

FUNDING PROPOSAL

2000 - 2005

ALBED FOUNDATION

(ADULT LITERACY, BASIC EDUCATION AND DEVELOPMENT)

Preamble:

For the purpose of consolidating negotiations around the setting up of the ALBED Foundation, many issues have been framed by the ALBED Task Team. This includes the Foundation's funding programme, structure and staffing. Once the permanent board of trustees has been selected through due process, the definitive programme and related matters will be reviewed and refined by them.

January 2000

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Glossary

ABET

AETASA

ALBED

ALC

CBO

CSO

EU

IAAB

IIZ/DVV

MYIP

NDA

NGO

NLC

NQF

PALC

PROLIT

RPL

SAQA

SDC

SIDA

SMME

TNDT

WUS

Executive Summary

TITLE

This is the founding proposal of the Adult Literacy, Basic Education and Development Foundation of South Africa. Its working title is the ALBED Foundation.

PARTNERSHIP AND NETWORKS

This funding proposal addresses foreign and local donors, inclusive of the South African government, development foundations and local business. It proposes a partnership between these sectors and the ALBED Foundation in order to optimise effective fundraising and fund distribution to CSOs in the adult literacy, basic education and development sector. The role of the Foundation is principally to ensure that resources for CSOs in this sector is managed in a sound and meaningful manner and that these interventions are based on appropriate knowledge of the sector.

The Foundation will work in a constructive and co-ordinated fashion to assist government and other stakeholders like business, labour and NGOs to meet the country's adult literacy, basic education and development objectives, and it will also promote and support CBO education initiatives to meet local-level development needs.

FUNCTIONS

In order to achieve this objective, the Foundation will also play a key facilitative role to overcome other constraining factors in the sector as identified in the "ALBED Call to Renewal" document.¹ The primary aim of the Foundation would be to raise funds for, and distribute these funds to the adult basic education CSOs in South Africa. Beyond its role of ensuring effective fundraising and fund management and monitoring for CSOs, the foundation will also facilitate the attainment of the following objectives:

- a) Support the organisation of a regular adult basic education sectoral conference to review adult education policy, strategy and implementation, and to map a programme for the forthcoming period.²

¹ See APPENDIX B for "ALBED: A Call to Renewal"

² This forum coincides with the proposals made by the Evaluation Team responsible for the "Evaluation of EC Country Strategy: South Africa 1996-1999". This document, produced in August 1999, proposes that the EC must promote "knowledge networks" which are essentially donor, government and CSO information exchanges that enhance all the parties' knowledge of, and interventions in the adult basic education sector.

- b) Commission important research projects in the adult basic sector to enhance the information available for the effective planning of education and training development and provision for adults.
- c) Support organisational capacity building and the development of sustainable organisational and programme models in the adult basic education sector.
- d) Support lobbies and campaigns that seek to advance adult education provision

The functions proposed are those that have clearly been neglected in the recent past. They are relevant to whether the country is able to effectively meet its adult basic education objectives in a meaningful and sustainable manner.

NECESSITY³

The proposal argues that it is feasible and necessary to establish an Adult Literacy and Basic Education Foundation in South Africa. While CSO's are recognised as key contributors to the development and delivery of adult basic education, few practical solutions have been found for how their contributions are to be financed in a sustainable manner. The Education Ministry has set in place a campaign for meeting the country's most pressing literacy needs within the next five years. This will be done through a National Literacy Agency that will among other things, mobilise human⁴ and financial resources. The government, however, whether through the Department of Education or as a collaboration of departments will make a significant, but limited contribution to the National Literacy Campaign's targets. The Department of Education is not likely to finance more than 2500 Public Adult Learning Centres during the period of the campaign, and thus, factoring in the learner enrolment targets per Adult Learning Centre, its contribution to the campaign can be quantified as being significantly short of the global target.

³ The following needs to be defined:

The National Literacy Agency will support the National Literacy Campaign in the following manner:

- _ Mobilise human (voluntary) and financial support
- _ Maintain a database of learners and providers
- _ Design and Develop programmes and materials
- _ Develop training programmes for educators and volunteers
- _ Recruit and Service learners
- _ Promote a culture of reading
- _ Undertake publicity campaigns

⁴ Government sees this mainly as the mobilisation of voluntary services provided by the following constituencies: community (CBOs) and NGOs which collectively make up CSOs, civic and religious, organised business and labour, as well as other state departments and agencies- See 1st Tirasano Implementation Plan of January 2000. The funding of CSOs is critical for their successful participation in a campaign to break the back of illiteracy in the period 2000 to 2004, as well as develop an ABET system in the manner envisaged in the Ministry's Plans.

CSOs are significant contributors to both the literacy campaign's success, as well as that of achieving the development of an ABET System as targeted in the MYIP, both of which represent the cornerstones of government's adult education strategy as reflected in the Tirisano plans.⁵

FUNDS REQUIRED

The ALBED Foundation would require at least R15m in start-up funding to arrest the ongoing attrition of CSOs in the adult basic education sector⁶. This could provide support for roughly 80-100 small and medium-sized projects with budgets of between R150,000 and R200,000 over a period of 1 year. Over the 5-year funding period, the Foundation hopes to raise at least R200 million to help consolidate the sector and provide funding to CSOs on a scale that will have measurable impact on the South African literacy and adult basic education provisioning objectives.

The budget of R190 million over the period 2000-2004 is divided into 3 parts:

- a) A total of R80,000 in Y2000 in start up costs for the consultative and planning meetings undertaken by the task team, as well as the process of initiating the selection of the board.
- b) Total ALBED Foundation operating costs of R13 million over the period 2000 – 2004. This amounts to 7.5% of the total budget.⁷
- c) A total of R175 million in direct programme support costs for the period 2000-2004, broken down as follows:

⁵ Analysis of the role of NGOs to the development of an ABET system has been identified by the Department of Education's Adult Education Directorate. This is contained in a 1999 submission for funding made to the TNDD on behalf of the IAAB.

⁶ This is indicatively speaking. NGOs and CBOs have a tradition of working together to deliver basic social services. Support of between R150,000 and R200,000 per annum is the kind of budget that can be deployed meaningfully by a CBO to achieve considerable impact at a local community level. NGOs, however, are generally more complex, and provide a broader range of services to government, business and CBOs. They would generally require more substantial funding, and it is anticipated that between 5 and 10 key NGOs will be identified as key resource agencies for the adult basic education sector, and would thus be eligible to receive funding of between R1m and R5m per annum. The exact organisations and the level of financial support would naturally be based on transparent criteria, and would depend on rigorous analysis of their contribution, plans and management capacity. See Appendix XXX for the Foundation's Funding Programme and the principles that will inform how the Foundation conducts its business.

⁷ The final figure will depend on the outcome of negotiations with the NDA and other agencies regarding the administration of the Foundation's funds. For the purpose of this proposal, the Foundation has been costed on the basis of a fully independent operation.

- 80 to 120 literacy and adult basic education projects directly servicing learners will be eligible to receive support of R150,000 per annum.⁸ The total budget for the period is R73 million.
- 5 to 10 key NGOs will be eligible for grants of between R1million and R5million per annum. The total budget for the period is R61million.⁹
- The (i) Advocacy and Lobby, (ii) Monitoring and Evaluation, and (iii) Policy Forum programming areas will each receive R9million for the 5-year period, totalling R27million.
- A budget of R7million has been assigned to Research work, and another R6million to Capacity Building.

MANAGEMENT

The Foundation will be operate as a properly constituted and professionally managed trust with the requisite level of knowledge and expertise in the sector, as well as unquestionable integrity.¹⁰ The Foundation will have a technically competent management team and it will have strong built-in control and monitoring mechanisms, as well as sound financial and operating administration systems. Governance and management lessons highlighted by the ABET sectors' recent past will strongly inform the manner in which the Foundation is set up and managed.

The Foundation will develop appropriate and clearly communicated criteria for funding support to organisations, projects and programmes in the sector. Donating organisations will also be able to determine specific criteria for the disbursement of their contributions, provided that it does not detract from the Foundation's core vision, strategy and implementation plan.

In addition to being accountable to its key donors, the Foundation plans to work in a transparent manner and be accountable to the sector as a whole, as well as to government. The exact manner of its reporting will be determined by the nature of the partnerships formed.

⁸ The Foundation will attempt to achieve at least a 50% rotation of projects receiving this level of support during the 5-year period. Capacity building programmes aimed at encouraging recipients to achieve self-sustainability will be an important dimension of Foundation's work, and ongoing improvement of their business plans will be an important criterion for funding. In this way the Foundation will be not only encourage sustainability, but also growth in the provision of literacy and adult education.

⁹ It is envisaged that NGOs servicing the government's MYIP directly through the development of programmes and materials would be eligible for this level of funding. Those who also provide substantial (large-scale) services to both government and CBOs will be eligible.

¹⁰ See Appendix XXX for the process through which the board will be appointed, and the criteria that will be applied in their selection.

1. Introduction

There is a widespread crisis in the Adult Literacy, Basic Education and Development sector in South Africa. It is characterised by a dearth of literacy and adult education programmes nationally, an absence of effective co-ordination, a lack of leadership and information, and a severe lack of direct funding channels for the CSOs involved in this sector. This situation has resulted in CSOs not being able contribute efficiently to the Ministry of Education's objectives for adult literacy and basic education, or to education needs at a community level. NGO and CBO ability to contribute towards the country's development goals in their areas of traditional strength have been severely disrupted by factors discussed in section 2 of this proposal.¹¹ Key among these factors has been a restructuring of relations between donors and government, donors and CSOs, and government and CSOs, and following on this, the change in the flow of development funds.

After the National Literacy Co-operation (NLC) collapsed in February 1998, a large public meeting of all stakeholders took place in June 1998 in an attempt to strategize a solution to the loss of this initiative.¹² The problems at the time seemed to be insurmountable and although a team was formed to take the process forward, no concrete progress was logged. As a result of this, a group of committed and senior individuals involved in the adult literacy and basic education sector met in April 1999 to brainstorm a way forward. A task team was formed to develop a document outlining the state of affairs in the sector and to make recommendations for the renewal of the sector. A consultative meeting was subsequently held on 26 July 1999 to present the task team's sectoral strategy to EU member states and other donors. The donors' comments informed the subsequent work and discussions of the task team, and it forms the basis for this proposal. The conclusions drawn from the meeting was that there was a need to mobilise the sector to support the Foundation initiative, and a need to develop its conceptualisation and formation proposals more concretely. Further bilateral discussions have also taken place with a number of potential donors.¹³

The Foundation proposal was canvassed with key organisations in the adult basic education sector in September 1999. AETASA and the IAAB both provided express endorsement for the ALBED

¹¹ NGOs have a strong tradition of developing innovative programmes and materials required for the development of the ABET System outlined in the MYIP as well as the broader adult literacy and development campaign. CBOs, in close collaboration with NGOs have been key to the organisation and implementation of community-based programmes that are responsive to local need.

¹² The NLC was the largest CSO structure co-ordinating the resources, strategies and plans of CBOs and NGOs in the adult literacy and basic education sector. Many of their affiliates had closed prior to their collapse, but this was the single biggest blow, together with the closure of WUS, to the CSOs in the sector.

¹³ Appendix XXX provides a summary of the consultations undertaken with donors.

Foundation proposal, and SANGOCO, who is still to be formally consulted is likely to also support the Foundation proposition.

2. Background

2.1 GOVERNMENT / SECTORAL POLICY

During its first five years of democratic governance, the South African government developed a number of significant policy decisions aimed at transforming the education system.

“Our vision is of a South Africa in which all our people have equal access to lifelong education and training opportunities, which in turn contribute towards improving the quality of life and building a peaceful, prosperous and democratic society”¹⁴

Government is committed to breaking the back of illiteracy and to establishing an ABET system. Its adult education and training programme for adults is reflected in the “National Policy Document on Adult Basic Education and Training”, as well as the “Multi-year Implementation Plan” (MYIP), both of which articulate strongly with broader government educational policy and legislation. These policies and plans were adopted in 1998. The ABET system as defined in the MYIP is currently under construction in collaboration with all relevant stakeholders. It attempts to institutionalise ABET provision as a way of reaching the targeted 2.5 million adults out of 12 million adults who do not have a basic education.¹⁵ The MYIP is a multi-stakeholder plan and is supported by a multi-stakeholder forum, the Interim ABET Advisory Board.

The Education Ministry is currently also in the process of developing the first draft (green paper) of the ABET Act to which it will use for public consultation. More recently, in January 2000, it has unveiled an updated programme for adult education which re-commits government to implementing the ABET System and to “breaking the back of illiteracy”.¹⁶

In both its objectives concerning adult education and training, there is a general conviction that CSOs, together with the public and private sectors, continue to have an important role to play in eradicating adult illiteracy and providing basic education and development in South Africa.

¹⁴ Thami Mseleku, Education DG quoted from “Quality Education for All : Statement of Public Service Commitment - January 2000”

¹⁵ 1998 National Census.

¹⁶ Government has not indicated whether the phrase “breaking the back of illiteracy within 5 years” is a softening of its original target of enrolling 2.5 million adults in and ABET system by Y2000.

The ALBED Foundation specifically argues that the CSO sector is key to government's success and that specialist mechanisms be introduced to support their contribution to the goal of "breaking the back of illiteracy" and to establishing an ABET system.

2.2 FEATURES OF THE SECTOR

2.2.1 History and Inheritances¹⁷

The adult education and training sector in South Africa is guided by strong progressive policy. The translation of these policies into educational opportunity, however, is weak. It is not making a significant impact as measured against the scale of need, and the distribution of programmes and services to those adults most in need is very poor.

In the apartheid era, adult education was provided through the night school institution. This was essentially an extension of the formal schooling system that used the same disreputable Christian National Education curriculum for adult tuition. In addition to the highly questionable methods used in adult education provision, the system was wasteful and inefficient.

Organised labour, from the 1980s onwards, had become an increasingly important lobby for the provision of appropriate adult education programmes, both from government and employers. They ran extensive education programmes for their members, and were key players in the process of formulating new education policy for a democratic South Africa.

Organised business, particularly the mining sector have also been big suppliers of adult basic education, but this provision was almost exclusively vocationally focussed and directly linked to narrow industry-based needs.

During this time, and especially in the 1980' and early 1990s, civil society had created an extensive and vibrant adult literacy, basic education and development sector that reached far into

¹⁷ See Chapters 5 and 7 of the MYIP for an analysis of adult education provision across different sectors, and the scale of need. These figures reflect the situation up to 1996. Later statistics taken from the 1998 Census and other research shows that South Africa has 12 million as opposed to the 9.4 million adults initially estimated who have less than a basic education. The MYIP also reflects that in 1996 about 350,000 adults were participating in adult education programmes across all sectors each year. It also estimated that these providers then had resources and capacity to service about ½ million adults per annum. Events subsequent to the release of the MYIP show, however, that its projections for increased delivery of adult education programmes were hopelessly over-optimistic. The closure of WUS and the NLC, beside the loss of many smaller projects has seriously reduced the CSO sector's contribution to adult education provision, and the state sector also undertook a radical pruning exercise of its adult learning centres. State statistics do not provide appropriate information for a more accurate analysis of adult education provision, although they are moving in this direction. The NGO statistics are in an equally poor state, if not worse.

the lives of the urban and rural poor. The sector, during this period, was also characterised by a high level of anti-apartheid and community development activism.

2.2.2 Government

Democratic governance ushered in an urgent programme of educational transformation across the entire system of educational provision. As far as adult education is concerned, the following are significant:

- Government enshrined in the Constitution the right of every citizen to a basic education, inclusive of the 12 million adults without a basic education who were largely marginalised by apartheid education.
- Adult education development and provision was identified as an important tenet of the Reconstruction and Development Programme (RDP), albeit in word only.
- Adult Education, outside of the national policy guidelines set by the Ministry of Education became an area of provincial governance. The national department of education set up an adult education directorate to guide and direct national policy and implementation plans, and to support the development of an ABET system and ABET provision. To this end, government has produced the “National Policy Document on Adult Basic Education and Training” as well as the “Multi-year Implementation Plan”.
- A progressive national education framework was introduced in the form of the NQF and SAQA. The central tenet of these initiatives was the issue of standardisation, articulation, and progression across the entire education system. These initiatives have provided for the mainstreaming of the proposed adult education system.

While all of these developments have been well intentioned, the sector is still struggling to effectively come terms with itself and to implement its vision and plans.¹⁸

One of the key reasons for this struggle is the fact that state resources have been severely stretched by the scale of socio-economic redress required in post-apartheid South African society. Provinces are struggling to make available the resources required for effective large-scale adult

¹⁸ The MYIP reflects that in 1996 about 350,000 adults were participating in adult education programmes across all sectors each year. It also estimated that these providers then had resources and capacity to service about ½ million adults per annum. Events subsequent to the release of the MYIP show, however, that its target of enrolling 2.5 million learners in the ABET system by the year 2001 is vastly over-estimated. The overwhelming trend within the government and the NGO sector reflects serious attrition in adult education delivery. The closure of WUS and the NLC, beside the loss of many smaller NGOs and community-based initiatives has seriously reduced CSOs contribution to adult education provision. Not only has government struggled to finance its existing public adult learning centres, of which there are approximately 2200 nationally, it is also struggling to overhaul the ABET system within the context of its new educational policies.

education provision. While government has legitimately cut back on the inefficiencies and ineffectiveness of the old night school system by cutting back on the number of state-run centres, they are not likely to be replaced with more centres in the near future. The anticipated state subsidy for all adult learning centres (including non-state) will not materialise in the short-term, and thus it is imperative that innovative ways are found to support these initiatives.

An immediate emphasis within the state sector is to optimise available resources by paying attention to their effective administration and improving the quality of education in existing adult learning centres. These in the longer term will ensure that resources are deployed cost-effectively, and thus promote investment into the sector. Government is also of the persuasion that all government departments have a responsibility to achieve its goal of eradicating illiteracy and promoting basic education and development. To this end inter-departmental forums and inter-provincial forums have been initiated to co-ordinate government effort. By definition, these are difficult to manage.

2.2.3 Business

Business has been an important contributor, in the 1980s and early 1990s, to the project of adult education and community development through their corporate social investment divisions. While they continue to support the project of adult education in post-apartheid South Africa, the nature of this support has changed. Business provision of adult education is increasingly assuming a vocational focus that seldom reaches beyond the sponsoring business or industry itself. The dynamics of business investment is likely to change with the introduction of the skills levy recently introduced through the Skills Development Act and the Skills Development Levy Act. These two pieces of legislation have acted to enforce businesses' view that it is government's responsibility to provide adult education programmes, and will continue to drive them further from social investment in rural areas and investment for the unemployed.

2.2.4 CSOs

The role of CSOs in the development and provision of ABET has been widely recognised. This recognition has been provided by the Minister of Education, the Adult Education Directorate of the National Department of Education, the Interim ABET Advisory Board, as well as donors and other stakeholders. NGOs have traditionally been the developers of adult education programmes and materials in the country. This wealth of innovative programmes and materials, however, is not being used effectively by government.

They have also been key contributors to government's ABET policy and the MYIP, and while they have continued their role of bringing innovation to the field, they have done so under tremendous strain. They have effectively subsidised government by continuing to play this role with far fewer resources than before. NGOs have been doing government handholding by assisting with the development of policy, standards, materials, training programmes, and much of this has been transferred through a co-operative but financially unsustainable consultative process.

Many NGOs now source their funding through joint government/donor tenders. This is not sustainable for many NGOs for reasons that include under-budgeted projects, often-delayed payments, and insufficient volume of work to sustain the NGOs' core capacity. These NGOs have largely transformed into small businesses and have formed partnerships with government and business. The net effect of this has been a growing estrangement from their traditional target groups, the most marginalised.

2.2.5 Donors

As part of their support for the South Africa liberation project, adult literacy, basic education and development has been a strong feature of many donor's funding programmes in the 1980s and 1990s. Education remains an important area of funding for overseas development aid, but it now follows the broad set of rules that determines government aid relations. Most of the funding is committed in bilateral aid agreements that require that donors demonstrate the necessary rigour of inter-governmental relationship building. While there is still substantial inflow of donor funds for education development in South Africa, inclusive of adult education, these now have to be directed by the government. While some donors have continued to provide a measure of direct support to CSOs they would prefer to see government and CSOs demonstrating a commitment to address the same development issues. This has to be demonstrated in the financing formulas, visions, strategies and plans, and the management arrangements to make these resources work effectively. The Education Ministry's Tirisano Implementation Plan provides a good co-incident of government and CSO commitment to the same development goals, and thus provides a good basis for donors to fund the respective contributions of each stakeholder.¹⁹

Many donors, inclusive of SIDA, the EU, the SDC and possibly DFID have indicated their willingness to continue funding NGOs and CBOs involved in adult basic education and development. They have indicated that they would only be able to do so on agreement with the South African government, and that an intermediate structure like the proposed Foundation is in place to manage the funding for CSOs. This must be based on sound and growing knowledge of the sector and the necessary management capacity for the effective and efficient use of their resources has to be in place.

¹⁹ The following provide more analysis of government's finance requirements and the location of donors in the adult education sub-sector:

- National and Provincial Education Medium Term Expenditure Review/s.
- John Aitcheson's updated research of ABET provision and the ABET sector.
- The MYIP and the "Financing of ABET" Chapter of the ABET Green Paper (planned release)
- Janet Vahamaki's SIDA Report on ABET in South Africa
- Evaluation of EC Country Strategy: South Africa 1996-1999 C. Montes, S. Migliorisi, and T. Wolfe

2.3 BENEFICIARIES / TARGET GROUP

The main beneficiaries of the ALBED Foundation are those within the 12 million adults in South Africa who have less than a basic education and who wish to access further education, training and employment opportunities. An overwhelming majority of these adults are marginalised and impoverished, and is made up mainly of women and the rural poor. They are largely unemployed and thus do not have access to industry-sponsored education and training schemes. By broadening access to literacy, basic education and development initiatives, the Foundation hopes to contribute to the MYIP and Tirisano objectives, as well as assist civil society to address the broad range of developmental needs of local communities.

One of the realities of the South African situation is that the country is facing a shrinking formal job market. Education and training opportunities, especially for the unemployed thus takes on increasing significance if the country hopes to maintain economic growth and social and political stability.

The Foundation will develop funding criteria that will encourage funded organisations to make a deliberate and wilful attempt to prioritise women, youth and the rural poor.

CSOs will be a secondary beneficiary, and government a tertiary beneficiary through the successful implementation of the ALBED Foundation.

2.4 PROBLEMS TO BE ADDRESSED

The Foundation initiative emerges from the fact that CSOs are important role players in government's adult education and training strategy, as well as in meeting the country's broader developmental goals. CSOs have been suffering from severe funding strictures since 1993, and many of them have already collapsed or are in the throes of forced retrenchment and closure.

The foremost problem that the Foundation will seek to address derives from the fact that the country is struggling to effectively provide meaningful education, training and employment opportunity for millions of adults who have been socially and economically crippled by apartheid education. The serious resource constraints experienced by government in its delivery of basic social services has had a debilitating effect on its ability to implement adult basic education and training programmes on the scale required. The Foundation, in its primary objective will attempt increase the overall investment made by government, donors and the private sector in the development of its people.

While donor funds have continued to be available for adult basic education support, the country's failure to develop an effective practice of partnership between government and NGOs have left donors with very few options for direct grant-making to CSOs. As stated in the Evaluation of EC Country Strategy, "after several years of dispersed support to civil society, the South African government took a central role in strategy preparation." It also states that "given the government's similar objectives (to that of the EC), strong policy-making capacity, and relatively

strong institutions, the EC's strategy must be to continue to support the government strategy". At the same time, the evaluation proposes that "the EC should also continue to support civil society. CSOs are important in delivering basic social services to local communities and as 'watchdogs' on the government".²⁰ There is clearly potential for tension in this approach recommended for the EC that also exists with many other donors, both EC member states and non-member states. Insofar as the delivery of basic social services is concerned, it is clearly desirable that there is complementarity between government objectives and that of CSOs. The Foundation will assist donors and government in co-ordinating their resources for maximum impact by virtue of the fact that it will operate as a specialist funding organisation for the adult basic education sector. It will thus facilitate the development of a deeper 'knowledge-network'²¹ which the EC and other donors believe will enhance their development aid programme in South Africa. This knowledge network will also be enhanced by virtue of the fact that the Foundation will establish a regular sectoral conference involving all stakeholders in order to assess developments in the sector and to develop further policy and strategy to enhance the impact and effectiveness of all stakeholders. The Foundation's research-related objectives will also serve to enhance this need for a deeper knowledge base to guide stakeholder's interventions appropriately.

XXX to continue from here.

strategy development opportunity in the form of the re

²⁰ Evaluation of EC Country Strategy: South Africa 1996-1999 - Pg. vii of the executive summary.

²¹ Ibid – Pg. ix of the executive summary

mechanisms for , together with the change in government to government relations have forced donors to of donor relation

The appropriation (failure of effective partnership, bottleneck through) of ABET provision by government, often at the expense of vibrant NGOs and CBOs and civil society networks that operated close to the ground.

- The concomitant appropriation of donor funds to support the government's ABET plans at the expense of already functioning initiatives.
- The political demands placed on foreign aid missions (by their own politicians) to support the South African government's reform initiatives.
- The appropriation of CSO expertise and staff by government and the business sector.
- The long delay in policy clarification and legislation concerning ABET, as well as other aspects of educational transformation which has placed many NGOs/CBOs in limbo.
- The mixed and often uncoordinated messages sent by government to donors regarding support for civil society organisations within ABET in particular.
- The overall scepticism within the department of finance regarding the efficacy of ABET provision as a contributor to economic growth, as well as their unsympathetic stance on the broader developmental value of ABET and ALBED.
- The closure of the World University Service, as well as the NLC, due to misappropriation and mismanagement of funds have impacted on 70 and 160 affiliates respectively. Most of these have closed down subsequently because viable alternative funding conduits and funding structures were not readily available to donors who still wished to support ABET/ALBED.
- JET, the biggest adult education financier for NGOs/CBOs in 1996, supported around 200 adult education projects, but no longer does so. NGOs now have to submit tenders for specific tasks in the JET programme.
- A number of other smaller donors like Interfund, SDC, and others still fund ABET projects, but on a smaller scale than before.
- Some of these points can be left out,
- Positive spin of for Donors, foundation being an efficient way of channelling funds to the whole of the sector. Coordination potential for more concerted donor inputs, to provide more consistent information about developments in the sector.
- Consistency appealing to donors to be in line with consistency and long term sectoral needs.

The problem of funds for ABET/ALBED has been exacerbated by the low budgets allocated by provincial legislatures for this purpose, combined with numerous transformation imperatives that have resulted from the apartheid education system. This has meant an uneven acceleration of delivery in provinces, and in some instances, a real decline in ABET provision.

The overall effects of these developments have been that most NGOs/CBOs operative in the field of adult education have closed since 1993. Those that have survived have done so through a

trickle of donor support that came with conditions of stricter efficiency, effectiveness, and accountability. In many cases this was combined with a stricter definition of their role as professional technical NGOs specialising in curriculum and materials development, and training and teaching. Many partnerships were forged with business and government, through tendering and contracting mechanisms. The result has been that many NGOs have become more commercialised (small businesses), and thus have had to turn from the marginalised constituencies which they have traditionally serviced.

While there is a role for NGOs in support of the MYIP, they cannot be sustained on the basis of state tenders, and business partnerships and contracts alone. The volume of business and the procedures concerning payment to NGOs are often hampered by bureaucratic measures that this already fragile sector cannot sustain. At the same time, NGOs bring critical capacities and contributions to the MYIP, both in terms of the key requirements for the establishment of an ABET system, as well as in assisting in the attainment of ABET provisioning targets.

Outside of the formal developments of the ABET system lies a range of NGOs/CBOs who, through a lack of funding, cannot provide the services they have traditionally provided to the most marginalised of society. Organic community-based responses have been suffocated due to a lack of accessible financial support mechanisms.

The ABET/ALBED sector believes that a clear case exists for a focussed, practical and efficient structure that can garner funds for and distribute these to NGOs/CBOs in the ABET/ALBED sector. The funding problems that the sector faces cannot only be remedied through money. A broader renewal strategy and enhanced capacity and combativity is sorely needed to hoist the sector up from its boot-strings. The following key factors also serve to work against the sector's effectiveness, and would thus also have to be addressed in the overall strategy for renewal:

- Lack of information and research **all to be expanded**
- Lack of policy forum (leadership and direction)
- Lack of training (staff capacity)
- Weak lobby (uncoordinated)
- Organisational capacity (management and resources)
- Simplified interfaces around accessing donor funds, especially for CBOs. **(same style and logic as the above points)**

2.5 OTHER INTERVENTIONS

Make the point of the model or example that this proposal somehow draws on the positive experience of the EU Human Rights foundation (player and referee dichotomy and other aspects)

Government, in the foreseeable future, cannot and will not change their expenditure patterns on ABET provision. Provinces will continue to struggle for an increased allocation of resources to their PALCs, and support to NGOs will continue in the form of donor funds being put out to tender for NGOs in support of the MYIP. As much as donors do have multilateral funding programmes, they will continue to be restricted by the South African national programme.

Other smaller donors in the ALBED sector exist, but their impact weighed against the scale of need, both from the NGOs/CBOs, as well as the constituencies that they serve, are ineffectual.

The TNDT/NDA is clearly the only option currently on the table for the funding of the ABET/ALBED sector. We believe, however, that a committed Foundation can do much more for the sector.

- The TNDT, with its last allocation of funds could not respond effectively to the broad range of requests that it received from the field. This ineffective response relates to both the amounts that were made available for ABET (R7m) as well as the timing of transfers, some up to 18 months after the date of application. For many this has been too little too late.
- The TNDT, and by implication the NDA, has too broad a development agenda to make it effectively address the specific needs of the sector.
- The NDA will act as a conduit for government funding, and this could limit the sector's ability to mobilise broader funding interests in the sector.
- Other options like JET cannot serve the required purpose due to its commercial nature, and stronger ABET structures like PROLIT would be inappropriate as it is in itself a potential beneficiary of funds.

There remains committed and viable organisations and programmes that are convinced that they continue to have an important and specific contribution to make to eradicating illiteracy and providing adult literacy, basic education and development in South Africa. The Foundation, taking this as its point of departure, would seek to facilitate and enhance these.

The Foundation task team has already canvassed a number of potential donors. It seems that on the proviso that the establishment, management and criteria for the functioning of the Foundation is done properly, and that the right levels of support can be attained, donors will support the initiative.

2.6 DOCUMENTATION AVAILABLE

The 900 million+

ALBED: A Call to Renewal]

Brief Review of Adult Basic Education in SA (Janet Vahamaki)

Minister Kader Asmal's : A Call to Action

Multi-year Implementation Plan

ABET Policy Document

Minutes of 26TH July 1999 : Task Team and Donors

Resolutions from IAAB and AETASA consultations

May 1999 FSC Workshop Report on Fundraising Strategy

EU/SA Multi-year Indicative Plan

3. Intervention

The ALBED Task Team proposes to set up an ALBED Foundation as a clear source of funding for ABET/ALBED NGOs and CBOs. It will have simple grant application procedures that will greatly enhance the sector's ability to be flexible and responsive. It should have focussed interest and expertise in the sector that will allow it to address the specific characteristics of the needs in the sector. This must include a recognition of adult literacy organisation's ongoing need for core funding that can facilitate longer term planning, and support for the vision of servicing the poor.

A Logframe in the annex should be mentioned here and then worked out

- Set up a structure that can fundraise and distribute funds to NGOs/CBOs, as well as partnership initiatives that meet the Foundation's agreed criteria.
- Support the organisation of an ALBED annual sectoral conference to review adult education strategy and implementation, and to map a way programme for the forthcoming period. Alternatively, the Foundation is to itself host this forum.
- Support or alternatively establish and run a research unit that can provide meaningful information for the sector as a whole.
- Support and assist in lobbying ALBED policy formulation, as well as events like Adult Literacy Week, International Literacy Day, as well as other focussed literacy campaigns.
- Support staff training and help build organisational capacity and models.

Move this to results.

3.1 OVERALL OBJECTIVE / DEVELOPMENT GOAL

To ensure that as many of the 12 million adults without basic education have access to ABET and ALBED programmes in line with their personal and/or broader community needs in the next five to ten years through the broadest combination of facilities, programmes and providers as is possible.

3.2 PROJECT PURPOSE

Restore vitality, innovation, economic . To create a dedicated funding conduit to support NGOs and CBOs(include the formulas of TNDT) involved in both the ABET and ALBED streams reformulate (facilitating access) of adult education to ensure that they can continue to provide programmes and services that will help break the back of illiteracy over the next ten years. The funding conduit will ensure a constant flow of funds to the sector, and it will ensure that efficient, cost-effective, sustainable services of the highest standard are provided to/for the most impoverished and marginalised sectors of South African society.

3.3 RESULTS

- A Funding Conduit.
- An annual Policy Forum.
- Training and Capacity Building for NGOs and CBOs in the ABET/ALBED sectors, both content and management wise.
- Provide well-researched information needed across the field for effective planning and strategy development.

3.4 ACTIVITIES

To be developed. 2nd page of executive summary

3.5 KEY PRINCIPLES OF THE ALBED FOUNDATION

do and don't list, take categories from renewal paper

To absorb the impact of the diminishing support, and as part of our call for renewal and commitment to the sector, we are appealing to the donor community to provide support for a new custom-designed funding conduit, which will be based on the following principles:

- The conduit should lead to the meeting of adult learning needs, galvanize and enhance the capacity of civil society to support the field together with the emerging institutions of local and provincial government and other parastatal institutions.
- The funding conduit needs to be user-friendly by ensuring efficient disbursement of funds to recipients and must be capable of dealing with different donors and grantees of varying sizes.

- The funding conduit is a South African institution

- and is constituted through a board composed by credible and professional individuals who have an understanding of the field of adult literacy, basic education, and development.

- Financial skills. To be included here.

- It operates independently of its beneficiaries

- Use positive language and avoids many of the usual bureaucratic bottlenecks.

- It is supported by the NGOs/CBOs in the sector.

The following are important parameters of the Foundation:

- The Foundation must be an effective facilitative institution aimed at promoting key areas of CSO involvement in ABET development and implementation, as well as ALBED.
-
- While articulation with the NQF and SAQA would not be a prerequisite for Foundation support to CBOs and NGOs, it will encourage the highest possible standards of service provision through appropriate mechanisms which would fundamentally include proper evaluation mechanisms appropriate to the situation. (not dismissing quality)
- The Foundation would not seek to conflict with the NDA, but rather to enhance government's capacity to provide a focussed mechanism of support to the ABET/ALBED sector. It would seek, where possible, to run a cost-effective operation, possibly drawing on the NDA administrative and financial capacities.

- The Foundation would not allow potential beneficiaries to serve either as office-bearers or employees to reformulate that with regard to this being a Boards function avoid the classical referee/player confusion.
- The Foundation Board of Trustees must have no conflict of interests, but must reflect a combination of sectoral representativity combined with individuals with the right expertise, commitment and other relevant bona fides. Code of conduct for Trustees Ethics
- The employees of the Foundation must have strong management, financial and other professional skills and experience as is appropriate.
- The Foundation will work according to a set of objective criteria and agreed-to priorities, and would aim to support areas of immediate and critical need. This would mean that for its initial 1-2 years of operation, it would fund only existing projects. The procedures for the selection of projects have to always be clear and transparent.
- In addition to the Foundation's funding criteria, additional donor specifications must be strictly adhered to, or alternatively their contributions must be declined.
- The highest possible legal and financial standards must be maintained and it could possibly have similar reporting procedures to those required from the NDA, especially if the NDA becomes a source of finance.
-
- In addition to promoting standards of delivery, the Foundation will encourage minimum number of learners in programmes supported by the Foundation.
- Funding should not go to state PALCs. However, if the Green Paper proposal of moving, in the longer term, to a state subsidy for all ALCs on an equitable basis is realised, the Foundation can also then support all ALCs.
- Innovation and response to people's needs are key.
- Link literacy to other life, work and learning needs,.
- The criteria for funding support should be based on *Impact (multi-disciplinary), *Track record and *Provincial Need.

3.6 THE FOUNDATION'S FUNDING PROGRAMME

This section draws on both the areas of funding indicated in the "ALBED Call to Renewal" document, as well as the MYIP.

The IAAB has been clear in its representation to the TNDT on the question of where NGOs fit into our plans for a quality and effective ABET system. In particular, it has pleaded that without the contributions of NGOs in the following sub-systems, the MYIP will collapse:

- **move this into the appendix**

The Foundation will support the following activities:

- Educator training
- Learning programme development
- Educator training programme development
- Materials development
- Materials purchase (on a standardised formula)
- **educator costs (outside of state sector)**
- Project staff salaries and group maintenance costs like transport and learner events
- Learner assessment costs
- Research
- Advocacy and lobbying
- Monitoring and evaluation
- Support services like organisational development and staff training and development

4. Assumptions

The donors will support it is a vehicle.

The sector supports the foundation.

The funding is a logical extension of the described needs and urgencies.

The Foundation has to be seen as an important contributor to the renewal of the sector. **Take it out** It has to be agreed that it is not in conflict with government's resourcing policy and **constraints**, and that it attempts to harness additional funds for the sector. On this basis, there is sector-wide co-operation, and the Foundation is supported by the Education Ministry and the

Department of Education, and they in turn lend support to negotiations with the NDA and Finance Ministries.

Notwithstanding the need for rigour in the execution of these proposals, from board selection, consultation and Foundation operations, the Foundation will not be unduly restrained by bilateral agreements that exist between the government and donors.

Within a period of 1-2 years the value of the Foundation is reflected in the sector maintaining vibrant projects and programmes, and that on a sector-wide basis, a greater unity of vision and strategy can be effected within civil society and between civil society and government.

The sector will come to request funds.

More assumptions to be made about a number of other series of inputs that the foundations wants to support. Policy, capacity building, etc advocacy, research

5. Structure of the Foundation (need for an organogram, in the appendix) (

The Foundation will be a trust comprising a maximum of ten trustees.²² They will have the requisite expertise and professionalism as well as the confidence of the sector. The trust will establish an operation inclusive of well-defined criteria for funding, areas of operation, and effective organisational procedures, personnel recruitment and financial and reporting systems.

Intention of negotiating with NDA in order to assure synergies and cost-effectiveness. to The housing in another institution to be carved out here as different options to be mentioned here, nda operations to be used and administrative functions. If not accepted, then next option more independent.

The process for trustee recruitment will involve a public call for nomination. Criteria for the selection of trustees has been developed by the task team, but it is envisaged that a Selection Committee brought into being to oversee this process will refine these criteria as well as the definition of the electoral college.

5.1 STEERING / SELECTION COMMITTEE

It is understood that within the current climate, the legitimacy of the initiative has to reflect a balance between the need for representation and that of effective delivery. In addition to their task of managing the process for bringing the board into being, a Steering Committee will also be

²² See APPENDIX D for the Draft Deed of Trust. If an accommodation can be made with the NDA for a committed department that can meet the needs of the sector, then this proposal should define that department's mission. This must also not lead to the sector being precluded from mobilising non-government funds.

responsible for the interim operations. This includes the management of interim finance facilities in the name of the Foundation, the registration of the trust and other secretarial matters.

The Selection Committee should not operate for a period longer than two months, and in consultation with the ALBED Task Team, may extend their term of office by no more than one month. If the trust has not been brought into being within three months of the formation of the Steering/Selection Committee, the workings of the Selection Committee will be referred back to the task team for review and advice on further implementation planning.

The Selection Committee will comprise a duly nominated delegate from the following organisations / interests:

- IAAB
- SANGOCO
- AETASA
- NDA/TNDT
- ALBED Task Team (x2)
- Ministry of Education
- The key ALBED/ABET donors **donor networks** next (EU, DFID, USAID and SIDA) to propose a name from among them

5.2 CRITERIA FOR BOARD SELECTION:

Break this section into quality of individuals of the trust / and things that the board must ensure

The Selection Committee should review and consolidate the proposed process of board selection, and develop the following proposed criteria for board membership into workable tools for the recruitment **process in the composition of the board:**

- Familiarity with the adult education field and development issues
- Familiarity with Board of Trustee responsibilities, procedures and organizational, legal background management
- Must display a good sense of judgement
- Must be able to contribute meaningfully to all the aspects required to make an annual policy decision regarding how funds are to be distributed.
- Must be able to guide the Foundation's HR, Finance and Administration systems
- Must have political linkages, particularly in education and finance, as well as with donors. Linked to this they must have the stature to deal with these interests effectively.
- Must be able to deal with the media effectively and assist in the media strategies of the Foundation.
- Must have a good (earmarked) chairperson.
- Other aspects that encourage donor confidence should be considered.

- Must have at least 2 sound financial people, with the requisite accounts, business planning and fundraising experience.
- Must have the capacity to create sub-committees as needed, and to develop specialised tools required by the Foundation. It is envisaged that it will minimally have a finance and management sub-committee, as well as a policy and project selection sub-committee and a monitoring sub-committee.
- Must have designated positions for the Chair, deputy chair, secretary (not the CEO) and treasurer.
- Must be able to recruit the right CEO and senior management, and implement CEO performance appraisal procedures.
- Must be available for 6 to 8 meetings per annum.
- Must have the right to co-opt.
- Must have self-regulatory protocols.
- Are trustees paid?

6. Implementation This is our agenda look at section 5 of the EU proposal guidelines

Internal organisation of the project - organogram, people involved etc

Physical and Non-Physical means

Inputs - technical assistance (which means an international consultant)

How many and which people need to be employed i.e. 1 x external evaluator

What equipment? Etc etc

Organisation and Implementation Procedures

Implementation procedures - how will you go about doing the project.

responsibilities of the people and public/private bodies involved, planning, regular checks such as monitoring and evaluation, when, who and how often, reports, finances etc.

Timetable

A timetable - maybe a GANTT chart if possible. - must be realistic and verifiable.

Cost and Financing Plan : Annexure 2 e.g.

Budget - costs broken down by component and by type of input.

Specify source of financing and co-financing

FACTORS ENSURING SUSTAINABILITY

Look at the following factors in terms of project sustainability:

Policy Support

Government support - new legislation, policies, etc No project is viable in an unsupporting policy environment. If assistance is required for the drafting or implementation of such policies, it should be specified here.

Appropriate Technology

Technical ways and means of carrying out activities. Different needs and roles of women and men should be taken into account.

Here is a paragraph that you could use:

Latest literature on science curriculum policy supports the need for integrating technology, particularly indigenous technology into the science curriculum in order to bridge the gap between classroom science and the students' environment.

Environmental Protection

The importance of environmental considerations - environmental factors may be negligible in some cases in others more important.

Socio-Cultural Aspects/Women in Development

Do you need to take measures to ensure the participation of women etc

Special attention should be paid to the involvement of women in implementation and sharing of the fruits of the project.

Here is a paragraph that you could use:

The programme will have a direct impact on women as the majority of primary school teachers are women and there is a higher percentage of girl children than boy children in primary schools in South Africa today according to the latest census carried out in 1996.

Institutional and management capacity (public and private)

Institution and management capacity activities are important - what is the track record of the organisation to deliver.. Particular attention should be paid to institutions capacity to address and involve women. Structure of participating bodies, their cooperation/coordination and the allocation of responsibilities.

Economic and financial analysis

Economic and financial rates of return. Cost/benefit calculations. Forecast realistically the economic and financial sustainability of the project after its implementation (coverage of running, maintenance costs)

Immediate term for task team

- Finding a suitable method to conduit funds. Fully independent or NDA-linked
- Develop standards and criteria for funding and funding principles
- Develop operations manual (responsibility of board and management)
- Develop time-lines – a critical path of activity
- Assign consultations to task team members
- Initiate the process for establishing Board of Trustees.
- Complete Documents (Call to Renewal, Trust Deed and Funding Proposal)
- Develop a broad illustrative budget
- Develop an illustrative financial plan.
- Investigate TNDT operations (systems and management) for cost-effectiveness as well as responsiveness and appropriate methods of operation for ALBED/ABET sector.
- Full focus on developed funding proposal (circulate for meeting on 23/24 November). TNDT to give 4-5 plane tickets and host next meeting.

- Set up the Selection Committee.
- Inform donors from 26th July meeting regarding further developments on Foundation Initiative. On the afternoon of the 24th, invite donors to a briefing and get them to select their delegate.
- Ashley to open talks regarding talks with NDA.
- Approach the Minister for a meeting via his DG or advisor. Mercia to write to Minister.
- We envisage that the period September to December 1999 will resolve the consultations and technical matters right up to the point of commitment of funds and a structure is designed and ready for implementation in January 2000

Take it all out! But keep as an agenda for the task team.

7. Factors Ensuring Sustainability

It is envisaged that the key benefit arising from the establishment of the Foundation would be the fact that it will help not only rebuild the sector's confidence, but also confidence in the sector, thus promoting further social investment.

Since the Foundation also plans to support NGOs that contribute towards the realisation of the MYIP, its benefit to national ABET development should encourage donors who have bilateral agreements of support with the South African government.

It is envisaged that a key outcome of the Foundation would be the development of more accurate information that will support the sector's advocacy work, both of which should increase its ability to undertake further negotiations with potential sources of finance.

The issue of promoting sustainability has to be high up on the agenda of an initiative of this nature. This applies both to the Foundation itself, as well as the projects and programmes that are supported by it. The Foundation, in its capacity-building support to the sector will actively address this matter.

Obtaining local support (particularly from the NDA and/or the Department of Finance) will be important for overseas donor confidence, and the integrity and efficacy of the Foundation itself should lend further impetus. The Foundation's relationship with the NDA, if favourably resolved through consultations with them, could be the single biggest sustainability strategy undertaken by

the Foundation. The NDA will be resourced on an ongoing basis out of funds generated within the South African economy for the purpose of social development and poverty alleviation/arrestation. Take this upfront NDA

8. Monitoring and Evaluation

The monitoring and evaluation of the Foundation itself, as well as that of the programmes and projects that it supports will be crucial to an assessment of its cost-effectiveness and impact, which at this juncture is important to the viability of the Foundation itself. It is envisaged that the board will account to the sector as a whole through appropriate media and mechanisms like the annual policy forum.

The exact nature of the monitoring and evaluation of the Foundation itself will be determined in negotiation with its sponsors. The Board and management will determine the monitoring mechanisms to be employed.

Projects and programmes that receive support from the Foundation will have to comply with the Foundation's funding criteria, and will also have to comply with the Foundation's terms for funding, which will fundamentally include regular reporting against agreed guidelines, as well as impact assessments and cost-efficiency analysis. It is envisaged that systems of co-operation between recipient NGOs/CBOs will be encouraged by the Foundation and this will include programme/project assessment and evaluation.

Overall, there is a strong need to develop a more accurate overview of the sector. Some baseline indices will be developed at the start of the Foundation, and must be after the first six months, and annually thereafter.

Describe indicators. MIS system

9. Project Management

The exact project management configuration will have to be designed by the Board, and this will depend on the agreement the Foundation comes to with the NDA.

The resources required by the Foundation have been defined herein as staff functions. This may not be the case eventually, and even if a lot of the work is outsourced, they will still have cost implications.

It is envisaged that the Foundation will minimally have a CEO and 3 project staff who will attend to the work of the Foundation. They will largely have an external orientation to the sector as a whole, and the programmes and projects that they serve. Their organisational competence is assumed, as is that of the Foundation's administration. The trustees will have to ensure sound recruitment.

The role of the CEO would be to maintain sound liaison with the board, to monitor broader sectoral developments, undertake funding negotiations and PR, set a strategic programme of work with the board, as well as manage and operate an efficient organisation. S/he will be supported by the project staff who will be key in programme/project assessment and evaluation, as well as project capacity building. They will also ensure the efficient and effective implementation of the policy forum and the research and information-related work of the Foundation.

The administration will ensure proper recording of the Foundation's financial records, as well as programme/project support work, contracts and other related administration, as well as effective communication and secretarial services.

10. Budget : 2000 - 2004

	2000	2001	2002	2003	2004	TOTAL
A START-UP COSTS						
A1 Task Team Meetings x 2						
Travel	12,000.00	0.00	0.00	0.00	0	12,000.00
Accommodation & Meals	4,000.00	0.00	0.00	0.00	0	4,000.00
Meeting Venue	2,000.00	0.00	0.00	0.00	0	2,000.00
Administration	1,000.00	0.00	0.00	0.00	0	1,000.00
Freelance Assistance	12,000.00	0.00	0.00	0.00	0	2,000.00
	31,000.00	0.00	0.00	0.00	0	31,000.00
A2 Consultative Meetings						
Travel	12,000.00	0.00	0.00	0.00	0.00	12,000.00
Accommodation & Meals	2,000.00	0.00	0.00	0.00	0.00	2,000.00
Administration	1,000.00	0.00	0.00	0.00	0.00	1,000.00
	15,000.00	0.00	0.00	0.00	0.00	15,000.00
A3 Steering Committee						
Travel & Accommodation	12,000.00	0.00	0.00	0.00	0.00	12,000.00
Administration	4,000.00	0.00	0.00	0.00	0.00	4,000.00
Advertisements (Board)	18,000.00	0.00	0.00	0.00	0.00	18,000.00
	34,000.00	0.00	0.00	0.00	0.00	34,000.00

TOTAL Start-up	80,000.00	0.00	0.00	0.00	0.00	80,000.00
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B FOUNDATION

B1 Board of Trustees

8 Board Meetings Travel	160,000.00	176,000.00	193,600.00	212,960.00	234,256.00	976,816.00
Accommodation & Meals	6,000.00	6,600.00	7,260.00	7,986.00	8,784.60	36,630.60
Honoraria @ R500	40,000.00	44,000.00	48,400.00	53,240.00	58,564.00	244,204.00
	206,000.00	226,600.00	249,260.00	274,186.00	301,604.60	1,257,650.60

B2 Staffing

CEO (R20,000)	240,000.00	264,000.00	290,400.00	319,440.00	351,384.00	1,465,224.00
3 Project Staff (R12,000)	432,000.00	475,200.00	522,720.00	574,992.00	632,491.20	2,637,403.20
3 Administration (R8,000)	288,000.00	316,800.00	348,480.00	383,328.00	421,660.80	1,758,268.80
	960,000.00	1,056,000.00	1,161,600.00	1,277,760.00	1,405,536.00	5,860,896.00

B3 Operations

Rent, Electricity & Water	144,000.00	158,400.00	174,240.00	191,664.00	210,830.40	879,134.40
Tel. & Communications	72,000.00	79,200.00	87,120.00	95,832.00	105,415.20	439,567.20
Postage and Courier	72,000.00	79,200.00	87,120.00	95,832.00	105,415.20	439,567.20
Furniture and Equipment	200,000.00	220,000.00	242,000.00	266,200.00	292,820.00	1,221,020.00
Travel & Accommodation	200,000.00	220,000.00	242,000.00	266,200.00	292,820.00	1,221,020.00
Materials (Market & Info)	200,000.00	220,000.00	242,000.00	266,200.00	292,820.00	1,221,020.00
Administration	180,000.00	198,000.00	217,800.00	239,580.00	263,538.00	1,098,918.00
	1,068,000.00	1,174,800.00	1,292,280.00	1,421,508.00	1,563,658.80	6,520,246.80

Total Direct Foundation	2,234,000.00	2,457,400.00	2,703,140.00	2,973,454.00	3,270,799.40	13,638,793.40
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C Programme Support

ALBED Projects x 80	12,000,000.00	13,200,000.00	14,520,000.00	15,972,000.00	17,569,200.00	73,261,200.00
MYIP NGO x 5 projects	10,000,000.00	11,000,000.00	12,100,000.00	13,310,000.00	14,641,000.00	61,051,000.00
Research	1,200,000.00	1,320,000.00	1,452,000.00	1,597,200.00	1,756,920.00	7,326,120.00

Advocacy & Lobby	1,500,000.00	1,650,000.00	1,815,000.00	1,996,500.00	2,196,150.00	9,157,650.00
Monitoring and Evaluation	1,500,000.00	1,650,000.00	1,815,000.00	1,996,500.00	2,196,150.00	9,157,650.00
Capacity Building	1,000,000.00	1,100,000.00	1,210,000.00	1,331,000.00	1,464,100.00	6,105,100.00
Policy Forum	1,500,000.00	1,650,000.00	1,815,000.00	1,996,500.00	2,196,150.00	9,157,650.00
Programme/Project Port	28,700,000.00	31,570,000.00	34,727,000.00	38,199,700.00	42,019,670.00	175,216,370.00
TOTAL COSTS	31,014,000.00	34,027,400.00	37,430,140.00	41,173,154.00	45,290,469.40	188,935,163.40

11. Financial Plan

The Foundation, in its start-up phase envisaged to be around March 2000, will require a minimum of R15m through which it hopes to support between 80 and 100 ALBED projects nationally. In addition to this, it hopes to raise an additional R10m to finance its other key functions like that of the annual policy forum, the commissioning of research, capacity building and lobbying support. This money will also be used for its own start-up, administration and operational costs, and to provide strategic support to between 5 and 10 strategic NGOs and programmes.

Also help to develop a prospectus of certain key organisation's requirements and assist them to fundraise, or fundraise on their behalf.

It is hoped that in future the funding of the sector-wide functions and strategic NGO support will form no more than 10% of the Foundation's annual funding requirement. Conversely, at least 90% of the funds that it manages to raise is to be spent directly on local level projects where learners will be the direct beneficiaries.

The distinction between NGO and CBO has to be defined. NGOs are service providers and budgetary support for these can range from R100,000 to R5m.