by end of November</p>	<p>Out of the 40 enrolled 34 (9 males) participants attended the first phase of the first phase 2013/14 Certificate Course.</p>	<p>Even if Tft enrolls more participants it turns out some will still dropout on the last minute. It is hard to predict how people would turn up.</p>	<p>Tft might have to consider the number of enrollment to 45.</p> <p>The number of male participants increased due to the request from religious orders, Christian Brothers African Province (4) and, (1) Jesuits for Gujarati India. Tft had to create male space for 3 males from credible organizations that focus on community empowerment programmes.</p>
<p>1.3 Introduction Courses</p> <p>To facilitate 2 x 25 Introduction Courses first, in Zambia and Ghana with Christian Brothers and</p>	<p>5 Introduction Courses attended by 184 people (110 females) were facilitated. 3 Additional Introduction Courses were requested and facilitated in Indonesia Western Papua and Mozambique</p>	<p>The increase in attendance from the Women on Farms Project is due to the rising need for women who live on farms to organize and mobilize for change.</p> <p>Western Papua and</p>	<p>Tft is negotiating a separate and long term planning and fundraising process that will facilitate the training of change agents on farms with Women on Farms Project.</p>

Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
Second in South Africa with Women on Farms Project		Mozambique workshops were scheduled later in the year because of the demand for Tft methods in development work.	<p>The courses attendance increased by more than 300 per cent. We attribute this increase to the growing need for active citizenship arising from social, economic and political challenges.</p> <p>Tft is working with Western Papua and the Christian Brothers African Province for a 2 – 3 year agreement in training. The two organizations would contribute not less than a million Rand towards Tft.</p> <p>Tft needs to explore strategies to diversify Introduction Courses because this approach contributes significantly to the sustainability in the future.</p>

2. HUMAN RESOURCES

Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
2.1 To recruit Tft facilitators for the final in residence phase of the Diploma and Introduction Courses in Zambia and South Africa	A total of 11 facilitators were recruited for the Diploma and Introduction Courses; only one of the recruited facilitators was for the Introduction Course in South Africa. The Introduction Course in Zambia was jointly facilitated by Tft core staff and the one of the Christian Brother attending the course.		Using volunteers for the facilitation helped Tft to maximize the budget impact on the course especially with regards to International facilitators.
2.2 To develop and sign a long term contract with two senior trainers end of March	The two senior trainers did not sign a long term contract with Tft, because Tft did not have adequate financial resources to employ any senior trainer fulltime.	As noted above Tft relies on outsourced labor from the <i>alumni</i> and volunteer facilitators.	<p>Short term contracts are not strategic because the people outsourced leave as soon as they secure fulltime employment.</p> <p>Tft is negotiating with the core long term facilitating team based</p>

Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
			in South Africa, namely, Mike Abrahms, Zunaid Moolla and Judeline Clark to commit to the course schedules for the next 3 years [2014 – 2017].
2.3 To hire a long-term Senior Trainer before the end of 2013	One senior trainer, Shula Mafokane was hired in November 2013. Shula is a development studies graduated with 15 years experience in development, leadership, training and fundraising.	A significant lesson from 2.1 is the fact that Tft needs to secure 1- 2 year financial resource before employing fulltime staff.	It is hoped that Shula will bring with South African corporate sector to support women's empowerment through Introduction Courses. If this strategy works out there might be resources for another fulltime senior trainer.
2.4 Financial Resources To mobilize adequate financial resources for 2013 Diploma and Certificate Courses	2 new funding agreements signed with Misereor and anonymous.	Even if the disbursement forms were signed Tft did not receive the USD 30 000 expected from UN Women till the end of the year. The finance gap created by this anomaly exacerbated pressure on the team to get funding and settle debts accrued during the second phase of the Certificate Course 3 more Introduction Courses had to be facilitated to generate income.	Tft is still pursuing discussions with UN Women and we do believe that the money could be received in 2014. The debt was created could be settled.

3. MONITORING AND EVALUATION

Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
3.1 To follow up with Tft alumni through email, Skype, telephonic conversations and 'success stories' to put on our Newsletter	4 success stories were published in the Gr@ilVine Newsletter and circulated to more than 1 000 partners, Tft graduates and civil society organizations. A Tft Facebook page was created in May. (More data see marketing/communication column below). 24 stories of success were collected and 6 of the stories were published in booklet 'Our stories'.		Tft received overwhelming requests for the Certificate Course currently running with 34 participants. The Tft cyberspace seems to be most effective with regards to communication with alumni. Facebook is an effective mean of keeping in touch with alumni work.

<p>3.2</p> <p>To host an International Think Well to celebrate and develop strategies to:</p> <p>a) access the impact of 40 years of Tft and 10 years of Diploma Course</p> <p>b) Design strategies for decentralizing Tft</p>	<p>39 people from 23 countries and 3 continents, Asia, Africa and Europe attended the Think Well.</p> <p>A group of 17 people wrote a chapter in the book "Tft In practice" .</p> <p>Tft external Impact Study tools were developed.</p>		<p>The book was sent for publishing in November.</p> <p>The impact study tools will be used for the 2014 -2015 external impact study.</p>
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4. MARKETING 'Communications'

Planned Activities	Implemented Activities	Reasons for deviations	Comments intended adjustments
<p>4.1</p> <p>To produce brochures for Tft Certificate Course 2013 -2014 by end of February 2013</p>	<p>Printed 30 copies for regional and international Tft courses brochures, and circulated to more than 300 individuals and organizations via email and updated on the website.</p> <p>The marketing strategy seeded Tft in new countries such as Papua, Sudan, Mozambique and Cameroon.</p>		<p>Tft Plans to publish 2014 best practices from the graduates by the end of August on the blog.</p>
<p>4.2</p> <p>To create a Tft Facebook page by end of May</p>	<p>A Tft Facebook page was launched in May. It attracted people who engaged with Tft in the seventies, facilitators, ex-graduates, friends from the Grail and new interested all over the world. Tft Facebook has 500-1000 hits weekly.</p>	<p>The Facebook page is managed daily with updates on sessions facilitated during the courses, illustrated with photos and art from the participants' work. Inspirational sayings, articles, feedback from participants work and interested people keep the network going.</p>	<p>Tft believes that the overwhelming applications for the Certificate Course, and Introductions Courses could be emanating from the information accessed through social media.</p>
<p>4.3</p> <p>To produce 4 Gr@ilVine newsletters</p>	<p>4 Gr@ilVine newsletters produced and circulated to more than 1 000 organizations and individuals each.</p>		<p>The Newsletter gives a broader perspective from all Grail Programmes. The achievements and stories attract more participants in SA and overseas.</p>

<p>4.4</p> <p>To update Grail Programmes website (TfT, MCD, The Grail Centre) + Brochures for the other programmes</p>	<p>The websites were updated weekly.</p> <p>The Facebook pages were managed by each programme + The Grail Centre.</p> <p>A new brochure and several advertisements were made for The Grail Centre and a Bookmark for MCD.</p>		<p>To keep the 'brand identity' in terms of communication gives a broader perspective from the organization and a stronger and reliable image that might attract future participants and funders.</p>
<p>4.5</p> <p>To translate TfT Books 1-3 into Portuguese</p>	<p>1 500 Portuguese copies of the books printed and 1 300 shipped to Mozambique in December.</p>	<p>There was a delay on the editing part because the 1st editor wouldn't edit with the new orthographic Portuguese Agreement.</p>	<p>For TfT, this is marketing but also a decentralization strategy. It can create a new TfT regional network (Moz and Angola) and bring more participants to the courses.</p>

D. ANALYSIS AND ASSESSMENT

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

To facilitate TfT second in residence Diploma Course with 29 participants from 11 countries

The highlights of this course include the demand for TfT in new geographic areas such as Indonesia, Sudan, Mozambique and Portugal.

A 2 year (2014 – 2016) engagement has been completed between TfT Western Papua Indonesia with a budget of not less than USD 75:000. The generated income will contribute significantly towards sustainability in the future.

TfT signed a 3 year memorandum of understanding with the Christian Brothers Congregation African province to;

- provide space for the Brothers on the Diploma and Certificate Courses
- provide Introduction Course for the Noviates
- assist with possible establishment of a TfT Institute for the Christian Brothers African Province.

I am currently doing the visitation of the novitiate at ISC, Lusaka. Every novice I have spoken to has referred to the TfT as being a highly significant part of their programme here. Congratulations. We will continue to find funding for TfT.
Richard Welsh, Christian Brothers', Africa Province Leader

TfT secured support for 3 Sudanese to participate in the 2013/14 Certificate Course. TfT is working on a regional proposal for the Arab countries with Gihad Adam, a Sudanese participant from the 2012/13 Diploma Course. Resources permitting the first Introductory Course is scheduled for the first half of 2014.

Translations of the TfT books into Portuguese was completed and 1 500 (500 copies each) of Books 1 – 3 were printed. The books will be launched on the 29th February in Beira Mozambique. An Introduction Course is scheduled for the week thereafter.

To facilitate Two Introduction Courses with Women on Farms and Christian Brothers

Feedback under this section was obtained through telephonic conversations with programme officers and the District Leader

Trained women who live on the farms are setting up health committees that have a responsibility to monitor effective health delivery on the farms. Another group of farm change agents is working on women and land rights issue. The women are still to write their stories. The stories will be published separately on the Tft blog 'Our stories' and the Gr@ilvine newsletter.

To follow up with Tft alumni and collect stories or testimonies of best practices

In addition to the blog our stories and the newsletter, Tft launched a Facebook page that attracted participants from the original courses in the 1970s. Tft is also able to post latest events and receive prompt responses. Best practices case studies will be collected and published annually.

To Facilitate an International Think Well to measure 40 years of Tft work and impact

A book of collected Tft practice stories could be used to assess the impact and learn from the experiences shared for future work in development using the methodology. Impact study tools developed will be used by the external evaluation team. The Regional Think Wells suggested during the Think Well would important for decentralizing Tft and rooting the process within the regions.

2. Analysis, comments

Long-term institutional partnerships are strategic not only for future sustainability, but also for rooting Tft methods in organizations that work for the common good and engages with the majority of the marginalized and disadvantaged communities.

Increase demand for Tft requires a new approach that would promote the Introduction Courses without compromising the Diploma and Certificate Courses.

Even if Tft 2013/14 Certificate Course enrolled more participants (40), 6 participants dropped out few days before the commencement date. It could be strategic for Tft to increase the number of enrolment from 40 to 45. This way it might be possible to have 36 participants by the end of the course.

Tft employed one fulltime senior trainer. As a result The Director would be able to shed some of the tasks and focus on international partnerships and courses coordination. While the task of resource mobilization is shared between the two, national networks, participants' recruitment, monitoring and evaluation are focus areas for the Senior Trainer. Furthermore, Ines Neto currently employed as Communication Officer will attend the 2014/15 Diploma Course. She would be moved from communication to the position of senior trainer. Meanwhile Ms Neto will train another person in maintaining the website.

Introductions Courses and organizations contributions are imperative for Tft sustainability illustrated in the table on the next page.

2013 income from organizations and Introduction Courses

Courses July - Dec 2013	Amount in Rands
Christian Brothers Ghana	R 80 000
Women on Farms Project	R 80 000
United Church of Zambia	R 50 000
Indonesia (Papua)	R 150 000
United Church	R 50 000
Students contributions for the first phase of the Certificate Course	R 308 000
Student's transport contribution	R 180 000
Total	R 848 000

From this table nearly a million Rands was generated through Introduction Courses. It is imperative that Tft negotiates long-term partnerships with strategic institutions because the resources secured could contribute significantly towards Tft sustainability.

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

Monitoring and evaluation of graduates' work remains a challenge for Tft. A monitoring and evaluation tool was development (see document attached). In addition to email, Skype, Facebook, newsletter, blog, Tft employed a former Integrated Development and Training (IDT) intern Noksie Booi. IDT is a South African initiative to promote skills training and job creation among the youth. Noksie enrolled to attend the Certificate Course in November after which she will be responsible for Tft graduates.

Meanwhile Tft designed evaluation and monitoring tools that are used the impact of Tft on the graduates, organizations and in communities with whom they engage.

Regional facilitation teams may not be easily set up because the Tft facilitation would be part - time jobs for the team. More resources may be needed to enter into part-time contracts with regional facilitators.

TFT 2013 in Pictures



Introduction Course, Mozambique, August 2013



Introduction Course
Papua, July 2013



Certificate Course
2013-14
Phase I, Kleinmond
November 2013

Think Well, Kleinmond, September 2013



Introduction Course
Christian Brothers
Zambia, April 2013



Introduction Course, Christian Brothers
Ghana, September 2013

Introduction Workshop, Women on Farms
Kleinmond, April 2023



Diploma Course 2012-13
Phase II, Kleinmond
May - July 2013



Tft Manuals
Portuguese
Translation