

EVALUATION ACTION FOR CHILDREN PROGRAM 2007-2010

Promoting National Fundraising for (Child) Poverty Alleviation and Child rights

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Executive summary (Third DRAFT)

The Action For Children (AFC) program aims at the increase of national fundraising to alleviate child poverty and to promote child rights. The AFC program encourages shifts from foreign aid to self-help in fundraising in the respective states Brazil, India and South Africa. The program contains the introduction of new fundraising, communication and advocacy strategies.

The AFC is a collaborative project of Wilde Ganzen (coordinator), Net4kids and Kidsrights. The project stimulates national fundraising in Brazil, India and South Africa. New middle class groups and local businesses are target to get involved.

National fundraising is stimulated by enhancing and improving fundraising expertise, introducing new fundraising strategies (a.o. “Geese Flights”) and by enlargement of funding networks.

Local fundraising is stimulated by offering fundraising education and by the Double Premium Program (funds raised at local level are doubled by the national NGO)

In this respect, AFC is an innovative project in the world of international development.

Innovation means “culture change” and this takes time. At the level of *institutions* innovation has to be implemented as “organizational change”. The national NGO’s involved have to adapt their organizational structure and culture to implement new technologies and new network approaches.

At the level of *individuals* new approaches in fundraising strategies need “attitudinal change”.

Staffmembers have to deviate from their routine and to learn new skills and capacities.

For the national NGO’s, their local projects and local staff/volunteers these changes will take time. At the level of the respective *societies* it will even take more time; diversification of national giving cultures is a long lasting process. Therefore, the time plan for the whole project has been extended to 15 years.

The collaboration of the three Dutch NGO’s expressed this innovative approach: combining social commitment (Wilde Ganzen) with social entrepreneurship of businesses and new-media expertise (Kidsrights and Net4kids). These different “qualities” have been integrated in the AFC project.

Surprisingly, the national NGO’s in Brazil, India and South Africa, reflect the diversity of the Dutch NGO’s: CESE in Brazil is strongly affiliated with religious driven compassion; Smile Foundation in India is recently founded by young business professionals and Soul City Institute in South Africa is based on new media events. The exchange of experiences between these three national NGO’s offers for each of them the opportunity to learn: CESE faced serious difficulties to target new middle class and corporations as potential donor groups; Smile learned how to document, monitor and evaluate local projects and Soul City have made enormous progress in web- and internet communication (a.o. Givinggame).

Overall evaluation 2007-2010:

The AFC project started in 2007. However, not all the national NGOs involved launched the project that year. CESE was in time; Smile Foundation and Soul City Institute were delayed. The obtained results in terms of local and national fundraising lacked behind the original targets on account of a too optimistic planning and the innovative nature of the program. These targets have been adjusted in 2008 and 2009. The implemented new/ national and local fundraising strategies have been adapted by the national NGOs as well as by the local projects.

This AFC project has the potential to function as an inspiring example for future international development projects.

| Evaluation Criteria | | | | | |
|-----------------------|--------|-----------|------|---------|------|
| | Scores | Excellent | Good | Average | Poor |
| 1. Relevance | | X | | | |
| 2. Efficiency | | | X | | |
| 3. Effectiveness | | | X | | |
| 4. Outcome and Impact | | | | X | |
| 5. Sustainability | | | X | | |

Recommendations

This new/ national and local fundraising strategy has proved to be extremely worthy and needs to be continued. In Brazil the Ministry of Culture plans to promote the “double premium mechanism” for its own policy-purpose.

The “does and don’ts” of these new fundraising strategies have to be documented in a DATABASE to become accessible and available for everyone. Particularly for the countries Kenya and Ghana where the AFC program is planned to be introduced.

| | |
|--|-----------------------------|
| <i>Executive summary (Third DRAFT)</i> | <i>i</i> |
| 1. INTRODUCTION | 1 |
| 2. OVERALL OBJECTIVES | 1 |
| 3. THEORETICAL FRAMEWORK: PHILANTHROPIC SOCIAL INTERVENTION | 2 |
| 4. EVALUATION CRITERIA (TOR) | 4 |
| 5. METHODS | 5 |
| 6. EVALUATION | 7 |
| 6.1 Smile Foundation | 7 |
| 6.1.1 <i>THE INDIAN CONTEXT</i> | 12 |
| 6.1.2 <i>ANALYSIS OF SMILE FOUNDATION AND THE AFC PROGRAM</i> | 15 |
| 6.1.3 <i>CONCLUSION</i> | 21 |
| 6.2 CESE in a Brazilian context | 23 |
| 6.2.1 <i>Analysis of CESE and the AfC program</i> | 24 |
| 6.2.3 <i>Concluding remarks and recommendations</i> | 35 |
| 6.3 The Soul City Institute | 37 |
| 6.3.1 <i>The South African context within which Soul City is located</i> | 40 |
| 6.3.2 <i>Analysis of the Soul City institute and the AfC program</i> | 41 |
| 6.3.3 <i>Concluding remarks and recommendations</i> | 44 |
| 6.3.4 <i>OVERVIEW APRO</i> | 45 |
| APPENDIX X | SOUL CITY ORGANOGRAM |
| LITERATURE | 47 |
| ANNEXE 1 ABOUT THE AUTHORS | 49 |
| ANNEXE 2 SMILE FOUNDATION DOCUMENTS STUDIED | 51 |
| ANNEXE 3 CESE DOCUMENTS PRESENTED AND TAKEN INTO ACCOUNT DURING EVALUATION | 53 |
| ANNEXE 4 SOUL CITY INSTITUTION DOCUMENTS PRESENTED AND TAKEN INTO ACCOUNT DURING EVALUATION | 55 |
| ANNEXE 5 PROGRAM EVALUATORS' VISIT TO SMILE FOUNDATION | 56 |
| ANNEXE 6 PROGRAM EVALUATORS' VISIT TO CESE | 59 |
| ANNEXE 7 PROGRAM EVALUATORS' VISIT TO SOUL CITY | 61 |
| ANNEXE 8 IN –DEPTH INTERVIEWS WILDE GANZEN, NET4KIDS, KIDSRIGHTS, ICS | 63 |
| ANNEXE 9 LIST OF NATIONAL NGO'S | 64 |

1. Introduction

The **Action for Children** program is one of the programs of the *Change for Children* alliance, being implemented by Wilde Ganzen and its partners KidsRights and Net4Kids¹. The program focuses on strengthening and linking national with local private fundraising, as well as child rights' promotion in order to contribute to the alleviation of poverty in Brazil, India and South Africa, through one existing, national NGO per country: CESE, Smile Foundation and Soul City Institute, respectively.

The AFC project is innovative in two ways: it aims at promoting fundraising in Brazil, India and South Africa and it promotes to involve new, "well to do" middle class, companies and business networks as funders. Since its start it has been adapted to the differing possibilities and circumstances in the three participating countries, as well as to the specificities of the participating organizations. Because of this, the evaluation has to be conducted with all three partners in Brazil, India and South Africa, as well as with Wilde Ganzen, Net4Kids and KidsRights in the Netherlands.

The reason for this program evaluation is twofold. Firstly the partners within the *Change for Children* alliance attach great importance to documentation and learning. Because the Action for Children program is a pilot, it is essential to test and demonstrate its feasibility and to adjust the program where necessary. The evaluation will inform all partners about the program and the collaboration. Secondly this evaluation is part of the overall evaluation schedule of *Change for Children* and serves to be accountable to the donor of the program, the Dutch Ministry of Foreign Affairs: all major (multi-year) programs are evaluated within the four year period of the co-financing program of this Ministry.

The total budget of this pilot program 2007 – 2010 counted approximately for €4,377 million over 4 years (inclusive the projectbudgets of local partners).

Per year the total budget counts for 1,09 million

The contribution of the Dutch partners, per year counted for:

Wilde Ganzen – average €100.000 per year

Net 4 Kids – average € 4.000 per year

Kids rights – average € 4.000 per year

Ministry – €278.000 per year

According to the budget estimation 2008

Continuation of the program for the five-year period 2011-2015 is being planned, as well as expansion to Kenya and Ghana. This is being included in the new subsidy application for MFS II. The report of this evaluation in the fourth year of the program will be used for the new subsidy application, to be submitted to the Ministry by July 1th 2010.

2. Overall objectives

The program Action for Children has the following objectives:

Strengthening of national fundraising for (child) poverty alleviation in Brazil, South Africa and India through one existing, nationally operating NGO per country;

Encouraging about hundred local initiatives per country per year through the NGOs. These initiatives raise funds for projects for children at the target group level and provide public support for development projects in their own countries;

Involving new actors in the three countries concerned through these NGOs, in particular children, young people and trade and industry;

¹ This program started as *Jonge Ganzen+*, which first was translated into Young Geeze+. Later the name Action for Children was decided on. In the policy document/program proposal 2007-2010 (part of the subsidy application) the names *Jonge Ganzen+/Young Geeze+* are used. Referral is made to : *Change for children*; *Jonge Ganzen+* Policy Paper

The optimal use of strong advocacy instruments by these NGOs for the benefit of children, through the old and new media in the three countries concerned.

3. Theoretical Framework: philanthropic social intervention

The AFC program is a project of international development, international aid or foreign aid. From abroad, money, expertise, time are given to countries that face problems like (child)poverty. In this respect the AFC program has to be understood as a social intervention by philanthropic donor organizations. Dutch philanthropic organizations, financially supported by government, invite national NGO's to cooperate and to adapt to new fundraising strategies in their homelands. This kind of change management is theoretically defined as "social intervention" on behalf of "philanthropic action". Before the Terms of Reference of this evaluation are presented, first of all, the theoretical background of these evaluation-criteria have to be clarified.

Social intervention

International development programs may, as stated above, be seen as social intervention. Social intervention is defined as: deliberately, timely planned action based on scientific insights to realize social change, undertaken by professional actors. This action may focus at individuals, groups/organizations or society as a whole. Social interventions last as short as possible; as long as necessary.

The goal of social intervention is to promote self-help: this goal is reached if change is adapted and incorporated into the daily routine of the targeted social system.

An important criterion for successful intervention is the degree the intervention has been "anchored" within the patterns of the targeted system, which result also is called "embedded" or "sustainable".

At individual level successful intervention has evoked behavioral change or/ or a feeling of well-being. At organizational level an intervention is successful if patterns, procedures or the organizational culture has been changed.

More than 50 years ago, Wild Geese introduced a new "Do it Yourself"- principle in the international aid programs: Geese Flights. This innovative approach stressed the self-reliance of grant-asking groups/projects abroad. They themselves had to raise funds and by the Geese Flights potential donors in the Netherlands were informed by television about the projects on location. The spectators/potential donors could decide to give or not. Visibility, concrete goals, "only once appeals" and the use of media made Geese Flights a strong brand.

Today, this approach still proves to be successfully; "giving" to support and promote native projects becomes equivalent to "investment". This may theoretically be linked to what Marcel Mauss in the famous book "Sur le Don" explained as social investment in creating and sustaining social relationships.

Giving and helping are frequently associated with unbalanced situations in which people in need are easily be considered / or consider themselves as dependent. The investment principle in development programs, however, stresses the potentials and capacities of those in need (Leene and Schuyt 2008).

Philanthropy

Philanthropy is defined as "private, voluntary action for the public good" (Payton 1988; Schuyt 2010). It refers to human needs and /or social needs (the public good) which differ from societal contexts as well as it refers to the responses to those needs.

Philanthropy is undertaken by individuals, churches, social organizations and companies in order to change situations which are felt to be unfavorable.

Philanthropy has a different meaning across the world because of the large variation in the historical, social and legal background of philanthropy. If people are in need, in various societal contexts different helping structures enable people to survive (Luhmann 1975). Help, support and welfare can be offered by family networks. It appears as mutual aid, based on "filial obligation". If people don't know each other and help is needed all world religions and all societies harbour and promote the value of giving and helping. In all countries philanthropic organizations and churches offer charitable and voluntary assistance. In some countries like Japan and China companies deliver occupational welfare for their employees. In welfare states in western Europe government takes care for a certain minimum of social security. So, giving

cultures exist everywhere, and they take different institutional forms, almost always in combinations. Welfare refers “in a generic sense, to the aims and objectives of social action concerning needs as well as to the structural patterns or arrangements through which needs are met” (Mishra 1991).

The AFC program enlarges the number of supporting systems by adding new middle class groups and corporations as targets in those countries that not are used to do so. AFC tries to “sensitize the new privileged” to undertake philanthropic actions.

Philanthropy may be seen as a consequence of the uneven distribution of wealth in society. This would imply that inequality is a precondition of philanthropy. After all, at the long run, poverty relief and child rights can be attained by institutional welfare arrangements or social policies. In many countries in the world philanthropy expressed and still expresses a pre-stadium of those institutional social arrangements. In different social contexts, poverty relief and child rights are usually first evoked by philanthropic actions which aim at agenda-setting and social change. In many situations, social movements like the labour movement succeed philanthropic efforts. Particularly in industrializing countries emerging businesses need a well-educated labourforce and an educated next generation. So, childlabour will – after a certain time span - turn into compulsory education and primary schools. Dialectics explain how the economic need for education spurs the development of labor organizations (asking for social protection, health care and housing) and visa versa. ‘Education is vital for the economic (necessary skills) and political (social control) order of industrial societies. ... Thus nearly a hundred years before the New Deal that bastion of laissez faire, the United States, had begun providing elementary schooling under public auspices’ (Mishra: 1991: 111).

Mishra analyses the development of the welfare provisions as a result of the interaction of three main factors: the struggle of the working class...; the requirements of industrial capitalism for a more efficient environment in which to operate – in particular the need for a highly productive labour force; and the recognition by the propertied classes of the price that has to be paid for political security; ... concern with stability and efficiency has played an important part in the enactment of various social measures...’

Philanthropy was and is perceived as antagonistic to the endeavors of the working class and labor movement. The latter aim ultimately at structural change, which can’t be afford by philanthropic actors and actions. Structural changes are ultimately realized by legal regulations by governments. Philanthropy in its different forms around the world aims at social change and innovations. In all stadia of development of societies philanthropy and philanthropic organizations will endure as “mediating structures” that link social (governmental) care and individual responsibility (Berger and Neuhaus 1977).

Government, market and philanthropy are three mechanisms to achieve goals involving the common good. Strangely enough, a monopoly of any one of these mechanisms apparently does not lead to a viable society. A monopolist governmental system has come to be known as communism or socialism. This construction generates bureaucracy and limitations to individual freedom. The market offers this freedom as a mechanism. With regard to the common good, however, the market as a monopolistic mechanism of allocation generates conditions of intolerable uncertainty and widespread poverty. The same holds when philanthropy dominates, with paternalism and inequality as the result. *Perhaps the solution for the future lies in some form of team-work among these three mechanisms of allocation, in which the government guarantees, directly or indirectly, a certain level of social security and market and philanthropy create space for dynamics and pluralism. Such an arrangement would subconsciously revert to the principles of the French Revolution and western democracy: “freedom, equality and fraternity”.*

As such, philanthropic private actions do always exist. Payton proclaimed philanthropy to be the fundamental force to vitalize societies (Payton and Moody 2008).

To sum up:

In this evaluation the AFC program will be treated as an innovative project to attain social change. It will be analyzed in the cultural and social context of the countries in which it is induced With regard to the objectives and goals the project has to be:

as cheap as possible; as costly as necessary

as short as possible; as long as necessary

During the program its mission has to be diffused to a broader audience in order to reach structural change. First internal, in the organizations that participate in the program; later to the wider, institutional environment. The degree in which AFC is linked to institutional partners in the broader social context will be an important criterion.

These considerations function as theoretical framework that links the evaluation criteria “relevance, efficiency, effectiveness, outcome & impact, sustainability” together and that leads to the final overall evaluation and recommendations.

4. Evaluation criteria (TOR)

In this paragraph the specific issues and questions to be addressed during the evaluation are listed.

1. Relevance
 - Is the Action for Children model fine tuned to provide a relevant contribution within the political, social and cultural contexts of Brazil, India and South Africa?
 - Are Brazil, India and South Africa relevant and appropriate countries to roll out the Action for Children program?
 - Are CESE, SMILE and Soul City relevant and appropriate partner organizations to execute the program within their country?
2. Efficiency
 - Does the program offer an efficient approach to enhance fundraising and advocacy at a national level in Brazil, India and South Africa?
 - To what extent did CESE, Smile and Soul City linked the AFC program to the other programs they implement.
 - Did Wilde Ganzen, Net4Kids and KidsRights provide support and facilitate capacity development to CESE, SMILE and Soul City efficiently and effectively?
3. Effectiveness
 - To what extent were the program objectives for the number of local actions for the funds raised by these and for own fundraising by the partners realized?
 - If any, what are the reasons and implications for not realising the set objectives?
 - Up to what extent was national fundraising strengthened for child poverty alleviation in Brazil, India and South Africa through CESE, SMILE and Soul City.
 - Are local initiatives for fundraising in each country effectively encouraged through CESE, SMILE and Soul City.
 - What is the opinion of selected local groups vis-à-vis the AFC program and the way it is executed by CESE, Smile and Soul City?
 - Did CESE, SMILE and Soul City make effectively use of advocacy instruments to raise attention for child wellbeing and poverty and MDG's.
4. Outcome & impact
 - Is the program contributing to a change in the giving culture on behalf of poor children in the countries it is implemented?
 - Do the approved local actions and projects comply with the objectives of the program (are they child related and aimed at poverty alleviation, civil society strengthening and/or advocacy)?
5. Sustainability
 - What is the probability that the program will continue after 12 to 15 years, without foreign resources, with a growing volume of activities?

5. Methods

To answer the terms of reference criteria the following methods have been used: literature survey, document analyses, exploratory interviews, in-depth interviews, field visits, participatory observations, website interviews.

VU-University Amsterdam prepared the evaluation. The evaluation entailed visits of one week each to India, Brazil and South Africa (see Annexes 5,6,7,).

In each country, experienced evaluators have worked with experienced local co-evaluators (see Annexe 1). For the evaluation in the Netherlands 6 in-depth interviews have been conducted.

6. Evaluation

6.1 Smile Foundation ²

Origin and aims

Smile Foundation was set up in 2002 by a group of young and successful professionals in the fields of finance, management and law. They realised the value of education in their personal careers and recognised its importance in social and economic upliftment of all people in the country, particularly the poor. The basic motivation in starting the Foundation was to contribute to the development process in the country through education, health and other related programs, focussing on the children of marginalised and deprived sections of the population .

SF is a national level development organization and covering children, youth and women under its various programs. At present it works in 21 Indian states and reaches directly about 100,000 beneficiaries through a total number of 130 projects. The subjects covered by SF are education, healthcare, livelihood, girl child empowerment, and advocacy. Its central motto is ‘empowerment through education’. It believes that education is both an end in itself as well as the means to a better life and society. While addressing the problems of healthcare, poverty, population control, unemployment or human rights, it is evident that education provides nearly always a proper entry point and constitutes the core of the strategy of intervention.

Social venture philanthropy

In the implementation of its program, SF adopts a number of principles and approaches based on experiences in the corporate sector. Its working model is coined as Social Venture Philanthropy (SVP) and is an application of the ‘Venture Capital’ model from the corporate sector. Under the SVP model, SF identifies, handholds and builds capacities of grassroots NGOs in order to achieve sustainability, scalability, accountability and leadership. The SVP model adopts an empowerment, not a subsidy approach. It is focused on the future and on civic driven change. SF adopts a partnership approach in which all three partners i.e. the financier, SF and the respective NGO share the responsibility. It does not operate on a grant-giving mode, but bases on reimbursements of expenses for the activities carried out. A final feature is that SF does not work on the basis of individual short term projects but tries to tie them together within a comprehensive and future-oriented perspective. The individual local actions undertaken, thus, become instruments in giving shape to the larger perspective. Understandably, local actions constitute the core of SF’s operations and the AfC program.

² Abbreviations

| | |
|------|---------------------------------|
| AfC | Action for Children |
| BPL | Below Poverty Line |
| CfC | Change for Children |
| CRM | Cause-Related Marketing |
| CSR | Corporate Social Responsibility |
| IRP | Indian Rupees |
| NGO | Non-Governmental Organization |
| OBC | Other Backward Castes |
| PRG | Pay Roll Giving |
| PSA | Public Service Advertisements |
| SC | Scheduled Castes |
| SF | Smile Foundation |
| ST | Schedules Tribes |
| STeP | Smile Twin e-Learning Program |
| SVP | Social Venture Philanthropy |

Local actions

The objectives of local actions are to build capacity of local NGOs working for the cause of children to raise funds locally; to make the projects self-sustainable to the extent possible; and to sensitize the privileged to support the cause. In order to carry out and sustain local actions successfully a series of steps is undertaken by SF and its partners, as summarised in box 1.

Box 1: Steps in organising local action for AfC Program

Identification of organization working for the cause of children .
Introduction to the concept of local action
Hand holding / capacity building on fundraising and communication.
Identification and selection of the specific event under local action in consultation with SF
Submission of local action application to SF
Conduct of local action
Fund raising / collection
Submission of funds to SF
Matching of funds by SF
Disbursement of the funds on quarterly basis
Management and monitoring of the project

The partners are motivated to conduct local action on a continuous basis and increase their fundraising over the years. For conducting the different steps mentioned above, SF has developed a process of management and monitoring the educational projects that cover the AfC program. It also designed a set of formats and guidelines to be used for the proposal/ project description, desk appraisal, field appraisal, field evaluation, Memorandum of Understanding, and beneficiary profile.

Management principles

In its operations and management, SF applies principles of good governance. This implies that its policies and decisions are made through a four-tier system, namely departments and divisions, executive committee, advisory body, and board of trustees. SF Delhi is the head office with 45 staff, while there are regional offices in Mumbai, Bangalore, Hyderabad, Kolkata, Chennai and Goa. The head office has six divisions, namely the Program, Communication, Resources, Facilitation, Governance and School Advocacy Divisions. The program division has six sub-divisions for the different programs (see below) and an official for alliances in charge of contacts with external donors, including the AfC partners. Individual staff members are attached to different divisions and sub-divisions, often to more than one, to create synergies.

There is no special unit for the AfC funded activities. It is linked to the existing structures, though there is a five-member core team headed by Mr. Santanu Mishra, Trustee SF, while involving personnel from the different relevant divisions and sub-divisions (see for details below under Action for Children).

The management, monitoring and accountability are governed by a four-tier audit system, namely project audit, statutory audit, internal audit, and external impact evaluation. Optimum use of relevant technology is integrated with the whole system so as to ensure impartial monitoring and optimisation of resources. Finally, a certified Company Secretary certifies compliance with 'Standards of Good Governance'

There is a special National Fundraising Team that focuses its efforts on fundraising through a variety of innovative methods. It encourages product innovation and promotes SF among business houses. Methods used include the organization of events (with corporate support), corporate donations, pay roll giving (PRG), volunteering and cause-related marketing (CRM). Corporates may give unrestricted funding (among others to be used for SF organizational costs) or donate for the fund to cover the premiums.

Overview of SF programs

Below we present a brief and general overview of the programs that SF is presently carrying out.

Mission Education

Through the Mission Education program, SF provides basic education and healthcare to underprivileged children. At present, 49 Mission Education projects are functional across 20 states and 27 cities of India. More than 30,000 children living in urban slums and remote villages are directly benefiting from these. The beneficiary groups of the projects funded by local actions include a variety of underprivileged children such as street and run-away children, children of commercial sex workers, children with a disability, children affected with HIV/AIDS, rag pickers, orphans, children of families below the poverty line (BPL children), victims of abuse and trafficking. Activities focus mainly on formal and informal education, life-skills education, advocacy and awareness building, vocational studies and training for enhancing employability, and health care services (health check-ups at the educational centres). AfC provides support to the Mission Education program.

Smile Twin e-Learning Program (STeP)

Through Smile Twin e-Learning Program, underprivileged youth are given training in key employability skills like English proficiency, computer operations, personality development etc. primarily to help them get a job in the growing retail and service sector. 3248 trained and about 1750 STeP students have now been employed in companies like Café Coffee Day, Westside Stores, ICICI, HDFC, Reliance Retail, Big Bazaar, Spencers, Chroma etc. At present, 56 STeP centres are operational in 18 Indian states and 41 cities. Smile plans to reach out to 50,000 youth in the next five years.

Smile on Wheels

Smile on Wheels aims at providing mobile healthcare in a preventive and comprehensive manner to address the issues of accessibility, affordability and mobility and to improve health seeking behavior. The target beneficiaries include the most underprivileged and deserving population in urban slums and a few villages in city peripheries. Until now, 250,000 needy people across 11 Indian states have benefited from it. Smile on Wheels provides services to the target group on the basis of an individual registration against a small fee for every visit, while treatment and medicines are provided at costs below the market prices that are generally deemed unaffordable for the beneficiary group. There is, thus, a meaningful contribution towards cost recovery, coming from the target group itself. The fact that people go to these mobile dispensaries, despite the services not being free, shows that the beneficiaries value the services.

Swabhiman

This program aims to empower girl children from low socio-economic strata, enabling them to live with dignity, improve health seeking behavior and function as change agents.

The program's objectives are to teach self-defense techniques and generating awareness on reproductive and sexual health issues covering Safe Motherhood, Child Health, Family Planning, RTI/STI, HIV/AIDS. It further aims to sensitise adolescent girls on gender issues, and provide life-skills education, including communication and negotiation skills. It further aims at providing reproductive and child health services through mobile health clinic for currently married women, adolescents and children. Swabhiman's present coverage is 10 communities totaling a population of about 150,000.

Outreach

Outreach refers to innovative programs initiated and implemented by SF that are financially supported by corporate firms and institutions. So far the following programs are implemented: Caterpillar Support provides infrastructure for education with remedial education benefiting over 7,000 children in two districts in Tamil Nadu. Jindal Steel Limited (a leading steel manufacturing company in India) supports a remedial education and non-formal education centre in Jajpur in Orissa. Over 6,000 children benefit out of this project. Proctor and Gamble, a major corporate in health care products, supports Parivartan, a project aimed at improving the menstrual health of women and adolescent girls in rural Rajasthan, benefiting a population of over 1.2 million. Save the Children India supports a mobile medical unit project in Delhi supporting a population of over 80,000.

Special Interventions

Special interventions concern: Health with Smile, reaching out to the needy children and women through stand-alone curative and preventive health camps across India; Individual Support Program, supporting the most deserving and needy children on the grounds of critical healthcare, education and sustainability; and

Disaster Management, relief and rehabilitation for children and women during natural calamities like the Tsunami, Bihar floods, and earthquakes.

Action for Children

AfC started supporting SF from 2007 onwards. SF was selected from among 10 short-listed NGOs for its innovative capacity in project selection and its capacity to raise funds from the corporate sector. In the fall of 2007 three managers of SF received an intensive, one-month training by the Dutch AfC partners on fundraising and small projects selection. In the training, the participants also prepared an action plan for 2008 as well as a more detailed program for the first quarter of 2008. The contract was signed at the end of 2007 and staff for the program was hired. The strategy involved capacity building of SF by focusing on communication, brand building and fund raising, while NGO partners were assisted in fund raising, communication and governance. Advocacy, trust building and fund raising were done through mass media, physical activities involving the target audience and the use of technology. Concrete activities included campaigns, social networking and an attempt at putting all branding activities under one single campaign to have a better penetration. Fund raising was done for premiums for local action (by corporate partnerships and events) and meeting the organizational cost (by innovative events, merchandising, direct mailers, etc.). Local actions organized by SF independently or together with NGO partners and civic action groups helped resource mobilisation. Successful fund raising moreover required strengthening of monitoring and evaluation, adoption of principles of good governance and addressing the issue of trust and transparency that were achieved with a reasonable degree of success.

Box 2: Staff involved in AfC

Core Group Members: Mr. Santanu Mishra, Ms. Manju M, Mr. Swatantra Gupta, Mr. Pratap Ray, Ms. Priti Kalra

Communication and Advocacy: Mr. Santanu Mishra and Communication team (6 members)

National fund raising: Mr. Anurag Bhatnagar with 8 team members

Project Management and Monitoring: Ms. Deepshikha Sharma, Ms. Abhileena, Ms. Meena Batra and Mr. Pratap Ray along with 7 regional staff

Finance and Accounts: Mr. Pratap Ray with 5 team members

Implementation of activities on the ground began in April 2008. Wild Geese gave an on-the-job training to SF on fundraising with action groups. By mid 2008, the Dutch partners decided to revise the budgets and indicators. SF was expected to support 13 local actions for a total value of €32,500, and broadcast 1 'flight' and 2 documentaries. The targets for fund raising for projects and own functioning were put at 0% in the first year, but were to increase in subsequent years. SF organized 14 local action events and collected small donations, raising €28,034, ran six Public Service Advertisements (PSA) and produced one documentary. It also succeeded in linking with major corporate partners. It organized fundraising and capacity development workshops for its local partners and set up a unit on corporate social responsibility (CSR). In 2008, a South-South exchange between the partners in the three countries was envisaged but had to be postponed due to the slow start of the program in Brazil and the delay in training the South-African partner.

In 2009 SF's AfC activities were consolidated and expanded further. SF's narrative report indicates that overall the quantitative and qualitative targets for 2009 were achieved. In terms of capacity building, three regional days were organized for SF's partners to share experiences and strengthen program management and fundraising skills. There was also an internal workshop for sharpening SF's own program and fundraising skills. The CSR Cell recruited 8 professionals both at the central office and in the regional offices. In 2009, SF commissioned an evaluation study by Siddhant looking into the performance of 11 education projects under the AfC supported program. The individual project reports include background information on the partner, details of the project, objectives, key activities undertaken and outcomes, conclusions and recommendations.

With regard to fundraising, a direct mailing led to a response of 0.3% and raised IRP 262,194. Individual donations to SF amounted to IRP 578,070. A fundraising event with the famous Ghazal singer Jagjit Singh

attracted 2,500 visitors and an income of IRP 302,390. Finally, SF raised IRP 950,000 from a total of seven corporates. The total amounts raised by direct mailing, events, individual and corporate funding amounted to €32,195. In terms of local fundraising, 47 local actions were organized, raising €67,794 or 104% of the target of €65,000 for 2009. SF's total expenditure for AfC was €482,778 of which a total of €99,989 was raised by SF (20.7%).

Activities were also undertaken to promote the brand 'Smile'. With regard to advocacy, Public Service Advertisements were broadcasted 1014 times on leading TV channels, reaching about 3.5 million viewers at nominal costs. In September 2009, Smile launched the advocacy campaign 'Be the change', being the banner under which all advocacy campaigns and the portal had been integrated. An Indian version of 'flights' under the name of 'Choone Do Aasman' was broadcasted on the channel NDTV. In addition to rallies, several events were organized with the help of Indian TV personages, Bollywood actors and other celebrities. At present a film is being produced. The attempts to involve new actors focus on professional workers and children and teachers at schools and colleges. Smile's independent Child for Child program also was used to reach new target groups of privileged children. Despite meeting its targets, SF reported problems in accessing adequate funding. Consolidation of efforts at brand-building, fund raising and communication (especially with the media) are being envisaged to accomplish its future goals.

In June 2009, all AfC partners came together in Goa, India, to exchange experiences, obtain advice, and develop new ideas and visions for the future, in line with the basic principles of the program. A perspective of development was prepared along with a list of targets and deadlines. At the same time a participatory mid-term review and "lessons learned" exercise was carried out with the help of an external facilitator. All these resulted in preparation of a report which analysed the preconditions for the success of the program and proposed areas for strengthening and modifying the program.. One lesson learned was that the partners are experiencing time pressure in absorbing the new elements of strategy and that there is a need for flexibility in targets and modes of implementation. Challenges identified include improving the managerial, financial and communication skills, reaching the public and the media and the adaptation of the strategies to local contexts.

Plans for 2010

At the general level, there will be three South-South exchanges between the partners in the AfC network. With regard to work in India, SF intends to continue working in 2010 on the lines developed in 2009 while expanding the programs, target groups, actors and audiences, among others by the use of a variety of media, including PSAs, four direct e-mailers, release of a documentary film and an on-line platform. Like in 2009, new actors will be sought among schools and colleges, and corporates. SF will continue to hold regional days with fundraising and organizational experts to strengthen the capacities of the local partners. SF plans to increase the number of local actions in 2010 to 52, with an amount of €2500 being raised per event, leading to a total of €130,000. It also expects to raise 35% of the premiums - about €45,500 annually - and 10% of its own organizational cost - €29,977.

6.1.1 THE INDIAN CONTEXT

Implementing the SVP model and local fundraising for health and education programs of underprivileged children faces problems from two distinct accounts. One is linked with the challenges of fundraising and implementing CSR dependent projects *per se* in the Indian context. The second problem is the conditions and constraints of working in the social sectors with marginalised groups of population in the context of the strategy of globalisation and weakening of the state's service delivery system.

Culture of giving and CSR

It would be erroneous to hold that there is no 'culture of giving' in India as is sometimes asserted, including in the AfC and SF documents. The giving culture here unfortunately is limited to the charity of individual persons or business tycoons who have amassed great wealth (often through personal or family foundations). The 'giving' is thus directed to religious persons or institutions. Among the Muslims, there is the tradition of giving a part of one's wealth as *zakat* for helping the poor. Similarly, giving food to the poor through temples is common among Sikhs and Hindus. The notion of charity exists among Indian Christians as well. Many of the Indians support their less fortunate relatives, although they - in their mind - may not associate this with philanthropy. It could however be said that the mobilisation of the well-to-do middle and higher classes on a more extensive scale to promote social goals is a fairly new phenomenon. This also applies to a certain degree to activities in the realm of CSR that is now increasingly receiving attention. In that sense, the efforts of SF and the AfC program to promote self-sustaining local action and introduce innovative fundraising activities such as through PRG and CRM are certainly relevant and appropriate in the Indian context.

Problems in social sector service delivery

The second issue relates to the problems that the underprivileged children and their parents face in Indian society. Although an ambitious government policy and assertive actions by the government have been launched in favor of disadvantaged scheduled castes (SC), scheduled tribes (ST) and other backward castes (OBC), besides the anti poverty programs for the people below poverty line, these have not resulted in an appreciable change in their real life situation. Notwithstanding the claims of making significant dent on deprivation and deficiencies in the quality of life of these people, through the strategy of inclusive growth in the Tenth and Eleventh Five Year Plan, large segments still do not have access to education and health. Many get excluded due their lack of affordability to pay while others drop out due to socio-cultural discrimination. Often, they are asked to produce a plethora of documents such as birth certificates, income statements, BPL proof etc., which they are simply unable to do. This results in refusal of entry of their children into schools or access to free medical treatment. Many children also do not have the support system at home and language proficiency to maintain themselves at school and, hence, drop out quickly. The fact is that at present over 33 million children do not go to school at all, while there are 17 million children working as labourers. This amounts to nearly three times the total population of the Netherlands. These figures still are likely to be an under-representation of the reality, but nevertheless reflect the scale and level of the problem at hand.

The role of the government and NGOs

Under the Right to Education in India which has been operationalised through a recent Constitutional Amendment and passing of a supporting Act, the state has the major responsibility of providing compulsory and quality education to all children in 6-14 age group. Unfortunately, the number of government schools, their absorptive capacity, staff strength, financial resources etc. are highly inadequate to admit all the children in the eligible age group. Besides, these schools are ill equipped to deal with the specific problems of the poor children. For instance, these children have deficiencies in certain subjects due to their background and there is no way by which the school can compensate for their particular weaknesses through remedial teaching or special classes. This indeed is a serious problem for older pupils who have missed out already a few years of education, adding further to their problematique and pushing them into a downward spiral. As a consequence, complementary action by voluntary agencies and NGOs has emerged as a real alternative to give these children a fighting chance of studying. They can then be mainstreamed when they have acquired the capability to enter the official school trajectory.

It is in this context that AfC can play a crucial role by promoting activities for this target group. There is of course always a risk that this will be seen as substituting for government action that is deficient or even

completely lacking in particular areas or conditions. It is important that the government is urged and even compelled to take firm action to meet its constitutional obligations of providing appropriate levels of social services to the needy. However, given the yawning gaps between the requirements and supply, there is no option for the government but to support and collaborate with the NGO sector. The latter would be needed in the development scene for a long time now to help out and support the children that lack education, health and most importantly the capability to earn a decent livelihood in future years.

6.1.2 ANALYSIS OF SMILE FOUNDATION AND THE AFC PROGRAM

In this section we answer the questions asked in the terms of reference (see Annexe 1). To that end, we repeat the text of the questions and append our answers and / or observations.

Relevance

Is the Action for Children model fine-tuned to provide a relevant contribution within the political, social and cultural context of India?

Given the absolute and relative needs and deprivations of the target groups of population, the model can undoubtedly make a significant contribution to improve the situation. There are many children outside the formal education trajectory who are unable or too old to effectively access and utilise the formal educational system. Many of these need special attention through remedial teaching and the acquisition of life skills before they can be successfully mainstreamed. They also show serious nutritional deficiencies and health problems that are compounding their problems at school. Therefore, the AfC model is well tuned to the Indian reality in terms of the problematique. Also with regard to fund raising and local action, time is ripe to intensify the efforts in India. The growing entrepreneurial and middle classes can be reached to contribute to social goals and there is no reason to expect that they are unwilling or incapable to contribute, as testified in our interviews by both local activists and corporate managers. There is also sufficient scope for the further promotion of the CSR concept. The AfC model should, however, not be exactly copied in terms of its fundraising modalities, actions etc. from European or other less developed countries. The latter can usefully provide generic or strategic examples but the concrete campaigns in practice need to be attuned to the realities of Indian social, cultural and religious life and to the existing requirements and tastes in amusement and popular culture. This is largely what SF has done over the past couple of years.

Is India a relevant and appropriate country to roll out the Action for Children program?

Yes, over the past two decades of neo-liberal policy perspective, there has been a withdrawal of the state in terms of service delivery. Simultaneously, we see an emergence of an increasingly active and conscious civil society at local levels. At the same time, Constitutional and legal responsibilities are being placed on the State agencies to provide basic amenities to masses of underprivileged and impoverished people, within a Human Rights framework. Despite launching of several flagship programs by the government to meet these challenges, the problem remains alarming in terms of sheer magnitudes of deprived population. Given this framework, local action by NGOs becomes an imperative, even if they have to substitute the governmental action. In the perspective of the scales and levels prevailing in India, the AfC model is relevant and appropriate. This is not to suggest by any stretch of imagination that they would be able to physically cover the entire canvas of marginalised population. Their function have to be illustrative, strategic and serving as an example for others but at the same time covering a significant number of persons, for being taken seriously as a pilot model for duplication.

Is SF a relevant and appropriate partner organization to execute the program in India?

Yes, the overall approach, the SVP-model, the set up and functioning of SF, their business-like efficiency and attitude, and committed personnel give reasons to believe that it a suitable and competent partner to carry out the AfC program. It is a young and enthusiastic organization, but must assure that its staff get proper training, remuneration and other benefits to maintain their professional level. They must also have sufficient incentive for making long term commitment with SF and thus prevent attrition, although a certain level of circulation is always unavoidable and could even be considered as healthy.

Efficiency

Does the program offer an efficient approach to enhance fundraising and advocacy at a national level in India?

Yes, it is among the first organizations that have fully adopted this approach. It has applied the AfC model of local actions and fundraising and the idea of SVP to all its ongoing programs. It has also used imaginative and innovative instruments for fundraising and advocacy, such as CRM and PRG. Furthermore, it has organized events in collaboration with corporate sector and a variety of local-level implementing partners. It also actively tries to promote SCR by linking up with corporate firms. SF has engaged tax planning consultants that in turn advise the firms on possibilities of tax deduction through their

association with the SF. This could be a highly effective and innovative approach for resource mobilisation. These consultants have been quite successful and have reported a doubling of revenues accruing to SF this last fiscal year, to IRP 1 million. At the local level there is initially an intensive guidance and investment needed, especially in the so-called handholding phase. It also is accompanied with quite a bit of paperwork, though this is generally formatted. These investments for capacity creation have been substantial and could be seen as initially lowering down the efficiency level. We, however, believe that these are justified, as they in a later stage reduce the workload significantly. In future years, it should be possible to leave the local partner on to his own after a fairly short handholding period.

To what extent did SF link the AfC program to the other programs they implement?

SF incorporated components of health, employability and women empowerment in the projects. As indicated earlier, the AfC model was gradually transferred to other activities. Beside the core team, there is no special unit in SF that deals with AfC or SVP. AfC activities are integrated in standard management and implementation operations and procedures. Local fundraising has taken the centre stage in all activities, contributing to long-term sustainability of SF.

Did Wilde Ganzen, Net4Kids and Kidsrights provide support and facilitate capacity development to SF efficiently and effectively?

There was little tangible evidence of this on file, but staff in SF spoke highly of the training and the advice received from AfC partners. Smile's own capacity building initiative, the idea of local actions, depositing of locally raised funds with Smile, the new initiatives of raising unrestricted funds etc. can, partially be traced to **all were said to have been originating from AfC partners'** the support and capacity development through the AfC partners. Similarly SF staff is looking forward to meet southern partners for further exchange. They feel they can learn from experiences elsewhere, as both Soul City and CESE have their own strong points.

Effectiveness

To what extent were the program objectives for the number of local actions for the funds raised by these and for own fundraising by the partner realised?

In 2008 the quantitative goals for local actions were largely realized in 2008 as **met for** 77 per cent of the financial target of €32,500 was achieved. In addition, a few other **progress** indicators too reflected satisfactory progress. Smile **as running** an **number of** 6 Public Service Advertisements (PSA) and **produced** one documentary film during the year **2008**. SF also succeeded in linking with major corporate partners and organized fundraising and capacity development workshops for its local partners. Internally it set up a unit on corporate social responsibility (CSR). In 2009 it organized 47 local action events, raising € 67,794, which amounts to 104% of the targeted €65,000. It continued with training local partners and own staff. The total amounts raised by direct mailing, events, individual and corporate funding amounted to €32,195. Further, SF succeeded in getting time on air for branding and advocacy. It produced a number of media products that were broadcasted, reportedly reaching several millions of viewers. We got the impression that SF is increasingly known, locally as well as nationally. It is however difficult to determine its impact at the national scale in a country with 1.4 billion persons .

If any, what are the reasons and implications for not realising the set objectives?

We feel that the achievements reached in both 2008 and 2009 are good. Though in 2008, SF fell short of the set target of fundraising €32,500 through local actions, one should realise that it takes time to identify, select and train partners before outputs can be realised. In that sense we consider the result of 77% in the first year as adequate. In 2009, SF has not only been able to consolidate its achievements by reaching its goal (104% of the target), but also grow in several other dimensions. It may be noted that the target itself was doubled to €65,000 in 2009 compared to the previous year. We, however, feel that the AfC policy aiming to double the locally raised amounts every year is risky and perhaps over-ambitious. For achieving the target of €130,000 in 2010, SF needs to organize 52 local actions. Further, it has to **, while** **also mobilizing** 35% of the premiums to be paid or €45,500 and another 10% of its own organizational cost. All these would also work out to be a handsome amount of **€29,977**). Such imposed levels of growth are unprecedented and may undermine the efforts at consolidation, reflection and human resource investment. Also, aspects of quality control and maintenance may not receive due weightage. Even though SF staff seems confident that they are able to perform, AfC is well advised to reassess the projected growth

figures to bring these more realistically to sustainable levels, especially if this trend is to continue after 2011.

Up to what extent was national fundraising strengthened for child poverty alleviation in India by SF?

At the level of the Union of India with its population of 1.4 billion this question amounts to what is dubbed in social science methodology 'a fallacy of the wrong level'. Clearly, level and scale of the problems in India and the vastness of its territory and the sheer numbers involved makes any change, achieved by a program like the one under consideration, appear like a dwarf. This is no reason why the changes achieved through this should be belittled. These do make a huge difference in the everyday lives of ten thousands of children and adolescents at local level despite the fact that so many more remain behind to be supported. We feel that it provides a useful model which may not only grow in the framework of SF actions but also could be copied and replicated elsewhere by others. We also believe that with better linkage with national and state government agencies, the model can reach even a much larger target group and achieve many more promising results than at present.

Are local initiatives for fundraising effectively encouraged through SF?

Yes, apart from the 60 local actions realised so far, there has been a successful mobilisation of funds from the corporate sector through a variety of modalities, including direct donations, PRG, CRM and the joint organization of events. We already mentioned the avenue of approaching corporates through the tax consultants. While all these have had limited success in the initial stages, we feel that the 'large' money still needs to be tapped. There is already an enormous wealth in India and it only seems to increase with the capacity of the economy to withstand global economic meltdown and yet record a sustained real growth of eight per cent per annum. SF should, therefore, try and jump to reach the 'molochs' and 'tycoons' and their foundations for substantially larger amounts. At the same time it must not forget to foster local small-scale action as well, as this reaches the underprivileged target groups and create awareness among them. Their own smaller efforts increase their feelings of dignity and self-respect and build the bridge to the educational and other programs of SF.

What is the opinion of selected local groups vis-à-vis the AfC program and the way it is executed by SF?

Local partners are recognising the approach and fully understand its logic. They have no resistance to matching, as it is seen as an investment in their own future and that of the children. Sometimes they indeed find it challenging but even a high target for resource mobilisation in the future does not appear to have deterred them. The enthusiasm for the programs make them feel that it is worthwhile. What is generally lacking is a perceptible interest and engagement of local governments. They are absent or stay aloof. It is here that we feel mileage should be reached. Establishment of complementarity between the NGO actions and the concerned health and education programs of the government would multiply the total impact. This would necessitate better collaboration and eliciting support from the state agencies for carrying out the essential service delivery activities that fall in the domain of the latter but they are unable to fulfill.

Did SF make effectively use of advocacy instruments to raise attention for child wellbeing and poverty and MDG's.

Yes, the series 'Choone Do Aasman' as well as earlier PSAs directly linked with the goal of child education and abolishing child labour were broadcasted on the channel NDTV reaching 3.5 million viewers. Their links with the MDGs, however, have not been made explicit in local discourse, but it is evident that the SF programs contribute toward realisation of several major MDGs, numbering 1,2,3, 4 and MDG 7, the last one pertaining to sustained improvement in the conditions of slum populations. It could also be said that the basic model of AfC operationalised through its international and national networking represents a contribution to MDG 8 as well.

Outcome & impact

Is the program contributing to a change in the giving culture on behalf of poor children in the countries it is implemented?

Yes, the program stimulated a range of innovative initiatives and is embarking in a professional manner on an approach for increasing CSR and SVP. Though at program level demonstrable achievements have been reached, it would obviously be too ambitious and too early to say anything about its impact on the giving culture in India at large, if that is a realistic goal to start with.

Do the approved local actions and projects comply with the objectives of the program (are they child-related and aimed at poverty alleviation, civil society strengthening and/or advocacy)?

The locally raised funds are always meant to meet the objectives of the program or contribute to the organizational costs of the SF or its local implementing partners. The activities to mobilise resources comprise a variety of initiatives - from smaller initiatives like sales of handicrafts, to stalls in fairs, walkathons, presentations and shows by pupils, parents' evenings, to fairly large events through engagement of professional artists of national recognition and other forms of cultural amusement. There can be a debate on what could be considered suitable forms of fundraising for an organization like SF. It is clear that ethical and moral standards and something like 'good taste' are of relevance, but it remains difficult to make clear demarcations in practice. When something goes wrong here, there is bound to be a negative backlash or damage to SF's reputation. SF is advised to maintain a level of scrutiny and formulate guidelines on what types of fundraising activities are advisable and which ones are not.

Sustainability

What is the probability that the program will continue after 12 to 15 years, without foreign resources, with a growing volume of activities?

There are good indications that it will. The problems in the pertinent social sectors are expected to remain large and consequently the need to effectively intervene for service delivery for the poor target groups would remain as urgent. There is also empirically verifiable evidence that opportunities of fundraising through local events and through CSR and SVP channel can be seized, given the rapidly growing economy of India and the correspondingly increasing wealthy entrepreneurial and middle classes. Undoubtedly, the state must take the basic responsibility of providing the basic services to poor and marginalized sections of population. However, our overview suggests that the state agencies are confronted with serious capacity constraints and administrative hurdles in meeting the educational and health needs of children belonging to the underprivileged groups in Indian society. The agencies, therefore, must sponsor and support the good work that is currently being done by non-governmental actors and co-fund their programs. The organizations like Smile that have a national level standing can help in creating a policy environment through documentation of their work and publishing it among administrators and policy makers.

The research and documentation work done for their projects (beyond standard administrative work) seems to be weak and consequently Smile has not been able to put forward its perspective to the policy planners in the country, in the context of the ongoing governmental programs. While direct publicity, currently being done, helps in image building, discussion of the creative work done by the Foundation (and other agencies with similar perspective) in seminars, workshops, research journals would be essential to build up a momentum at the national level. SF is therefore advised to take up its documentation work seriously, bring out annual reports and publications for selective distribution, for being able to locate its activities in the context of macro level trends and national programs. It may also organize lectures and workshops on themes linked with their programs to increase their visibility in policy space.

6.1.3 CONCLUSION

From the above discussion twelve major conclusions can be drawn.

The AfC program makes a significant contribution in the context of the prevailing socio-economic conditions in India, particularly with respect to the absolute and relative socio-economic deprivation of large sections of population and the limited success of public agencies in addressing the problems in social sectors, in the present era of globalisation.

Complementary actions by agencies like SF vis-à-vis the government agencies emerge as extremely important in the foreseeable future to guarantee affordable and effective access to education and health services. The former must also play a role in providing market friendly and demand driven skills for improving employability of the underprivileged children.

With regard to fund raising activities and local action, time is ripe to intensify the efforts in India. The growing entrepreneurial and middle classes can be reached and seem prepared to contribute for programs to achieve social goals. There is also a scope for CSR and other innovative fundraising initiatives within the corporate sector.

AfC provides a useful and inspiring generic model and strategic example of fund raising. However, its modalities need to be properly adapted to local socio-cultural, economic and religious circumstances, as done by SF in India. In the light of this success storey, India emerges as an appropriate country to roll out the AfC program. It can indeed effect a change in patterns of giving among the urban middle and upper class. The impact of SF has indeed been limited to local or regional levels, but nevertheless it has made a significant change in the lives of the target groups of population.

In terms of the philosophy, activities, experience, human resources, attitude and style, SF is a perfect choice as a national implementing partner in India. Its capacities have been further strengthened by staff training and capacity development carried out by the Dutch AfC partners.

In terms of effectiveness, we consider the quantitative results of local actions and fundraising for 2008 and 2009 as wholly adequate and successful. The future growth targets (doubling every year) imposed by AfC are on a higher side and appear somewhat unrealistic. It may become risky for future consolidation and maintenance of the quality of activities in SF.

National fundraising activities for children's education and poverty alleviation were considerably strengthened at local levels. These were carried out efficiently and innovatively by using new forms of fundraising, advocacy and communication. Understandably, such progress is not perceptible at the national level. This goal seems in any case to be over-ambitious and beyond the capacity of one or a group of NGOs, in view of the sheer numbers, size and nature of the problems involved in the Indian context. SF should step up its efforts to reach and mobilise larger corporate actors and foundations and raise larger amounts of money from them.

Local groups and partners of SF are comfortable with the idea of local fundraising and see opportunities for increased outputs in future years although they are experiencing difficulties in devising innovative ways of undertaking this task. A combination of taking up own responsibility and capacity development initiatives will hopefully enable them to deliver, as long as the targets remain realistic and reachable.

The program suffers from a near complete lack of linkage and communication with governmental actors. In view of the complementarities between their programs, SF is encouraged to engage itself in building constructive linkages and collaboration with public sector organizations. The state must own the Constitutional responsibility of ensuring delivery of basic services to all sections of population. Given the limitations of capacity of public agencies, they can achieve this goal through co-funding or contributing to the work that is currently being done by non-governmental actors in the field. This fits in very well in the policy perspective of the Eleventh Five Year Plan.

Locally raised funds are observed as being spent properly to meet the objectives of the program or contribute to the organizational costs of SF and its local implementing partners. SF is advised to maintain a level of scrutiny with regard to the local action to fund raise and formulate guidelines on what types of fundraising are advisable and which are not.

SF as an organization may benefit from a well conceived human resources development and staff training and remuneration program, to maintain the core of its qualified and motivated staff members.

SF must do proper documentation of their activities, locating their interventions in the context of macro level trends and ongoing government programs. It should also bring out annual reports, manuals and

research publications and organize workshops on themes around the issues relating to their interventions. This would also help SF in increasing its visibility in policy arena.

6.2 CESE in a Brazilian context ³

CESE as well as many other Brazilian NGOs of its generation is going through a process of organizational⁴ change. One of the main aspects of such a process is the challenge to overcome dependency of international cooperation and to be able to mobilize significant local support.

Many aspects of the national context favors that: given that some international organizations are leaving Brazil and many others are reducing their investment in the country, a great many number of NGOs faced financial crises and had to cut their level of operations, which helped to raise the consciousness within the NGO sector about the necessity to build local fundraising capacity; social issues are at a high level in the public agenda; levels of social spending and governmental support to NGOs have never been so high; the corporate social responsibility movement is spreading throughout the country with greater approximation with the NGO sector, and with increasing commitment to the perspective of rights, including the rights of children and adolescents; there is a growing range of events, publications, innovative experiences and expert organizations focusing on local resource mobilization. So, the atmosphere is positive and stimulating for the promotion innovative experiments and local capacity building on fundraising.

That is why the presence of the AfC program in Brazil and within CESE is so appropriate and welcome. It has become a turning point and a strategic opportunity for CESE to strengthen its organizational development process.

But, in the case of CESE, the AfC program has had some successes but also some important limitations. Given the expected difficulties and challenges that any social organization has to face to become able to sustainably mobilize local support, it is crucial that any new fundraising initiative should be developed as a coherent part of its general resource mobilization strategy, which in turn should be a part of the wider process of organizational development.

Part of the limitations of the program has to do with the implementation process itself, but it is our opinion that part of them has also to do with the fact that the organizational learning and development processes within CESE took much more time than anticipated in the original plan.

This, together with an inward looking attitude of the Resource Mobilization Team, has led to the isolation of the AfC program within CESE, which eventually has led to the resignation of all three members of the AfC program. The difficulties in establishing the synergy needed between the AfC program and CESE's overall organizational development process has also led to a significant degree of resistance to the program, which did not help in terms of the conditions required for the realization of its objectives.

³ Abbreviations

| | |
|-----|-------------------------------|
| AfC | Action for Children |
| CfC | Change for Children |
| CEO | Chief Executive Officer |
| DPP | Double Premium Program |
| GNP | Gross National Product |
| MDG | Millennium Development Goals |
| NGO | Non Governmental Organization |
| WG | Wilde Ganzen/Wild Geese |

⁴ The term 'organizational' refers to the CESE 'institution'; It is noted that the Portuguese translation of organizational is 'Institucion' what sometimes leads to confusion with the English word 'institution'. If the word 'institutional' is used in this report it should be read as 'organizational'.

Besides that, the AfC program was able to make some important contributions to CESE:
A better understanding of the fundraising market in Brazil;
Greater awareness of the necessity of a good communication strategy and operation;
The awareness of the importance of professional relationship management;
The recognition that fundraising activities are crucial not only for grassroots associations but also for CESE and the whole Brazilian civil society.

All this gives evidence of the challenges of introducing and implementing an innovative fundraising strategy and a poverty reduction program in a complex society like Brazil.

Example of a small project supported by CESE within the AfC program.

Creation Project

Creation Project plans to value the African-Brazilian culture and history, stimulating the self-esteem and the construction of a popular ethnic-racial identity for children and teenagers that live in a risk situation, through social-educational workshops. The activities predicted involve workshops about African-hair-dos, educational theater, dances and percussion.



6.2.1 Analysis of CESE and the AfC program

This section presents the main findings of the evaluation according to the headings indicated in the ToR (see 4).

Relevance

After a period of more than three years of experimentation, it is possible to state that the AfC program has a relevant potential contribution in the Brazilian context. Beyond the limitations identified, positive results are good enough to allow for an optimistic view about the future of the program in Brazil.

Brazil is expected to be the 5th world economy by the next decade, with the GNP for 2010 expected to be around 7%. Brazil has become a regional and a global player and a strategic country in many aspects of the development agenda. The country is in the steady path of poverty reduction.

Politically, Brazil has consolidated its Democracy, with a stable presidential system, regular elections, a free media, an increasingly independent judiciary system under pressure to modernise, etc. Nevertheless, there are still significant limitations, such as the levels of poverty and inequality, the poor quality of its education and health systems, which leads to social and political exclusion of the poor, the limited access to justice and the high level of corruption and impunity, to list but a very few of them.

New opportunities for local fundraising abound, as diverse instruments of project financing are established. Government funding of civil society initiatives has increased. New autonomous funds in civil society for the support of social projects have been developed. The corporate sector, although unequally, has increased its commitment to social development, and is more and more open to coordinate with rights-based NGOs. In such a context, NGOs face two major challenges: (i) they have to strengthen their lobby and advocacy capacity in order to play a critical role with regard to the risks of the present pattern of development which

is dominated by economic gains and which is not environmentally sound; and (ii) they have to struggle for their organizational sustainability with innovative strategies of local resource mobilization, as Brazil has been turned into an aid giving country instead of a receiving country, so international cooperation agencies as well as critical national NGOs are not as welcome as before.

An initiative which brings fresh approaches to local fundraising and poverty reduction looks as an opportunity for the empowerment of grassroots organizations and NGOs, as well as for the strengthening of the perspective of rights in Brazil.

CESE particularly is a very relevant and appropriate Brazilian organization to execute the program. CESE is a much respected ecumenical institution, with an astonishing credibility, supported by five churches linked to the World Council of Churches. It has more than 36 years of existence, and approved more than 10,000 projects in this period. Many of the present day national organizations and social leadership benefited from the support of CESE in their early stages of development. To say it in a nutshell, it is impossible to speak about the building of national social movements, networks and NGOs in Brazilian civil society in the last decades without referring to CESE's contribution.

CESE is also very well positioned in Brazilian civil society, being part or partner of the most relevant rights-based advocacy networks in the country.

The fact that CESE is a long established organization and that it is linked to churches and has a wide ecumenical approach favors trust, which is a valuable asset for fundraising.

Since 1996, CESE is facing a new challenge: its financial resources coming from international cooperation funds are decreasing, and the need to learn how to raise funds on its own is growing. CESE's motivation to join the AfC program was to learn fundraising methods and tools. CESE wants to contribute to the education of the Brazilian population for the support of social projects based on the perspective of rights.

The challenges the AfC program would have to face in Brazil are that CESE do not enjoy a strong public profile, being well known in the ecumenical and social circles of civil society, but not as much in the general public; in addition, CESE is not recognized as an organization that raises funds with the public, nor it is an organization that have a long history of direct advocacy work (as it was used to support the advocacy initiatives of others).

The AfC program in CESE, nevertheless, would have benefited from a deeper exercise on fine tuning to local conditions. The CESE case shows that flexibility and adaptation capacity are key variables for the success of the program,

The very fact that the AfC program focuses on children, for instance, was a difficulty for CESE, as it is not one of its priority themes. CESE did raise this issue at the very start of the process, which led to an agreement that the focus on children could be realized either directly or indirectly through communitary projects. But this guideline was not enough to overcome the resistance of many staff with a focus on children. Moreover, CESE missed the opportunity to look for support among expert NGOs and networks focusing on children's rights. A wider focus including children but especially youth would have been more favorable for CESE's integrity and sense of ownership of the program.

Another dimension of this problem is given by the fact that using children as the content of the communication materials and website information, CESE was strengthening its visibility in a way that was rather different from its usual organizational identity. A critique among the staff was that the issue (children) and the images used for communication (children, clowns, muppets, etc.) were distorting CESE's usually more political public profile. A very concrete element calling for adjustment is that the "geese flights" were not seen as appropriate for Brazil, as the communication infrastructure and characteristics are different from The Netherlands, indicating the need for local production of communication materials and ads.

Maybe a more significant difficulty for CESE was the double premium mechanism, which meant a real challenge for CESE in the Brazilian rather paternalistic political culture.

CESE has traditionally supported small projects asking for a local contribution, which can be financial or non-financial (voluntary work, free access to services and products, etc.). But this has not been taken as an obligatory requirement to support a project. So, the AfC program has meant in this regard a shift in CESE's traditional way of working, which could have received more attention at the very start of the program in Brazil.

A particular difficulty was the need to deposit a financial local contribution to the AfC project in CESE's bank account, as this is seen, by the groups and also by CESE, as a rather over-rigorous and selective instrument, which could be substituted with advantage by alternative mechanisms based on mutual trust.

Efficiency

It is our opinion that, in general terms, the AfC program offers an efficient approach to enhance fundraising and advocacy in Brazil.

As already stated, **alternative fundraising strategies** are extremely welcome in Brazil at present, as the country is no longer a priority for international cooperation and national NGOs have to strengthen their capacity to widen legitimacy and local support.

The **double premium mechanism**, particularly if taken in a more flexible way, can be an interesting instrument to counteract the prevalent paternalistic political culture especially among the poor. It can also foster the awareness about the need to mobilize the community and associate members as a condition for effective fundraising and social action.

The **combination of advocacy and mobilization of people** to do concrete fundraising focused on a specific need or project is virtuous and brings new challenges for the development of the organizations involved.

This was illustrated in the field visit to the Santa Luzia Neighborhood Association in Salvador, whose project funded by CESE's AfC program addressed the infrastructure needs of new income generating initiatives, which involved mostly women whose children were in the Association nursery. The efforts made to raise the local financial contribution, including capacity building on microcredit, led to the mobilization of more than 100 supporters, who became closer to the Association and brought about a new challenge for greater information sharing in the community and accountability.

Children in poverty and children's rights are attractive issues for advocacy and fundraising in Brazil. There is a diverse and countrywide network of organizations addressing these issues, including corporate sector organizations. The media is quite open to the rights approach and usually gives relevant coverage of children and adolescents issues. The challenge here is to get them to do it with an appropriate perspective based on human rights.

To develop **local capacity on advocacy** on issues related to socioeconomic rights is strategic for social and political development in Brazil. As the pressure for economic growth without social or environmental restrictions has increased in the last couple of years, it becomes vital that the poor in general, traditional communities and indigenous peoples and those affected by large development projects, together with its allies, can build a strong public voice with their perspective on such initiatives and be able to negotiate a better future.

This is also the case of social issues that do have appropriate federal public policies in place, but that do not have adequate infrastructure (decent offices, suitable equipments, number of qualified staff, etc.) or budgetary execution, such as health and education services, to mention only two.

Market research was very valuable to identify market segments to focus strategies on, representing an important learning experience by CESE. The sectors identified were: social welfare institutions, government, private foundations, elderly retired individuals, middle class individuals politically engaged and companies.

The strategy of using WG flights did not work out well, as it did not attract a relevant number of donations. Local groups and also CESE discovered that it is very difficult to enhance local fundraising without better and regular communication to create awareness and new accountability mechanisms.

It was very difficult and time consuming for CESE to develop **links between the AfC program and other programs**. In fact, there was little, if any integration in the first three years. Only in the last six months there was an inflection in this regard. It seems to us that the well-known issue of the need of commitment by the whole organization in the implementation of successful fundraising strategies since the early stages was not too seriously treated by the organizations involved.

In the first two and a half years, the AfC program was executed in a rather isolated fashion from the rest of the organization, given its experimental nature (it was only the second attempt of CESE at local fundraising, the first being the "Spring for Life Campaign" developed since 2001), and also the low level of expertise of the AfC team on fundraising and its inward-looking and independent attitude, but also the strong doubts and skepticism of part of CESE's staff with regard to the appropriateness and effectiveness of the AfC program (see more information on 3.3.4).

All this meant that while the institution was trying hard to agree on an overall fundraising policy and concrete strategies, the AfC program was implementing a very concrete and specific one, very different from CESE's own experience, hence without the support of the majority of the staff.

The fact that the theme "children" was not a CESE traditional topic was also a complicating factor for internal interaction and integration with other programs. Firstly, CESE focused on child-support programs and only later was able to make the necessary steps to identify the child and adolescent dimension within the diversity of regular programs that it runs. This is an indication of a missed opportunity at the very start of the program regarding the necessary synergy between the AfC and other initiatives.

With regard to the **support provided**, CESE has met a very supportive attitude at the Dutch partners in the AfC program. The training sessions in The Netherlands for some CESE staff were very well received. Especially the flexibility of the support provided by the Dutch partners was recognized as being very important.

Two relevant limitations were identified here: (i) in the first three years capacity development came solely from The Netherlands, missing the opportunity to interact with increasing local capacity on fundraising, and widening the risks involved in program landing; it would have been desirable to pay more attention to this issue, and (ii) capacity building and learning for about three years were based on individuals rather than on organizational learning, which was reinforced by the isolation of the AfC team within CESE.

Effectiveness

General overview

CESE has made relevant steps in the direction of meeting the objectives, but goals were not met. Relevant advances were achieved only from 2009, when the team had full capacity and especially in 2010, when communication strategy was changed. Partial figures for 2010 show the potential of the AfC program in CESE. CESE was able to get 246 project proposals between 2007 and 2010 (by May) in the AfC program, with a boost of actions in 2010 (192). From the 54 projects received between 2007 and 2009 (03 + 06 + 45), 28 (52%) were approved, which were developed by 26 local organizations.

In the period of 2007 – 2009 these local projects raised the total amount of approx. €50,000 via local fundraising activities, which was doubled by CESE. Over the years CESE has been able to increase its own contribution to the AfC projects via new fundraising activities to 33% in 2009.

These 28 projects have benefited directly around 10.822 children some 530 youths in poverty, and indirectly at least 1.505, amounting to 12.857 beneficiaries.

With regard to the media profile of CESE, although the direct results in fundraising were not relevant in the short term, it was very much enhanced by the diversity of AfC initiatives.

A remarkable initiative was the production and free broadcasting in 2008, 2009 and 2010 (see figures in the next page) of documentaries, flights and “pills” in open and cable TV, with impressive figures for Brazilian standards. It was the first time CESE was able to present itself so well to so many people.

The tables below show the figures for 2009⁵ and 2010⁶:

One Action for Children campaign performance in traditional media - 2009

| Media vehicle | Audience/ readers | Number of exhibitions | Campaign estimated value |
|-----------------------------------|----------------------|--------------------------------|--------------------------|
| Globo National (TV) | 80 million | 1926 exhibitions | R\$ 1.305.753,00 |
| Correio da Bahia (newspaper) | 20.000 | 2 ads | R\$ 20.178,00 |
| Bahia FM (radio) | N/A | 20 spots aired | R\$ 1.340,00 |
| Globo FM (radio) | N/A | 20 spots aired | R\$ 2.160,00 |
| Revista de História (magazine) | 35.000 | whole page ad | N/A |
| Revista de Filantropia (magazine) | 3.000 | whole page ad | N/A |
| Rede Bahia (TV) | 5 million | 20 exhibitions | R\$ 9.432,00 |
| Tribuna da Bahia (newspaper) | 22.000 | half page ad | N/A |
| **Jornal A Tarde | 50.000 | half page ad | R\$ 35.312,00 |
| **Sala de Arte (Movie Theater) * | N/A | 7 rooms/all sessions/1 week | R\$ 3.000,00 |
| TOTAL in REAIS | | | R\$ 1.377.175,00 |
| TOTAL in EUROS | | | €519.688,68 |

* For the movie theater exhibition CESE got a 50% discount. For all other vehicles, the exhibitions were free of charge.

** Ads for the Restaurants' Campaign

⁵ Table presented in Cese's 2009 AfC report.

⁶ Table produced by Cese with figures provided by Globosat.

REPORT OF NATIONAL CABLE TV NETWORK GLOBOSAT - 2010

| CHANNEL | EXIBT. | AMOUNT (\$ GROSS) | REACH |
|------------------|---------------|--------------------------|-------------------|
| Universal Chanel | 57 | 43.890 | |
| Multishow | 60 | 42.425 | 23.907.420 |
| GNT | 52 | 26.997 | |
| Sportv I | 60 | 68.900 | 9.339.725 |
| Sportv II | 60 | 68.900 | 9.339.725 |
| TOTAL | 289 | 251.112 | 42.586.870 |

Progress made

In 2007, CESE started organizing itself for the implementation of the program (team organization, website re-designing, market research, communication initiatives, etc.) and could only go out for projects in the last months of the year. The first choice was to contact and stimulate three traditional partner organizations and the staff of CESE to take part in the program, aiming that this would guarantee that the actions focusing on children were part of social change initiative (and not of an 'assistencialist', 'welfarish' and merely philanthropic action). Three out of the four projects actually presented, raised R\$ 5.467,00 (about €2,169). An important initiative by CESE in 2007, full of symbolism and a trigger for cultural change in the organization, was the training of all 35 staff on fundraising and on the AfC program, which led to the organization and self-managed execution of a bazaar, which had 70 people working for it, mobilizing 200 people on the day itself and raised R\$ 4.667,00 (about €1,852), a not neglectable amount for a small communitary project in Brazil.

In **2008**, CESE was able to analyze and develop the issues highlighted by the market research done by the end of 2007, where CESE's biggest challenge for fundraising was defined as the building of its public image, both via television and Internet. CESE produced 52 and 26-minutes documentaries and also 1,5 minute "pills" for TV with the participation and, therefore, endorsement, of a very prestigious Brazilian actor (from Salvador), Wagner Moura. The main objective was to present CESE and some examples of its work in different regions of Brazil. The documentaries and pills were aired in all five regions of Brazil free of charge. The website reached almost 1,000 hits a day.

Four local actions, that took place between September and December, raised R\$ 21.795,00 (about €8,649) which were given to six local projects.

In **2009**, CESE experienced a satisfying development of its AFC program, considering the number of projects received and approved (45/22). The strategy now consisted of direct mail to CESE partners and telephone and personal mobilization, which meant relatively better results than before. The divulgation of the program in the media went well, although with difficulties and without identifiable impact on fundraising. 2009, however, brought about also some drawbacks, evidencing the challenges of introducing and implementing a highly innovative poverty reduction program in a complex society like Brazil.

Local actions were this time able to raise R\$ 98.807,50 (about €37,286), benefiting some 8,000 children and adolescents, mainly in the Northeast (the poorest region).

Another innovative resource mobilization initiative by CESE (after the Bazaar one), stimulated by the AFC program, was a fundraising campaign among restaurants in Salvador, on the occasion of the World Nourishment Day in October. Out of the 134 restaurants contacted, 28 effectively took part in the mobilization. The initiative had only a very limited financial result, costing more than it brought in. Nevertheless, it represented a positive step in terms of developing regular relations between CESE and local small and not so small enterprises, with a lot of potential for the future.

Internal tensions led to the resignation, by the end of 2009 / beginning of 2010, of all three members of the AfC team. CESE took immediate action to confirm its firm commitment to AfC and its willingness to continue with this program, recruiting new staff.

2010 has just begun, and CESE gives concrete indication that the AfC program is in the right track and that it is no longer isolated as before. Now, for the first time, CESE decided to run a public call for the program and it resulted in 192 projects received. A call in the National Day Against Child Abuse (18th of May) was published by 115 websites of NGOs, churches and social networks.

CESE has planned to raise the money necessary for its share (45%) of the double premium of the approved projects in 2010 from contributions of individuals and corporate partnerships.

Organizational learning

In **general terms**, although original objectives were not met, AfC indeed can be considered the trigger for CESE to actually re-start concrete fundraising in an innovative fashion after the relatively frustrating financial results of its first attempt – The Spring for Life Campaign). It also led CESE to make steps towards anchoring fundraising activities in the regular functioning of the organization.

One recent example of this is that, since 2010, CESE started implementing a new organizational structure with the creation of an ‘Organizational Development Dept.’ and together with it, the Political Commission of Resource Mobilization and the Executive Group of Resource Mobilization. The ID department is responsible for fundraising, communication and ecumenical relationships. The management the AfC program is placed in this dept. aiming to ensure strong interaction with other programs of CESE. The AfC program also contributed to CESE’s awareness about the need to have professional execution and management of local fundraising, with a specific team devoted to it, with adequate and long term investment on it. This contributed to enhance the cultural changes required in the institution, accustomed to long term stability provided by international support.

One area where the AfC program has had great impact on CESE was in communication. CESE already knew the importance of good communication and public profile for advances in fundraising, but the AfC experience led to a much deeper understanding of the complexities involved, to valuable learning about local challenges to effective communication for fundraising, and also to the experimentation of different useful communication and advocacy strategies.

In this process, CESE has not only taken the most important steps to the building of its image, but also developed capacity to work with TV and Internet vehicles, negotiating important partnerships and increasing its knowledge in the communications area. For example, the openness of public TV channels for partnership due to the quality of TV programs produced was a great victory for CESE.

National and organizational constraints

There are many plausible reasons to explain why CESE fell short of the intended objectives and targets. Some of them were related to the organizational situation of CESE; while others have to do with general patterns of social and cultural development in Brazil.

- A first reason is that the program failed to become integrated with CESE’s other programs and sectors; in fact, it operated in a rather independent way from the rest of CESE, which eventually led to the resignation of all three members of the team. This has to do with the fact, among other things, that CESE has implemented the AfC program without having an organizational policy on resource mobilization and during a period of hesitation and much doubt about local fundraising. Together with this, the original AfC team had very limited experience where fundraising and mobilization of communities is concerned, which meant some insecurity, as well as a subtle inward-looking attitude, which was perceived by others as a lack of willingness to cooperate. An additional factor for isolation was the contrast between an innovative, trendy and well-funded program (AfC) and the situation of uncertainty, financial difficulties and heavy workload faced by the regular programs of CESE. This led to misunderstandings, jealousy and finally resistance. Finally, isolation was facilitated by the fact that the AfC program was placed under the responsibility of the finance department, which did not have a history of positive exchange and productive and friendly inter-relation with the programmatic sector. As the execution of the AfC program raised many open questions, new challenges and some dilemmas, it helped CESE to figure out its policy and choices, but also got somehow intertwined with existing tensions and internal polarizations.
- A second reason is that there were also internal tensions with regard to the real need for local fundraising and about the most suitable strategies for CESE. There were doubts with parts of the organization about the cost effectiveness of the approach, questioning the ultimate potential return on investment.
- A third reason is that not everyone within the CESE was convinced that participating in a child-focused program was a right choice for a fundraising initiative. This emphasis on child support distracted attention from the more traditional themes that CESE usually addresses. At the beginning of the AfC program CESE and WG underestimated the consequences of this fact which caused distraction and even some distrust. In the first two years of the program, this led to internal

discussions that resulted in a better understanding of the importance of the AfC program for CESE and also to many good ideas on how many projects concerning civil society development and Human Rights could benefit from taking child support as an angle of approach.

- The fourth reason regards the fact that there was a clear reluctance within CESE to really take on fundraising activities in new target groups. This was later overcome, but it meant a real obstacle in the first years. The reason is that CESE feared that many projects would be of a more assistencialist/welfarish nature, distorting CESE's identity based on the empowerment of civil society and on the perspective of rights. In 2010, CESE decided to run a public call as a means of attracting proposals and it was discovered that it was a better communication strategy to get more applications. This new approach was implemented (with attractive and better formulated web announcements), which led to an enormous boost in applications (190 against 45 in 2009). At the moment these applications are being evaluated. It is expected that approx. 30 – 40% will be rewarded.
- The fifth reason is that the double premium mechanism is not a known model of fundraising in Brazil, and it goes against the prevalent rather paternalistic culture. Such a culture when applied to social initiatives means that one expects external support, but not a relevant own financial contribution. With the renewal of the staff for the AfC program in March 2010, a new start has been made to approach companies and individuals. One line of development is the linking of corporate donors to the DPP program. Corporate donors will be presented a twofold proposal; a contribution of the company to pay the double premium and a possibility to 'adopt' a local initiative and let volunteers of the company contribute to the fundraising that needs to be achieved locally. For contribution of the covering of the cost of CESE, a program called 'Friends of CESE' is in development. Starting with the inner circle of relations of CESE a group of friends will be built that donate to cover the core costs of the organization. These plans will be executed in the 2nd half of 2010.
- Finally, the existing culture of giving in Brazil is dominated by religious motivation and emergency situations and not so much by awareness of social rights. In some ways, this is felt also by CESE through the kinds of projects it receives. On top of that, CESE is not known as a fundraising organization, what means it has to build a public image in such a direction, but guided by its traditional rights-based identity, which is not prevalent in society.

Strengthening fundraising and advocacy capacities

Albeit the limitations experienced, the most recent trends in CESE allow us to say that the AfC program is certainly contributing to national fundraising for child poverty alleviation.

Numerous presentations were given to many NGOs CESE is working with. Also a very well written and designed didactic manual on resource mobilization was produced and distributed widely.

The introduction of innovative fundraising models to new target groups (grassroots organizations, companies, general public) took more time to come to success than was originally anticipated. In 2010 the program is coming up to the targeted levels that were planned in 2008/2009.

Thanks also to the AfC developments, CESE has accelerated its pursuit of partnerships in the corporate sector. Apart from the tens of restaurants contacted for the World Nourishment Day action in 2009, CESE has been in mutual-knowledge and trust-building dialogues and networking activities with many relevant institutions and foundations in the field of social responsibility, such as Avina, C&A Institute, Porticus Foundation and Kellogg Foundation.

It is possible to state that local initiatives for fundraising in Brazil have been effectively encouraged through CESE, although with many limitations in the first years, but with much better results lately. Even so, this has been only done through AfC and not by other sectors in CESE.

Local initiatives are supported by CESE with the presentation of a toolkit for local fundraising and advice on its implementation. This toolkit is very useful for local initiatives and helps them to get a better understanding of how a fundraising plan can be made and executed.

The two communitary groups implementing AfC projects visited by the evaluators were very positive about the way the AfC program was been executed by CESE. They got adequate information, had materials and guidance on how to run local fundraising, and got support when needed. The double premium mechanism is seen as positive (even better than just donation), as it stimulated and challenged them to go beyond their traditional ways of supporting a new initiative. The fact that they both reached more than 150 individual donors among their neighborhoods but also elsewhere, meant that they now have a (good) problem to think

about – what to do with them? What action to propose? How to keep them aware of the developments of the project? How to maintain these people connected with future mobilizations?

They see AfC generally as a positive development and an opportunity for creating greater social coherence in their communities.

It was possible to observe in both cases that if they had had regular advice by a local consultant with experience on communitary mobilization and fundraising and/or the chance to regularly exchange experience and leaning with other groups in CESE's AfC program, they would have had greater success in both financial, social and knowledge terms.

Advocacy is becoming more and more important in CESE, and the experience from the AfC program has great responsibility in this change. CESE develop and made use of advocacy instruments to raise awareness on the rights of children and adolescents and poverty reduction, although not as much as expected originally.

Traditionally, advocacy is one of the most important activities of project support in CESE. As a result of the AfC program CESE has put emphasis on the children aspect in many of their advocacy activities aimed on civil society empowerment and Human Rights.

In addition, CESE conducted a KidsXL program on water with a group of children from a private school and a group coming from a semi-arid area in the state of Bahia. This program was very successful.

Unfortunately, CESE missed a change in not using the results of this action in an extensive way to communicate to larger groups in society.

In 2008, 52- and 26-minutes documentaries and 1,5 minute pills were aired free of charge reaching more than 42 million people in all five regions of Brazil. They were shown for almost 300 times, which would have cost about €250.000.

The TV flights produced had also an advocacy role, as they bring to the viewers information about infancy situation in Brazil. Two regional days were hosted in 2008: one with church leaders, to stimulate their participation in the campaign, and one with schools.

The main idea in the KidsXL program was to draw attention to children's problems in the semi-arid region, which comprises 11 states in Brazil and has around 13 million children. Sixty children and adolescents from Bahia, being 30 students from Salvador and 30 students from rural communities, were invited to exchange knowledge about water, specifically talking about new technologies of water preservation in the semi-arid region and the need to stop the water wasting in the urban areas.

In the workshops they jointly designed "scripts" to create videos, radio programs, newspaper articles and photos about what they would see the next they, when they visited and learned more about these preservation technologies.

The second phase of KIDSXL program was again a very interesting moment for CESE, students and teachers and got a lot of media coverage, for participating on the Clean Up Day, a world-wide initiative for cleaning beaches. The students participated again in workshops to develop video, photos, newspaper and radio programs, and went to a recycling facility and on a tour to the historical city of Salvador.

After the KidsXL events, press kits containing all material were sent to almost 200 media contacts. Seven of them had published something about the Exchange by the end of 2009, and many others are in negotiations with the PR agency.

Outcome & impact

In three years of execution, it is possible to state that the CESE's AfC program is contributing to a change in the giving culture on behalf of the poor children and adolescents in Brazil.

To change cultural patterns in a complex country such as Brazil is a major challenge which is only foreseeable in the long term. It is something that requires a diverse set of regular and convergent initiatives on innovative fundraising, able to challenge established conventions. How the change of the giving culture in Brazil will develop is something that needs to be monitored for a longer period of time.

The AfC program with its double premium mechanism is a suitable strategy to foster such a process, especially if it is continued for many years, as planned, and strengthens links and joint action with other interesting instruments.

The 28 local projects approved and implemented (2007-09) are certainly contributing to the realization that they can and have to take responsibility for issues as child poverty alleviation and civil society development. This is a process that has already started in Brazil but has a long way to go before international support and expertise can no longer be needed.

Other kinds of initiatives, such as the mobilization 28 restaurants, the annual bazaar by CESE staff, and the Kids XL exchange visits with schools do have a significant effect on people's vision and levels of commitment towards the issue of children in poverty.

In CESE, the main outcomes of the AfC program can be considered (i) the setting of the issue of local fundraising on CESE's agenda, (ii) the deeper awareness on the need to run a well managed resource mobilization and communications strategy and team.

From 2010 onwards, CESE will start involving employees of corporations in local projects and fundraising what in itself will have effect on the culture of giving. At the moment the first project is presented to a very large financial institution. This received a positive reaction...

All these can be seen as preconditions to develop social impact.

But to better monitor and measure developing impact in the future it is desirable some degree regularity, be it by geographic or sector concentration, before rolling out throughout a large country as Brazil.

It is clear looking at a representative sample of the projects approved so far that CESE has been very careful on selecting local proposals that do contribute to the reduction of vulnerabilities and poverty among children and adolescents. All approved projects comply with the objectives, in the sense of being 'child related' and seeking 'poverty alleviation' directly. One preoccupation of CESE is with the incorporation by each project, even if in an initial stage, of the perspective of rights.

The same can be said, and even more so, about the local actions developed, as they have been carried out by groups of local churches and organizations well known to CESE and also by CESE staff. The corporate institutions now being contacted for the support of the AfC program in 2010 are all committed to Children and Adolescents Statute in Brazil.

The objectives regarding 'civil society strengthening' and advocacy are met in most cases in a more indirect way. In all cases all basic criteria that CESE uses to evaluate project applications are met fully.

Sustainability

CESE has taken actions to ensure that the results of the program are anchored in the organization by:

- Starting to change the organizational structure in such a way that fundraising and relationship management and communication will be on the same level as project management, thus ensuring and emphasizing the permanent importance of these two functions in the organization;
- Describing procedures for each department concerning the operational role in fundraising activities; and
- Developing a strategic fundraising policy.

The governance bodies of CESE (National Assembly and the Institution (Organization) Directory) are very strong supporters of local fundraising and of the objectives of the AfC program; in fact the program is seen as a concrete step towards less dependency of financial support from the developed countries.

There is strong support regarding the developments as envisaged in the program with strategic partners of CESE. The CEO of Avina (one of the most important organizations to contribute to sustainable development and strong social leadership in Latin America), Mrs Neylar Lins, speaks very highly about CESE as one of the few organizations that is successful in opening doors to the entrepreneurial world. She praises:

- The nationwide credibility of CESE regarding social development issues;
- The ability of CESE to learn, reflect and produce knowledge regarding sustainable development;
- To create openness towards new actors in the field; and
- To work from strong values towards careful social development changes

Apart from that she stresses the fact that given the socio-economic changes that are going on in Brazil, developments as aimed for with the AfC program could not have come at a better time. Avina that traditionally has strong relations with Latin American entrepreneurs will keep on supporting CESE in these developments by opening new doors to other private donors. In the coming 3 – 5 years Avina will support CESE to make the transition from an international aid financed organization to a more national support financed organization, by helping CESE:

- To set up viable strategies for decrease international funding in a responsible way;
- On how to 'educate' the private sector, and
- On how to create continental 'Latin American' actions.

There are relevant aspects in the socio-economic development in Brazil that turn the AfC program extremely welcome, which are:

- A growing awareness in civil society about the social responsibility of corporations, government and citizens;
- The importance of the development of children in developing countries;
- The building of community responsibility via relatively small local initiatives play a large role;
- The impact of the worldwide economic crises can lead to a major setback for north-south development aid;
- Given de economical development in Brazil the country is becoming a lower priority for international aid organizations;
- The growing ambition for self supportiveness in Brazil.

The above aspects are in conjunction with the strategy CESE is developing regarding its role in Brazilian society.

6.2.3 *Concluding remarks and recommendations*

1. The AfC program offers an efficient framework to develop fundraising for child support and poverty elevation in Brazil. Within this framework adaptations will have to be made in order to adapt to local/national circumstances. It will take considerable time to create sustainable impact on a national level.
2. The effectiveness of the implementation of the AfC program at CESE has been hindered by the hesitance with which it was received by parts of the CESE organization and the fact that initially the program was run as a 'financial' program, thus placing it under the responsibility of the financial department. This resulted in non-compliance with the set targets in the years 2007 – 2009. Given the measures taken (strategic support, assigning new AfC team, development of fundraising dept., etc.) we believe that the AfC program as of 2010 stands a serious chance to gradually improve its effectiveness as well as to reach its strategic objectives on the level of outcome & impact in the year 2010 – 2012 up to the level that was initially aimed at.
3. In hindsight of the above we recommend that CESE must develop an overall resource mobilization strategy where the AfC program should be one of its strategies.
4. Although CESE is relatively unknown in the Brazilian private sector (individuals and companies) its reputation as a very well respected advocacy organization for many civil and social rights issues is obvious and without contradiction. Based on this CESE, in the coming years is using this image to develop further into a national and local fundraising NGO for these issues. The focus for Child poverty elevation & development will become an integral part of this image. The first steps have been taken. The AfC program is used to develop this image, thus ensuring a strategic position for the AfC program and its own brand-image within CESE.
5. The AfC program strongly supports collaboration, not only with other NGOs, but with government institutions as well as with private enterprises. Since CESE traditionally has been operation as an advocacy institution for social development, cooperation with public and private institutions needs further development.
6. A strong communication plan must be developed and executed in order to reach large parts of the Brazilian community. CESE is in the process to do so. We recommend the use of local and national expertise in this field to be integrated in the strategy on behalf of the AfC program.
7. In further implementing the AfC program a more adaptive approach towards the outline and structure of the program should be considered. The possibility to fine tune and adapt to local circumstances would help CESE to further implement the program in a more 'local' way.
8. The AfC program originally is focused on child support. In the Brazilian context it is recommended to consider to include not only the age group up till the age of 12 (children), but to extend the focus to the age groups up till the age of 15 – 16 (youth).
9. CESE is complying with rules of Good Governance and accountability. The AfC program is strongly supported by the governing bodies of CESE.
10. CESE must develop a more systematic organizational learning mechanism in order to get lessons learned from these three years but also from now on.
11. In order to achieve and measure future impact, CESE must consider to improve the degree of regularity in the execution of the program, such as with geographic or sector concentration.
12. CESE must guarantee the adequate integration and synergy of the AfC program within CESE's set of programs and projects, and also the appropriate level of organizational priority and a specific and qualified team.

13. Considering all the above we recommend to continue the support of the AfC program by the Dutch Ministry of Foreign Affairs and the Dutch partners in the AfC program. The developments up to now have shown that CESE is able and willing to learn, develop and implement new strategies that are important for Brazilian development.

6.3 The Soul City Institute⁷

The Soul City Institute is a dynamic and innovative multi-media health promotion and social change organisation which was founded by medical doctors in 1992. It is a Non-Profit Organisation (NPO) and it is registered as a Section 21 Company, thus requiring that it complies with all banking and government regulatory frameworks. There are clear internal lines of communication, decision-making processes and accountability mechanisms and different teams in place, with administrative and project staff, and managers with the CEO at the Head. While all staff are accountable to the CEO, there is both horizontal and vertical lines of accountability and as far as is reasonable and possible a bottom-up approach to decision making is used. Soul City currently is carrying through an organizational change towards a matrix-organised approach in order to ensure the right level of involvement of various disciplines within the organization (Appendix X).

Soul City impresses as being based on mutual respect for all staff, an ethos that seems to underscore Soul City's external relationships with communities. Soul City Institute focuses on health and development and aims at improving the health and quality of life in under-resourced communities in South Africa and the Southern African Development Community (SADC) region. Through drama, entertainment and media Soul City reaches men, women and children. In South Africa it has had the following reach:

- 81% of the entire population;
- 69% through television;
- 50% through print media;
- 42% through radio in all nine African languages;
- 90% of children reached via the Soul Buddyz program;
- 6% of children aged 8 -15 years are Soul Buddyz Club members
- Its interactive training materials have reached 11% of the population aged between 16-65 years

Soul City is rated by the Human Sciences Research Council as the most useful of all of South Africa's large scale HIV/AIDS programs, one of its core prevention initiatives. Soul City has high visibility in South Africa, it is exceptionally well entrenched and has high credibility. It has been acknowledged by UNAIDS for its prevention efforts and it has won many media awards for excellence in drama and educational television.

Soul city conducts its programs through 2 main brands: *Soul City*, a drama series which is targeted at adults; and *Soul Buddyz*, a drama series and school based clubs targeted at 8 - 12 year olds and the adults in their lives. Soul City and Soul Buddyz examine many health and development issues, imparting information and impacting on social norms, attitudes and practice. Their impact is aimed at the level of the individual, the community and the socio political environment.

There are at present 6300 Soul Buddyz clubs. The clubs are a ground-breaking way of reaching children and helping them to take action in their own lives and communities. A Soul Buddyz Club is the platform where children are exposed to positive peer interaction, information about their health and rights, fun and adventure to stimulate their growing minds and practical opportunities to develop leadership skills. Projects in Soul Buddyz are conducted in partnerships with the Department of Education, Department of Health and the Department of Social Development.

The Soul Buddyz clubs have provided for strategic entry of the *Act for Children* (AfC) program, as re-branded in the local context. The AfC program is increasingly being mainstreamed into the work of Soul City, with support of the Soul City infrastructure and resources. However, AfC is beginning to establish its own identity, with the aim of securing its own branding in the Soul City Institute. With the restructuring of Soul City toward greater efficiency,

⁷ Abbreviations

| | |
|------|--|
| AfC | Action for Children/Act for Children |
| CBO | Community Based Organization |
| CEO | Chief Executive Officer |
| GEAR | Growth, Employment and Redistribution |
| MDG | Millennium Development Goals |
| NGO | Non Governmental Organization |
| NPO | Not for Profit Organization |
| RDP | Reconstruction and Development Program |
| SA | South Africa |
| SABC | South African Broadcasting Cooperation |
| SADC | South African Development Countries |

outreach, capacity building and health and social development, the plan is to have AfC become a more integral part of its functioning. The Soul Buddyz clubs exist in various schools across all nine provinces in South Africa. Apart from outreach via the mass media, facilitators engage with clubs on a regular basis and there are regional meetings as well. Once per year over a period of 4 to 5 days the national Soul Buddyz Congress takes place. The AfC program is given special space in all these forums. Each club is graded from bronze to platinum, with platinum representing outstanding achievement. AfC has its own prize category for outstanding achievement, awarded during the national congress. Participation in AfC within Soul Buddyz allows the club to earn points and can upgrade the status from e.g. gold to platinum. The progress of Clubs and the AfC program is tracked via a sophisticated data base and tracking system. The plan is to now offer rewards at district level to recruit members and retain participation of greater numbers of people as only about 450 can attend the national congress. Mr. Frank Meintjies has been the program manager until April 19th, 2010. He has accepted a new position outside Soul City since then. Ms. Palesa Mokooane, AfC fundraising administrator is operation as program coordinator since and is supported by two senior staff members of Soul City. This situation will be continued until a more permanent solution has been provided for.

The types of projects that the clubs engage in vary, determined by local contextual needs and realities. One club e.g. has developed strong networks with professionals who help with fund-raising. One club has adopted an old-age home. Clubs mobilise communities to provide school shoes, uniforms and to take action with the Department of Education and the Department of Social Development - e.g. where children do not have school fees or if a child should be able to access a social grant by raising questions about how they can get government to deliver on its promises. A DVD reflecting children's advocacy in action is submitted as part of this evaluation (appendix IV)

Soul City has many major successes in working in the SADC region, the latter having begun in 2002 that now comes to an end. Soul City was involved in intensive regional project capacity building on materials and organizational development in other countries, taking into consideration appropriateness for local country contexts. Unless further funding is available, Soul City might be withdrawing from the regional initiative. The SADC countries initially adopted Soul City materials on all health and social issues. Since 2009 Soul City has run the *“OneLove”* campaign in Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. This was done after much research on multiple and concurrent sexual partner drivers in the SADC region. They produced literature, public service announcements and films. The interventions are designed to address issues raised though focused research in each of the countries. Each country developed its own unique campaign, with the following:

- Radio drama series;
- Radio and TV Public Service Announcements;
- Television series (including a regional drama series of love stories);
- Community outreach and social mobilization activities;
- Dialogues with traditional and community leadership;
- TV and radio talk shows;
- Posters, games and stickers
- TV Public Service Announcements in partnership with the African Broadcast Media Partnership and billboards and posters at border points and along transport corridors.

The film *“The untold stories”* was, according John Molefe, the Manager of Marketing, a *“very successful campaign”*. The films *“Love stories in the time of HIV/AIDS”* have been equally successful (See attached booklets on: *“OneLove”* and *“Sexuality and relationships”*, appendices V and VI).

With reflexive questions such as: *“How can we improve on the impact that we are having”* and *“How do we have long lasting approaches?”*, Soul City embarked upon a *“Campaign based”* approach. Understanding that one of the key issues in SA is violence mainly by young men on young men, the current focus is on violence prevention. One of the key drivers of violence is alcohol – both in terms of perpetration and being victims of violence. The biggest causes of non-medical deaths are violence and road accidents – both underscored by alcohol. Thus, the current *“Phuza Wize”* (translated into *“Drink wisely”*) campaign, which adopts a non-moralistic stance and looks at both individual and environmental issues. They work closely with shebeens (informal drinking dens). There are over 200.000 shebeens, of which about 30% are licensed. There are complaints by local communities about rapid growth of shebeens. For shebeen owners, the shebeens are the only source of income. Soul City tries to get them to understand the needs and concerns of communities and how they can operate while respecting communities, e.g. reduce noise levels and close at reasonable times. Attention is given to the drinking behavior of people; what factors contribute to intoxication and so on and shebeen owners are engaged in discussions to provide access to water, food; safety issues like poor lighting. There is a 10 point criteria that shebeens are encouraged to try to attain.

Shebeens are graded from 1 to 10 stars and schools and government properties are encouraged to become alcohol free zones.

Soul City impresses as focusing on both large scale quantitative reach via the mass media as well as locally based interventions that address local realities. Soul City and Soul Buddyz are linked into these campaigns. The social mobilization infrastructure is the Soul Buddyz clubs – that cover these two main themes: violence and responsible drinking. The AfC, with its link to Soul Buddyz would also tune into this campaign.

Kwanda community reality shows that are regarded as “a revolutionary initiative” have been initiated in different provinces by Soul City in 2009 and the AfC is beginning to be linked in with these community initiatives. The aim is to extend AfC beyond the Soul Buddyz Clubs to reach Community Based Organizations (CBOs). The Kwanda project was shown on SABC 1 (a TV station with the largest viewing in SA) from September to November 2009. Some of the main issues that the Kwanda teams work on are:

- Reducing new HIV infections;
- Helping orphans and vulnerable children;
- Reducing alcohol abuse and alcohol related violence;
- Reducing crime;
- Making money, creating job opportunities and strengthening livelihoods;
- Working together with local councilors and local municipalities

(see attached booklet on “Kwanda: Communities with soul”, appendix VII)

Last year Soul City worked with five communities that began with an interactive Learning Camp on organizational awareness and development that brought together both social and practical issues. The Camp allowed for leadership to emerge where people then took issues back into their communities. Leaders then recruited 50 members from each community. Kwanda teams strengthened relationships with their municipalities that provided them with support by including them in the Integrated Development Plans. Coaching is provided by Soul City on a range of things like enterprise development, leadership and major social issues. Skills for enterprise development were focused on. AfC fits in as teams had to write proposals and then go out and do the fundraising. There was a prize linked to the AfC; four teams did presentations. The team that won went out and spoke to people about Kwanda and AfC and then got the people involved in the car wash enterprise. With the TV program on Kwanda the intention was to bring community and social development back onto the agenda and allow the teams to get a sense of importance for what they were doing. Audience could call in and vote for the best “Kwanda” project. Kwanda communities also got involved in the expanded public works program which is combined with social issues, the major one being orphan and vulnerable children. Some of the communities have worked with schools to improve infrastructure and working as teacher assistants. Community members play an advocacy role and push for better public services.

6.3.1 *The South African context within which Soul City is located*

South Africa has reached its 16th year into democracy, having emerged from a history of nearly 300 years of colonialism and 48 years of apartheid. This historical legacy brought with it huge disparities among the different race groups, with African black people having been relegated to the lowest of the socio-economic strata. While the peaceful transition to democracy has been celebrated and applauded both nationally and internationally some of the policy choices post-1994 has contributed to a deepening inequality, with poverty and inequality underscoring a range of social problems, including violence, sexual abuse, HIV/AIDS, substance abuse and crime.

Fundraising is entrenched as part of the culture of South Africa at various levels with formal social responsibility programs among major corporations, specific grant generation and disbursement agencies, charitable foundations - either secular or religious - and non-formal forms of giving among local communities, families and individuals. However, the levels of giving are nowhere comparable with the huge demands for resources. Another problem is that local communities and CBOs do not have the knowledge and skills to access funding that might be available. During apartheid NGOs were seen as the more credible and alternative source of provision of social and community services as opposed to the racially based and inequitable services provided by Government. It was thus relatively easy for NGOs to receive funding from international donors. Post 1994 this scenario began to change with international funders re-directing money and resources into government streams, creating a crisis in the survival of some, especially smaller NGOs. Within the climate of the global economic recession some international donors have withdrawn funding. Yet, the social problems in South Africa remain acute and NGOs and CBOs play vital roles in various sectors promoting the health, educational, social, psychological and spiritual well being of people in general and children in particular. It is against this background that the legitimacy of the AfC program is recognized. NGOs, cannot in terms of long term sustainability, rely on international donors. Thus NGOs and CBOs need to embark on their own fund raising initiatives and capacitate individuals and local communities to do so as well. This is a development path that AfC is well on its way to, as discussed in Chapter Four.

Soul City, within which the AfC program is located, is entrenched in South Africa and within the SADC region. It enjoys a privileged space in media (TV, radio and print media) having addressed a range of pertinent health and social issues on the African continent. Soul City has branded itself with distinction, currently employing 70 staff members, apart from consultants and out-sourced work.

6.3.2 Analysis of the Soul City institute and the AfC program

In this section we reflected on the five key issues as mentioned in the ToR. The answer on the questions asked per key issue (see 4.) are integrated in our review per key issue.

Relevance

What we saw in South Africa was a transition from the 1994 Reconstruction and Development Program (RDP) base document⁸ to Growth, Employment and Redistribution (GEAR) in 1996; the latter reflecting a neoliberal economic framework. GEAR, rooted in a neoliberal ideology with its emphasis on fiscal austerity, cutback in state expenditure, privatization of state assets, and lowering of trade tariffs has not worked in the interests of the majority of people. Contrary to expectations of a post apartheid state, we have exacerbated the inequality of the past and widened the poverty gap in South Africa. South Africa is in the unenviable position of having one of the highest rates of HIV/AIDS in the world, with over 5 million infections and growing rates of tuberculosis (especially of the multi-drug resistant strain linked to HIV). The HIV/AIDS pandemic has generated new family formations in terms of “skip generation” families where adults are dying, leaving children to be cared for by grandparents; child headed households; and children adopting caring/parenting roles in relation to their sick and dying parents. Children often drop out of school on account of having to take on these additional responsibilities and on account of poverty. Entrenched systems of patriarchy render women and children vulnerable to various forms of abuse, exclusion and marginalization, and the “absent father” syndrome produces negative psychological and social consequences for children. Research has demonstrated that poverty is more prevalent in female headed households compared with male headed or households headed by two parents. There are also unacceptably high rates of unemployment, xenophobia, children and youth living on the streets, rape, violence, crime, child neglect, child sexual abuse and substance abuse. These and the mass protest actions against non-delivery of services are reflections of deep structural socio-economic issues.

Against the above background, South Africa is certainly an appropriate country for the roll out of the AfC program. Both the Soul City Institute and the AfC program within it play a major role in the development of children. As the focus is on holistic prevention of health and social problems and promotion of well-being among people, with a particular focus on children, the project certainly embraces the MDGs.

Soul City being the largest social change communication organization in Africa is a very appropriate partner organization to adapt and execute the AfC program in South Africa.

Efficiency

The uniqueness of the AfC model, within Soul City, is fundraising by children for children’s projects. The infrastructure of the Soul Buddyz clubs is tapped into. The approach adopted by AfC and its partnership with HIVOS (South Africa) is facilitative and developmental in nature. When a school sends in proposals that do not meet the AfC criteria they are not rejected. Outreach is done “to walk with them” in the words of Lee Mondry, program officer at HIVOS that partners with AfC to review the proposal and to re-submit.

Children learn how to determine priorities and write up a full project proposal and how to work with external bodies. They are learning “project management” without identifying it as such. AfC shifts thinking from being recipients to being generators of funds. Children experience a huge sense of reward in being involved and in doing something for the school and community. Soul Buddyz Clubs that apply for the AfC funds show a great deal of interest and do better; they move beyond the scope of what is generally expected.

While AfC’s strength lies in working with Soul Buddyz and other related projects in Soul City, HIVOS’s speciality lies in capacity building of CBOs. The work of AfC and HIVOS complement each other and allow for wider reach into communities that are geographically dispersed. The agreement between HIVOS and AfC is that schools would apply to AfC for funding based on match criteria. If they were accepted then they could apply to HIVOS for more funding with no matching scheme as presented in the AfC program. This is innovative cooperation as it provides incentives for people to become engaged with the AfC program. The positive experience for HIVOS is that AfC allows for greater entry into schools and HIVOS wants to continue the partnership. From HIVOS’s perspective the relationships that AfC and Soul Buddyz has with schools, is their distinctive advantage and that the engagement with schools contributes to tangible and material development as well as enhances self-esteem and self-confidence among children.

⁸ The RDP “proposed growth and development through reconstruction and redistribution, sought a leading and enabling role for government in guiding the mixed economy through reconstruction and development, and it argued for a living wage as a pre-requisite for achieving the required level of economic growth” (Adelzadeh, A (1996). From the RDP to GEAR: The gradual embracing of neoliberalism in economic policy. National Institute for Economic Policy. Ashgar@niep.org.za)

As described in Chapter 2 Soul City fully integrates the AfC program into other programs. Interviews with the CEO and all managers of the different Soul City teams reflected strong commitment to the AfC project. Thus providing an efficient implementation of the AfC program.

According to Palesa Mokooane, coordinator of the AfC program indicated that the initial training in the Netherlands was very intensive and “too much” but on reflection when doing the work they begin to appreciate what was done. The training was the major source of support. With regard to the direct relationship with the Netherlands partners her response was: “They are flexible people to be working with. They are structured about what they need but they accept our suggestions and recommendations. The main lines of communication are around accountability and reports. They are keen to get reports from us and the feedback that we get shows that they are surprised and happy about what we are doing, e.g. that child advocates are doing things for themselves. With people leaving we are dealing with a different person, the communication lines and processes change. They had someone who knew the program well. The new person has to understand the program and communication is now not as smooth”.

She went on to say: “Sometimes we come from different spaces; Soul City has one way of working, Wild Geese has another – we need to find synergies”.

Soul City has communicated the issue of lack of capacity within AfC to Wild Geese as they only have two staff. AfC is working with other structures in Soul City to deal with the resource problem and as the restructuring within Soul City is implemented both AfC and Wild Geese will have to monitor the situation to ascertain the need for additional staff for the AfC program.

Effectiveness

The number of applications for the AfC program, from the point of view of the AfC coordinator is low. However this exceeds the original target of 13 that was set for 2009. The AfC program has received 32 project applications that were approved, of which 17 managed to raise their 50% of the budget. They are working with the other applications to get them to meet the criteria of the AfC program. The seventeen schools raised a sum total of R184.170,85. Of these two exceeded the amount of funding required. Silverdale Primary School e.g. raised R79.712 while the initial funding request was for R40.000 for an infrastructure upgrading project. Ntuthuko Primary School raised R17.385,50 for a jungle gym but they only needed R7.600 (See appendix VIII).

The target by Soul City was 5% for projects but this was exceeded, having obtained 29.6% for projects.

The target that AfC has set for 2010 is R500.000 as part of its own organizational fund raising drive. The fund raising initiatives that they have embarked upon are: gala dinner – the first of which raised R98.000 and staff contributions that amount to R1.000 per month. There are three gala dinners planned and the selling of food at the Discovery Big Walk. The strategy is to attract small and medium size companies to buy tables for the gala dinner, thus ensuring that new partners support the AfC program. This strategy proved successful for the first gala dinner. The inclusion of small and medium size enterprises has strengthened national fund raising initiatives for child support and poverty alleviation.

Soul City initially saw cooperation with the AfC program as an opportunity to further develop the Soul Buddyz Club’s into agents of change and to mobilize rich schools to undertake action for the support of poor schools. However, this was met with resistance and did not work. Instead, schools in poor areas have been more successful in raising and disbursing funds both within the school for needy children and for the benefit of local communities. Our visit to the Soul Buddyz Club to the Winnie Ngwekazi School in Soweto highlighted the roles that children play in supporting fellow children and community members. Children, with a great deal of enthusiasm and pride, reported having raised funds for food and material support for children in their own school, for those from their school who were orphaned and living in a residential setting, for HIV+ children and for an hospice.

The site visit to the Aha Setjhaba Primary School in Parys, Free State, showed how the AfC 50% grant model for a project to provide for water tanks on itself can be successful. Even so to an extent that the local municipality by strong advocacy on behalf of the children was ‘forced’ into a commitment that the water will be provided to the tanks when the tanks are installed.

The AfC program conducted training workshops on: “Skills and Tips for Planning and Holding a Fundraising Event”. A manual (See appendix IX) was produced for this purpose. They also conducted workshops on Video Training and Radio Media Training. As mass media is a powerful way of gaining visibility and the buy-in of potential partners and funders this is an important component of capacity building for fund raising.

The views of all those who were interviewed both within and outside of Soul City were overwhelmingly positive about the AfC program.

Soul City makes excellent use of advocacy in the interests of child wellbeing. The strength lies in mobilizing children to be advocates on their own behalf and to lend them direct voice, rather than having adults speak for them. There is a clear focus on children knowing their rights and responsibilities and with the guidance of adult facilitators children are helped to take decisions that they (i.e. the children) make forward. Children have advocated on a range of issues that cover all the MDGs and more, including campaigns against xenophobia, child trafficking (currently one of the most pressing social issues in view of Soccer 2010) and HIV/AIDS.

Outcome and impact

From the interviews that we conducted and observations, the program seems to have a visible impact on the culture of giving. Children who would generally consider themselves to be the recipients of funds in poor communities seem to have shifted paradigm and see themselves as “givers” by generating income by e.g selling sweets and mobilising their own local communities to give. There are elements of reciprocity with giving and receiving within the same contexts, which can only augur well for long term sustainability. People see the immediate impacts of the giving in their schools and local communities. The AfC program has instituted a culture of giving within Soul City as staff donate a part of their salary to the program.

Through its local actions and projects, the AfC has met the following specific objectives:

Promoting fundraising at local levels;

Creating opportunities for children to learn new skills such as planning and project management;

Addressing local problems and needs, including major issues like malnutrition, HIV/AIDS, orphaned and vulnerable children;

Granting money to clubs to undertake small projects that address the needs of children;

Mobilising children to engage in advocacy around important social issues;

Assisting children to partner with local community members and relevant authorities to problem solve and to raise funds.

In achieving the above specific objectives, AfC works towards the broader goals of poverty alleviation, civil society strengthening and advocacy.

Sustainability

Soul City is an exceptionally well developed NGO, with excellent infrastructure and partnerships with several other organizations and funders. It has built solid relationships with the Department of Education, Department of Health and the Department of Social Development as well as the private sector that support the range of development initiatives that it engages in. Soul City is also the sole beneficiary of a registered investment company. Given the unconditional support of Soul City for AfC as reflected in this report, we envisage that as long as Soul City exists, the AfC program will continue. In addition the local fundraising efforts are bearing fruit, even though AfC is in its embryonic stage. Should this trend continue and become consolidated, we believe AfC might become sustainable in its own right, especially if additional resources are made available.

6.3.3 *Concluding remarks and recommendations*

1. We unequivocally recommend that support from the Dutch Ministry of Foreign Affairs and the Dutch partners in the AfC program continue in view of the strengths of the AfC program in Soul City, South Africa.
2. The AfC program is undoubtedly relevant to the South African context, and even in its initial phase has proved to be beneficial for children and their local communities.
3. Relationships with government departments are strong. This allows for collaboration with the health, education and the welfare sectors in the pursuit of AfC objectives. Given that there is a long history of such collaboration we envisage that this will continue into the foreseeable future.
4. Although Soul City has well developed funding strategies in place, mainly directed at large international NGOs and corporations, the AfC program in South Africa has introduced innovative models of funding aimed at new target groups within the broad generic framework offered by the AfC program. It has in this respect demonstrated changes in the culture of giving in the local context. The potential of these new models need further exploration to be developed into innovative approaches of local/regional/provincial fundraising strategies preferably not only aimed at private persons but at small and medium sized companies as well.
5. There is complete synergy between the aims, objectives and philosophy of the AfC program and Soul City that renders Soul City an appropriate partner. The AfC program reinforces the existing strengths of Soul City.
6. The targets set by the AfC program in South Africa for 2010 are realistic and achievable. There are clear plans as to how these targets might be achieved.
7. Soul City's distinctive strength lies in its use of the mass media in reaching large numbers of people. Its visibility will serve the AfC program well. This mass reach is balanced with micro-level interventions designed to alter the behavior of individuals, including the culture of giving among individuals and local communities.
8. There are stringent measures of governance and accountability in place as to how funds that are received are used as per budgetary allocations for project proposals. These support the policies and objectives of Soul City broadly, and the AfC program more specifically.
9. There is dedicated support and training for children to strengthen fundraising capabilities.
10. Although the AfC program is fully supported by the teams and the infrastructure of Soul City, the challenge lies in the AfC program not fully recognizing its own potential and identity. It is therefore important that decided attention is paid to the branding of the AfC program. While this is done e.g. AfC logos are being increasingly incorporated into Soul City brochures, given the stature of Soul City it is easy for the AfC program to become submerged.
11. This challenge can, at least in part, be addressed by increasing the resource capacity of the AfC program. This will allow for clear branding of the AfC program and for it to increase its scope and reach in the country.
12. We support the recommendation of the coordinator of the AfC program that the Dutch partners and the AfC program, South Africa partners meet about once or twice a year to re-look objectives, make recommendations about what can be done better and to engage more strategically. They would like to see Wild Geese, representing the Dutch partners fulfil its more consultative role.

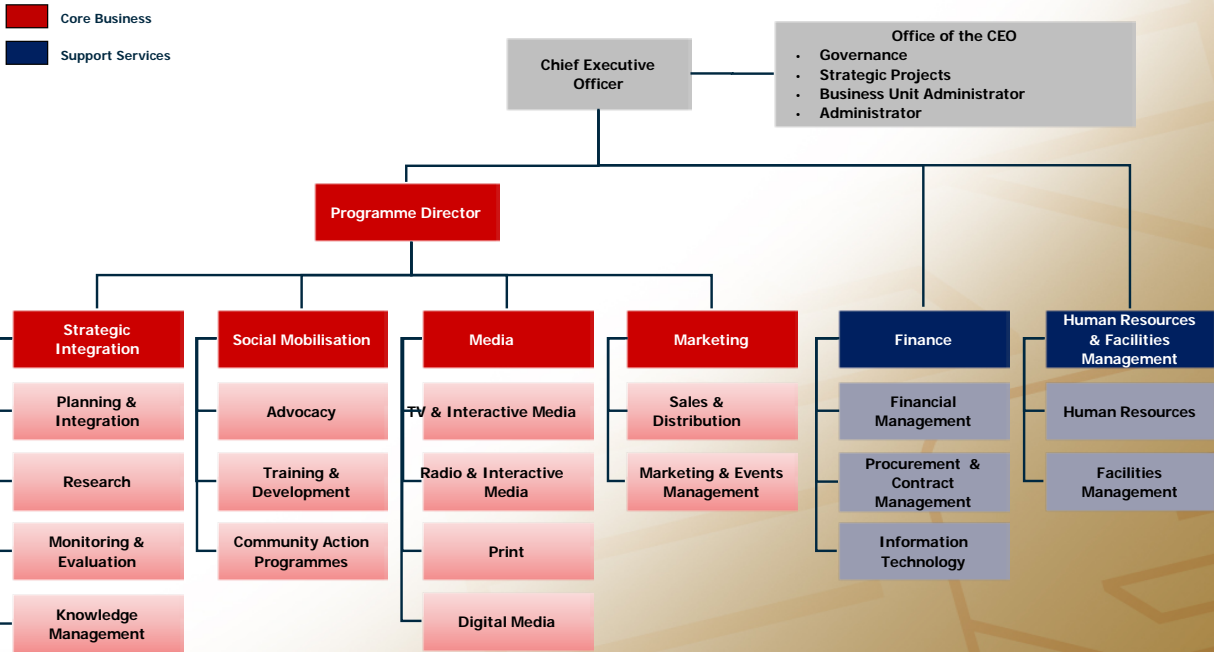
6.3.4 OVERVIEW APRO

| Application Received | Reapplication Receive | Province | Stage | Decision | Amounts Raised (Rand) | Decision Date | Original fundraising target (Rand) |
|----------------------|-----------------------|----------|----------------------|----------|-----------------------|---------------|------------------------------------|
| 21-3-2009 | 21-3-2009 | LP | 1. Applied for Grant | Approved | | 21-3-2009 | |
| 29-6-2009 | 29-6-2009 | LP | 1. Applied for Grant | Approved | | 29-6-2009 | |
| 29-4-2009 | 29-4-2009 | LP | 2. Approved Grant | Approved | 10.000 | 24-7-2009 | 10.000 |
| 6-5-2009 | 6-5-2009 | KZN | 3. Received Grant | Approved | 2.100 | 6-5-2009 | 2.100 |
| 14-4-2009 | 14-4-2009 | KZN | 1. Applied for Grant | Approved | | 14-4-2009 | |
| 21-3-2009 | 21-3-2009 | GP | 1. Applied for Grant | Approved | | 21-3-2009 | |
| 29-4-2009 | 29-4-2009 | NW | 1. Applied for Grant | Approved | 10.000 | 29-4-2009 | 10.000 |
| 29-6-2009 | 29-6-2009 | LP | 2. Approved Grant | Approved | 5.235.30 | 24-7-2009 | 5.235.30 |
| 29-3-2009 | 29-3-2009 | EC | 3. Received Grant | Approved | 5.000 | 29-3-2009 | 5.000.00 |
| 30-4-2009 | 30-4-2009 | KZN | 1. Applied for Grant | Approved | 5.000 | 30-4-2009 | 5.000.00 |
| 23-4-2009 | 23-4-2009 | LP | 1. Applied for Grant | Approved | 5.000 | 23-4-2009 | 5.000.00 |
| 15-5-2009 | 15-5-2009 | KZN | 1. Applied for Grant | Approved | 5.500 | 15-5-2009 | 5.500.00 |
| 29-6-2009 | 29-6-2009 | KZN | 3. Received Grant | Approved | 79.712 | 24-7-2009 | 40.000 |
| 16-4-2009 | 16-4-2009 | FS | 3. Received Grant | Approved | 5.000 | 16-4-2009 | 5.000 |
| 21-3-2009 | 30-3-2009 | NW | 1. Applied for Grant | Approved | | 30-3-2009 | |
| 30-1-2009 | 30-1-2009 | EC | 1. Applied for Grant | Approved | | 30-1-2009 | |
| 29-6-2009 | 29-6-2009 | GP | 2. Approved Grant | Approved | 2.538.05 | 24-7-2009 | 2.538.05 |
| 9-4-2009 | 9-4-2009 | LP | 1. Applied for Grant | Approved | | 9-4-2009 | |
| 30-4-2009 | 30-4-2009 | GP | 1. Applied for Grant | Approved | 6.500 | 30-4-2009 | 6.500.00 |
| 21-3-2009 | 21-4-2009 | FS | 1. Applied for Grant | Approved | | 21-4-2009 | |
| 11-1-2009 | 11-1-2009 | GP | 1. Applied for Grant | Approved | | 20-1-2010 | |
| 20-3-2009 | 20-3-2009 | KZN | 3. Received Grant | Approved | 17.385.50 | 10-3-2009 | 7.600.00 |
| 3-11-2009 | 3-11-2009 | EC | 1. Applied for Grant | Approved | | 12-2-2010 | |
| 22-4-2010 | 22-4-2010 | GP | 1. Applied for Grant | Approved | | 20-5-2010 | |
| 25-5-2010 | 25-5-2010 | KZN | 1. Applied for Grant | Approved | | 10-6-2009 | |
| 16-10-2009 | 11-11-2009 | FS | 1. Applied for Grant | Approved | | 8-12-2009 | |
| 8-12-2009 | 8-12-2009 | KZN | 1. Applied for Grant | Approved | | 28-5-2010 | |
| 5-8-2009 | | FS | 3. Received Grant | Approved | 10.000 | | 10.000 |
| 6-8-2009 | | MP | 3. Received Grant | Approved | 6.200 | | 6.200 |
| 7-8-2009 | | LP | 1. Applied for Grant | Approved | 4.000 | | 4.000 |
| 8-8-2009 | | EC | 3. Received Grant | Approved | 5.000 | | 5.000 |
| 9-8-2009 | | KZN | 1. Applied for Grant | Pending | | | |
| | | | | | | | |
| Totals | | | | | 184.170,85 | | 134.673,35 |

Appendix X SOUL CITY Organogram



Proposed high level structure: business units



Literature

- Berger, P.L. and R.J. Neuhaus (1977). *To Empower People, the role of mediating structures in public policy*. Washington, DC: American Enterprise Institute
- Hurrelmann, Kl. F-X Kaufmann and F. Lösel (eds.) (1987). *Social Intervention: Potential and Constraints*. Berlin, New York: De Gruyter
- Leene, G.J.F. and Th.N.M. Schuyt. *The Power of the Stranger. Structures and Dynamics of Social Intervention: a Theoretical Framework*. Aldershot: Ashgate Publishers ISBN 0 7546 7062 7
- Luhmann, N. (1975). 'Formen des Helfens im Wandel gesellschaftlichen Bedingungen'pp. 21-43. In: Otto, H.U. en Schneider, S. *Gesellschaftliche Perspektiven der Sozialarbeit*. Neuwied en Darmstadt: Luchterhand
- Mishra, Ramesh. (1981, 1991). *Society and Social Policy: Theories and Practice of Welfare*. London: MacMillan.
- Payton, R.L. and M.P. Moody (2008). *Understanding Philanthropy. Its meaning and mission*. Indiana: Indiana University Press
- Payton, R.L. (1988). *Voluntary Action for the Public Good*. New York: Macmillan
- Schuyt, Th.N.M. (2010) 'Philanthropy in European welfare states; a challenging promise?' In: *International Review of Administrative Sciences*. SAGE, ISSN 0020-8523 (in press)

Annexe 1 About the Authors

Prof. Th.N.M. Schuyt Ph.D holds since 2001 the chair “Philanthropic Studies” at VU University Amsterdam; he is director of the “Giving the Netherlands” (GIN) research project, director of the “VU-Centre for the Study of Philanthropy” and Chair of the European Research Network on Philanthropy (ERNOP). He is member of the Certification Board of the European Fundraising Association (EFA) and Faculty of the Masters in International Studies in Philanthropy, University Bologna. His major fields of research: Philanthropy, Welfare State, Foundations, Corporate Social Responsibility, Social Intervention. Schuyt have published 20 books, a large number of articles in international journals and many reports.

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Prof. Georg Frerks holds a chair in Conflict Prevention and Conflict Management at Utrecht University and a chair in Disaster Studies at Wageningen University, The Netherlands. He worked during nearly twenty years for the Dutch Ministry of Foreign Affairs both at headquarters and abroad, among others as an inspector at the Ministry’s Policy and Operations Evaluation Department from 1993 till 1998. He was further head of the Conflict Research Unit of the Netherlands Institute of International Relations ‘Clingendael’ from 1997-2004.

As a sociologist and policy analyst he focuses on conflict and disaster-induced vulnerabilities and responses at the local level as well as on associated (development) policies and interventions designed and implemented at international and national levels. Frerks further acts as an advisor to several governmental and non-governmental councils and organizations in the field of development, conflict and peace.

Frerks has carried out multiple evaluation studies on development, conflict and peace-building related subjects for multilateral, governmental and non-governmental agencies. He completed with co-author Bart Klem an evaluation of the Dutch Peace Fund and the Dutch Stability Fund and carried out studies for the Dutch NGOs Cordaid and IKV Pax Christi.

Frerks has published several books as well as a large number of articles and reports.

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Dr. Amitabh Kundu is Professor of Economics at the Centre for the Study of Regional Development at Jawaharlal Nehru University, New Delhi. He has been the Dean of the School of Social Sciences at the university and was nominated as a member of National Statistical Commission, Government of India in 2006 for three years. Currently, he is the chairperson of the Technical Advisory Committee on Housing Start up at Reserve Bank of India and the Government’s Committee to Estimate Shortage of Affordable Housing.

He has done post doctoral work as a Senior Fulbright Fellow at the University of Pennsylvania and has been a Visiting Professor at the University of Amsterdam, Maison des Sciences de L’homme, Paris, University of Kaiserslautern and South Asian Institute Heidelberg, Germany. He has undertaken international consultancies for UNDP, UNESCO, UNCHS, ILO, the Government of Netherlands, University of Toronto, Sasakawa Foundation etc. He has worked as director at various institutes such as National Institute of Urban Affairs, Indian Council of Social Science Research and Gujarat Institute of Development Research. Currently he is in the Editorial Board of Manpower Journal, Urban India, Journal of Educational Planning and Administration, Indian Journal of Labour Economics. He has about twenty five books and two hundred research articles, published in India and abroad, to his credit.

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Peter Inklaar MSc, has a degree in Business Administration. Since 2006 he is partner in Charistar bv, a research and consultancy firm that focuses on the development of philanthropic revenues for not-for-profit institutions. In 2003 – 2004 he was acting general manager of the Centraal Bureau Fondsenwerving, a body that certifies Dutch NGOs based on an extensive audit scheme. He conducted the implementation of an additional set of rules regarding the effective spending of money by NGOs. He has been involved in many audit-programs. In 2005 he was general manager of a certifying body in the pharmaceutical-retail and wholesale industry. From 2000 – 2003 he was director of OCLC PICA, a service organization for university and public libraries, where he was responsible for improving the business processes in libraries in northwest Europe. From 1989 to 1999 he was managing partner in a business and IT consultancy firm focused on improving business processes in banking & insurance and large governmental institutions.

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Domingos Armani, is an independent consultant on organizational development since 1997, running the consultancy company *Domingos Armani – Strategy & Institutional Management*. Armani has developed extensive and diverse social consultancy work throughout Brazil, in different countries in Latin America as well as in Portuguese speaking countries in Africa. He is also an invited professor in some post-graduate courses in Brazilian universities such as UFRGS and PUC/RS. Armani is the author of *New Challenges in the Struggle for Rights and Democracy in Brazil* (org., 2010), *Mobilization for Change: Resource mobilization in civil society organizations* (2008), and of the practical guide *How to Formulate Projects* (2000). Prior to becoming an independent consultant, Armani held positions as Brazil Program Coordinator at Christian Aid, in London/UK (1991-97), and as Executive Manager and social educator at CAMP (1983-1990), in Porto Alegre/RS. Armani is a founding associate and member of the Board of *CAMP – Popular Education Center*, a non-governmental organization based in Porto Alegre. CAMP was created in 1983 and has as its main focus *the strengthening of grassroots and community associations' capacity to struggle for citizenship rights*. Armani is a Sociologist with a Master's Degree in Political Sciences (Federal University of Rio Grande do Sul), he is 52 and lives in Porto Alegre.

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Dr Vishanthie Sewpaul is a Senior Professor at University of KwaZulu Natal (UKZN). She has published widely, recognized as one of the more prestigious researchers at UKZN, serves on several editorial boards and was the Deputy Editor of the journal, *International Social Work*. She is actively involved in several national structures on the cutting edge of policy and standards development in social work in post-apartheid South Africa, and in developing social work in Africa. She is the Chair of the Association of South African Social Work Education Institutions and past - President of the first ever non-racial, unified National Association of Social Workers. Professor Sewpaul joined the Board of the International Association of Schools of Social Work in 2000 where she chaired the Nominations Committee; the Katherine Kendall Awards Committee and the Global Standards Joint IASSW/IFSW (International Federation of Social Workers) Committee for Social Work Education and Training. She was the Chair of the Local Organising Committee and Coordinator of the Scientific Program Committee for the 34th Global Social Work Congress that took place in Durban in July 2008. She has run several workshops in different fields, including organizational capacity building. Her interests remain emancipatory pedagogy and student centered teaching and learning, human rights and social justice, globalization and international social work, and Gender, Aids and Sexuality. She strives at all times to narrow the theory and policy-practice divide. To this end Professor Sewpaul has always maintained active links with practice. She is currently a Leader on a Street Children's Project that combines research, policy and practice, including lobbying and advocacy – all informed by a critical research paradigm that she has published on.

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Annexe 2 SMILE Foundation documents studied

Action for Children, Action for Children Program Mid-Term review, Final report, June-July 2009, Candolim, Goa, India
Action for Children, Action for Children Program Mid-Term review, annexes to the Final report, June-July 2009, Candolim, Goa, India
Nai Disha, The learning Centre, brochure
Siddhant 2010 Education Projects Under AFC Supported programs, An Evaluation. New Delhi Siddhant.
Smile Foundation, Brochure
Smile Foundation, handouts of powerpoint presentations for evaluation team on 14 May 2010
Smile Foundation, Mission Education Partners 2009/10
Smile Foundation, Smile Twin e learning Program Partners
Smile Foundation, Step Smile Twin e learning Program, Brochure
Smile Foundation, Smile on Wheels Partners
Smile Foundation, Process of Management and Monitoring Education Project under AFC Program
Smile Foundation, Proposal Format
Smile Foundation, Desk Appraisal Format
Smile Foundation, Project Description Format
Smile Foundation, Field Appraisal Format
Smile Foundation, Field Evaluation Format
Smile Foundation, Memorandum of Understanding Format
Smile Foundation, Beneficiary Profile Format
Smile Foundation, 'Stand up and make a difference', Brochure
Smile on Wheels, Brochure
Smilescapes, Newsletter, January 2010
Swabhiman, Newsletter, Issue # 3, Half Yearly, 2009
Wilde Ganzen, Action for Children (AfC) year plan 2009 (final draft)
Wilde Ganzen, Year plan 2010 Action for Children (AfC) (first draft), September 2009
Wilde Ganzen, Action for Children report for the year 2007
Wilde Ganzen, Action for Children report for the year 2008
Wilde Ganzen, Action for Children report for the year 2009

Annexe 3 CESE Documents presented and taken into account during evaluation

Action for Children, Action for Children Program Mid-Term review, Final report, June-July 2009, Candolim, Goa, India

Action for Children, Action for Children Program Mid-Term review, annexes to the Final report, June-July 2009, Candolim, Goa, India

CESE Narrative annual report 2008

CESE Narrative annual report 2009

Newsletter print overview about KidsXI program incl. documentary video

Supportive evidence document of CESE's credibility in the national and international context.

CESE External Financial audit reports 2007, 2008 and 2009

CESE AfC action plan revised 201108

CESE list of websites where the 'call for AfC projects' was announced in the period 17/03/2010 – 23/05/2010 (85 websites)

CESE operational plan 2010 per department with special indication of departmental involvement in AfC program

List of targeted potential private organizations (98) for AfC fundraising activities

CESE Project description of the two visited local projects

CESE Report on monitoring visit August 10 – 14, 2009

Wilde Ganzen, Action for Children (AfC) year plan 2009 (final draft)

Wilde Ganzen, Year plan 2010 Action for Children (AfC) (first draft), September 2009

Wilde Ganzen, Action for Children report for the year 2007

Wilde Ganzen, Action for Children report for the year 2008

Wilde Ganzen, Action for Children report for the year 2009

Annexe 4 Soul City Institution Documents presented and taken into account during evaluation

The documents marked *) are presented in print as separate appendices to the lead assessor and will be available for review there.

Action for Children, Action for Children Program Mid-Term review, Final report, June-July 2009, Candolim, Goa, India

Action for Children, Action for Children Program Mid-Term review, annexes to the Final report, June-July 2009, Candolim, Goa, India

Soul City Narrative Report 2009

Soul City, Act for Children Q1 2010 report

Soul City, Social Mobilisation National Congress – Finance Training, 2009 (powerpoint)

Soul City, manual Action 4 Children Skills & Tips for planning and holding a fundraising event *)

Soul City model AfC Grant admission Contract

Soul City model AfC Grant Agreement

Soul City AfC Status Report/ plan 2010

Soul City Factsheets 1 – 7 Action for Children

Soul City invoice for Donation of Sasfin Bank

Soul City AfC Approved Project overview 2009/2010

Soul City AfC Application Form - Fundraising plan Form

Soul City AfC Application Form - Project Application Form

Soul City Publications:

- Soul City Institute Relationships and HIV *)
- One Love (incl. DvD) *)
- DVD on advocacy by children *)
- Have you met Joe (one love program)
- Soul Buddyz
- Soul Buddyz, a parent guide
- Kwanda *)

Hivos South Africa Action for Children Caring School Program (powerpoint)

Hivos South Africa School grant application overview 2009 incl. Key-appraisal criteria and processflow

4 newspaper articles on the Winnie Ngwekazi school Soul Buddyz clubs

Wilde Ganzen, Action for Children (AfC) year plan 2009 (final draft)

Wilde Ganzen, Year plan 2010 Action for Children (AfC) (first draft), September 2009

Wilde Ganzen, Action for Children report for the year 2007

Wilde Ganzen, Action for Children report for the year 2008

Wilde Ganzen, Action for Children report for the year 2009

Annexe 5 Program evaluators' visit to SMILE Foundation

| | |
|--------------------------------|--|
| Wednesday 12 May | Travel from Amsterdam to Delhi and arrival at 24.00 |
| Thursday 13 May | <p>Introduction to Smile Foundation by Mr. Santanu Mishra, Trustee SF Presentation on SF by Ms. Manju, Senior Manager Programs</p> <p>Presentation on Programs by Ms. Manju, Senior Manager Programs, Ms. Deepshika, Education Projects General discussion with presentators, also present Ms. Priti Kalra, Consultant, Mr. Swatantra Gupta, Manager Alliances, Mr. Pratap Ray, Manager Accounts, Ms. Meena Batra, Program Director Swabhiman and Manager Human Resources Lunch with participants and Mr. H.N. Sahay, Director Operations</p> <p>Bhatnagar, General Manager Resources, Mr. Hemant Sharma, zonal manager and Mr. Sandip Nayak, zonal manager Manager Communications</p> |
| Friday 14 May | <p>Visit to Neev, Gurgaon, Delhi, interview with Dr. Shalini Malhotra, Director and Ms. Sadhna Lal, Coordinator, visit to classes and brief conversations with teaching staff Visit to Nai Disha Learning Centre, interview with Ms. Savita Ghai and Ms. Santosh Daga, visits to classes Lunch with Ms. Deepshika and Ms. Meena Batra</p> <p>Visit to Health and Care Society, Sultanpuri, Delhi, interview with Mrs. Ira Das, visits to classes and brief conversation with teachers and children Interview with Mr. S.K. Kapur, Director Corporate Capital Advisors, also present Mr. Anurag Kishore Bhatnagar, General Manager Resources, and Mr. Sandip Nayak, zonal manager Short debriefing session with Mr. Santanu Mishra, Trustee SF and Mr. H.N. Sahay, Director Operations SF Collection of written documentation on SF</p> |
| Saturday 15 May | Sight-seeing and writing field notes, reading and collating of material, internal discussion by evaluation team members, drafting outline of mission report |
| Sunday 16 May Monday 17 May | <p>Sigh-seeing and writing draft report Writing draft report Interview with Mr. Sudhir Bhatnagar and Mrs. Sunita Bhatnagar, Jupiter Academy, Lucknow Interview with Mr. Kailash Agarwal, Organization of Rural Youth for Social and economic Development (Orysed), Subanapur, Orissa Interview with Mr. Santanu Mishra, Trustee SF and staff on management SF Interview with Mr. Shiv Kumar Bagolia, Managing Director Sandwoods Infratech Projects. Ltd., New Delhi Interview with Mr. A.S. Mehta, Marketing Director JK Tyres, New Delhi</p> |
| Tuesday 18 May | <p>Writing draft report Presentation on Swabhiman by Ms. Meena Batra, Manager Swabhiman</p> |

Presentation on Smile-on-Wheels by Ms. Manju, Manager Programs
Presentation on Media, by Mr. Santanu Mishra, Trustee SF
Debriefing AfC Core Team

Wednesday 19 May

Travel from New Delhi to Amsterdam

Monday 24 May

Writing draft report and submission to JNU and SF for comments and additions

Tuesday 25 May

Comments by SF

Thursday 27 May

Comments by JNU

Sunday 30 May

Finalization of report by evaluators

Annexe 6 Program evaluators' visit to CESE

| | |
|--------------------------------|--|
| Sunday May 23 rd | Travel from Amsterdam to Salvador |
| Monday 24 th | <p>Introduction to CESE by Walter Topfstedt, fundraising advisor and AfC Team Coordinator</p> <p>Meeting with CESE informal management team and general presentations and discussion about CESE and its activities</p> <p>In depth discussion with Walter Topfstedt and Lucywanda Moura, member of Projects team and working closely with AfC team about the AfC program</p> <p>Extended studying of the presented documentation</p> |
| Tuesday May 25 th | <p>Group meeting with further CESE staff to elaborate on the AfC program and the relation to other CESE programs and the involvement of staff in AfC programs.</p> <p>Meeting with Jose Carlos Zanetti, project team manager working on Human Rights and Environmental issues on the role of AfC program in the strategic development towards fundraising developments and projects</p> <p>Meeting with Eliana Rolleemberg, executive director about the strategic importance of the AfC program for CESE, institution development and governance issues</p> <p>Initial setup of draft report.</p> |
| Wednesday May 26 th | <p>Meeting with Alonso Robert, Planning, Monitoring and Evaluation Analyst on working procedures regarding PME-project cycle and the relevance of the AfC program for CESE</p> <p>Meeting with Daniel Musse, Financial and Administration Coordinator on Administrative and Financial organization and procedures and external auditing</p> <p>Meeting with Dimas Galvão, Project Service Coordinator on the AfC program</p> <p>Meeting with Vania Dias, communication advisor on the planning of communication development within CESE and the relevance for the AfC program</p> |
| Thursday May 27 th | <p>Telephone interview with Mrs. Neylar Lins, CEO Avina, Rio de Janeiro, Brazil, strategic partner of CESE on the relevance and importance of CESE in general and AfC in specific for Social Development in Brazil</p> <p>Meeting with local partner, restaurant owner, AfC partner in fundraising for local projects</p> <p>Further discussions and information gathering with Walter Topfstedt</p> <p>Writing draft report and sight seeing</p> |
| Friday May 28 th | <p>Meeting with Adriano Martins, member of Projects Team and Coordinator of the Institution Development within CESE</p> <p>Site visits to two local projects: Associação de Moradores do Conjunto Santa Luzia, Salvador – Bahia; project Espaço de Qualificação e Desenvolvimento Econômico Associação Educacional Promocional Presbiteriana de Itagipe, Salvador – Bahia; project Singing and Playing life</p> |

Writing draft report and sight seeing
Saturday May 29th Writing draft report and sight seeing
Sunday May 30st Travel from Salvador to Amsterdam
Monday May 31st Writing draft report
Tuesday June 1st Writing draft report
Wednesday June 2nd Writing draft report
Thursday June 10th Finalizing draft report and submission to CESE for review
Monday June 14th Comments by CESE
Thursday June 17th Finalizing report and submission to the Lead assessor

Annexe 7 Program evaluators' visit to SOUL CITY

| | |
|--------------------------------|---|
| Tuesday June 1 st | Travel from Amsterdam to Johannesburg |
| Wednesday June 2 nd | <p>Introduction to Soul City Institute by ms. Palesa Mokooane, AfC fundraising administrator, acting program coordinator</p> <p>Presentation on Soul City Institute, several programs and it's relations towards the AfC program by mr. John Molefe, senior executive marketing</p> <p>In depth discussion with ms. Palesa Mokooane about the AfC program</p> <p>Extended studying of the presented documentation</p> |
| Thursday June 3 rd | <p>Presentation on the support of automated systems om project documentation and registration, project planning, -budgeting, -management and –evaluation by mr. Lovemore Manjoro, data capturer.</p> <p>Presentation and discussion about Soul City Institute governance and organization and the AfC program with mrs. Kasturi Soni, CEO Soul City Institute.</p> <p>Presentation of partner NGO HIVOS South Africa, mr. Lee Mondry, program officer about the cooperation with AfC in the Caring School Program.</p> <p>Initial setup of draft report.</p> |
| Friday June 4 th | <p>Site visit to the Winnie Ngwekazi School in Soweto; presentation of Soul Buddyz Club and the AfC project.</p> <p>Presentation and discussion about the Kwanda program and its relation with the AfC program with mrs. Antoinette Ntuli, acting senior executive media</p> <p>Presentation and discussion about the financial and administrative organization, with mrs. Samantha Chetty, project accountant</p> <p>Presentation and discussion about Soul Buddyz program and the integration of the AfC program into this program with mr. Solane Mlambo, Soul Buddyz manager.</p> <p>Writing draft report</p> |
| Saturday June 5 th | Writing draft report and sight seeing |
| Sunday June 6 th | Writing draft report and sight seeing |
| Monday June 7 th | <p>Site visit to the Aha Setjhaba Primary School, Parys, Free State province</p> <p>Interview with Mrs. Tembi Tyuku and Mrs. Nelisiwe Hlophe, Cluster Project managers, responsible for fieldwork and training.</p> <p>Writing draft report</p> |
| Tuesday June 8 th | <p>Finalizing draft report and submission to Soul City Institute for review</p> <p>Travel from Johannesburg to Amsterdam</p> |
| ./././. | Comments by Soul City |
| ./././. | Finalizing report and submission to the Lead assessor |

Annexe 8 In –depth interviews Wilde Ganzen, Net4kids, KidsRights, ICS

| | |
|--------------------------------|--|
| Monday May 10 rd | Interview Wilde Ganzen (mr. R. Wiggers, ms E. Haalstra, ms S. Deneer) by mr. T. Schuyt and mr. B. Hoolwerf |
| Wednesday May 12 th | Interview Net4kids (ms. S. Kooijman) by mr. T. Schuyt and mr. B. Hoolwerf |
| Friday May 14 th | Interview KidsRights (ms E. Vroonhof and A. Kohnstamm) by mr. T. Schuyt |
| Thursday June 3 rd | Interview Wilde Ganzen (mr. R. Wiggers, ms E. Haalstra) by mr. T. Schuyt |
| Friday June 4 th | Interview Net4kids (mr. H. Lingeman) by mr. T. Schuyt |
| Monday, June 7 th | Interview ICS (ms. L. Ostergaard) by mr. T. Schuyt |

Annexe 9 List of national NGO's

Brazil (CESE)

CESE in Brazil is a non-profit ecumenical entity composed by churches that got together in 1973 based on the promotion, warranty and defense of Rights, Justice and Peace. With its national office based in Salvador – Bahia, CESE's work is to strengthen organizations, especially movements, engaged in the struggle for citizenship promotion.

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India (Smile)

The Smile Foundation in India was born in 2002 at a reunion of a group of young successful professionals from the fields of finance, management and law. The organization they established is primarily committed to providing children living under difficult circumstances and scarcity with basic education.

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Phone: +91-11-41354565 +91-11-41354565 , 41354566 | Fax: +91-11-41354454
E-mail: info@smilefoundationindia.org

South Africa (Soul City).⁹

The Soul City Institute is a dynamic and innovative multi-media health promotion and social change project which was founded by medical doctors in 1992. Soul City Institute focuses on health and development and aims at improving the health and quality of life in under-resourced communities in South Africa, through drama and entertainment.

Soul City Institute for Health & Development Communication
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Appendix

⁹ For specific information on the three partner organizations please be referred to chapter 6