“Conversations with Donors and Government”
Creative Discontent

Platinum Province

450,000 Tswana, Zulu, Xhosa, etc x 9
200,000 Bafokeng Tribe
200,000 Afrikaans (Dutch)
10,000 Migrants (Lesotho, Moz)
5,000 English, Greek, Portuguese
5,000 Indians (Moslem, Hindu)
5,000 Immigrants
(China, Somalia, Nigeria)

+/- 1m people

29% HIV Prevalence
Highest Gini Coefficient
Charity begins at home

Invests Funds Ethically and Responsively
Provides Opportunities for Partnership
Adds Value and Offers Benefits

Examples of Key Benefits
• Asset mapping
• NPO Support
• Research and validation
• Reporting – Triple bottom line
• BEE/CSI compliance
• Efficient and well managed
• Monitoring and evaluation
• Accountability and integrity
• Tax benefits
Center of Gravity?

- Donors
- Communities
- Business
- NGO's
- Government
- YOU
Coconspirators in Change

“Citizens” Options and Opportunities

“Clients” Needs and Requests

BY

WITH

FOR

Catalytic

Collaborative

Coercive

Capricious

Donor

“Charitable Giver”
Unilateral Requirements and Demands

“Change Facilitator”
Shared and Mutual Expectations
How do you get shared expectations?

Control “Restrict them”
Intimidate “Beat them down”
Manipulate “Twist them”

Empower “Free us”
Affirm “Build us up”
Influence “Guide us”

It starts with the inside out
(Value) Chains of Freedom

Appreciative Inquiry → Asset Mapping → Action Planning → Performance Measurement & Evaluation

Year 1 → Year 2 → Year 3

“But change is messy…”
Change Management...
or...You only change what you measure

"Of all the measures you could have chosen, why did you choose these?"

“Quality and quantity of relationships”

“Police per 1,000”
<table>
<thead>
<tr>
<th>Development criteria</th>
<th>Builds and develops the <em>human capacity, social cohesion</em> and/or <em>community participation</em> of groups, particularly in marginalised communities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Enhances the <em>quality of life</em> and <em>increases opportunities</em> of vulnerable groups especially <em>women, youth</em> and/or <em>children</em>, particularly through <em>education, health</em> and <em>safety</em> initiatives and infrastructure</td>
</tr>
<tr>
<td></td>
<td>Strengthens <em>human</em> and <em>institutional capacity</em> of <em>NGO’s, CBO’s</em> and <em>local government</em>, particularly in marginalised communities</td>
</tr>
<tr>
<td>Strategic criteria</td>
<td>Strengthens basic <em>service delivery</em> through the <em>efficient and effective utilisation</em> and/or <em>allocation</em> of resources</td>
</tr>
<tr>
<td></td>
<td>Strengthens <em>Broad-Based BEE</em> through direct BBBEE shareholding, (including local communities, skills development, workers, women, etc), management and control, procurement, etc</td>
</tr>
<tr>
<td></td>
<td>Applies <em>innovative, unique or best practice</em> approaches to <em>poverty reduction, job creation, community development, social cohesion, food security, and/or environmental sustainability</em></td>
</tr>
<tr>
<td>Financial -Economic criteria</td>
<td>Creates <em>new job opportunities</em> in terms of the <em>number, quality, duration</em> and/or <em>total capital cost</em> of jobs created</td>
</tr>
<tr>
<td></td>
<td>Generates and allocates <em>measurable financial benefits</em> directly to groups in the <em>medium term</em>, particularly in marginalised communities</td>
</tr>
<tr>
<td></td>
<td>Generates and multiplies <em>sustainable economic impacts</em> broadly to groups in the <em>long term</em>, particularly in marginalised communities</td>
</tr>
<tr>
<td>Socio-Political criteria</td>
<td>Aligns with a broad <em>national strategy, programme</em> and/or <em>initiative</em></td>
</tr>
<tr>
<td></td>
<td>Responds to a <em>presidential</em> and/or <em>ministerial directive</em></td>
</tr>
<tr>
<td></td>
<td>Strengthens an <em>alliance, partnership</em> and/or <em>joint venture</em> in a manner that is beneficial to both parties e.g. through positive exposure, enhanced credibility and/or increased reputation</td>
</tr>
</tbody>
</table>
Balanced Scorecard

Customers  Learning & Growth  Internal Processes  Financial

Attitudinal Change  Organisational Capacity  Organizational Linkages  Assets

Business

TBL: People, Planet and Profit

- How do you feel about old/young people?
- What is the % of girls in school?
- How many times a week do you meet?
- What is the quality of your partnerships

Source: Kaplan and Brianne
MOMENTUM

A little push in the right direction can make a BIG difference.
"You never really know a man till you walk a mile in his shoes"

Atticus Finch

"Before you criticize someone, walk a mile in his shoes. That way, if he gets angry, he'll be a mile away...and barefoot"

Someone else